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(Tel: 01443 864420 Email: sullie@caerphilly.gov.uk)

Date: 23rd September 2021

Dear Sir/Madam,

A digital meeting of the **Cabinet** will be held via Microsoft Teams on **Wednesday, 29th 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 15th September 2021. 1 - 6

To note the Cabinet Forward Work Programme.

4 Cabinet Forward Work Programme. 7 - 10

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

5 Workforce Development Strategy 2021-24. 11 - 62

6 Employee Well-Being Strategy 2021-24. 63 - 120

7 Christmas Close Down Arrangements 2021. 121 - 124

8 Supplementary Report - Managing Building and Service Risk at Alert Level Zero. 125 - 258

9 Montclair Avenue Stream Works Funding Bid. 259 - 286

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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Agenda Item 3



CABINET

MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 15TH SEPTEMBER 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:

R. Edmunds (Corporate Director Education and Corporate Services) and M.S. Williams (Corporate Director – Economy and Environment).

Also in Attendance:

L. Lane (Deputy Monitoring Officer and Head of Democratic Services), R. Kyte (Head of Regeneration and Planning), J. Roberts-Waite (Strategic Coordination Manager), M. Jennings (Principal Strategy Housing Officer), L. Donovan (Head of People Services), C. Forbes-Thompson (Scrutiny Manager), M. Harris (Committee Services Support Officer/Chauffeur) and E. Sullivan (Senior Committee Services Officer).

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 C. Harray (Chief Executive), D. Street (Corporate Director Social Services and Housing), R. Tranter (Monitoring Officer) and S. Harris (Head of Finance and Section 151 Officer).

2. DECLARATIONS OF INTEREST

L. Lane (Head of Democratic Services and Deputy Monitoring Officer) declared a personal and prejudicial interest in relation to Agenda Item No. 6 – Welsh Government Prospectus and Programme Development Plan (PDP), in that a family member works for the construction company referred to in the report and would leave the meeting when the item was being considered.

3. CABINET – 1ST SEPTEMBER 2021

RESOLVED that the minutes of the meeting held on 1st September 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 27th October 2021. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change.

It was noted that Agenda Item No.10 would now be deferred to a future meeting of Cabinet the date to be confirmed and the forward work programme to be updated accordingly.

Following consideration and discussion, it was moved and seconded that 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. REGENERATION BOARD – PROJECT PROPOSALS

Consideration was then given to the report which sought Cabinet approval for the allocation of up to £130,000 from the Regeneration Project Board Development Fund towards two recently endorsed and evaluated project proposals namely the Risca – Redevelopment of Strategic Town Centre site (Feasibility and Master Planning) and the Bargoed Empty Property Enforcement Action Plan and also asked Cabinet to note that a further £1.0M of development funding had been allocated to the Regeneration Project Board.

The projects for Risca and Bargoed were outlined, and Cabinet agreed that the proposals would secure positive outcomes for both areas, which would be welcomed by residents and provide opportunities for businesses.

In relation to the project at Bargoed, it was noted that this town centre had the highest empty property rate in the borough and the proposal before Cabinet would provide the resources to allow the Local Authority to work with landlords to bring them back into beneficial use. It would also allow notices to be served on reluctant landlords and for enforcement action taken if necessary and enable the Council to step in and undertake any works needed. The Officer confirmed that £250k of Welsh Government match-funding had also been secured to support this project.

Clarification was sought as to whether this funding was specifically for the Bargoed project or if it could be utilised elsewhere. It was confirmed that it had been identified specifically for Bargoed via the Heads of the Valley Task Force.

Cabinet welcomed the proposals and were pleased to see the measures proposed in relation to absent landlords and the opportunities to bring empty properties into beneficial use.

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 for the reasons contained in the Officer's report: -

- i) The £130,000 of the Regeneration Project Board Development Fund be allocated to progress two project proposals (i) Risca – Redevelopment of Strategic Town Centre site (ii) Bargoed Empty Property Enforcement Action Plan.
- ii) That a further £1.0M funding has been allocated to the Regeneration Project Board to bring forward strategic project development activities be noted.

6. WELSH GOVERNMENT PROSPECTUS AND PROGRAMME DEVELOPMENT PLAN (PSP).

L. Lane (Head of Democratic Services and Deputy Monitoring Officer) having declared a personal and prejudicial interest left the meeting.

Consideration was given to the report which sought Cabinet views and approval for the Programme Development Plan (PDP) and the Local Housing Market Assessment Prospectus prior to its submission to Welsh Government. The report would also update Cabinet on the changes that have been made to the way in which the Welsh Government's Social Housing Grant is co-ordinated and allocated amongst partner housing associations and Caerphilly Homes.

Cabinet were advised that the report had been considered by the Housing and Regeneration Scrutiny Committee at its meeting on the 7th September 2022. The views of the Scrutiny Committee were summarised, and Cabinet were pleased to note that as individual projects came forward, they would be subject to the full committee process and scrutiny review.

Cabinet were referred to section 5.24 of the report which outlined the 4 schemes included within the PDP and that each would be subject to a separate report to Cabinet as appropriate. Clarification was then sought in terms of funding and the Officer confirmed that it would be part HRA and part match funding.

Cabinet welcomed these ambitious and important projects to bring much needed affordable homes to the area and felt it vital that as many of these opportunities as possible should be explored.

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

RESOLVED that for the reasons contained in the Officer's report the content of the report, PDP and draft LHMA Prospectus be approved for submission to Welsh Government.

7. PROVISION OF A STAFF BENEFIT AND RECOGNITION SCHEME

Consideration was given to the report which sought Cabinet approval of a new staff benefit and reward platform that will support the forthcoming Wellbeing Strategy. Cabinet were also asked to agree the proposal to further recognise long service.

Cabinet noted that the MyAdvantages platform by Enderred offered a free to use online benefits services, accessed via the National Procurement Services framework, that makes a wide range of employee benefits, savings, discounts and advice available to public service employees. The platform also enables companies across Caerphilly to promote their

businesses and offers directly to employees and in doing so, provides the opportunity for our staff to access discounts while still shopping local.

Cabinet welcomed the proposals as a way to reward staff and benefit local businesses and sought reassurance that the scheme would be properly promoted in order to maximise take up. Members were advised that once the product was available HR Officers would be working closely with the Regeneration Team to promote and help to support the platform. It was noted that implementation time was approximately 8 weeks, and Officers were therefore keen to have the product available as quickly as possible, so that staff could benefit from its offers in the run up to Christmas.

Following consideration and discussion, it was moved and seconded that subject to an amendment to recommendation 3.1 (2) to read 'the proposal to recognise forty years' continuous Local Government Service for staff that are still in the employment of the Local Authority, the recommendations in the report be approved. By way of electronic voting and verbal confirmation this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

1. The implementation of the MyAdvantages platform by Edenred for Caerphilly be agreed.
2. The proposal to recognise forty years' continuous Local Government Service for staff that are still in the employment of the Local Authority be agreed.

8. FREEDOM OF THE BOROUGH – OLYMPIC MEDALLISTS

Consideration was given to the report which asked Cabinet to make a recommendation to Council that they admit as Honorary Freeman of the Borough the Caerphilly County Borough athletes who were successful in achieving medals at the Tokyo Olympics 2020, namely Lauren Price, Gold Medallist and Lauren Williams, Silver Medallist.

Cabinet welcomed the opportunity to make this recommendation to Council and fully support the bestowing of this honour as the right and proper way to recognise the hard work, commitment and dedication of Lauren Price and Lauren Williams.

The Leader placed on record her thanks to Councillor Colin Mann, Leader of the Plaid Cymru Group and Councillor Kevin Etheridge, Leader of the Independents Group for their cross-party support for this award.

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.

RECOMMENDED to Council that in pursuance of Section 249 (as amended) of the Local Government Act 1972 the Council confers upon the following athletes, the Freedom of the County Borough of Caerphilly:

Lauren Price Gold Medallist - Boxing Women's Middleweight (75kg)

Lauren Williams Silver Medallist - Taekwondo Women's (-67kg)

9. PUBLIC INTEREST TEST - EXEMPTION FROM DISCLOSURE OF DOCUMENTS SCHEDULE 12A LOCAL GOVERNMENT ACT 1972

The Leader advised that as the Exempt Item would be deferred to a future meeting of

Cabinet, the public interest test was no longer required.

10. EXEMPT ITEM - THE LAWNS, RHYMNEY COST OVERRUN REPORT

The Leader confirmed that this matter would be deferred to a future meeting of Cabinet, the date to be confirmed and that the forward work programme would be updated accordingly.

The meeting closed at 11.08am

Approved and signed as a correct record subject to any corrections made at the meeting held on 29th September 2021.

CHAIR

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Cabinet Forward Work Programme – from 29th September 2021

29/09/2021 10:30	Montclair Avenue - Culvert Report	To seek Cabinet approval to fund the culvert repair.	Street, Dave;	Cllr. Phipps, Lisa;
29/09/2021 10:30	Supplementary report - Managing Service Risk at Alert Level Zero	To update Cabinet with a further report detailing proposals for the re-opening of key buildings.	Edmunds, Richard (Ed);	Cllr. Gordon, Colin J;
29/09/2021 10:30	Christmas closedown	To consider Christmas closedown arrangements.	Donovan, Lynne; Edmunds, Richard (Ed);	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	Workforce Development Strategy	To seek Cabinet approval of the Workforce Development Strategy 2021 - 24.	Donovan, Lynne;	Cllr. Gordon, Colin J;
13/10/2021 10:30	Car parking at Twyn Car Park and Blackwood High Street Car Park	To consider proposals to manage the interface between business/visitor parking at Twyn Car Park, Caerphilly and Blackwood High Street.	Williams, Mark S;	Cllr. Pritchard, James;
13/10/2021 10:30	21st Century Schools – Band B Programme Update	To provide Cabinet with an update on the progress of the 21st Century Schools Band B programme.- Phase 1 & 2.	West, Andrea; Richards, Sue;	Cllr. Whiting, Ross;
13/10/2021 10:30	Write-off of Debts Over £20,000 – Business Rates Arrears for Limited Companies	To seek Cabinet approval for the write-off of business rate debts for two limited companies where, in each case, the aggregated values per business are greater than £20,000.	Carpenter, John;	Cllr. Stenner, Eluned;
13/10/2021 10:30	New Respite Facilities	To seek Cabinet approval to build two state of the art respite facilities, one for adults and one for children in order to replace existing facilities.	Street, Dave; Williams, Jo;	Cllr. Cook, Shayne;

Cabinet Forward Work Programme – from 29th September 2021

13/10/2021 10:30	Outcome of Public Consultation on a Proposed Community Hall in Ty Sign, Risca	To report on the outcome of a public consultation and to seek the views of Cabinet on the request to lease land at Holly Road, Ty Sign, Risca for the purposes of building a new community hall.	Hartshorn, Robert;	Cllr. Stenner, Eluned;
27/10/2021 10:30	Streetlighting Update	To provide Cabinet with an interim update on the monitoring of the street lighting carbon reduction initiative outcomes.	Lloyd, Marcus;	Cllr. Pritchard, James;
27/10/2021 10:30	Annual Performance Report and Corporate Plan 2018-2023	For Cabinet to consider the Council's Annual Performance Report which provides information and analysis of performance against the six well-being objectives for the period 01/04/20 to 31/03/21.	Roberts, Ros; Richards, Sue;	Cllr. Stenner, Eluned;
27/10/2021 10:30	Corporate Performance Assessments (CPA's)	To provide Cabinet with information and detailed analysis of performance for the period 01/04/20 to 31/03/21 and forms part of the Council's self-assessment activity.	Richards, Sue;	Cllr. Stenner, Eluned;
27/10/2021 10:30	Local Housing Strategy	To seek Cabinet approval for the acquisition of the former Oakdale School site from the General Fund to the HRA and the development of the site by Willmott Dixon on behalf of Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Phipps, Lisa;

Cabinet Forward Work Programme – from 29th September 2021

10/11/2021 10:30	Dog Control PSPO Proposals	To consider the outcome of a public consultation, together with any recommendations from Scrutiny Committee, on proposals to amend and extend the Public Spaces Protection Order (PSPO) relating to dog control to include the exclusion of dogs from marked sports pitches/areas	Hartshorn, Robert;	Cllr. George, Nigel;
10/11/2021 10:30	ASB/street drinking PSPO	To consider the outcome of a public consultation together, with any recommendations from Scrutiny Committee, on proposals to vary and extend the Public Spaces Protection Orders relating to anti-social behaviour and drinking alcohol in a public place.	Hartshorn, Robert;	Cllr. George, Nigel;
10/11/2021 10:30	Homeless Project Plan	To provide Cabinet with the Rapid Rehousing and transitional plan which needs to be submitted to WG by June 2022.	Denman, Kerry; Street, Dave;	Cllr. Phipps, Lisa;
10/11/2021 10:30	Commercial & Investment Strategy	For Cabinet to note the progress made against the actions and success measures within the strategy during the first 12 months To seek an extension of an additional 12 months for the refresh of the Commercial & Investment Strategy to November 2022.	Camp, Victoria;	Cllr. Stenner, Eluned;

Cabinet Forward Work Programme – from 29th September 2021

24/11/2021 10:30	Team Caerphilly Transformation Programme – 6 monthly update	To provide Cabinet with an update on progress against the Team Caerphilly Transformation Strategy.	Richards, Sue;	Cllr. Stenner, Eluned;
24/11/2021 10:30	The principles of a regional approach to Employability Programme	To consider a regional approach to the provision of employment support programmes within the Cardiff Capital Region.	Kyte, Rhian;	Cllr. Marsden, Philippa;
24/11/2021 10:30	Grass Cutting Regime	To seek the views of Cabinet in relation to grass cutting regimes across the county borough and proposals to enhance and promote bio-diversity following consultation with local members and presentation to Scrutiny Committee.	Headington, Mike;	Cllr. George, Nigel;
24/11/2021 10:30	Business Rate Relief - WG Funding	To seek Cabinet approval of a proposal for the distribution of targeted rated relief.	Carpenter, John;	Cllr. Stenner, Eluned;



CABINET – 29TH SEPTEMBER 2021

SUBJECT: WORKFORCE DEVELOPMENT STRATEGY 2021 - 24

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1.1 The attached report is due to be considered by the Policy and Resources Scrutiny Committee on the 28th September 2021. Due to publication deadlines the views of the Scrutiny Committee and its recommendations will be reported verbally to Cabinet.

Author: Lynne Donovan, Head of People Services

Appendices:

Appendix Report to Policy and Resources Scrutiny Committee 28th September 2021

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

SUBJECT: WORKFORCE DEVELOPMENT STRATEGY 2021 - 24

REPORT BY: HEAD OF PEOPLE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to consult with Policy & Resources Scrutiny Committee in relation to the Workforce Development Strategy 2021 – 24, attached at Appendix 1.

2. SUMMARY

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council Works and Workforce Development is one of them.
- 2.2 One of the actions of this review is to produce a Workforce Development Strategy (attached at Appendix 1), to develop our employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of our services in response to the many challenges we face as a Council moving forward.

3. RECOMMENDATIONS

- 3.1 Policy and Resources Scrutiny Committee are asked to note the contents of the report and make comments prior to recommending the Workforce Development Strategy 2021 – 24 attached at Appendix 1 to Cabinet for approval.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendation is made to ensure that we have a Workforce Development Strategy in place to support a workforce in the future that is fit for purpose and equipped with the necessary skills to innovate and move the Council forward the Caerphilly Way.

5. THE REPORT

- 5.1 As stated, the Council's Team Caerphilly – Better Together Transformation Strategy was adopted by Cabinet on the 12th June 2019 and ten corporate reviews are being undertaken to transform how the Council works and Workforce Development is one of them.
- 5.2 The Workforce Development Strategy 2021 – 24 (attached at Appendix 1) adopts the principles of place shaping, collaboration, digitalisation, commercialisation and innovation. Together with the actions and objectives prioritised in our Strategic Equality Plan 2020-2024, Customer & Digital Strategy 2019-2023, Commercialisation and Innovation Strategy and Service Review Methodology, the effective implementation of this Workforce Development Strategy will be fundamental to meeting the Council's ambitious transformation agenda.
- 5.3 The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to Caerphilly, a strategically planned approach to workforce development is necessary to align strategy, processes and people.
- 5.4 The effective implementation of this Strategy will embed Workforce Planning as an essential business process that is undertaken on a regular basis. Workforce Planning will include skills, audits, structure reviews and identification of priority actions to address workforce risks and development needs.
- 5.5 The Council's HR policies confirm that employees are our most valuable asset and recognise that attracting and retaining a well-trained, well-motivated and flexible workforce, with a wide range of skills and experience is essential to the provision of quality services. Our people are at the very heart of everything we do. Our continuing success as a Council will be dependent on us having a workforce that will champion our values and is fit for the future and this Workforce Development Strategy reinforces this.
- 5.6 Under this strategy, we will seek to address the challenges identified in our stakeholder engagement through the further development of our recruitment strategies and procedures and improve our ability to attract the best and brightest talent to the authority. We will explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen the provision of apprenticeships, work placements and work experience opportunities.
- 5.7 A Workforce Planning Framework will be implemented to help translate this strategy into practice and equip our managers with a reference tool to proactively organise and develop their workforce. This will include the development of *agile working solutions* to meet ever changing service needs and address staff shortages, surpluses, talent gaps and skill mismatches. The effective implementation of this strategy will ensure that current and future workforce needs are known, modelled and are capable of meeting changing service delivery requirements and needs.

- 5.8 Under this Strategy, we will work collaboratively to remove any artificial barriers to workforce development and work together strategically to provide comprehensive learning and development programmes, training initiatives and access to a wide range of digital resources that will be accessible to the wider workforce.
- 5.9 Currently, there is no corporate coordinated approach to Learning and Development across the Council, with each service responsible for their own learning provision. This Strategy supports a workforce that is fit for the future and equipped with the necessary skills to innovate and deliver the Council's Transformation Programme. To ensure that we provide comprehensive learning and development programmes, training initiatives and access to a wide range of digital resources, so that our employees will have every opportunity to enhance their skills and fulfil their potential, the central coordination of workforce development is key in the delivery of this strategy.
- 5.10 This is an ambitious Workforce Development Strategy and comprehensive in content with key priorities highlighted and appropriate resources will be required for the future delivery of coordinated workforce development function. Members will recall that the report to Council dated 13th July 2021 entitled 'Provisional Revenue Budget Outturn for 2020/21, included a proposal to set aside funding of £168k to appoint staff on a fixed-term basis to undertake the initial planning and scoping required, which Members agreed. The recruitment for these posts has commenced and an updated report in relation to centralised Learning and Development will be presented to Policy and Resources Scrutiny for information.
- 5.11 Workforce development is being undertaken to different degrees across the Council. This ambitious Strategy will bring a coordinated approach to workforce development across the Council's services.

5.12 **Conclusion**

The Council's clear commitment to workforce development is now captured in the Workforce Development Strategy 2021 – 24, to ensure that we have a well-trained, well-motivated and flexible workforce, that are capable of dealing with the many future challenges we will face across the Council.

6. **ASSUMPTIONS**

- 6.1 There are no assumptions made within this report.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Workforce Development Strategy will have significant benefits for our employees, i.e. permanent, casual and temporary.
- 7.2 This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being

forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.

- 7.3 The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.
- 7.4 Under this Strategy, we will be exploring and developing new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. The Council furthermore supports payment of the Foundation Living Wage which supports young people starting in modern apprenticeship roles.
- 7.5 Agile Working Opportunities that promote greater choice for where work may be carried out will assist in reducing the Council's and the employee's carbon footprint and will in many instances support employee wellbeing and offer a greater choice of employment opportunities that may have been unreachable for some based on where they live and/or their individual circumstance.
- 7.6 This Strategy supports learning and development opportunities for all staff and enables employment through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review. Combined with the provision of the Foundation Living Wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities, the impact of this Strategy is largely positive on the Council's workforce as a whole, i.e. current and future.
- 7.7 The Integrated Impact Assessment is attached at Appendix 2.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no immediate financial implications to this report. Any budgetary requirements to support workforce development will be subject to appropriate authorisation.

9. PERSONNEL IMPLICATIONS

- 9.1 The centralised Learning and Development team referred to in point 5.10 will be part of the HR structure and recruitment to the posts will be in accordance with Council policies and procedures.

10. CONSULTATIONS

- 10.1 The majority of consultation responses have been incorporated in the Strategy.

Some consultation responses were not included because they were more appropriate for consideration and inclusion in other areas of work.

11. STATUTORY POWER

11.1 Local Government Act 1972

Author: Lynne Donovan, Head of People Services

Consultees: Corporate Management Team
Cllr Colin Gordon, Cabinet Member for Corporate Services
Leadership Team
HR Strategy Group
HR Management Team
Stephen Pugh, Head of Communications
Emma Townsend, Health and Safety Manager
Neil Cooksley, Principal HR Officer (Workforce Development)
Trade Unions – GMB, Unison, Unite

Appendices:

- Appendix 1 Workforce Development Strategy 2021 – 24
(An accessible version is available on request)
- Appendix 2 Integrated Impact Assessment

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Foreword



Christina Harrhy
Chief Executive
Caerphilly County Borough Council

I'm delighted to present our ambitious and forward-thinking Workforce Development Strategy. Our hard working and versatile workforce are the very backbone of our organisation and certainly our *most valuable resource*. It is in no doubt that the people that make up Team Caerphilly are the reason we are able to deliver high quality services to our communities and lead the way in many sectors. As we continue on our journey it is essential that we have a workforce with the required skills that align with the ever changing needs of our communities. The skills we have today, will be different to those we will need tomorrow. We therefore need to ensure we understand this gap and develop our staff appropriately. The actions detailed within this strategy defines our plans accordingly.

We are passionate about providing great services and making life better for everyone in the Caerphilly county borough and our new operating model, **TeamCaerphilly - Better Together**,¹ details how we will achieve this. In response to the many and varied challenges we face, we must re-purpose and re-shape our services, and this will mean developing and improving the ways in which we support our staff to maximise their capabilities, effectiveness and resilience.

We must develop a *healthy organisation*, one which provides an environment that nurtures our people, provides opportunity for personal and professional development and recognises excellence. We have fantastic work life balance policies, which we will continue to develop to cater for the varying

and changing needs of our people. We must be bold, brave and committed to modernising our practices, moving away from traditional models of delivery which restrict agility and flexibility.

We must show that we truly value our people by putting equality, inclusion and well-being at the very heart of everything we do. We will champion diversity and challenge conscious and unconscious bias in our decision making. We will strive to ensure all tiers are fairly represented across the organisation.

We must evolve at scale and at pace, especially as we recover from the Covid-19 health crisis. It would be remiss of me not to acknowledge and applaud our workforce for their contributions during this unprecedented time. We have responded amazingly, coming together as one team to transform operations practically overnight, ensuring our citizens continue to receive the essential services they need on a day-to-day basis. This has epitomised the spirit of *Team Caerphilly*.

Our workforce has been innovative, collaborative, resilient and resourceful in the face of extreme pressure. We have embraced the opportunities large scale remote and agile working provided us. The challenge now is to take what we've learned, harness the skills and teamwork that have been developed and create an environment that will deliver long term, sustainable growth.

Our talented and highly committed workforce will be fundamental to our success and I am excited to see how we can shape the future of CCBC together.

¹ TeamCaerphilly - Better Together Strategy

Foreword



Cllr. Philippa Marsden
Leader
Caerphilly County Borough Council

This strategy demonstrates how, as a council, we can continue to deliver high quality services fit for the future, by focusing on developing the people behind the services.

We are a large council with more than 700 services. To ensure we are equipped to meet the unprecedented demands placed on us, we must invest in our workforce and continue to develop skills and build on the vast amount of experience and knowledge we already have in our council.

The Coronavirus Pandemic has brought into sharp focus the need to ensure a healthy workforce, this is vital on so many levels and we feel that we are well placed to take staff on the journey to delivering the Team Caerphilly Transformation Strategy which has positive outcomes for our communities *and our workforce*. Our people have performed outstandingly in an extremely difficult and uncertain time. We have a talented, versatile and dedicated Team Caerphilly family.

This strategy identifies our key priorities as we look to build on our successes. We will focus on what matters, provide greater opportunities and value and nurture our workforce.

Our workforce is, and continues to be, our greatest asset and I firmly believe that this strategy will see us continue to strive to provide the best support for both staff and the wider community, it will become the lifeblood of how we operate, and allow us to continue to evolve and innovate as an organisation.

Introduction

“The ability for organisations to successfully evolve is ultimately determined by the capability of their staff.”

Chief Executive of the CIPDⁱⁱ

Our people are our most valuable asset and are at the very heart of everything we do. Developing an engaged, skilled and effective workforce that champions **our values** and is capable of meeting

the future needs of our residents, is essential to our ability to deliver our ambitious transformation objectives.



This strategy outlines our commitment to developing our workforce and details how we will create the right environment, enhance our support

and better equip our people with the right skills to be highly effective in their jobs and achieve greater levels of job satisfaction.

ⁱⁱ Driving the New Learning Organisation - Towards Maturity in Partnership with the CIPD

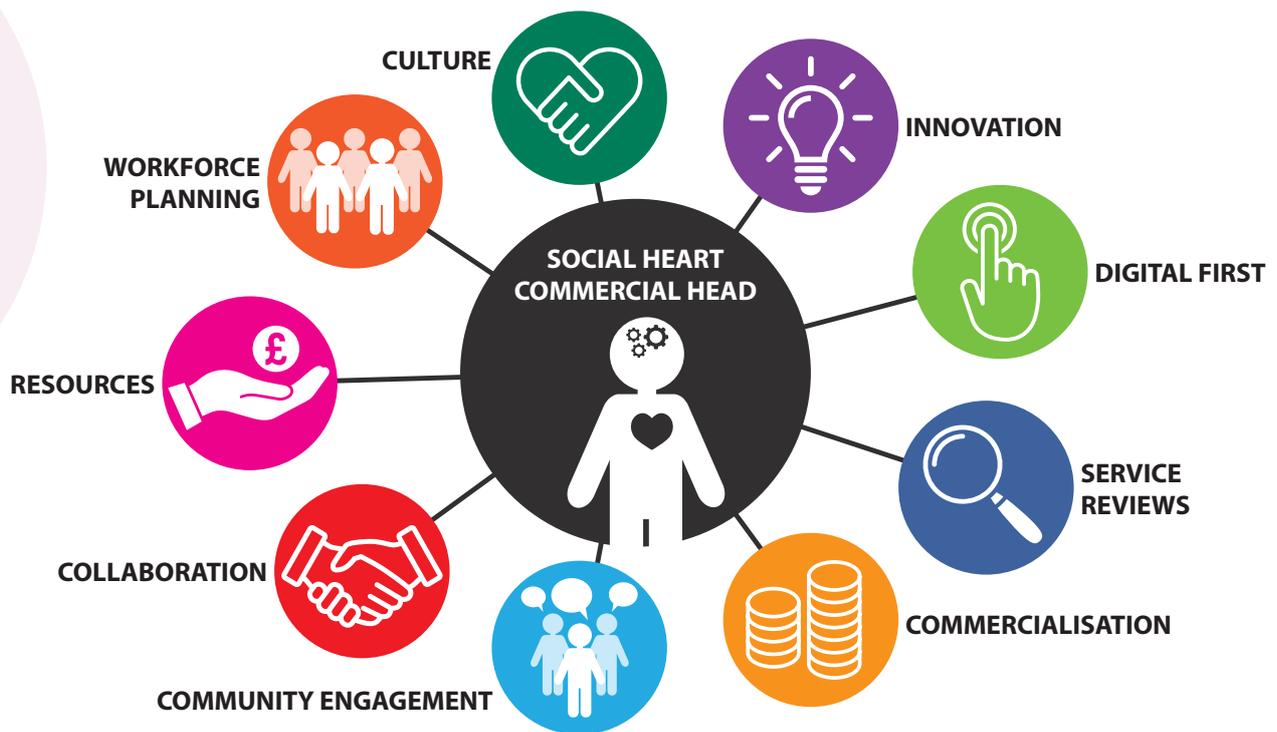
The Strategic Context

The Corporate Plan 2018-2023 incorporates seven Cabinet commitments, which include the need to protect jobs in these financially difficult times, continue to deliver innovative and high performing services and ensure we have an engaged and motivated workforce.

These commitments, together with the six Wellbeing objectives set out in the plan, formed the central tenets of the Transformation Strategy *#Team Caerphilly – Better Together*.

The foundations of this strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024,ⁱⁱⁱ the Customer & Digital Strategy 2019-2023,^{iv} the Commercial and Innovation Strategy^v and the Service Review Methodology.^{vi}

#Team Caerphilly – Better Together: Operating Model



Transformation on this scale requires a workforce that can keep pace with change and acquire new skills. Workforce development is fundamental to

the success of our transformation programme and has given the strategy a clear purpose:

“To develop a workforce that is fit for the future.”

ⁱⁱⁱ Strategic Equality Plan 2020-2024

^{iv} Customer and Digital Strategy 2019-2023

^v Commercialisation and Investment Strategy 2020

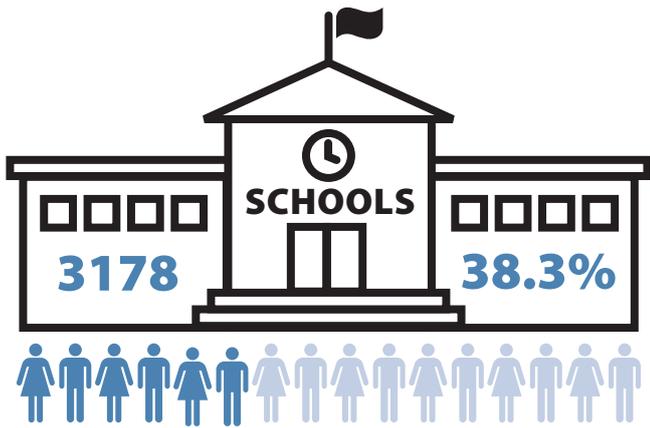
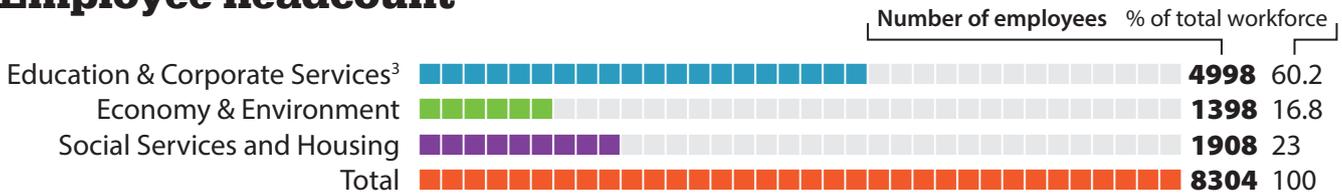
^{vi} Service Review Methodology 2020

Our Workforce

We are the largest employer within the borough, directly employing over 8000 staff (including schools)¹, providing our communities with a wide and varied range of essential and non-essential public services. We currently supplement our workforce with 229 agency workers.

To help inform our direction of travel and identify our priority actions, we must first assess our existing employee profile and understand what challenges we face as a council.

Employee headcount²



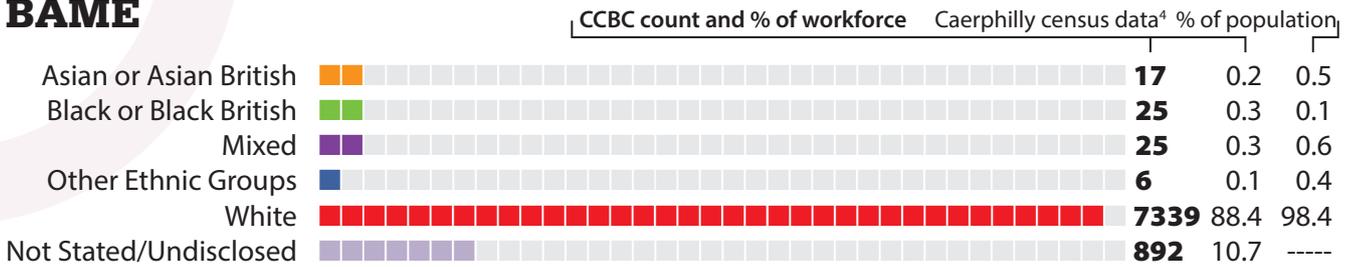
Education and Corporate Services account for nearly two thirds of our workforce, with nearly 40% in our schools provision alone.

¹ Workforce Intelligence Analysis - July 2020

² Where employees have multiple posts, the post holding the most contractual hours will be considered the substantive role and has been used for statistical analysis.

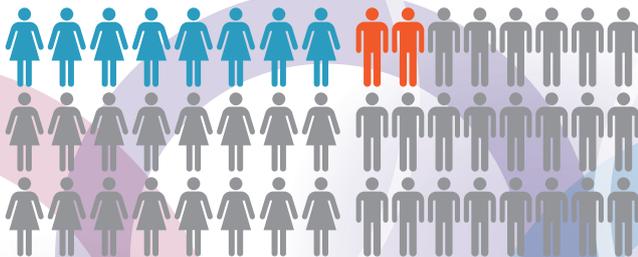
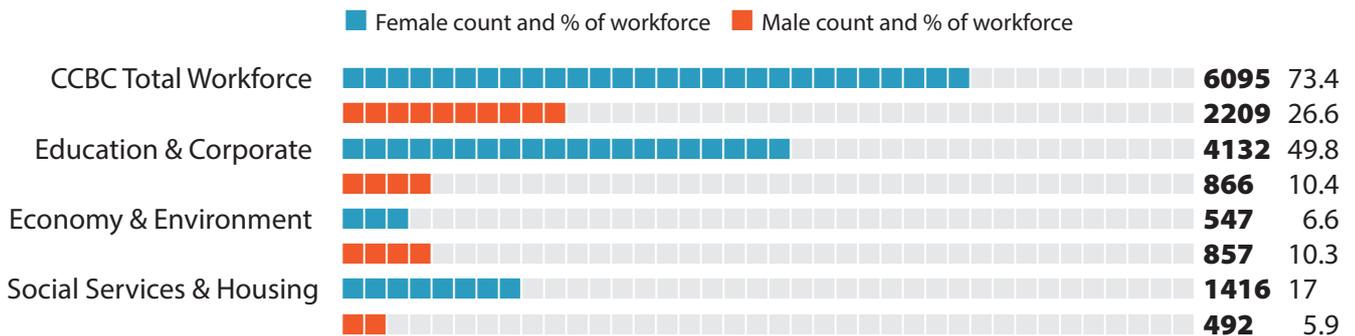
³ For the purposes of analysis, the Chief Executive has been grouped into Education & Corporate Services

BAME



The percentage of non-white employees is very low, accounting for less than 1% of the total workforce. However, when this is compared with Census data for the Caerphilly County Borough, we can see that the number is broadly reflective of the demographics of the local community. We will continue to champion diversity and inclusivity and build upon existing good practice to increase numbers in under-represented groups.

Gender*



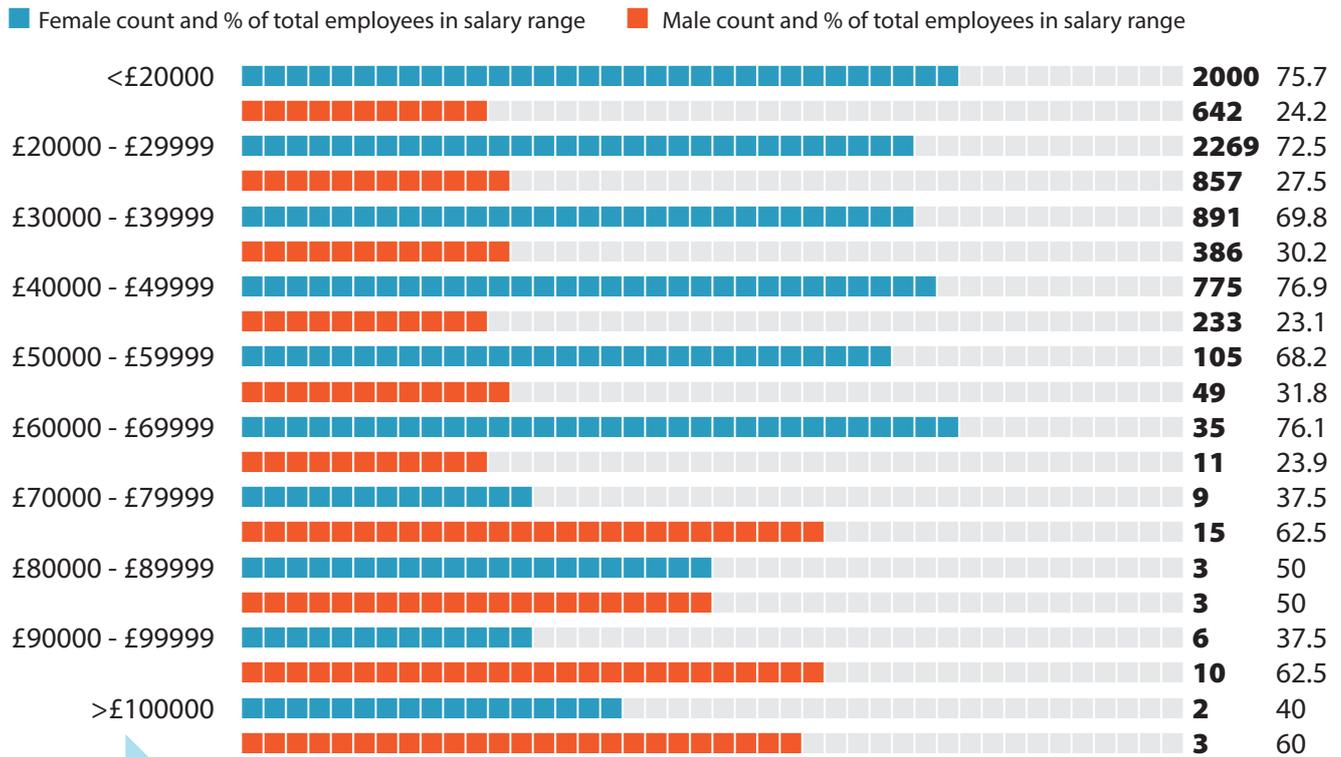
Over two thirds of our workforce are female. Of particular note is Education & Corporate Services where the ratio of females to males is approximately 5:1. Only in Economy and Environment do males outnumber females, but the margin of difference is much lower at just 3.7%.

We must continue to positively promote the wide range and variety of jobs across our services.

⁴ Caerphilly Census Data 2011

* No employees were identifying as non-binary at the time of the analysis.

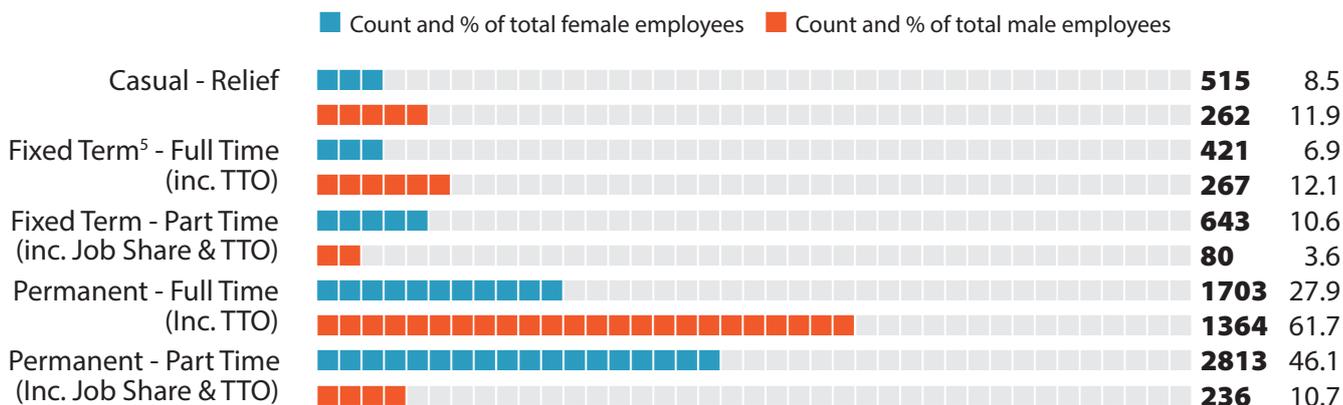
Gender by salary range



What is of particular interest here, is that for the majority of salary ranges the proportion of females to males is reflective of the demographic split in the organisation. That is until we reach our top earners, at which point (despite the small numbers) we see a noticeable reverse. It is important that we fully understand the reasons for this.

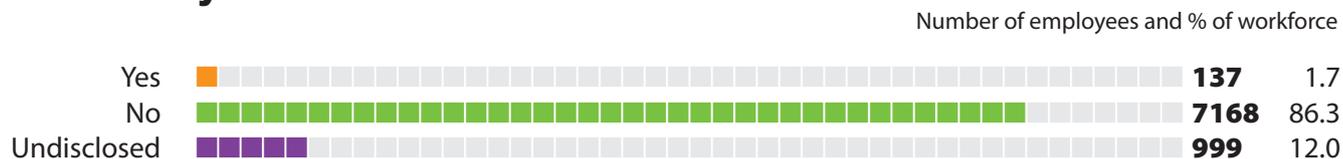


Gender by type of contract



It is important we continue to develop our policies, regularly review our contractual arrangements and enhance our flexible working procedures to provide the best support for our workforce and their varying needs.

Disability

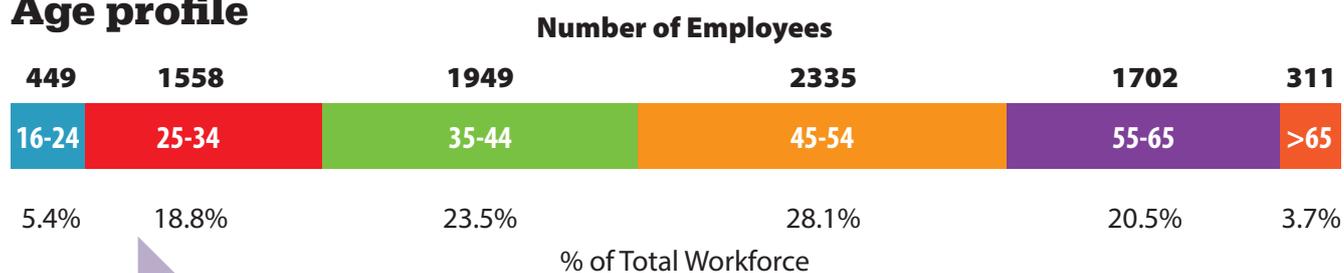


As a Disability Confident Employer, we are recognised as going the extra mile to make sure disabled people get a fair chance in the workplace. We are fully committed to supporting employees with disabilities and long-term health conditions and will work to further enhance employment opportunities.



⁵ Employees in fixed term roles may have permanent employment status with the Council.

Age profile



The average age of an employee is 45. Over half of the workforce are 45 or older and approximately a quarter are older than 55. This is likely to be a reflection of our ability to retain employees and this is reflected in the average length of service for our employees, 11.4 years. Changes to pension age and legislation may also be a contributing factor. Conversely the proportion of the workforce aged under 25 is relatively low at 5.4%. It is important we continue to refine our recruitment, employee development and succession planning to mitigate against any loss of acquired knowledge and skill.

Age by salary range⁶

	16-24		25-34		35-44		45-54		55-65		>65	
<£20000	319	12.1%	420	15.9%	453	17.2%	606	23%	634	24%	207	7.8%
£20000 - £29999	122	3.9%	635	20.3%	685	21.9%	907	29%	709	22.7%	71	2.3%
£30000 - £39999	8	0.6%	384	30.1%	324	25.4%	341	26.7%	195	15.3%	25	2%
£40000 - £49999			113	11.2%	420	41.7%	342	33.9%	126	12.5%	7	0.7%
£50000 - £59999			6	3.9%	58	37.7%	75	48.7%	15	9.7%		
£60000 - £69999					4	8.7%	35	76.1%	7	15.2%		
£70000 - £79999					1	4.2%	14	58.3%	8	33.3%	1	4.2%
£80000 - £89999					2	33.3%	3	50%	1	16.7%		
£90000 - £99999					2	12.5%	8	50%	6	37.5%		
>£100000							4	80%	1	20%		

Broadly speaking, the patterns are as expected. Those who occupy posts within the higher salary ranges are predominantly aged 45 years or older; the majority of our under 25s occupy posts within the lower salary ranges and the middle range salaries have high percentages of employees aged between 35 and 55. This is likely to be a positive reflection of employees' acquired knowledge, skill and experience within their chosen disciplines resulting in progression.

⁶ Count and % of Employees in salary range

Our Challenges

What localised challenges do we face?

- Navigating the recovery from Covid-19 and establishing a 'new normal' presents an unprecedented organisational challenge with short, medium and long term implications across all of the Council's services.
- The Council has an aging workforce and we must address the threat of loss of organisational knowledge, experience and skills when they leave the workforce.
- Recruitment and retention issues in key service areas, resulting from national and regional skills shortages, market competition, and agreed remuneration protocols.
- Implementing smarter solutions to practices and technology to optimise our efficiency, quality and productivity.
- Improvement and refinement of our data management systems and processes and to be more effective in our use of data intelligence in decision making.
- Ensuring our learning and development programmes are fit-for-purpose and aligned to strategy and business needs whilst providing employees with opportunity to achieve individual goals.
- Delivering high quality services within the financial restrictions of the Medium Term Financial Plan (MTFP).

What are the external drivers for public sector change?



Our Approach

The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to Caerphilly, a strategically planned approach to workforce development is necessary to align strategy, processes and people.

To be effective, workforce development needs to be planned and implemented at three levels.



Organisation: Workforce Development Strategy

We must ensure the workforce is skilled, fully supported and equipped to respond to rapid and evolutionary change. To achieve this aim, the

Workforce Development Strategy will focus on four key themes, developed through extensive stakeholder engagement.*



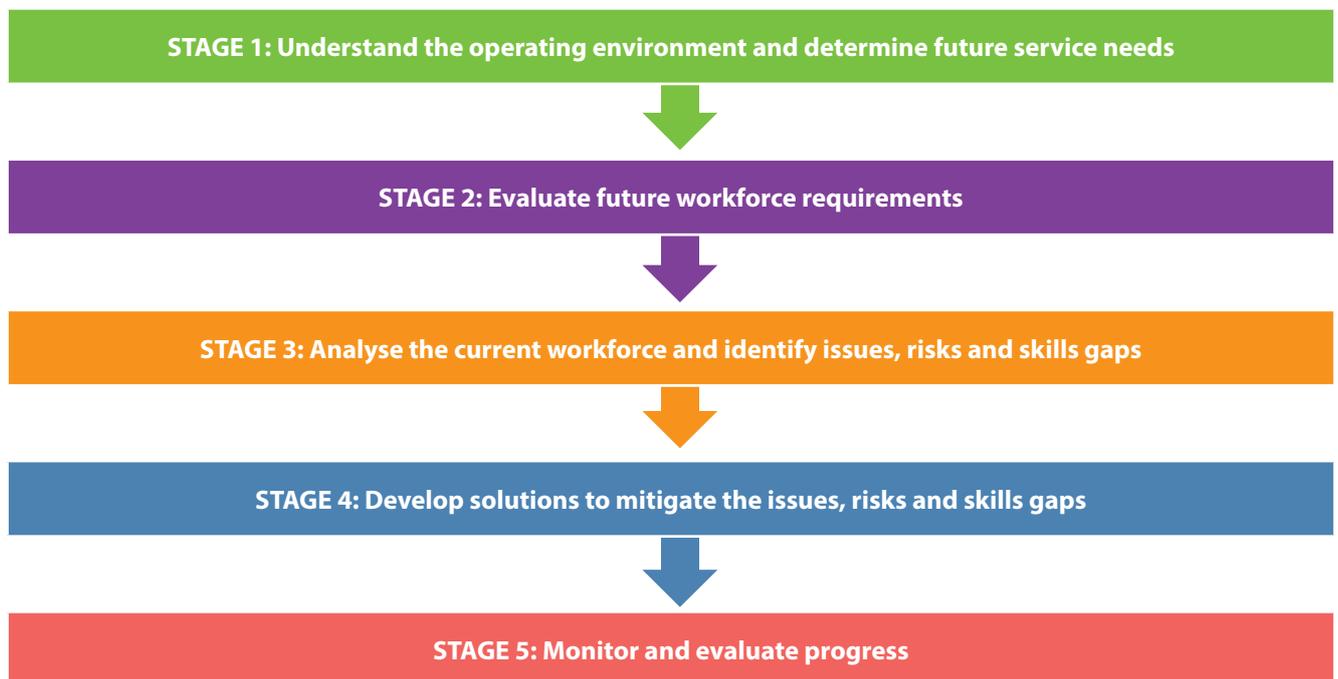
* Leadership Team Consultations; Management Network Engagement; Director Summits Summary Findings; Staff Survey (May 2021) and consultation with the Trade Unions.

Team: Workforce Planning

To support our broader workforce development goals and initiatives, workforce planning^{vii} must become embedded as an essential process in organisational planning (Appendix 1). A Workforce Planning Framework will be implemented to help translate strategy into practice and equip our

managers with a tool to proactively organise and develop their workforce, developing solutions to meet ever changing service needs and address shortages, surpluses, talent gaps and skill mismatches.

Figure 1: Workforce Planning Framework



Individual: My Time and My time Extra

It is important that all employees are given an opportunity to reflect on their performance and discuss their continuous professional development. My Time and My Time EXTRA will facilitate positive conversations between employees and line managers and develop targeted personal development plans, whilst addressing service specific priorities and broader strategic workforce objectives.



^{vii} CIPD Workforce Planning Practice Guide May 2018

Our Priority Actions

1. Focusing on what matters

The Covid-19 pandemic has brought into sharp focus the importance of organisational transformation. It has highlighted the necessity to have resilient, efficient and effective services, where we adapt and respond positively to rapid and evolutionary change, truly embrace flexible/agile working and work smarter.

New ways of working require new ways of thinking. Employees and Elected Members must be fully engaged, embracing and shaping a culture of transformational change which will determine how the Council delivers services in the future

Our strategies and planning are clear and aligned, meaning we can continue to be effective, both as an organisation and as individuals, by providing a clear direction of travel and clarity of purpose.

Workforce planning will be embedded as an essential business process and undertaken on a regular basis. Planning will include skills audits, structure reviews and identification of priority actions to address workforce risks and development needs.

Our employees will continue to have clear objectives and understand the purpose of their role in respect of the needs of the service and wider organisation.

The Council has a duty to safeguard and protect children, young people and vulnerable adults who may be at risk of harm and this is reflected in our robust policies and procedures. Guided by our Corporate Safeguarding Policy, we will continue to ensure that safeguarding responsibilities are emphasised throughout the employment lifecycle and all employees (and key stakeholders) who work with or on behalf of children, young people and vulnerable adults are appropriately trained and competent to do so

No.	Priority Actions	Measure of Success
1.1	Implement a sustainable model of flexible/agile working for the Council.	Flexible/agile working embedded and working effectively to meet the complex needs of our varying services.
1.2	Implement Workforce Planning.	Workforce planning will be undertaken on a regular and scheduled basis and will include training needs analysis, structure reviews and identification of priority actions to address workforce risks and development needs.
1.3	Develop a workforce data dashboard.	Managers provided with a suite of workforce data to support workforce planning.
1.4	Update HR and Health & Safety policies and procedures.	All relevant policies and procedures are reviewed to ensure they remain inclusive, fit-for-purpose and reflective of our values.

2. Managing talent and creating opportunity

In order to attract and retain the right people we must continue growing Caerphilly County Borough Council as an employer of choice, embedding our culture and core values in our management and day-to-day operations.

Through further development of our recruitment strategies and procedures, we can address the challenges identified in our stakeholder engagement and improve our ability to attract the best and brightest talent to the Council. Analysing the market and benchmarking priority posts will aid the ongoing development of strategies to improve our retention in areas of high turnover.

Effective workforce planning, supported by tailored workforce data reports, will allow us to strengthen our succession planning, identify

existing talent and mitigate against any loss of knowledge and skill.

The My Time programme will be embedded, providing a new platform for our employees to discuss and plan their personal and professional development.

A culture of trust and empowerment will be nurtured, where innovative thoughts and new ideas are encouraged to facilitate change.

We will explore and develop new initiatives utilising government funded employment programmes to widen the provision of apprenticeships, work placements and work experience; and will work to further enhance employment opportunities for people with disabilities and long-term health conditions.

No.	Priority Actions	Measure of Success
2.1	Update the recruitment procedure to enhance the customer experience.	Better use of technology to increase efficiency and effectiveness, shorten recruitment lifecycles and improve customer interactions.
2.2	Implement development pathways and 'grow-our-own' initiatives.	Improved recruitment to essential/hard-to-fill posts and improved retention in priority areas.
2.3	Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations.	Employees receive regular My Time conversations and an annual My Time Extra conversation where personal and professional development needs are discussed and planned.
2.4	Continue to develop our employment programmes.	Enhanced provision of apprenticeships, work placements and work experience opportunities.

3. Valuing our employees

Our services are only as good as the people we have delivering them.

The employment journey starts with the offer of employment. First impressions count so our early interactions will be customer focused and refined to ensure we maximise technology to drive efficiency and effectiveness. Our employees will be welcomed into Team Caerphilly, participating in our new Corporate Induction programme which will detail our values, commitments and expectations.

We will continue to champion difference and diversity, work tirelessly to tackle all forms of discrimination, raise awareness and increase the profile of protected groups through events, promotions and initiatives. Through targeted equalities training, we will equip staff with the skills and understanding required to engage with our citizens and colleagues sensitively. Our Strategic Equality Plan (2020-2024) outlines our priority actions (Equality Objective 6: Inclusive, Diverse and Equal Workforce actions 1-6).

Cultivating employee wellbeing is good for our staff and the organisation, helping to prevent stress and create positive working environments. Through our strategic approach to wellbeing, we'll continue to develop an excellent work environment and fully support employees' wellbeing across all our services.

The collective and individual views and opinions of our workforce will continue to influence our decision making. We will strengthen existing mechanisms of engagement, which include staff surveys and consultation with our Trade Union partners via Corporate JCCs; and explore new approaches. Our Communications and Engagement Strategy 2019-2022 and Consultation and Engagement Framework 2020-2025 outline actions to improve employee engagement and create greater opportunities.

We will work to foster an environment of continuous improvement by recognising achievements.

No.	Priority Actions	Measure of Success
3.1	Develop a new Corporate Induction and review our local induction programme.	Corporate Induction embedded as a scheduled programme and supported by a refined local induction.
3.2	Establish a network of equalities and inclusivity champions across the Council, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally.	Equalities and inclusivity champions in place representing the workforce to promote and help steer the equalities agenda.
3.3	Continue to develop and facilitate targeted events, promotions and initiatives to celebrate diversity.	Increase the profile and visibility of workplace equality, diversity and inclusivity.
3.4	Develop opportunities to strengthen our equalities training provision.	Enhanced provision of equalities training courses for staff and managers.

- | | | |
|-----|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.5 | Develop a Wellbeing Strategy, outlining our priority actions and corporate objectives. | Agreed strategy in place that supports the health and physical, mental, social and emotional wellbeing of all staff. |
| 3.6 | Continue to develop our digital well-being platform. | Improved digital well-being platform providing access to enhanced services and resources which support a healthy approach to work life balance. |
| 3.7 | Implement a Corporate Volunteering Policy, outlining our commitment to corporate social responsibility. | Agreed policy in place, enabling staff to work within local communities supporting and developing the ethos of social action. |
| 3.8 | Embed the principles of our Consultation and Engagement Framework. | Increased opportunities/mechanisms for employee engagement. |
| 3.9 | Develop the Staff Recognition Awards initiative. | Awards initiative in place. |



4. Fulfilling our potential

It is true that most people work in local government to make a difference.

It is important that we continue to develop our employees to be resilient when faced with organisational change, support them to develop the skills and behaviours necessary to be effective in their roles, and prepare them for the next step in their career.

By working strategically to provide comprehensive learning and development programmes, training initiatives and access to a wide range of digital resources, our employees will have every opportunity to enhance their skills and fulfil their potential.

We will continue to develop a strong learning culture, offering employees time and opportunity to engage in meaningful learning and training, empowering staff to take ownership of their personal development (refer to Priority Action 2.3).

We will strengthen existing partnerships and explore new opportunities with private training providers, colleges, universities and our Trade Union colleagues, to enhance our learning provision.

We will continue to promote the Welsh language in the workplace, develop Welsh language skills through effective training programmes and by creating greater opportunity for staff to use Welsh in day-to-day operations. Our Strategic Equality Plan (2020-2024) outlines our priority actions (Equality Objective 6: Inclusive, Diverse and Equal Workforce actions 7-9).

Our Digital First agenda and Customer & Digital Strategy (2019-2023) identified the need to embrace new technology in order to modernise the way that we work, streamline processes and drive efficiency. As we explore automation and develop our technologies we will ensure our workforce have the necessary digital skills to keep pace.

No.	Priority Actions	Measure of Success
4.1	Develop our management development programme.	Implementing an agreed Management development programme, incorporating key strategic themes and priorities associated with the transformation agenda (for example MeUs, Commercial skills, Coaching, Mentoring).
4.2	Develop our organisational learning and development function.	Effective management, administration, facilitation and evaluation of our learning and development programmes.
4.3	Develop our digital platform for managing corporate learning and development.	Improved Corporate Learning and Development intranet page; accessible to all our staff.
4.4	Develop our digital learning and development resources.	Workforce able to access a suite of resources covering a range of topics to support their learning and development.
4.5	Develop our links with private training providers, local colleges and universities.	Enhanced provision of accredited courses and apprenticeship training to upskill the existing workforce.
4.6	Explore in partnership with our trade union colleagues, how we can best utilise the Welsh Union Learning Fund to widen our training programmes.	Enhanced provision of learning and development initiatives/training courses, for trade union members and non-members, funded through the Welsh Union Learning Fund.

Our Responsibilities

Stakeholder Group	Responsibilities
Cabinet/Council	<ul style="list-style-type: none"> Embrace modernisation and transformation and remove artificial barriers to change.
Corporate Management Team and Leadership Team	<ul style="list-style-type: none"> Provide senior level commitment and support for the strategy. Promote learning and development across the organisation, nurturing a learning culture where employees are given the opportunity and the appropriate resources to grow and perform at an optimal level. Working within the financial constraints of the MTFP, ensure sufficient budget and resources are available to deliver change. Lead by example, champion our values and build a culture of trust. Ensure fairness, equity and inclusivity are instilled across the organisation and driven from the top.
Management Network	<ul style="list-style-type: none"> Engage in multi-service collaboration to help deliver the wide range of projects that will stem from our priority actions. Think more strategically about the workforce and use the Workforce Planning Framework to develop detailed <i>Workforce Plans</i>. Identify workforce surpluses, shortages and skills gaps and develop strategies to mitigate problems. Ensure learning and development is planned, managed and optimised within area of responsibility.
Operational Management	<ul style="list-style-type: none"> Hold regular My Time conversations with staff, recognising good practice, addressing areas for improvement and setting development targets which are aligned to the needs to the service and the employees' personal development. Trust employees and encourage them to use their initiative to effect change. Improve recruitment and marketing by utilising new technologies and platforms to support the corporate on-line process. Promote an inclusive team environment which champions equality, diversity and fairness and address any form of discrimination. Effectively manage employee well-being, creating a positive work environment and identifying concerns early.

People Services

- Work collaboratively with senior managers to develop workforce plans.
- Improve workforce data to better inform workforce planning.
- Develop new, and review our current policies and procedures, to support change and deliver our priority actions.
- Work closely with our recognised trade unions to achieve positive outcomes for our employees and deliver change initiatives.
- Work in collaboration with our partners across the Council, and externally, to develop a comprehensive learning and development offer for our employees.
- Work with colleagues in Regeneration and Planning, to develop a centralised programme to manage apprenticeships and work placements.
- Develop our on-boarding process to include a new Corporate Induction.

All Staff

- Take ownership of work, challenge poor practice and use initiative to propose changes to improve efficiency and effectiveness.
- Ensure regular *My Time* conversations are undertaken, prepare for them and constructively develop targeted personal development plans, identifying learning and development opportunities.
- Live by our values of equality, diversity and inclusion in the workplace; and challenge all forms of discrimination and bias.
- Effectively manage personal well-being, accessing the resources available to maintain physical and mental health.
- Actively engage in staff engagement initiatives which provide an opportunity to voice opinion and influence decision making.

Unions

- Work in partnership with the Council, striving for positive outcomes for the workforce.
- Cultivate an effective partnership with officers to develop the Union Learning Group/programme.
- Work proactively with the Council in the development and implementation of new initiatives, policies and procedures which move away from traditional and out-dated organisational practices.
- Be a critical friend and share best practice where appropriate.

Delivery, Monitoring and Governance

To deliver the many objectives identified in **Our Priority Actions**, the strategy will be supported

by an action plan and project management framework.

Progress against targets and objectives will be monitored and reviewed as follows:

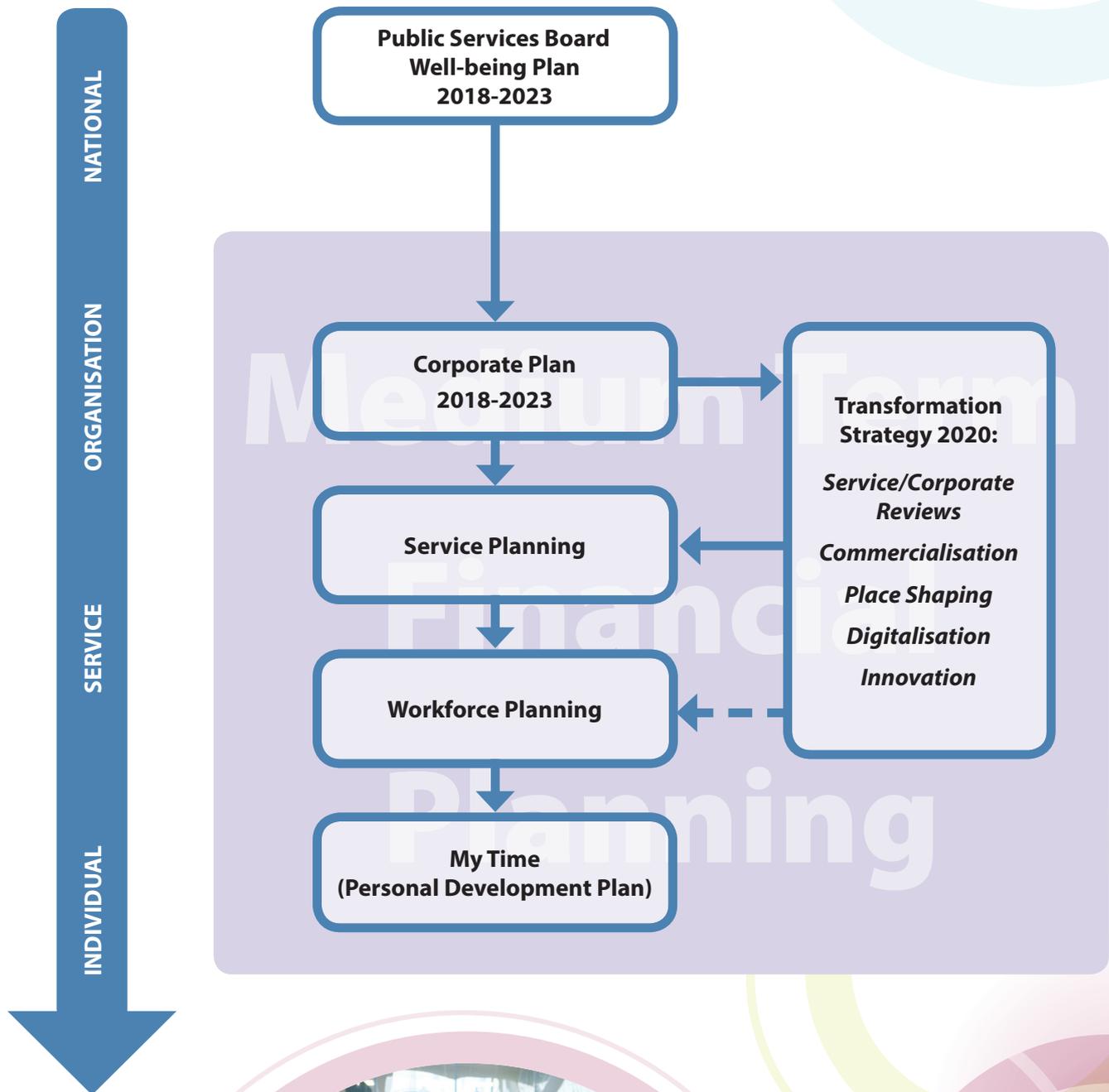
Governance Body	Format	Timeframe
HR Strategy	Briefing	6 monthly
CMT	Report	6 monthly
P&R Scrutiny	Report	Annually
Cabinet	Report	Annually

Our trade union partners will be fully consulted in the delivery of this strategy with six monthly briefings at Corporate JCC.



Appendix 1:

Organisational Planning Framework



Appendix 2:

Workforce Development Strategic Action Plan

	PRIORITY ACTIONS	METHOD OF DELIVERY / PROJECT	LEAD OFFICER	PROJECT GOVERNANCE	TIMESCALE
1.1	Implement a sustainable model of flexible/agile working for the Council.	Corporate Review: Flexible Working	Head of Infrastructure	● Team Caerphilly Programme Board	2022
1.2	Implement Workforce Planning.	Corporate Review: Workforce Development (Workstream - Workforce Planning Framework and Manager Toolkit)	Head of People Services	● Team Caerphilly Programme Board ● HR Strategy Group	2022
1.3	Develop a workforce data dashboard	Management Information Review	Head of People Services	● HR Strategy Group	2022
1.4	Update HR and Health & Safety policies and procedures.	HR and H&S Policy Review Project	Head of People Services	● HR Strategy Group ● Health & Safety Committee	Quarter 4 2021-22
2.1	Update the recruitment procedure to enhance the customer experience.	Corporate Review: Workforce Development (Workstream - Recruitment Review)	Head of People Services	● Team Caerphilly Programme Board ● HR Strategy Group	2022
2.2	Implement development pathways and 'grow-our-own' initiatives.	Workforce Planning Framework and Manager Toolkit	Head of People Services	● Corporate Management Team ● HR Strategy Group	Quarter 3 2021-22
2.3	Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations.	Corporate Review: Workforce Development (Workstream - Management Training)	Head of People Services	● Team Caerphilly Programme Board ● HR Strategy Group	Quarter 3 2021-22
2.4	Continue to develop our employment programmes.	Caerphilly Academy - Gateway to Employment initiative	Head of Planning & Regeneration	● Corporate Management Team	Quarter 4 2021-22
3.1	Develop a new Corporate Induction and review our local induction programme.	Corporate Review: Workforce Development (Workstream - Corporate Induction)	Head of People Services	● Team Caerphilly Programme Board ● HR Strategy Group	Quarter 3 2021-22
3.2	Establish a network of equalities and inclusivity champions across the Council, who will act as representatives for all staff with protected characteristics; working in collaboration with the Equalities Team and the Trade Unions to drive the equalities agenda locally.	Strategic Equality Plan (2020-2024)	Head of Transformation	● Corporate Management Team	Quarter 4 2021-22
3.3	Continue to develop and facilitate targeted events, promotions and initiatives to celebrate diversity.	Strategic Equality Plan (2020-2024)	Head of Transformation	● Corporate Management Team	Quarter 4 2021-22
3.4	Explore opportunities to enhance our equalities training provision.	Strategic Equality Plan (2020-2024)	Head of Transformation	● Corporate Management Team	2022

	PRIORITY ACTIONS	METHOD OF DELIVERY / PROJECT	LEAD OFFICER	PROJECT GOVERNANCE	TIMESCALE
3.5	Develop a Wellbeing Strategy, outlining our priority actions and corporate objectives.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 2 2021-22
3.6	Continue to develop our digital well-being platform.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 3 2021-22
3.7	Implement a Corporate Volunteering Policy, outlining our commitment to corporate social responsibility.	Corporate Review: Corp Volunteering & Community Partnership (Workstream - Corporate Volunteering Policy)	Head of Transformation	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	Quarter 2 2021-22
3.8	Embed the principles of our Consultation and Engagement Framework.	Corporate Communications & Engagement Strategy 2019-2023	Head of Transformation	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	Quarter 4 2021-22
3.9	Develop the Staff Recognition Awards initiative.	Corporate Communications & Engagement Strategy 2019-2023	Head of Transformation	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	Quarter 4 2021-22
4.1	Develop our management development programme.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Corporate Management Team 	Quarter 4 2021-22
4.2	Develop our organisational learning and development function.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Corporate Management Team 	Quarter 3 2021-22
4.3	Develop our digital platform for managing corporate learning and development.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 4 2021-22
4.4	Develop our digital learning and development resources.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	2022
4.5	Develop our links with private training providers, local colleges and universities.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 3 2021-22
4.6	Explore in partnership with our trade union colleagues, how we can best utilise the Welsh Union Learning Fund to widen our training programmes.	Corporate Review: Workforce Development (Workstream - Learning & Development)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy ● Corporate Services JCC 	Quarter 3 2021-22



This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

1. Proposal Details

Lead Officer	Head of Service	Service Area & Department	Date
Neil Cooksley	Lynne Donovan	People Services	01/09/2021

What is the proposal to be assessed? *Provide brief details of the proposal and provide a link to any relevant report or documents.*

The Council’s proposed ‘Workforce Development Strategy 2021 – 24’, attached at Appendix 1.

Proposal aim: to develop our employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of our services in response to the many challenges we face as a Council moving forward with a workforce that is fit for purpose and representative of our local demographic. .

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<i>The strategy outlines our commitments to supporting people regardless of protected characteristics</i>			
<p>Page 46</p> <p>Age (people of all ages)</p>	<p>Positive impact. It is recognised that the key principles of this Strategic Workforce Development Plan will have significant benefits for our employees, i.e. permanent, casual and temporary.</p> <p>The plan also demonstrates the significant amount of time and funds we are committed to invest in our workforce to ensure we can provide the best possible service to our residents and help us become more resilient to change in the future.</p> <p>As one of the largest employers in the borough, this workforce development strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development.</p> <p>Positive impact: A new Digital Learning Platform will be a key component in enabling our employees to train and diversify their skillsets. Having a multi-skilled workforce and the flexibility that offers is a key factor in supporting our future service delivery. The promotion and engagement of staff in learning and</p>	<p>Mitigation of negative impact: This Strategy supports digitalisation and effective engagement and under this strategy the Council will be looking at options to address issues associated with digitalisation/new technology including the development of a functional mobile platform, additional support and digital skills training and access to more digital Council systems for frontline staff.</p>	<p>The foundations of this strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce. Opportunities to continue to support wellbeing, work life balance, actively promote inclusivity and equality and reduce carbon footprint through our current & proposed enhancements to agile and flexible working are supported under this strategy.</p> <p>Significant engagement and consultation was conducted to inform the strategy.</p> <p>Our workforce profile assessment</p>

	<p>development should lead to many benefits for both our colleagues and the Council as a whole.</p> <p>Potential negative impact: Our frontline workforce do not currently have a Council email address or access to Council systems including ITrent Self Service. This can cause inequality of accessibility to information for this group of staff.</p> <p>Negative impact: Some colleagues may have less experience/knowledge of digital platforms and may not have the digital skills to feel confident to use eLearning and digital resources to learn.</p>		<p>identified an aging workforce and an aging workforce in our front line positions where digital skills and use of technology is not part of their roles.</p> <p>In our staff survey it was noted that 57% of respondents listed face-to-face as their preferred method of learning. However, only 3% of respondents listed digital skills as a barrier to learning.</p>
<p>Page 47</p> <p>Disability (<i>people with disabilities/ long term conditions</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Potential negative impact: The development of new technology and methods of delivering learning and training digitally could present additional/new challenges to employees with conditions or disabilities.</p>	<p>Mitigation of negative impact: We will ensure our eLearning and digital resources adhere to accessibility guidelines and where necessary alternative means of delivery will be provided i.e. face-to-face</p>	
<p>Gender Reassignment (<i>anybody who’s gender identity or gender expression is different to the sex they were assigned at birth</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p>Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

<p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p>		
<p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>Workforce planning will challenge our managers to consider the demographics of their teams, whilst encouraging the development of a more diverse workforce.</p> <p>The Workforce Development Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p>		
<p>Religion or Belief <i>(people with different religions and beliefs including people with no beliefs)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p>Sex <i>(women and men, girls and boys and those who self-identify their gender)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p>Sexual Orientation <i>(lesbian, gay, bisexual, heterosexual, other)</i></p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Low Income / Income Poverty (<i>cannot afford to maintain regular payments such as bills, food, clothing, transport etc.</i>)</p>	<p>Positive impact: The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Under this strategy, we will seek to address the challenges identified in our stakeholder engagement through the further development of our recruitment strategies and procedures. We will explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p> <p>The Council supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles and colleagues in entry level positions to be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector.</p>		<p>The Council's Pay policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non Guaranteed Hours Arrangements (NGHA)</p>
<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay</i>)</p>	<p>Positive impact as above – Non Guaranteed Hours Arrangements (NGHA) Review and sustainable employment opportunities.</p>		

<i>bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>			
Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i>	Neutral impact		
Area Deprivation <i>(where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?)</i>	<p>Positive impact. As stated above, the changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p>	Front line working opportunities exist throughout the County Borough, providing choice and options for people to work locally and within a reasonable proximity to their home.	Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work.
Socio-economic Background <i>(social class i.e. parents education, employment and income)</i>	Neutral impact		
Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups because of their protected</i>	Positive impact – as above		

<i>characteristic(s) or vulnerability or because they are already disadvantaged)</i>			
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4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) Well-being Objectives

<p>Objective 1 - Improve education opportunities for all</p>	<p>Positive impact – the strategy supports a centrally co-ordinated learning & development function and the exploration of a digital learning platform.</p> <p>The strategy includes the section ‘Managing talent and creating opportunity’. In this section our actions include the development our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p>
<p>Objective 2 - Enabling employment</p>	<p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>
<p>Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>N/A</p>
<p>Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>N/A</p>

Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	N/A – will be addressed through the Council’s Wellbeing Strategy
Objective 6 - Support citizens to remain independent and improve their well-being	Positive impact in an employee context for the reasons stated in this Integrated Impact Assessment (IIA) and the comprehensive content of the Workforce Development Strategy.

4a. Links to any other relevant Council Policy
(How does your proposal deliver against any other relevant Council Policy?)

Transformation Strategy 2020
Corporate Plan 2018 – 2023
Wellbeing Plan (under development) – 2018 – 2023
Wellbeing Strategy 2021-2024
Strategic Equality Plan 2020-2024
Welsh Language Standards
My Time Process

The foundations of this Workforce Development Strategy are based on the principles of place shaping, collaboration, digitalisation and commercialisation and innovation; which in turn have also helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology.

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5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive programme of support staff and development when combined with the Council's Wellbeing Strategy will have a long term positive impact on the work community.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The Workforce Planning requirement of this Strategy will support succession planning, a well-trained and motivated workforce that is fit for the future. A motivated, valued and confident workforce whose development needs are fulfilled will improve mental health and well-being.</p>
<p>Page 54</p> <p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The foundations of this strategy are based on the principles of placeshaping, collaboration, digitalisation and commercialisation and innovation; which in turn have helped shape our wider corporate strategies such as the Strategic Equality Plan 2020-2024, the Customer & Digital Strategy 2019-2023, the Commercial and Innovation Strategy and the Service Review Methodology. Together, these strategies will help close knowledge and skills gaps across the organisation and shape our future workforce and improved services to our communities.</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in this Strategy. It includes working collaboratively with Welsh Government, external employment/placement providers, Schools, Universities and Colleges, equality champions such as Stonewall and our Union colleagues. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p>

6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p>
<p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p>
<p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>Considered more comprehensively under the Council's Wellbeing Strategy that will compliment this Workforce Development Strategy.</p>
<p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p>
<p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>N/A</p>
<p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the agile working agenda and sustainable employment opportunities, etc.</p>

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g. the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile	Neutral impact.		
Compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i>	Positive impact. The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outlines our priority actions for Welsh Language training and training delivered through the medium of Welsh (Standards 130-132)		
Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Neutral impact		
Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i>	Neutral impact		
Treating the Welsh language no less favourably than the English language	Neutral impact		

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a)

opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Workforce Development Strategy identifies the need to fulfil our commitments to developing Welsh Language and specifically references Equality Objective 6 of the Strategic Equality Plan which outline the priority actions for Welsh Language training.

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>One-to-one meetings with all members of the Leadership Team</p> <p>Consultation with Management Network – views collated on workforce development needs, issues and expectations.</p> <p>Consultation with the Trade Unions</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies - CIPD</p>	<p>The key findings of the consultation were analysed and summarised to develop the four strategic focus points for the strategy:</p> <ol style="list-style-type: none"> 1. Focusing on what matters (What we do and how we do it) 2. Managing and creating talent (How do we get the right people to do it) 3. Value our employees (How we support our people to do it well) 4. Fulfilling our potential (How we develop and grow our people) 	<p>The views of those consulted helped to shape the Strategy</p>

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?
Details of further consultation can be included in Section 9.

No significant gaps identified, data provided a holistic view of workforce development needs and expectations. Implementation of the strategy will be monitored and updated to reflect any changes required.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

July 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	For example, what monitoring will be used? How frequent? As identified in the Workforce Development Strategy
What are the practical arrangements for monitoring?	For example, who will put this in place? When will it start? As identified in the Workforce Development Strategy
How will the results of the monitoring be used to develop future proposals?	As identified in the Workforce Development Strategy
When is the proposal due to be reviewed?	Ongoing through dynamic action plans and fully 2024.
Who is responsible for ensuring this happens?	Head of People Services

11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Workforce Development Strategy will have significant benefits for our employees, i.e. permanent, casual and temporary.

This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.

The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. The changing landscape in public health, politics, economics, technology, demography, environmental impact mitigation and social attitudes are influencing how we resource the Council. With concerns over skills shortages, an aging workforce and increasing competition to attract talent to the Council, a strategically planned approach to workforce development is necessary to align strategy, processes and people. This includes a non-guaranteed hours' review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.

Under this Strategy, we will be exploring and developing new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. The Council furthermore supports payment of the foundation living wage which supports young people starting in modern apprenticeship roles.

Agile Working Opportunities that promote greater choice for where work may be carried out will assist in reducing the Council's and the employee's carbon footprint and will in many instances support employee wellbeing and offer a greater choice of employment opportunities that may have been unreachable for some based on where they live and/or their individual circumstance.

This Strategy supports learning and development opportunities for all staff and enables employment through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review. Combined with the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities, the impact of this Strategy is largely positive on the Council's workforce as a whole, i.e. current and future.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Lisa Downey	Original Submission	01/09/2021

Integrated Impact Assessment Author

Name:	Lisa Downey
Job Title:	Service Manager
Date:	01/09/2021

PS

Head of Service Approval

Name:	Lynne Donovan		
Job Title:	Head of People Services		
Signature:		Date:	01.09.21



CABINET – 29TH SEPTEMBER 2021

SUBJECT: EMPLOYEE WELLBEING STRATEGY 2021 - 24

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1.1 The attached report is due to be considered by the Policy and Resources Scrutiny Committee on the 28th September 2021. Due to publication deadlines the views of the Scrutiny Committee and its recommendations will be reported verbally to Cabinet.

Author: Lynne Donovan, Head of People Services

Appendices:

Appendix Report to Policy and Resources Scrutiny Committee 28th September 2021

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 28TH SEPTEMBER 2021

SUBJECT: EMPLOYEE WELLBEING STRATEGY 2021 - 24

REPORT BY: HEAD OF PEOPLE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to consult with Policy & Resources Scrutiny Committee in relation to the Employee Wellbeing Strategy 2021 – 24, attached at Appendix 1.

2. SUMMARY

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council Works and Workforce Development is one of them.
- 2.2 One of the actions of this review is to produce a Wellbeing Strategy, detailing how we will work together to fully support our employees' health and wellbeing.

3. RECOMMENDATIONS

- 3.1 Policy and Resources Scrutiny Committee are asked to note the contents of the report and make comments prior to recommending the Employee Wellbeing Strategy 2021 – 24 attached at Appendix 1 to Cabinet for approval.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendation is made to ensure that we have an Employee Wellbeing Strategy in place to work with our employees to promote and facilitate good health and wellbeing, and to provide excellent services to our people.

5. THE REPORT

- 5.1 As stated, the Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019 and ten corporate reviews are being

undertaken to transform how the Council works and Workforce Development is one of them.

- 5.2 The Employee Wellbeing Strategy 2021 – 24 (attached at Appendix 1), acknowledges that the importance of employee health and wellbeing has become more widely recognised over the past decade. In particular there is increasing concern about mental health, and the growing pressures people face living and working in today's world. We also cannot underestimate the ongoing impact Covid may have on people.
- 5.3 Employee wellbeing is critical for business performance. A healthy workplace, that promotes a state of contentment, benefits both employees and the organisation.
- 5.4 The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce.
- 5.5 This is an ambitious Strategy and comprehensive in content with key priorities highlighted. It details how we achieve our vision: 'Working together to fully support our employees' health and wellbeing.'
- 5.6 Together with the actions and objectives prioritised in our Strategic Equality Plan 2020 - 2024, Workforce Development Strategy 2021 - 24, Sports & Recreation Strategy 2019 - 2029 and Green Infrastructure Strategy 2020, the effective implementation of this Employee Wellbeing Strategy will be fundamental to ensuring that wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities.
- 5.7 The Council's HR policies confirm that employees are our most valuable asset and recognise the importance of supporting the wellbeing of our employees when they are at work or absent due to sickness and ill health. Our people are at the very heart of everything we do. Our continuing success as a Council will be dependent on us promoting and facilitating good health and wellbeing, to enable us to provide excellent services to our communities. This Wellbeing Strategy reinforces this.
- 5.8 We have also taken account of the responses to the employee survey when developing this Strategy.
- 5.9 Under this Strategy, we will work collaboratively to support the health and wellbeing of our employees and to address the challenges identified within the Strategy and also any others that may arise.

5.10 **Conclusion**

The Council's clear commitment to employee wellbeing is now captured in the Employee Wellbeing Strategy 2021 – 24, to ensure that we work with our employees to promote and facilitate good health and wellbeing, to provide excellent services to our people.

6. **ASSUMPTIONS**

- 6.1 There are no assumptions made within this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups. It is recognised that the key principles of this Employee Wellbeing Strategy will have significant benefits for our employees.
- 7.2 This Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to diversity, equalities, personal well-being, learning, being forward thinking and resilient to change and leadership development. Strengthening Inclusivity and Equality lies at the heart of this strategy.
- 7.3 The information collated through research, consultation, engagement (staff survey) and employee data has provided significant insights and evidence around which we were able to develop a holistic framework.
- 7.4 By strengthening the five key areas identified in the strategy, we can create a supportive and nurturing work environment that effectively supports employee physical and mental health and wellbeing.
- 7.5 The Integrated Impact Assessment is attached at Appendix 2.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no immediate financial implications to this report. Any budgetary requirements to support wellbeing will be subject to appropriate authorisation.

9. PERSONNEL IMPLICATIONS

- 9.1 The personnel implications are included in the report.

10. CONSULTATIONS

- 10.1 The consultation responses have been incorporated in the Strategy.

11. STATUTORY POWER

- 11.1 Local Government Act 1972

Author: Lynne Donovan, Head of People Services

Consultees: Corporate Management Team
Cllr Colin Gordon, Cabinet Member for Corporate Services
Leadership Team
HR Strategy Group
HR Management Team
Stephen Pugh, Head of Communications
Emma Townsend, Health and Safety Manager

Neil Cooksley, Principal HR Officer (Workforce Development)
Trade Unions – GMB, Unison, Unite

Appendices:

- Appendix 1 Employee Wellbeing Strategy 2021 – 24
(An accessible version is available on request)
- Appendix 2 Integrated Impact Assessment

Team Caerphilly
Better Together

Employee
Wellbeing
Strategy
21-24



GWASANAETHAU POBL
PEOPLE SERVICES



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Foreword



Christina Harrhy
Chief Executive
Caerphilly County Borough Council

I'm pleased to present the Council's new *Employee Wellbeing Strategy*, which has been developed in order to support all our brilliant employees who are at the heart of Team Caerphilly.

We employ over 8,000 hard-working colleagues, who provide a huge range of services direct to our communities and it goes without saying that our workforce is our most valuable asset.

We are in unprecedented times and it is clear that the impacts of the Covid-19 pandemic on employee health and wellbeing has been significant. However, we have responded amazingly and shown incredible resilience and character in the face of such adversity to repurpose and reshape our services, ensuring our citizens continue to receive the services they need on a day-to-day basis.

Working across the council, with our communities and with our partners we have united together as one team and it makes me very proud to be a part of Team Caerphilly.

As we move forward, through the uncharted waters of Covid recovery, we will continue to work alongside our communities, businesses and partners to ensure we consolidate, reshape and refocus wherever necessary. It is therefore more important than ever that we have in place a robust *Employee Wellbeing Strategy* to support and nurture the people we have within the organisation during these critical times.

We have fantastic work life balance policies and a wide range of procedures, schemes and initiatives in place already to support our employees' physical and mental health and wellbeing. Our aim now is to strengthen and build upon these solid foundations.

I look forward to seeing this strategy embed within the organisation and I'm sure staff at all levels will benefit from the principles and priorities contained within it.

Foreword



Cllr. Philippa Marsden
Leader
Caerphilly County Borough Council

The Cabinet, along with all other elected members, recognise the importance of promoting and protecting employee wellbeing.

The Council is a large and diverse organisation, so it is vital that staff at all levels are able to access appropriate levels of support and resources when and if they need it, particularly at this time as we continue to navigate our way through a global pandemic.

It is no surprise that good workplace wellbeing has mutual benefits for employees, organisations, economies and communities, so it is vitally important that we have the right strategy in place to achieve this.

The wellbeing of our employees must continue to be at the very forefront of everything we do, embedded in our culture, day-to-day operations, leadership and management.

We are fully committed to ensuring we have a healthy organisation, where each and every one of our employee feels valued, protected and supported. This strategy will provide the blueprint for this commitment and I would like to thank all those involved in its preparation and delivery.

Introduction

“Fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and organisations can thrive.”

CIPD: Wellbeing at Work 2020

The importance of employee health and wellbeing has become more widely recognised over the past decade. In particular there is increasing concern about mental health, and the growing pressures people face living and working in today's world.

Employee wellbeing is critical for business performance. A healthy workplace, that promotes a state of contentment, benefits both employees and the organisation.

The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce.

Our absolute priority at Caerphilly County Borough Council is to work with our employees to promote and facilitate good health and wellbeing, and to provide excellent services to those who need our support.

The Covid-19 Pandemic

In a time of national, indeed global crisis, the Covid-19 pandemic changed how we operated overnight. Our services were rapidly repurposed and large numbers of our workforce were thrust into remote working. We responded incredibly

well, enabling our services to function effectively whilst keeping our employees safe. By embracing agile and home working, in accordance with service provision, we enabled our employees to flex their working patterns to support their varying and complex needs, provide care for family members and home school their children.

However, the Covid-19 pandemic created significant additional health and wellbeing concerns for our employees. There is a serious risk to health from contracting the virus and living with long-Covid, and our employees have also faced psychological stress such as isolation, grief through the loss of loved ones, fear of infection, fear of loss of work, managing additional caring responsibilities and rapid changes to service delivery.

As we recover from the pandemic and continue our journey of transformation and review our services to meet future demands, we must ensure we have a holistic framework in place to support our employees' health and wellbeing needs. The wellbeing of our employees must continue to be at the heart of everything we do.

This strategy will detail how we achieve our vision: ***'Working together to fully support our employees' health and wellbeing.'***

The Strategic Context

Wellbeing drives and shapes our strategies and planning. Our Corporate Plan 2018-2023 is influenced by the Well-being of Future Generations (Wales) Act 2015. The Act adopts a sustainable development principle with a view to improving the economic, social, environmental and cultural well-being of Wales; and defines seven well-being goals, three of which focus on resilience, health and equality.

Our Corporate Plan details six locally determined wellbeing objectives. These include the development of healthier lifestyles and the improvement of wellbeing within our communities and the workplace. To support delivery, the Corporate Plan outlines seven Cabinet Commitments, the third commitment is ensuring we have an engaged and motivated workforce.

These commitments, together with the six wellbeing objectives set out in the Corporate Plan, shaped the transformation strategy *#Team Caerphilly - Better Together*. Creating the right culture and developing a workforce that is fit for the future are key objectives within the strategy. Underpinned by our core values and behaviours, it details our commitment to developing and supporting our workforce, changing relationships between managers and employees and creating a nurturing environment that enables our people to work effectively.

Our Sport and Active Recreation Strategy 2019-2029 has an important role to play in our ability to achieve our corporate wellbeing objectives and has a clear vision 'to encourage healthy lifestyles and support our residents to be more active, more often'. The strategy details the actions required to meet our wellbeing goals and also recognises that future approaches demand that people take greater responsibility for their own health and levels of activity.

The Green Infrastructure Strategy 2020 outlines our vision to ensure Caerphilly is a green and healthy place to live, with a specific aim to ensure our green infrastructure provides enjoyment, relaxation,



CIPD: Wellbeing at Work 2020

inspiration and wellbeing for local people, visitors and by extension our employees, many of which reside within the borough.

The Strategic Equality Plan 2020-2024 identifies the need to create a workplace which is safe and inclusive; and promotes a positive working environment (Equality Objective 6 Inclusive, Diverse and Equal Workforce).

The Workforce Development Strategy 2021-2024 outlines our commitment to value our people, and sets out a number of priority actions which include the development of the Wellbeing Strategy.

The Council has a duty to safeguard and protect children, young people and vulnerable adults who may be at risk of harm and this is reflected in our robust policies and procedures. Safeguarding means protecting the health, wellbeing and human rights of individuals and enabling them to live free from harm, abuse and neglect. Guided by our Corporate Safeguarding Policy and working proactively with partners, we will take action to ensure that our employees and everyone living within the County Borough is safe and protected and that our statutory responsibilities to safeguard and protect children, young people and vulnerable adults are effectively met.

In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective.

Wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities.

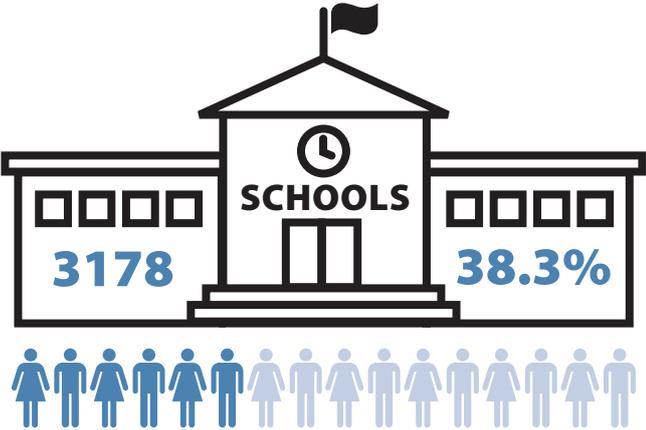
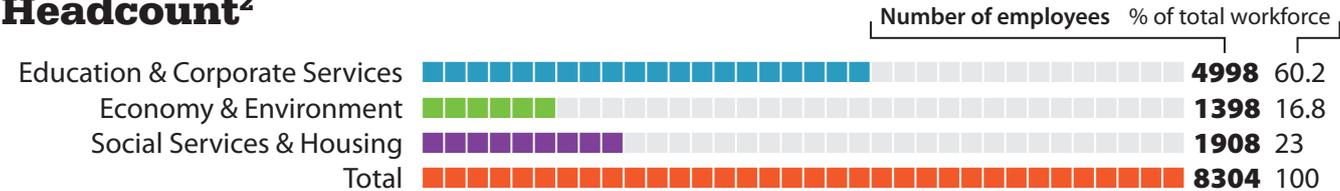
Our Employee Data

We are the largest employer within the borough, directly employing over 8000 employees (including schools)¹,

providing our communities with a wide range of essential and non-essential public services.

Employee Profile

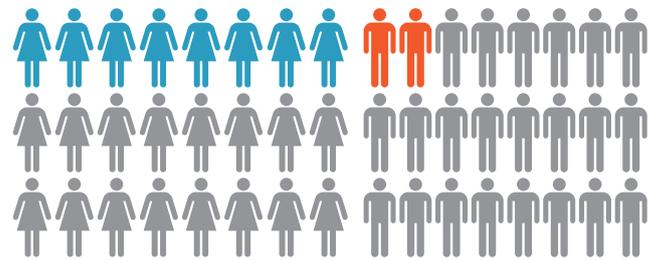
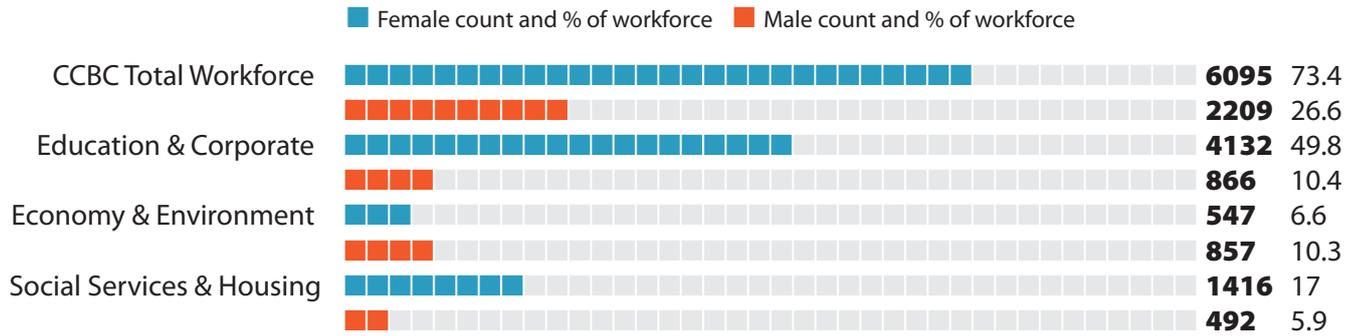
Headcount²



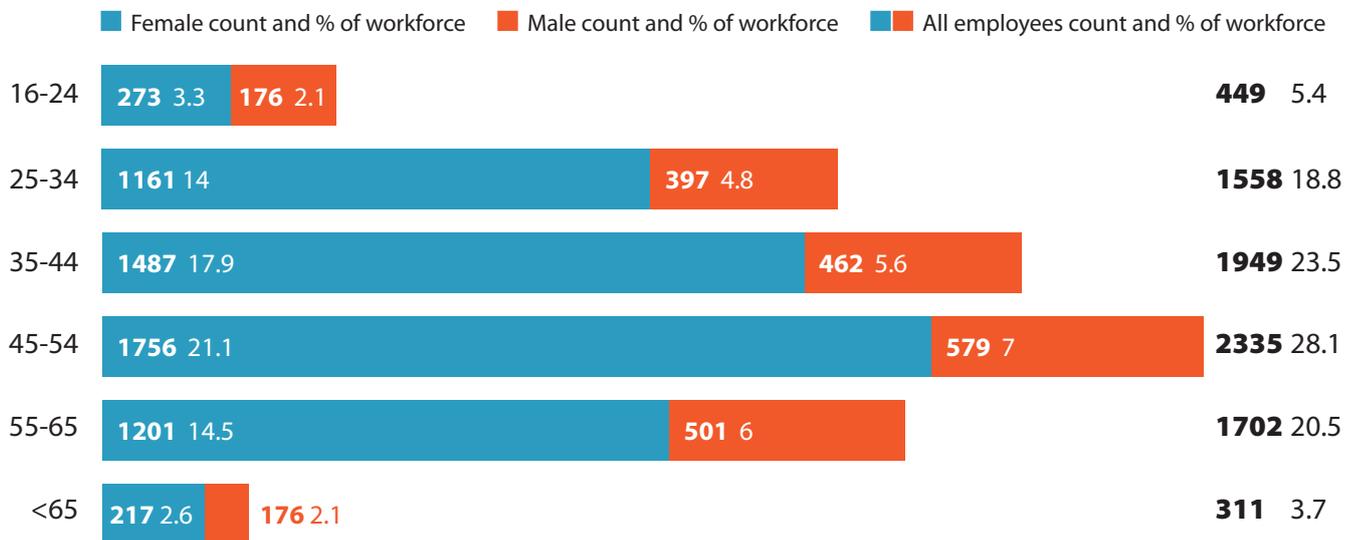
Education and Corporate Services account for nearly two thirds of our workforce, with nearly 40% in our schools provision alone.

¹ Workforce Intelligence Analysis - July 2020
² Where employees have multiple posts, the post holding the most contractual hours will be considered the substantive role and has been used for statistical analysis.

Gender



Age profile



Disability



Staff survey summary

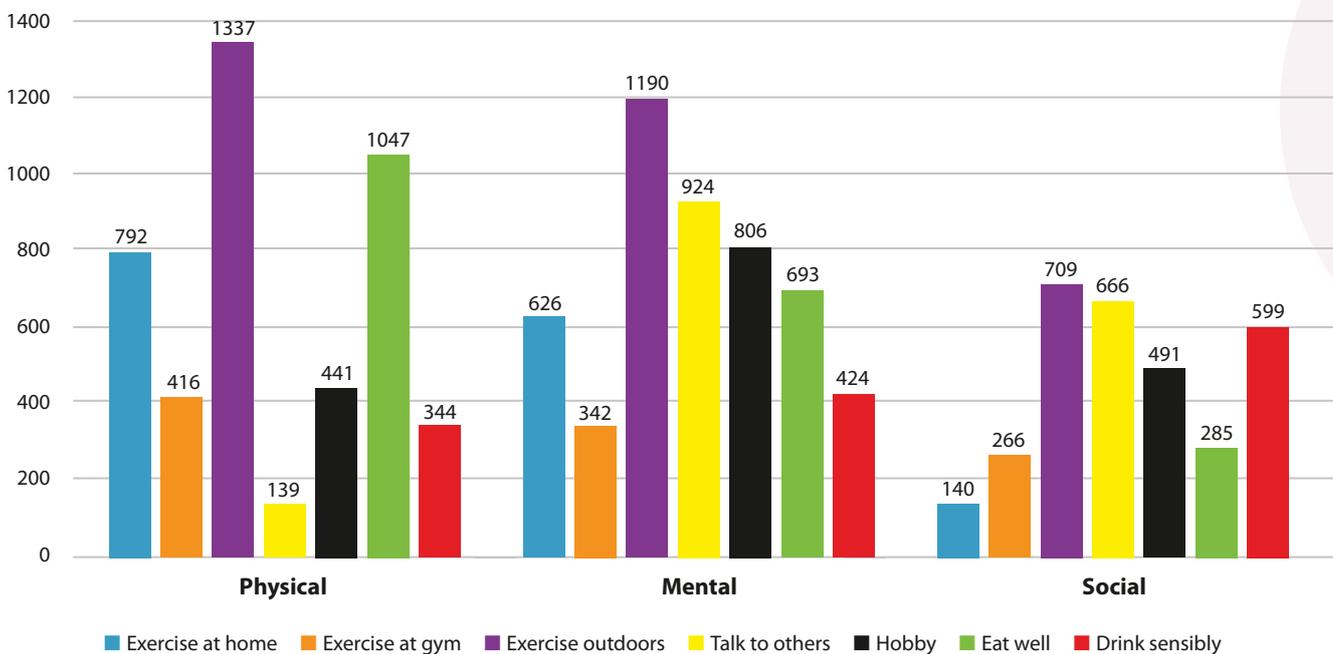
In our recent Staff Survey (May 2021)³ one of the key themes was employee wellbeing. We received a total of 1596 completed surveys (approximately one third of the workforce polled) with a good distribution from across each directorate and service area. Of those who responded, 73% (1070 staff) were female, which is reflective of the current gender profile for the Council.

The key findings were as follows.

Managing and maintaining our health and wellbeing

The survey asked employees to list what activities they did to support their physical, mental and social health and wellbeing.

Activities enjoyed that support physical, mental and social wellbeing (number of responses)



“Exercising outdoors” ranked highest in all three categories (physical, mental and social wellbeing), and “Talk to others” was ranked second highest by our employees for supporting their mental and social health, suggesting strong relationships are a key component for their wellbeing. “Eating well” is also an important lifestyle choice for our employees.

³ All non-school staff.

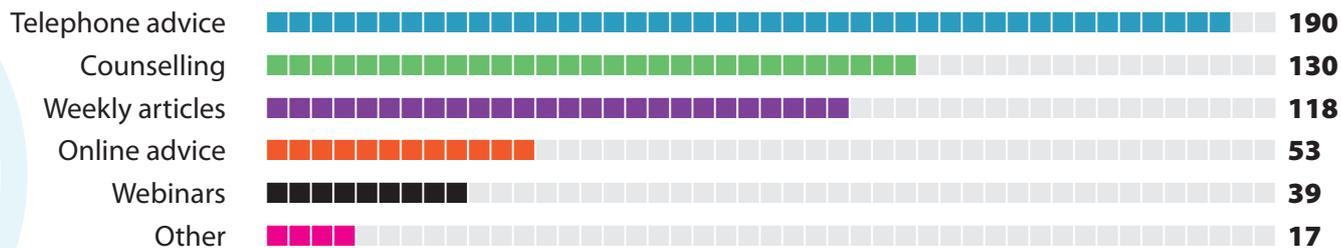
Care First - our Employee Assistance Programme

92% of employees indicated that they were aware of Care First and 22% of these confirmed that they have used Care First services. The majority of employees (81%) that have used the service have found it useful or very useful.

The findings show that there are high levels of awareness and satisfaction with Care First Services.

Care First services used

Responses by number



Work life balance

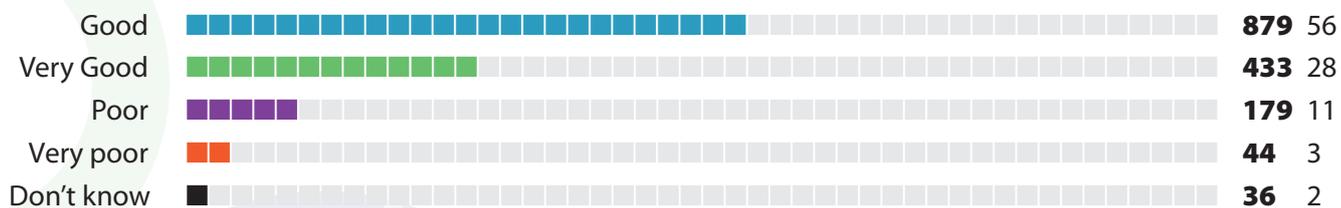
84% of employees felt their work life balance was good or very good.

One of the key reasons given as a contributing factor to good work life balance was agile working. Employees commented that agile working has meant they can spend more time with family, work flexibly around personal needs, improve their productivity, feel more trusted and support their caring responsibilities. This is particularly relevant given approximately two thirds of the employees who responded to the survey have caring responsibilities (40% being child care).

Conversely for some employees working from home has negatively impacted their work life balance; employees commented that it is hard to separate work from home life, they have no space to work in and some feel isolated.

Employees also reported that increased workloads and an absence of flexible working are contributing factors to poor work life balance.

Responses by number and %



Staff Networks

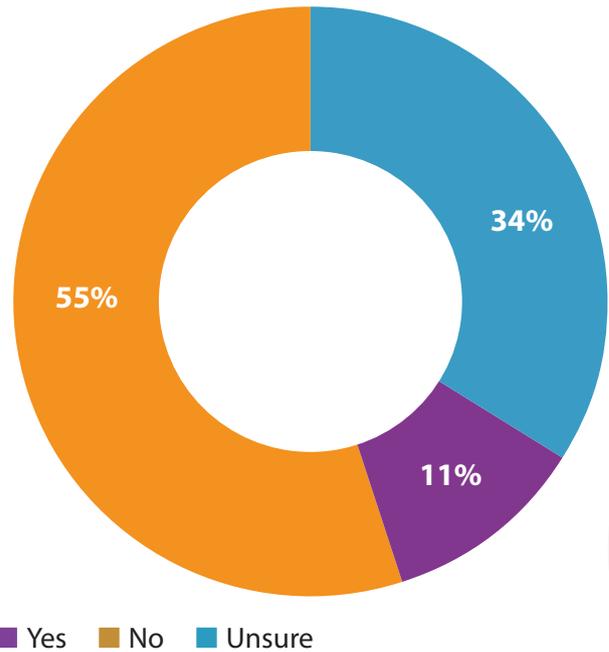
Staff networks can help support the mental health and wellbeing of staff who are struggling or feel alone and isolated, they can offer peer-to-peer support, help raise awareness of issues and give staff a channel to feed back their views on strategies and policies that might affect them.

Are you interested in joining a Staff Network?

11% indicated that they would be interested in a staff network group with 34% being unsure.

The groups most staff indicated they would be interested in getting involved with were mental health and menopause.

There was also interest in groups for young people, LGBTQ+ and Black and Minority Ethnic groups but in smaller numbers.

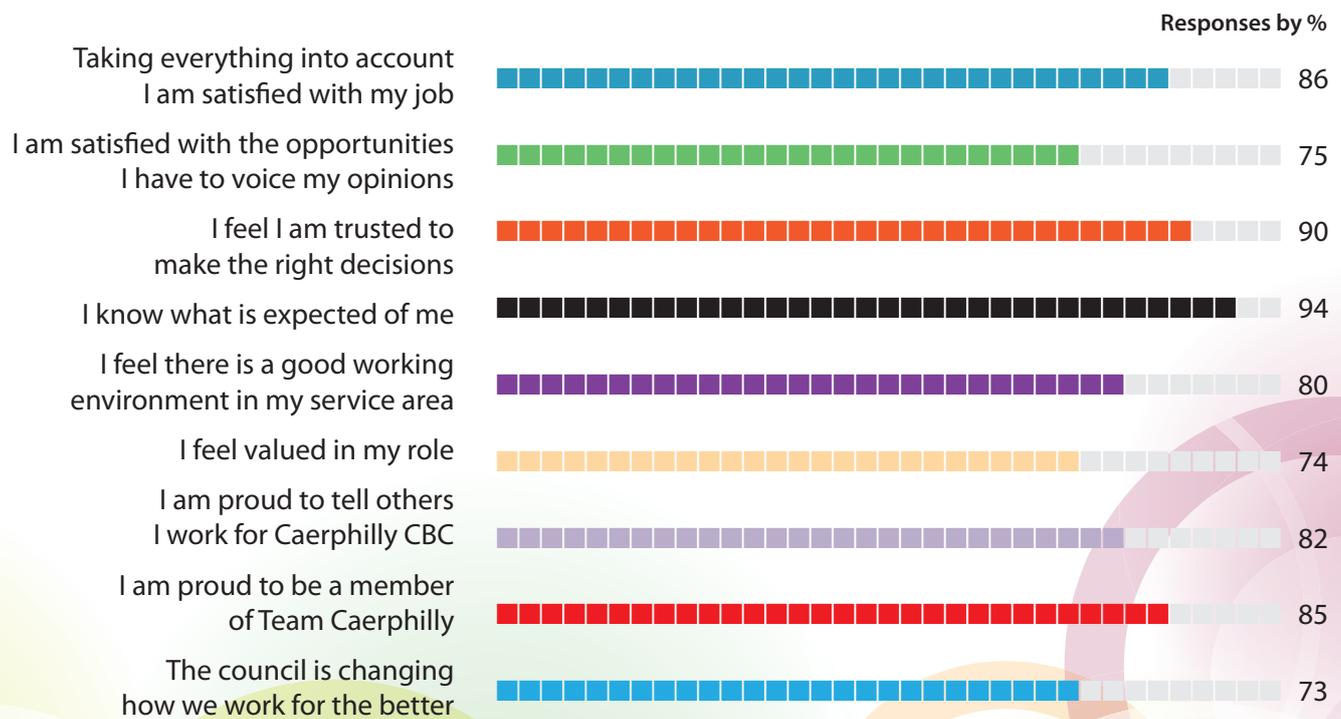


These results are really positive, with 86% of employees satisfied in their roles, and is evidence that we are moving in the right direction. Our challenge is to continue to engage our employees to understand why some are unsatisfied.

Team Caerphilly

One of the key principles of Team Caerphilly is further supporting our workforce to feel proud

and trusted, which are important elements of employee wellbeing.



Sickness absence summary

To better understand our challenges and the actions we can prioritise to address them, it is

important we analyse our sickness absence data to identify patterns, trends and areas of concern.

Sickness absence percentages⁴

Directorate	Year April 18 - March 19	Year April 19 - March 20	Year April 20 - March 21
Economy & Environment	5%	6.11%	4.61%
Education & Corporate Services	3.62%	3.76%	2.75%
Social Services & Housing	5.89%	5.92%	6.84%
Authority Total	4.38%	4.63%	4.03%

The Council's percentage absence rate, although fluctuating, has decreased from 4.38% to 4.03% over the three year period. However, there is a

notable increase in our Directorate of Social Service and Housing, from 5.89% to 6.84%, over the same period.

Top 10 reasons for absence

Top 10 reasons for absence	Rank Order		
	Year April 18 - March 19	Year April 19 - March 20	Year April 20 - March 21
Stress (non-work related), depression, anxiety, neurasthenia, mental health, fatigue	1	1	1
Other musculo-skeletal problems	2	2	2
Stomach, liver, kidney and digestion including gastroenteritis	3	3	4
Infections including colds and flu	4	4	8
Back and neck problems	5	6	6
Injury	6	5	5
Chest and respiratory including chest infections	7	7	9
Work related stress	8	8	7
Neurological including headaches and migraines	9	9	N/A
Heart, blood pressure and circulation	10	N/A	10
Eye, ear, nose and mouth/dental including sinusitis	N/A	10	N/A
Coronavirus	N/A	N/A	3

⁴ Figures include short term and long term absences

Mental ill health (including non-work related stress) and musculoskeletal problems have for some time been the highest ranked reasons for absence within the Council. In the year from the 1st April 2020 to 31st March 2021, mental ill-health and work related stress (which we record separately) accounted for 38.7% of all Full Time Equivalent (FTE) days lost. Musculoskeletal absences accounted for 9.9% of FTE days lost.

Our data broadly reflects the national picture. In a recent survey conducted by the CIPD⁵ it was reported that mental ill health, musculoskeletal injuries and stress were the top three causes of long term sickness absence in UK work places. Two-fifths of the respondents reported an increase in stress-related absence over the last year and the two main causes were workloads and management style.

Recent changes in the world of work mean that people now face wider organisational and environmental pressures. Intense and stressful working conditions are reported by as many as one in four workers. Many employees will also be under stress as a result of their personal circumstances. Such stressors have given rise to significant increases in mental health issues and absence and these patterns are evident in our data.

However, it should also be noted, that studies have shown that the right amount of positive stress can actually be beneficial and is a major factor in our development. It can increase our ability to cope and be motivated, improve our performance, productivity and creativity and increase energy levels whilst reducing boredom and keeping us engaged.

The Impact of Covid-19

Notably, in the year from the 1st April 2020 to 31st March 2021, Coronavirus has become the third highest cause of absence for the Council behind mental ill health and musculoskeletal injuries, highlighting the significant impact the pandemic is having on employee health and wellbeing in the Council. What is difficult to measure is the impact of the virus on mental health related absence, which has no doubt been effected through this period.

The CIPD⁶ found that the impact of COVID-19 on UK working lives shows a range of worsening mental health effects on many people, particularly those with an existing mental health condition. In November 2020, mental health charity Mind revealed that more people had experienced a mental health crisis during the COVID-19 pandemic than ever previously recorded.

Our Challenges



⁵ Health and Well-being at Work Survey Report March 2021 - CIPD
⁶ Health and Well-being at Work Survey Report March 2021 - CIPD

Our Approach

Most employers now recognise the importance of wellbeing and improving employee wellness to effect positive changes. As an employer we must continue to put wellbeing at the very heart of everything we do, and our employees must recognise their responsibility to effectively manage their own health and wellbeing.

Investing in employee wellbeing can lead to increased resilience, higher performance and productivity and reduced sickness absence. However, wellbeing initiatives often fall short of their potential because they stand alone, isolated

from the everyday business. To gain real benefit, our strategy must be focused on creating a culture and environment that supports the mental and physical health and wellbeing of our employees.

We understand that wellbeing is not a “one size fits all” and the support needed for one person may differ considerably from the next person. We must therefore ensure our strategy is holistic and wide reaching.

To achieve our aim, the Wellbeing Strategy will focus on five key areas of wellbeing:



1. Health and Lifestyle

How we support the mental and physical health of our employees and facilitate healthy lifestyle choices.



2. Environment

How we provide a safe and healthy work environment that meets the needs of our employees and supports them to be effective.



3. Culture and Values

How we build a culture of trust, strong core values, equality and strong collective leadership.



4. Personal Development

How we support personal growth and development.



5. Financial Wellbeing

How we support and contribute to employee financial wellbeing.

In each area we will review what we do and identify priority actions to strengthen that area.

1. Health and lifestyle

What we do

People Services

Our People Services Section incorporating Human Resources, Health & Safety and Communications teams work collaboratively together to provide specialist advice, guidance and support to managers and employees as outlined below.

Occupational Health Service

Our in-house service provides health and wellbeing advice to staff and managers in relation to fitness to work and health surveillance. The team supports staff to take care of their own physical and mental health to maximise their work attendance. The service is provided by Occupational Health Physicians, Physiotherapists and Nurses.

Sickness Absence Management Support

HR, incorporating a dedicated Managing Attendance Team, offer advice, guidance and support to staff in relation to their wellbeing and to managers to assist them to effectively and equitably manage their staff including health issues.

Policies, Procedures and Guidance

Our policies and procedures support the wellbeing of our employees when they are at work or absent due to sickness and ill health.

We have developed specific policies and guidance to address health issues, raise awareness and guide our managers on how to provide relevant and appropriate support including the No Smoking Policy, Menopause in the Workplace factsheet, Managing Cancer in the Workplace – Guidance for Managers and the Substance Misuse Policy.

Our Domestic Abuse, Gender-based Violence and Sexual Violence Policy provides support and guidance for our managers to deal with difficult and sensitive issues. In accordance with the National Training Framework on violence against

women, domestic abuse and sexual violence, all staff are expected to undertake training according to their role. The minimum requirement being Group 1 training providing basic awareness of what violence against women, domestic abuse and sexual violence is, how to recognise domestic abuse and sexual violence, and to know the help available to victims.

Cycle to Work Scheme

The Cycle to Work Scheme is a salary sacrifice initiative that encourages alternative commute/travel to improve health and fitness and reduce carbon emissions and environmental impact. We have recently widened the scope of the initiative to include electric bikes up to the value of £5000.

Corporate Eyecare Voucher Scheme

Employees who are regular users of display screen equipment or who require prescription safety glasses can apply for the vouchers which entitle the user to a free eye and eyesight test, a choice of glasses from a selected range (subject to eligibility) or a 15 per cent discount off glasses in store.

People Services Digital and online support

Health Wall

Features links to organisations that provide expert information and advice for a number of health related issues.

Wellbeing@work: Covid 19 Webpage

Provides information, resources and links to support our employees' wellbeing.

Wellbeing@work Bulletin

Our monthly bulletin contains information, advice and links to digital resources to support employee wellbeing.

Wellbeing@work: Monthly Themes

Focused on promoting healthy lifestyle choices and raising awareness on topics that impact physical and mental health.

Employee Assistance Programme

We work with Care first, who provide a completely independent and strictly confidential service for our employees which includes:

Counselling Service

Care First Counsellors, who are members of the British Association for Counselling and Psychotherapy (BACP), are available 24/7 to help with work-related issues such as feeling pressure, work-load, changes at work, bullying or harassment. Care first also advise on personal problems such as family matters, stress and loss or bereavement.

Information and Advice Service

Highly trained, professional information specialists can provide comprehensive answers and assistance on a wide range of issues which affect daily life including advice on financial issues and debt management.

Management Support

Provide managers with support in their management role.

Care first Lifestyle

A comprehensive online information, support and wellness resource, where employees and managers can access information, advice, webinars and online counselling to address problems occurring as part of every-day life, not just work related issues.

Care first Zest

An interactive health management online portal designed to help individuals pro-actively manage and improve all aspects of their mental and physical health - including stress management and resilience, weight management, diet and nutrition, and fitness and personal training.

Wellbeing Group

The Health and Wellbeing Group was established in 2010 to support the improved health of employees. The group has representatives from across the Council including Trade Union partners.

Health Awareness

Initiatives, events and promotion

We run a series of initiatives and promotions throughout the calendar year to raise awareness of topics that impact physical and mental health. For example lunchtime walks, free lunchtime bike hire and the Team Steps Challenge.

Sports and Active Recreation

Sports & Leisure Service

The service actively promote sport and active recreation and operate a wide range of active recreation activities, sites and venues. Sports development initiatives and partnerships include the free swimming programme, the Caerphilly 10k and National Exercise Referral Scheme.

Workplace Initiatives

Recognising the need for employees to take responsibility for their health, we promote a range of healthy lifestyle initiatives in the workplace, encouraging employees to engage in activities during the working day. For example lunchtime walks, free lunchtime bike hire and the Team Steps Challenge.

Corporate Membership Scheme

Our employees enjoy a 20% discounted rate for leisure centre membership throughout the county borough.

Trade Unions

Our recognised Trade Union partners provide advice and support to their members on a wide range of employment matters, including wellbeing.

No.	Priority Actions	Measure of Success
1.1	Update our HR policies and procedures.	All relevant policies and procedures are reviewed to ensure they remain inclusive, fit-for-purpose and reflective of our values.
1.2	Engage and support employees to volunteer as Mental Health Champions and explore opportunities to train employees as Mental Health First Aiders.	Mental Health Champions establish effective channels of communication and are trained to provide appropriate support to employees who seek out their support.
1.3	Undertake a review of the Wellbeing Group and repurpose the terms of reference to align to the principles of the Wellbeing Strategy.	Terms of Reference are agreed. Meetings are regularly held supported by an Agenda and minutes taken.
1.4	Develop our wellbeing digital platforms and communications.	Raised employee awareness of the digital resources available to support their own wellbeing and improve their lifestyle choices.
1.5	Review our Corporate Membership Scheme	Enhanced offer and improved levels of membership across our workforce.
1.6	Promote healthy work habits and explore new opportunities to engage our employees in exercise.	Employees proactively engage in healthy work habits and exercise to support their wellbeing.



2. Environment

What we do

Physical Environment

Health & Safety

Our Health and Safety team provide managers and employees with comprehensive advice, support and resources to ensure that the working environment and work practices are safe and contribute to employees' safety, health and wellbeing. We deliver a comprehensive portfolio of health and safety related training courses to impart information, encourage learning and to support our positive safety culture.

Facilities

A number of support services work collaboratively and cohesively to ensure that our work places are designed, equipped and maintained to be ergonomic, healthy and safe. In addition to promoting a safe place of work this approach ensures the provision of comfortable spaces for rest and socialisation.

Work Environment

Agile Working

Wide scale agile working practices have been implemented in accordance with Welsh Government guidance, enabling our employees to work flexibly to support their work life balance, whilst continuing to deliver excellent services to our people during the Covid-19 pandemic. The principles of agile working, developed in response to the Covid-19 crisis, will form the foundation for long term sustainable agile working, enabling new ways of working, focused on what we do and not where we do it.

Policies and Schemes

Our employees have the opportunity to take advantage of excellent family-friendly work-life balance policies and schemes which include (but are not limited to) a generous Flexible Working Scheme, Child Care Voucher Scheme, Career Break Scheme, Carers' Policy, Home Working Scheme, Leave of Absence Policy, Adoption Leave Policy, Job-Share Policy, Reservists Policy and Parental/ Shared Parental Leave Schemes.

Effective Management

Within our strategies and practices our focus is very much on effective and supportive management. Individual management style will vary from manager to manager, but our expectation is that our managers nurture effective team working and healthy, productive relationships with employees built on mutual respect and trust. Through our *My Time* and *My Time Extra* programme, managers can have effective two-way discussions where employees can discuss their wellbeing and personal development needs.



No.	Priority Actions	Measure of Success
2.1	Repurpose and modernise Ty Penallta and other offices to facilitate agile working.	Workspaces will be reconfigured, modernised and furnished with appropriate equipment to facilitate agile working. Workspaces will support employee wellbeing, encouraging healthy lifestyle choices and socialisation enabling working relationships to flourish.
2.2	Implement a sustainable model of flexible/agile working for the Council.	Supported by the modernised workplace, flexible and family friendly working policies are fit for purpose and in place to support the agile workforce.
2.3	Expand the scope and provision of training to further upskill our managers to support employee health and wellbeing.	Management training has been implemented and evident in practice.
2.4	Update our H&S policies and procedures.	All relevant policies and procedures are reviewed to ensure they remain fit-for-purpose and reflective of our values and objectives.



3. Culture and Values

What we do

Equality, Diversity and Inclusion

Equality underpins our strategies, policies and planning and we are committed to creating a workplace which is safe and inclusive, where our employees feel valued and empowered to be themselves.

Strategic Equality Plan (2020-2024)

Our Strategic Equality Plan 2020-2024 outlines our corporate strategic objectives.

Equalities Team

Our Equalities Team drive the agenda locally, championing diversity and inclusion and facilitating equalities and welsh language training.

Celebrating Diversity

We recognise important issues and celebrate diversity through the promotion of national awareness events. For example LGBTQ+ History Month and Black Lives Matter. Caerphilly County Borough Council is once again joining the Proud Council partners to support and promote equality for LGBTQ+ communities and we are working with Stonewall Cymru to re-establish our membership and position in the Workplace Diversity Champions Index.

Charters, Campaigns and Commitments

We were the first local authority in Wales to adopt the Unity Over Division Charter, joining with our Trade Union partners, Unison, GMB and Unite to work toward a shared goal of inclusivity and equality in the workplace.

We have signed up to the Dying To Work Charter, which sets out an agreed way that our employees will be supported, protected and guided throughout their employment, following a terminal diagnosis.

We are the first council in the UK to sign up to the Pledge to Be Seen Campaign, and we are committed to ensuring equal representation for people with disfigurements across Wales and better representing people with a visible difference in our communications.

We have demonstrated our ongoing support of the Armed Forces community by signed the Armed Forces Covenant (AFC), and are committed to ensuring that those who serve or have served in the armed forces, and their families, are treated fairly.

Disability Confident Employer

We are proud to be a Disability Confident Employer, committed to supporting the recruitment, retention and development of disabled people who support our services to achieve success.

Leadership and Strategy

Team Caerphilly

#Team Caerphilly - Better Together is our operating model. The strategy outlines our mission and details our objectives and priority actions for transformational change. It provides clarity of purpose for the organisation, our services and our employees. The message is clear that our employees are at the heart of everything we do. Underpinned by our core values (Trusted, Open and Transparent, United and Connected, Innovative, Resilient), the strategy outlines how we will fully support our employees to be 'brave, bold and brilliant'.

Corporate Volunteering

We are developing a Corporate Volunteering Policy and exploring how we overcome barriers to enable our employees to volunteer within the local community.

Employee Engagement

We listen and respond to views and opinions through staff surveys, engagement events and via collective consultation with our Trade Union partners through agreed processes. Our Communications and Engagement Strategy 2019-2022 and Consultation and Engagement Framework 2020-2025 outline actions to improve employee engagement and create greater opportunities to develop stronger links with our communities.

Support for Charities

We support vulnerable people both within our communities and nationally, not only through the excellent work of our front line services, but

through charitable events and initiatives including Operation Santa, the Mayor's Charity, Children in Need, Comic Relief and Sports Relief. As we move into a more agile model of service delivery, we will ensure our employees can continue to engage in charitable events and initiatives.

Foundation Living Wage Employer

We're incredibly proud to be accredited by the Living Wage Foundation and our commitment to voluntarily pay our employees a wage that reflects what we believe to be the true cost of living.



No.	Priority Actions	Measure of Success
3.1	Deliver the key workforce objectives of the Strategic Equality Plan 2020-2024.	Objectives are delivered in line with agreed timeframes.
3.2	Working with the Trade Unions, continue to raise awareness of all forms of discrimination and the requirement to effectively challenge prejudice at source.	Embed a proactive approach to building a more inclusive workplace, fulfilling our commitments to the 5 core principles of the Unity Over Division Charter.
3.3	Upgrade our membership of the Disability Confident Scheme.	Membership upgraded from Employer to Leader.
3.4	Re-establish our membership of Stonewall Cymru.	Join Stonewall Cymru's Diversity Champions Programme and assess our progress using the Workplace Equality Index.
3.5	Publish the Neurodiversity Factsheet and work with the Trade Unions to organise neurodiversity training.	Employees and managers can access the Neurodiversity Factsheet online and improve their understanding with training.
3.6	Develop the Staff Recognition Awards initiative.	We better evidence how we value our employees' contributions by recognising achievement.
3.7	Develop and implement diversity and inclusivity training for our Members.	Members receive current and timely diversity and inclusivity training.
3.8	Conduct regular pulse surveys to support our more comprehensive staff surveys.	Data and analytics used to inform decision making and assess progress against targets in key areas.

4. Personal Development

What we do

Workforce Development Strategy

Our Workforce Development Strategy outlines our strategic approach and priority actions required to support the personal growth and development of our employees, creating a resilient workforce that is fit for the future.

Workforce Planning

To support our broader workforce development goals and initiatives, workforce planning will become embedded as an essential business process. A Workforce Planning Framework is being developed to help translate strategy into practice and equip our managers with a tool to proactively organise the workforce, effectively plan for succession and identify personal development needs and skills gaps.

Learning and Development

We organise and facilitate a range of learning and development opportunities via corporate initiatives, service specific training, Health & Safety training, accredited programmes and courses delivered via training providers or higher education and our Joint Workforce Development Team (a collaborative service with Blaenau Gwent which specialises in delivering social care training for both authorities).

MeUs

We have joined forces with Gwent Police to launch an innovative joint leadership programme aimed at developing a new generation of bold and innovative leaders.

The 12 month leadership programme will be delivered by the University of South Wales and the initial cohort will be instrumental in helping to shape the direction and content of the course for participants in future.

Coaching

We are fully invested in developing a strong coaching culture and establishing a network of coaches across our services.

Career Development

We have established development pathways in a number of service areas, affording employees the opportunity to gain professional qualifications and/or training to support their current roles and further their progression within their chosen fields.

My Time/My Time Extra

Our *My Time/My Time Extra* programme facilitates positive conversations between employees and line managers. With a focus on development, it provides a mechanism for employees to take responsibility of their own personal development.

First Aid, AED and Fire Wardens

We support our employees to volunteer as workplace first aiders and fire wardens, providing funded training and a financial incentive, in line with service needs and requirements. We also facilitate Automated External Defibrillation (AED) training for all employees in support of recent campaigns.



No.	Priority Actions	Measure of Success
4.1	Implement the Workforce Development Strategy 2021-2024.	Agreed strategy in place that outlines our strategic approach and priority actions.
4.2	Deliver the Priority Actions outlined in the Workforce Development Strategy 2021.	Priority actions are delivered in accordance with the action plan and achieve the desired outcomes and benefits for the Council.
4.3	Implement Workforce Planning.	Workforce planning will be undertaken on a regular and scheduled basis facilitating more proactive people resourcing, succession analysis and identification of priority learning and development needs.
4.4	Embed the <i>My Time/My Time Extra</i> programme and train our managers to deliver effective conversations.	Employees receive regular <i>My Time</i> conversations and an annual <i>My Time Extra</i> conversation where personal and professional development needs are discussed and planned.



5. Financial Wellbeing

What we do

Fair Pay

We continue to review and monitor our grading protocols with the Trade Unions and ensure all jobs across the Council are remunerated fairly and equitably in line with our agreed grading procedures. Additional benefits also include (but are not limited to) a generous employer pension contribution, annual leave entitlement and paid sickness absence. We are also committed to paying the Foundation Living Wage minimum rate of pay, meaning our employees occupying our lower graded posts enjoy an enhanced rate of pay for their work which we believe better reflects the true cost of living.

Contracts

We provide varying types of contracts of employment across our services to meet our business needs. Our Flexible Working Policies enables employees, where appropriate, to flex their contractual arrangements to meet their personal circumstances.

Policies and Procedures

We have generous leave of absence policies and schemes which provide our employees with paid leave for various types of absence which include (but are not limited to) sickness, bereavement, maternity and shared parental leave.

Retirement Planning

We support our employees through this significant undertaking by providing advice and guidance,

through our Flexible and Early Retirement Schemes and by running pre-retirement courses.

Care First

Our employee assistance programme provides 24 hour support to our employees, including advice on financial issues and debt management.

Trade Unions

Our recognised Trade Union partners are on hand to support their members, providing advice on issues such as benefits and debt management, signposting to the appropriate organisations for expert help or through the facilitation of financial assistance schemes.

Credit Unions

We facilitate Credit Union payments for our employees through our payroll system. Credit unions offer an alternative to borrowing from, or saving with national banks. Owned and democratically controlled by its members, they offer a range of financial services including loans and savings accounts.

Employee Benefits

There are a number of initiatives available to our employees which have financial benefits (as well as other wellbeing benefits). These include our Child Care Voucher, Cycle to Work and Green Car salary sacrifice schemes, Corporate Eyecare Voucher Scheme and discounted leisure centre membership.

No.	Priority Actions	Measure of Success
5.1	Undertake a Non-Guaranteed Hours Arrangement (NGHA) review.	Work with managers and Trade Unions to review and monitor our contractual arrangements to ensure they are fit-for-purpose and provide secure employment.
5.2	Periodically promote the financial advice provided by Care First.	Raised awareness of the support available to our employees through Care First.
5.3	Review our processes for recording and analysing retirement feedback and data.	Consultation, feedback and data will be used to inform and shape our pre-retirement support and training.
5.4	Review our employee benefits packages	Employees continue to enjoy excellent benefits and schemes that help support their financial wellbeing.

Our Responsibilities

Cabinet/Council

- To endorse the strategy and review progress against agreed actions.

Corporate Management Team and Leadership Team

- Provide senior level commitment and support for the strategy.
- Promote wellbeing across the organisation, nurturing a culture and environment where employees are given the support, opportunity and resources to grow and perform at an optimal level.
- Working within the financial constraints of the Medium Term Financial Plan (MTFP), ensure appropriate resources are available within the agreed budget.
- Lead by example and champion our values. Ensure fairness, equality and inclusivity is instilled across the organisation and driven from the top.

HR Strategy Group

- Responsible for the implementation of the strategy and the review of progress against targets.

Health and Safety Committee

- Responsible for reviewing the measures taken to ensure health and safety at work which includes mental health and wellbeing.

Management Network/Operational Management

- Think more strategically about the workforce and the demands placed upon individuals. Use the Workforce Planning Framework to develop detailed workforce plans and strategies to mitigate risks and plug skills gaps.
- Proactively manage employee wellbeing, creating a positive work environment and identifying concerns early.

- Promote the importance of self-care and encourage employees to take ownership of their health and wellbeing.
- Work with HR to proactively manage employee health, seeking early interventions to mitigate absence.
- Hold regular *My Time* conversations with employees, where employees can discuss their wellbeing and personal development needs.
- Nurture effective team working and healthy, productive relationships with employees.
- Promote an inclusive team environment which champions equality, diversity and fairness and address any form of discrimination.
- Ensure that health and safety risks are managed by effective risk assessments, safe working practices, training and employee engagement on all matters relating to their health, safety and wellbeing.

People Services

- Responsible for the implementation of the strategy and delivery of the priority actions.
- HR will continue to proactively advise and support our managers in respect of sickness absence policy and procedure, supporting employee attendance through our Occupational Health provision.
- Review HR and Health & Safety policies and procedures with the Trade Unions to support the wellbeing agenda.
- Work closely with our recognised Trade Unions to achieve positive outcomes for our employees.
- Work in collaboration with our partners across the Council, and externally, to provide wellbeing training and initiatives.

The Wellbeing Group

- Continue to support and promote the improved health and wellbeing of employees via representatives across the Council and Trade Unions.

All Employees

- Effectively manage personal wellbeing, make good lifestyle choices and utilise the resources available to maintain physical and mental health.
- Take early action to seek help and support to help prevent issues escalating into serious health concerns.
- Ensure regular *My Time* conversations are undertaken, prepare for them and constructively develop targeted personal development plans with managers.
- Live by our values of equality, diversity and inclusion in the workplace and challenge all forms of discrimination and bias.
- Actively participate in employee engagement initiatives which provide an opportunity to voice opinion and influence decision making.

Trade Unions

- Work in partnership with the Council, striving for positive outcomes for the workforce.
- Cultivate an effective partnership with officers to help develop wellbeing training and initiatives.
- Work proactively with the Council in the development and implementation of new and updated policies and procedures.



Delivery, Monitoring and Governance

The Strategy has been developed by People Services and approved by Cabinet. The HR Strategy Group will be responsible for the implementation

of the strategy. Progress against targets and objectives will be monitored and reviewed as follows:

Group/Body	Format	Timeframe
HR Strategy	Briefing	6 Monthly
CMT	Report	6 Monthly
P&R Scrutiny Committee	Report	Annually
Cabinet	Report	Annually

Our trade union partners will be fully consulted in the delivery of this strategy with six monthly briefings at Corporate JCC.



Appendix

Employee Wellbeing Strategic Action Plan

	PRIORITY ACTIONS	METHOD OF DELIVERY / PROJECT	LEAD OFFICER	PROJECT GOVERNANCE	TIMESCALE
1.1	Update our HR policies and procedures.	HR and H&S Policy Review Project	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee 	2022
1.2	Engage and support employees to volunteer as Mental Health Champions and explore opportunities to train employees as Mental Health First Aiders.	Corporate Review: Workforce Development (Workstream – Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee 	2022
1.3	Undertake a review of the Wellbeing Group and repurpose the terms of reference to align to the principles of the Wellbeing Strategy.	Corporate Review: Workforce Development (Workstream – Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee 	Quarter 4 2021-2022
1.4	Develop our wellbeing digital platforms and communications.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group 	2022
1.5	Review our Corporate Membership Scheme	Corporate Review: Workforce Development (Workstream – Wellbeing)	Leisure Services Manager	<ul style="list-style-type: none"> ● Corporate Management Team 	Quarter 3 2021 - 2022
1.6	Promote healthy work habits and explore new opportunities to engage our employees in exercise.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Leisure Services Manager	<ul style="list-style-type: none"> ● HR Strategy Group 	2022
2.1	Repurpose and modernise Ty Penallta and other offices to facilitate agile working.	Corporate Review: Flexible Working	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	Quarter 4 2021 - 2022
2.2	Implement a sustainable model of flexible/agile working for the Council.	Corporate Review: Flexible Working	Head of Infrastructure	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	2022
2.3	Expand the scope and provision of training to further upskill our managers to support employee health and wellbeing.	Corporate Review: Workforce Development (Workstream - Management Training)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 4 2022 - 2023
2.4	Update our H&S policies and procedures.	HR and H&S Policy Review Project	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee 	2022
3.1	Deliver the key workforce objectives of the Strategic Equality Plan 2020-2024.	Strategic Equality Plan (2020-2024)	Head of Transformation	<ul style="list-style-type: none"> ● Corporate Management Team 	All actions delivered by 2024
3.2	Working with the Trade Unions, continue to raise awareness of all forms of discrimination and the requirement to effectively challenge prejudice at source.	HR and H&S Policy Review Project	Head of People Services	<ul style="list-style-type: none"> ● Corporate JCC 	Quarter 4 2021-22

	PRIORITY ACTIONS	METHOD OF DELIVERY / PROJECT	LEAD OFFICER	PROJECT GOVERNANCE	TIMESCALE
3.3	Upgrade our membership of the Disability Confident Scheme.	Corporate Review: Workforce Development (Workstream – Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● Corporate Management Team ● HR Strategy Group 	2022
3.4	Re-establish our membership of Stonewall Cymru.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● Corporate Management Team ● HR Strategy Group 	2022
3.5	Publish the Neurodiversity Factsheet and work with the Trade Unions to organise neurodiversity training.	HR and H&S Policy Review Project	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group 	Quarter 3 2021 - 2022
3.6	Develop the Staff Recognition Awards initiative.	Corporate Communications & Engagement Strategy 2019-2023.	Head of Transformation	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	Quarter 4 2021-2022
3.7	Develop and implement diversity and inclusivity training for our Members.	Strategic Equality Plan (2020-2024)	Head of Legal Services & Monitoring Officer	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	2022
3.8	Conduct regular pulse surveys to support our more comprehensive staff surveys.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board 	2024
4.1	Implement the Workforce Development Strategy 2021-2024.	Corporate Review: Workforce Development (Workstream - Workforce Development Strategy)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● Policy & Resources Scrutiny Committee ● Cabinet 	Quarter 3 2021-2022
4.2	Deliver the Priority Actions outlined in the Workforce Development Strategy 2021-2024.	Corporate Review: Workforce Development (Workstream - Workforce Development Strategy)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Corporate Management Team ● Policy & Resources Scrutiny Committee ● Cabinet 	All actions delivered by 2024
4.3	Implement Workforce Planning	Corporate Review: Workforce Development (Workstream - Workforce Planning Framework and Manager Toolkit)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	2022
4.4	Embed the My Time/My Time Extra programme and train our managers to deliver effective conversations.	Corporate Review: Workforce Development (Workstream - Management Training)	Head of People Services	<ul style="list-style-type: none"> ● Team Caerphilly Programme Board ● HR Strategy Group 	Quarter 3 2021-2022
5.1	Undertake a Non-Guaranteed Hours Arrangement (NGHA) review.	Contract Review Project	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy ● Corporate Management Team 	Quarter 4 2021-2022
5.2	Periodically promote the financial advice provided by Care First.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group 	Quarter 3 2021-2022
5.3	Review our processes for recording and analysing retirement feedback and data.	Corporate Review: Workforce Development (Workstream - Wellbeing)	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy ● Corporate Management Team 	2022
5.4	Review our employee benefits packages	HR and H&S Policy Review Project	Head of People Services	<ul style="list-style-type: none"> ● HR Strategy Group ● Health & Safety Committee 	2022



This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the [Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance](#).

1. Proposal Details

Lead Officer	Head of Service	Service Area & Department	Date
Geraldine Burns	Lynne Donovan	People Services	01/09/2021

What is the proposal to be assessed? *Provide brief details of the proposal and provide a link to any relevant report or documents.*

The Council’s proposed ‘Employee Wellbeing Strategy 2021 – 24’, attached at Appendix 1.

Proposal aim: To work together to fully support the wellbeing needs of employees by placing wellbeing at the heart of everything we do and ensuring we have a holistic framework in place.

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
The strategy outlines our commitments to supporting people regardless of protected characteristics.			
Age <i>(people of all ages)</i>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>By strengthening the key areas of wellbeing, employees of all ages will benefit from a work environment that fully supports their needs.</p>		<p>Evidence of potential positive impacts collated through extensive research including results of the CIPD Health and Well-being at Work Survey Report March 2021, our staff survey and manager engagement.</p>
Disability <i>(people with disabilities/ long term conditions)</i>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to supporting people with disabilities or long term/terminal diagnoses and identifies actions to continuously develop.</p>		<p>We are a Disability Confident Employer and committed to playing a leading role in changing attitudes, behaviour and culture; benefitting from inclusive recruitment practices.</p> <p>We are also committed to enhancing our position to Disability Confident Leader.</p>
Gender Reassignment <i>(anybody who’s gender identity or gender expression is different to the sex they were assigned at birth)</i>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		

<p>Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p>		
<p>Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)</p>	<p>Positive impact – Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The Council supports the protections given to staff who are pregnant and/or on maternity leave under UK law.</p>		
<p>Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy has a section dedicated to culture and values, and outlines actions to develop inclusive practice, enhance our membership of campaigns and create opportunity for staff to join staff networks.</p> <p>The Wellbeing Strategy makes specific and targeted links to our Strategic Equality Plan and actions identified within.</p>		<p>Our staff survey indicated that there is an appetite to develop networks for black and minority ethnic groups.</p>
<p>Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p>		

<p>Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy</p>		
<p>Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual, other</i>)</p>	<p>Positive impact - Strengthening Inclusivity and Equality lies at the heart of this strategy.</p> <p>The strategy outlines our commitments to championing difference and inclusion and identifies actions to continuously develop.</p>		<p>The Council currently:</p> <ul style="list-style-type: none"> • Is a members of Proud Councils • Has2 LGBTQ+ Ambassadors • Takes an active role at Pride Cymru • Raises awareness annual awareness of LGBTQ+ History Month, Pride etc.

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive impact - The strategy identifies the importance of financial wellbeing as a key factor in overall employee wellbeing. The strategy outlines our commitment to strengthening this area and identifies priority actions to further support our employees. This includes:</p> <p>A non-guaranteed hours' arrangement review to restrict/limit the use of casual zero hours contracts moving forward and thus provide more sustainable employment opportunities.</p> <p>Continued commitment to pay the foundation living wage which supports young people starting in modern apprenticeship roles and colleagues in entry level positions to</p>		<p>The Council's Pay Policy Statement 2021.</p> <p>Workforce Partnership Council (WPC) Agreement on the acceptable use of Non-Guaranteed Hours Arrangements</p>

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	<p>be paid a living wage. It is noted that this is often more than what is offered for comparable roles in the private sector.</p> <p>Development of our employee benefits packages.</p> <p>The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>		
<p>Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>Positive impact. See above.</p>		
<p>Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>Neutral impact</p>		
<p><u>Socio-economic Disadvantage</u></p>	<p>Does the proposal have any positive,</p>	<p>If there are negative impacts how</p>	<p>What evidence has been used to</p>

	negative or neutral impacts on the following and how?	will these be mitigated?	support this view?
<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport)</i>) <i>Impact on the environment?</i></p>	<p>Positive impact. Under this strategy, this will include the development of <i>agile working solutions</i> to meet our ever changing service needs. This can provide choice for many as to where they work and opportunity to attain a job of choice is enhanced.</p> <p>Possible negative impact: It is recognised that some job roles will not support agile working and these front line opportunities may remain inaccessible for some.</p>	<p>Front line working opportunities exist throughout the County Borough providing choice and options for people to work locally and in within a reasonable proximity to their home.</p>	<p>Categorisation data collected as part of the Agile Working Corporate Review has evidenced the number of roles within each category of work.</p>
<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>	<p>Positive impact - The Employee Wellbeing Strategy has strategic links to our Workforce Development Strategy, working in synergy to support and develop the workforce. A key action in the Workforce Development Strategy is to explore and develop new initiatives to enhance work opportunities for our residents, utilising government funded employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities. These programmes will create pathways to employment for people with varying socio-economic backgrounds.</p>		
<p>Socio-economic Disadvantage</p>	<p>Positive impact – as above</p>		

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<i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>			
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4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) Well-being Objectives

<p>Objective 1 - Improve education opportunities for all</p>	<p>Positive impact - The strategy identifies the importance of personal development to employee wellbeing and includes strategic links to our Workforce Development Strategy. It recognises that all employees must be able to access learning and training relevant to their needs and role in the authority. It also includes actions to develop our employment programmes creating opportunities for people in our communities to access training, work placements and employment.</p>
<p>Objective 2 - Enabling employment</p>	<p>Positive impact – through the creation of more substantial and sustainable employment linked to a non-guaranteed hours review; the provision of the foundation living wage and strengthening of our employment programmes to widen our provision of apprenticeships, work placements and work experience opportunities.</p>
<p>Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>N/A</p>
<p>Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>N/A</p>
<p>Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>Positive impact - The strategy identifies the importance of health and lifestyle to employee wellbeing. This is a key focus within the strategy outlining how the authority will continue to support the health of our employees and develop programmes and initiatives to encourage healthy lifestyle choices, to be adopted both within and outside of the workplace.</p>
<p>Objective 6 - Support citizens to remain independent and improve their well-being</p>	<p>Positive impact - The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our workforce. This strategy outlines our commitments and priority actions to achieve this aim.</p>

4a. Links to any other relevant Council Policy

(How does your proposal deliver against any other relevant Council Policy?)

Transformation Strategy 2020

Corporate Plan 2018 – 2023

Wellbeing Plan (under development) – 2018 – 2023

Workforce Development Strategy 2021 -24

Sports & Recreation Strategy 2019-2029

Green Infrastructure Strategy

Strategic Equality Plan 2020-2024

Welsh Language Standards

In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective. Wellbeing lies at the core of how the Council fulfils its strategic aims, conducts operations and delivers excellent services to our communities. This strategy is aligned to the abovementioned strategies, translating our broader strategic objectives, together with data and the results of our engagement, into a holistic framework to support our employee's health and wellbeing.

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>This Strategy offers a comprehensive framework of support for our employees. Strategically aligned to the Council’s Workforce Development Strategy and Strategic Equality Plan, this will have a long term positive impact on the work community.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The strategy is focussed on developing an excellent work environment that fully supports our employees’ health and wellbeing. Strengthen our commitments and investments in employee wellbeing will have preventative benefits.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>Working in synergy with other strategies, we will continue to develop a strong organisational culture and values, strengthen the work environment, fully support the health and wellbeing of our employees, close knowledge and skills gaps across the organisation and shape our future workforce</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The effective implementation of this Strategy requires all parties to accept and own their individual responsibilities as outlined in the ‘Our Responsibilities’ section. Working effectively with our partners, both internal and external, is key to delivering our objectives. The collaboration list in the effective implementation of this strategy is fluid and extensive.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>This is an inward looking strategy and wider consultation with the community has not taken place in this context. The Strategy is however based on the extensively consulted Strategies referred to in the Integration Section above.</p>

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6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Yes it does as outlined in this IIA.</p>
<p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change). Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>N/A</p>
<p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood</p> <p>The Wellbeing Strategy outlines our framework, commitments and priority actions for supporting employee health and wellbeing. The workplace can be an effective place to improve the wellbeing of individuals, families and communities. It can offer financial security, social connections and a sense of belonging, meaning and purpose. Our employees spend a significant amount of time in work so we have a critical role to play in the wellbeing of our people.</p>
<p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>Strengthening our commitment to Inclusivity and Equality lies at the heart of this Strategy.</p>
<p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p>

<p><i>participate in the arts, and sports and recreation</i></p>	<p>In policy and in practice, we will seek to ensure the links between our corporate strategies and planning are well established and effective.</p> <p>The Employee Wellbeing Strategy is aligned to the Strategic Equality Plan which outlines our commitments to promoting and developing Welsh Language; and the Sports and Recreation Strategy which details actions increase opportunity and engagement in sports and active recreation.</p>
<p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being. Have you considered the environmental impact your proposal will have and have you completed an Environmental Impact Assessment or Strategic Environmental Assessment if required?</p> <p>Yes, in the context of the Agile Working Agenda and sustainable employment opportunities, etc.</p>

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile	Neutral impact in the context of this Strategy.		
<p>Page 11 Page 12</p> <p>compliance with the Welsh Language Standards. <i>Specifically Standards 88 - 93</i></p>	<p>Neutral impact in the context of this Strategy. However, Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132)</p> <p>Positive impact: Our Employee Assistance Programme Care first, provides fully translated digital resources.</p>		<p>Research undertaken in the development of the strategy.</p> <p>Staff survey results.</p>
<p>Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>Actively encourage and promote the use of our services in Welsh to see an increase in demand over time</p> <p>Neutral impact. See above.</p>		
<p>Opportunities for persons to use the Welsh language <i>e.g. staff, residents</i></p>	<p>The rights of Welsh speakers to use Welsh when dealing with the council</p>		

<i>and visitors</i>	and for staff to use Welsh at Work Neutral impact. See above.		
Treating the Welsh language no less favourably than the English language	Neutral impact. See above		

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Impact on the use of Welsh, sustainability of Welsh speaking communities, numbers and/or percentages of Welsh speakers, fluency and confidence of Welsh speakers and learners to use Welsh, transmission of Welsh at home/from one generation to the next, using Welsh in the workplace, increase Welsh language digital media infrastructure and/or media, promoting Welsh in everyday life and its status

The Employee Wellbeing Strategy is strategically aligned to the Workforce Development Strategy and the Strategic Equality Plan which outline our commitments to promoting and developing (through effective training) Welsh Language (Standards 130-132)

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>What data / evidence was used? Provide links to any reports if appropriate e.g. Household Survey 2017</p> <p>Consultation</p> <p>Staff Survey</p> <p>Significant research and utilisation of best practice from professional bodies – i.e. CIPD</p> <p>Employee data</p> <p>Sickness data</p>	<p>What were the key findings? What did the data / evidence used tell you?</p> <p>Key findings summarised in the 'Our Employee Data' (See Appendix 1)</p>	<p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p> <p>The key findings used to develop our approach and strategic framework:</p>



Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

Are there any gaps in the existing data and how will you go about filling these gaps?

No significant gaps identified, data provided significant information to inform the development of the strategy. Implementation of the strategy will be monitored and updated to reflect any changes required.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Leadership team, HR Strategy Group, Trade Unions, Cabinet Member for Corporate Services, Policy & Resources Scrutiny Committee

When they were consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

August 2021 – sufficient time provided for critical feedback and agreement of priority actions.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

Strategy was well received and deemed to be addressing the needs identified through our consultation and engagement.

How have the consultation findings been taken into account?

All critical feedback was considered and amendments made to the strategy as appropriate.

10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	For example, what monitoring will be used? How frequent? As identified in the Employee Wellbeing Strategy
What are the practical arrangements for monitoring?	For example, who will put this in place? When will it start? As identified in the Employee Wellbeing Strategy
How will the results of the monitoring be used to develop future proposals?	As identified in the Employee Wellbeing Strategy
When is the proposal due to be reviewed?	Ongoing through dynamic action plans and fully 2024.
Who is responsible for ensuring this happens?	Head of People Services

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11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
---------------------------------------------------------------	-----------------------------------------	-----------------------------

12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? Did you identify any cumulative impact your proposal will have? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

It is believed that the key principles of the Employee Wellbeing Strategy will have significant benefits for our employees.

The Employee Wellbeing Strategy outlines our aspirations of being recognised as an employer of choice in terms of our approach to supporting employee physical and mental health and wellbeing.

The information collated through research, consultation, engagement (staff survey) and employee data has provided significant insights and evidence around which we were able to develop a holistic framework.

We believe that by strengthening the five key areas identified in the strategy, we can create a supportive and nurturing work environment that effectively supports employee physical and mental health and wellbeing.

Strengthening Inclusivity and Equality lies at the heart of this strategy, and this IIA has not identified any areas of concern or potential negative impacts/risks that need mitigating. The strategy is inclusive and will be beneficial to all employees.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Neil Cooksley	Original submission	01/09/2021

Integrated Impact Assessment Author

Name:	Neil Cooksley
Job Title:	Principal HR Officer
Date:	01/09/2021

DS

Head of Service Approval

Name:	Lynne Donovan		
Job Title:	Head of People Services		
Signature:		Date:	01.09.21



CABINET - 29TH SEPTEMBER 2021

SUBJECT: CHRISTMAS CLOSEDOWN ARRANGEMENTS 2021

REPORT BY: CORPORATE DIRECTOR, EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to seek Cabinet's agreement for
- the Council's Office Christmas Closedown arrangements for 2021
 - the 2 hour time credit arrangement that has in previous years only applied to office based staff who have been required to vacate Council Offices by no later than 12 Noon on Christmas Eve to be extended to include all Corporately employed staff
 - the annual leave entitlement of all Corporately employed staff to be increased by one additional day for 2021 in recognition of their exceptional work during the pandemic.
 - the maximum carry over of leave as defined in the Council's Annual Leave Policy to increase from 5 days to 6 days for 2021.

2. SUMMARY

- 2.1 The Council has in previous years implemented a closedown for offices over the Christmas period. This report recommends the closedown again for 2021 and outlines arrangements for all staff to receive 2 hours' credit for the afternoon of Christmas Eve.
- 2.2 Cabinet are also asked to agree an additional day annual leave for all staff for 2021.
- 2.3 This report only applies to Council Staff employed under Section 112 of the Local Government Act 1972 and for whom the Council has the power 'to appoint and manage staff on such reasonable terms and conditions as the Authority thinks fit'. This report does not apply to School appointed staff for whom the Council does not hold this power.

3. RECOMMENDATIONS

- 3.1 Cabinet are asked to agree that:

- 3.1.1 Corporate offices close at 12 noon on Christmas Eve and reopen on January 4th 2022
- 3.1.2 All staff receive 2 hours' credit for Christmas Eve as per the arrangements detailed in this report
- 3.1.3 All staff receive an additional day annual leave for 2021
- 3.1.4 Carry over annual leave be increased to 6 days for this year only.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The recommendations are made to recognise the exceptional commitment and hard work of employees during the pandemic and their excellent response to the challenges it has brought.

5. THE REPORT

- 5.1 Cabinet will be aware that the Council has in previous years implemented a closedown for offices over the Christmas period.
- 5.2 Christmas Day and Boxing Day 2021 fall on Saturday and Sunday respectively and New Year's Day 2022 falls on a Saturday. In line with NJC and JNC National Agreements, Monday 27th December 2021 automatically becomes a public holiday in place of Christmas Day and the Government has designated Tuesday 28th December and Monday 3rd January 2022 as public holidays in substitution for Boxing Day and New Year's Day respectively. The Council's extra Statutory Day falls on Wednesday 29th December 2021.
- 5.3 In accordance with closedown arrangements, offices would close at 12 noon on Christmas Eve and reopen on January 4th 2022. Employees affected by the closedown arrangements will be required to take 2 days annual leave or accrued flexi leave to cover the closedown days of Thursday 30th and Friday 31st December 2021. Any employee required to work during the Christmas closedown period to cover essential services will not be required to take leave.
- 5.4 It is proposed to continue with this practice again this year and shut corporate offices at 12 noon on Christmas Eve and staff who would ordinarily be office based will be encouraged to start the Christmas closedown period at that time also, crediting staff with 2 hours for the afternoon.
- 5.5 It is proposed this year that all staff receive a 2 hour credit. Where front line service and some essential services need to be open on the afternoon of Christmas Eve, services may support the 2 hour paid absence at another time. Where services cannot practically accommodate this 2 hour absence from shift, staff will benefit from 2 hours' additional pay.
- 5.6 In recognition of our excellent staff that have worked tirelessly during the pandemic to ensure that services have not only continued to be provided but have supported new services to be introduced, Cabinet are also asked to agree an additional day annual leave for all staff for 2021, that staff may wish to use during this Christmas period.

5.7 The Council's Annual Leave Policy confirms that 'Employees may carry over up to five days annual leave into the following leave year with the prior approval of their manager. Carried over leave should be used as soon as is reasonably possible in the new holiday year.' It may not be possible for all staff to use this additional day annual leave by 31st December 2021 due to service provision, so Cabinet are asked to agree that carry over annual leave can be increased to 6 days for this year only.

5.8 For clarity this arrangement is for 2021 only and is not a permanent change to the Council's Annual Leave Policy or to the annual leave entitlements of staff.

5.9 **Conclusion**

Our staff have been exemplary and we owe them a debt of gratitude. The ethos of "TeamCaerphilly – Better Together" really has been demonstrated on so many levels, each and every day during the pandemic. As a Council we want to ensure our staff know how proud we are of them.

6. **ASSUMPTIONS**

6.1 There are no assumptions made within this report.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 An Integrated Impact Assessment (IIA) has not been completed because the outcome of the report, if approved, will benefit every single employee regardless of who they are, what job they hold and where they work.

8. **FINANCIAL IMPLICATIONS**

8.1 Any associated costs relating to the 2 hours credit or the additional day annual leave will be a cost to the employing service.

9. **PERSONNEL IMPLICATIONS**

9.1 The personnel implications are included within this report.

10. **CONSULTATIONS**

10.1 All consultation responses have been reflected in this report.

11. **STATUTORY POWER**

11.1 Local Government Act 1972

Author: Lynne Donovan, Head of People Services

Consultees: Cllr. Philippa Marsden, Leader of the Council
Cllr. Colin Gordon, Cabinet Member for Corporate Governance

Corporate Management Team
Robert Tranter, Head of Legal Services and Monitoring Officer,
Steve Harris, Head of Corporate Finance/s.151 officer,
Lisa Downey, HR Service Manager
Shaun Watkins, HR Service Manager
Trade Unions – GMB, Unison, Unite



CABINET – 29TH SEPTEMBER 2021

SUBJECT: SUPPLEMENTARY REPORT - MANAGING BUILDING AND SERVICE RISK AT ALERT LEVEL ZERO

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 This is a supplementary report requested by Cabinet following the decision to endorse the Managing Building and Service Risk at Alert Level Zero report received on the 1st September 2021.
- 1.2 Cabinet's previous decision required a template based on the hierarchy of controls to be completed for every Council building that was currently closed to the public, and for those templates to be received at this meeting.
- 1.3 This report includes completed templates along with some proposals for Cabinet to consider on how to reopen buildings with a suite of location specific reasonable measures in place that sufficiently minimise any risks to staff or visitors.

2. SUMMARY

- 2.1 Wales is now at Alert level zero but coronavirus has not gone away and remains a serious health risk. The Council has a responsibility to minimise risks and to protect employees and customers when providing 'in person' services.
- 2.3 The guidance introduced by WG as part of the move to Alert Level Zero requires the 'responsible person' at businesses, workplaces, public places and events to put in place a set of 'reasonable measures' to minimise the risks associated with accessing services in person.
- 2.4 The hierarchy of controls set out within the recent WG guidance has provided a helpful framework through which reasonable measures can be defined, whilst recognising the different challenges that may exist in different buildings.
- 2.5 At its meeting of the 1st September, Cabinet endorsed the use of a template based on the hierarchy of controls, as a mechanism for assessing and subsequently reducing any risks attached with delivering in person services from buildings not currently open to the public.

- 2.6 The outcome of those assessments are set out within the templates attached at Appendix 1 and 2 along with a recommendation as to whether or not the building should be reopened and, if so, what additional safeguards need to be put in place in advance.
- 2.7 Cabinet are asked to note the content of the templates and the proposals set out by relevant Heads of Service within and to consider the recommendations set out below.

3. RECOMMENDATIONS

- 3.1 That Cabinet agree to:
- 1) Reopen the Council premises set out in 5.6 in accordance with the templates and recommended controls set out in Appendix 1
 - 2) Agree that the premises set out in 5.7 should remain closed in accordance with the templates attached at Appendix 2
 - 3) Reintroduce Customer First and Reception provision at Ty Penallta from the 4th October 2021, in accordance with the template and recommended controls set out in Appendix 3.
 - 4) Agree the reopening recommendations and timescales set out in 5.11 for the remaining Customer First Offices in accordance with the templates set out in Appendix 4.
 - 5) To receive ongoing reports over coming months that outline any further changes that need to be made should the guidance or risk levels change again.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 With the current prevalence of the COVID-19 virus and rising numbers of positive cases across Caerphilly, it is paramount that the reopening of any Council buildings currently closed to the public, occurs with risks appropriately assessed and controls put in place. The recommendations set out in 3.1 are based on assessments that have been undertaken by Officers responsible for specific Council buildings and utilise the template adopted by Cabinet on September 1st and based on the hierarchy of controls framework.

5. THE REPORT

- 5.1 The risks attached to contracting or transmitting COVID-19 are significantly reduced when buildings are not being accessed by people. Moving from a closed setting to one that is then accessible by workers, visitors, clients and face to face customers naturally increases that risk.
- 5.2 Each building will also differ in terms of the levels 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.

- 5.3 Council buildings currently closed to the public have all been individually risk assessed using a recently adopted template based on a hierarchy of control framework set out within Welsh Governments latest guidance.
- 5.4 The hierarchy of controls 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.
- 5.5 The hierarchy of control model includes five levels 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

- 5.6 The buildings set out in the table below have been assessed through the new template and the resulting recommendations for reopening and any associated control levels are also stated:

Building	Service	Reopen	Recommended Control Level(s)
Tredomen House	Planning	Yes	Elimination
Ty Pontygwindy	Children's Services / Adult Services	Yes	Engineering
Ty Risca	Children's Services	Yes	Engineering
Ty Bargoed	Children's Services	Yes	Engineering
Ty Gilfach	Children's Services	Yes	Engineering
Woodfieldside Units 2, 3, 4 & 5	Children's Services / Adult Services	Yes	Engineering
Foxes Lane, First Floor	Children's Services	Yes	Engineering
Ty Graddfa	Adult Services	Yes	Engineering
Rhymney Youth Centre	Youth Service	Yes	Elimination
The Hangar Youth and Community Centre, Aberbargoed	Youth Services	Yes	Elimination
Crosskeys Youth Centre – Youth Services	Youth Services	Yes	Elimination
Crumlin Community Education/ Youth Centre	Youth Services	Yes	Elimination

Blackwood Youth Centre	Youth Services	Yes	Elimination
Risca Youth Centre	Youth Services	Yes	Elimination
The Basement 'drop in' centre-Blackwood Library	Youth Services	Yes	Elimination
Business Technology Centre	Housing	Yes	Elimination
Ty Gilfach	Housing	Yes	Elimination

If Cabinet are minded to support these proposals, planning can begin with a view to buildings reopening as soon as the relevant controls and reasonable measures have been put in place.

- 5.7 In accordance with the templates set out in Appendix 2, the following buildings are not recommended for reopening at this time:

Building	Service	Reopen
Lansbury Park Neighbourhood Housing Office	Housing	Not Yet (Review in April 2022)
Graig Y Rhacca Neighbourhood Housing Office	Housing	Not Yet (Review in April 2022)
Community Housing Office Holly Road	Housing	Not Yet (Review in April 2022)

- 5.8 As an addendum to the assessments on closed buildings, the Head of Customer and Digital has also made use of the templates to assess Customer Service desks that are co-located and provided from buildings that are already open, such as Libraries.
- 5.9 In many cases, the recommendations made on the recommencement of those functions run beyond the assessment of risk. The service continues to support critical services such as Test Trace and Protect (TTP) through the redeployment of its staff.
- 5.10 Should Cabinet be minded to recommend a broader reopening of buildings than that proposed in the table below, or indeed to propose a more aggressive timescale, then a decision will need to be taken to cancel those redeployments so that staff operating in those critical functions can be made available again to support Customer Services.
- 5.11 It should also be noted that during the pandemic, all Customer First offices have been closed to the public, while online and telephone-based access have remained in place and well used.

Building	Reopen	Controls (and Notes)
Customer First @ Ty Penallta	Yes	Substitution (Reopen from w/c 4 th October)
Customer First @ Newbridge Library	Not Yet	Review in April 2022
Customer First @ Caerphilly Library	Not Yet	Elimination (Open in April 2022 for Appointments Only)
Customer First @ Risca Library	Not Yet	Elimination (Open in April 2022 for Appointments Only)

Customer First @ Blackwood Library	Not Yet	Review in April 2022
Customer First @ Bargoed Library	Not Yet	Review in April 2020
Customer First Office at Pontlottyn	Not Yet	Review in April 2022

5.12 Conclusion

Having assessed a range of Council buildings currently closed to the public against the adopted hierarchy of controls template, this report seeks agreement from Cabinet to reopen certain buildings subject to the reintroduction of a series of controls designed to minimise risk and to keep some buildings and services closed for the moment.

6. ASSUMPTIONS

6.1 None.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 Full Integrated Impact Assessment is attached at Appendix 5. The additionality provided by the reopening of the specific Council buildings is identified as a benefit for residents that would prefer to access services in person. The potential risk of transmission of COVID-19 through accessing services within a building, rather than remotely, is acknowledged and a number of reasonable measures are proposed to mitigate the risk.

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 ad hoc expenditure required should recommendations be to open specific settings that require additional safety features (partitions, signage etc) to be purchased.

9. PERSONNEL IMPLICATIONS

9.1 Where reasonable measures include the deployment of staff that are double vaccinated there may be some personnel implications that emerge if staff 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
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 Buildings Recommended for Reopening
Appendix 2 Buildings Not Recommended for Reopening at this Time
Appendix 3 Proposals for Customer Services and Reception at Ty Penallta
Appendix 4 Proposals for Customer Service Functions
Appendix 5 Integrated Impact Assessment Building Reopening

APPENDIX 1

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>Tredomen House</p> <p>Planning Services</p> <p style="text-align: center;">Page 131</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> <i>Access by personal search agents only for a limited number of appointments per day, normally 3 days a week.</i></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></p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> <i>Yes appointments for personal search agents only.</i></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> <i>Yes appointments only</i></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> <i>Not possible</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> <i>Appointments only. Cleaning and disinfecting to be carried out between appointments.</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> <i>As above</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> <i>As above</i></p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing facilities and signage to encourage regular</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> <i>Cleaning and disinfecting to be carried between appointments.</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> <i>New processes required or cleaning staff dedicated to the area</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> <i>In place at setting</i></p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment such as ‘hot-desking’</p> <p><i>Proposed Approach:</i></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> <i>All available for use. Personal Search agents to wear face masks and sanitise hands before and after accessing the register.</i></p>	<p>Yes but by appointment only for personal search agents to access the public register.</p>

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<p style="text-align: center;">Page 132</p>	<p><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><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: Tredomen House 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: Only staff with two vaccines in place to meet Personal Search Agents</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: Yes move all services on line except access for personal search agents to inspect the register.</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>handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: Limited opportunities.</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: Setting allows for this. One way system can be established, appointments would control numbers</i></p>	<p><i>Manageable if appointment only</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: Staff numbers can be reduced through introduction of appointments only.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: 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></p>		

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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 133		<p><i>Proposed Approach: Cleaning and disinfecting to be carried between appointments</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach: Appointments for personal search agents only.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach:</i></p>	<p><i>Appointments only one way systems can be introduced.</i></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: 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: This would require a new process and an associated HR policy would be required</i></p>		

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<p>Page 134</p>			<p><i>Appointments only.</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> Strong, consistent signage together with offering Customers opportunity to provide verbal feedback on experience</p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach:</i> Will remain under review</p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach:</i> Appointments only will assist</p>			

APPENDIX 1

Assessment Summary

Venue Tredomen House

Open Yes / No Yes

Service(s) Planning Services

Control Elimination

Head of Service (Title): Rhian Kyte

Director Mark S Williams

Signed: _____

Signed: _____

Date: 14/09/2021

Date: 14 /09/2021

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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>Children's Services:</p> <p>Ty Pontygwindy</p> <p>Ty Risca</p> <p>Ty Bargoed</p> <p>Ty Gilfach</p> <p>Woodfieldside Units 2, 3, 4 & 5</p> <p>Foxes Lane First floor</p> <p>NB: excludes staff based in Ty Penarth – please see Caveat's in final column</p> <p style="text-align: right;">136</p>	<p><u>Reasonable Measure</u> Stopping an infectious person being in an environment 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: Under current operational guidance staff are fully aware of the need to report symptoms to line managers immediately and to book PCR tests</i></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</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: All visitors to our buildings will be pre-arranged, bay appointment so numbers can be managed to ensure potential risks are minimised.</i></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: Staff teams operate on rotas for home and office working and Team Managers are therefore able to manage numbers as appropriate.</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Not available.</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: Hand sanitising stations are available in all office spaces and public areas</i></p> <p><u>Reasonable Measure</u></p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: Laminated guidance on cleaning requirements is present on every work station of table</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach: Hand sanitising stations are available in all office spaces and public areas</i></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: Appropriate PPE for the tasks undertaken is available to all staff in all offices.</i></p>	<p>Yes</p> <p>Please note below:</p> <p>Control: Children's Services offices are not 'open' to the public but are open for pre-planned, pre-arranged visits, meetings and appointments so numbers are able to be managed and monitored.</p> <p>Caveats: Propose these arrangements continue until such time as Government guidance may change and restrictions may be reinstated.</p>

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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 style="text-align: center;">Page 137</p>	<p>can be contact traced if necessary</p> <p><i>Proposed Approach: Team Managers are aware of which workers are in their offices on a daily basis</i></p> <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: Spacing between work stations is in place. No particular areas of the buildings have had to be closed. Limited numbers of staff allowed in communal areas ie kitchens at any time.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as</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: Social Workers have been undertaking outdoor visits wherever possible and weather permitting. However, during inclement weather they have to enter individual homes.</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: Social Work Teams undertake telephone calls, video</i></p>	<p>Regular handwashing and sanitising, including providing facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: All in place in every office.</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All Managers and staff are aware of the need to maintain good fresh air ventilation.</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><u>Reasonable Measure</u> Avoiding sharing of equipment such as ‘hot-desking’</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</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: Staff teams operate on rotas for home and office working and Team Managers are therefore able to manage numbers as appropriate.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i></p>		<p>The roles of Children’s Services staff based in Ty Penallta do not require them to arrange appointments or have visitors to the building so this does not apply to them.</p>

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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 style="text-align: center;">Page 138</p>	<p>soon as recommended. Proposed Approach: Completed : Social Care staff were amongst those prioritised for the vaccine</p>	<p>conferencing, Teams calls wherever possible.</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>Proposed Approach: Cleaning of surfaces, hand washing and sanitising is all in place. Space is maintained between work stations rather than installation of barriers.</p>	<p>Proposed Approach: All staff attending the offices are aware of the need to maintain an appropriate level of social distancing. Numbers of staff allowed in kitchen areas at any one time are limited and signage ensures staff are reminded of these requirements.</p> <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>Proposed Approach: As above, appropriate signage is in place.</p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p>Proposed Approach: Completed. Social Care staff were priority group for the first round of vaccinations.</p>	<p>Social Care staff are not used to working standard 9-5 office hours so they arrive and leave offices at naturally different (therefore staggered) times.</p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p>Proposed Approach: All staff attending the offices are aware of the need to maintain an appropriate level of social distancing.</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>Proposed Approach: All staff have access to PPE which is utilised as and when necessary.</p>		

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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>Page 139</p>			<p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach:</i> Any visitors to buildings will be pre-planned and by appointment only so triage arrangements, social distancing and the use of PPE as required can all be planned ahead.</p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach:</i> All offices and rooms are being ventilated with windows opened</p> <p><u>Reasonable Measure:</u> Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> Managers and staff are fully aware of the requirements on them and these have been in</p>	<p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach:</i> All eligible staff have received vaccinations</p>		

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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>Page 140</p>			<p><i>place and have been kept under review since the start of the first lockdown.</i></p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach: Operational guidance for staff is continually kept under review to take account of changing WG guidance</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach: Frontline service delivery has been successfully maintained throughout the entire pandemic.</i></p>			

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Assessment Summary

Venue Service(s)	Various – please see above Children’s Services	Open Yes / No Control	Yes As above
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Head of Service (Title):	Gareth Jenkins	Director	Dave Street
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Signed:		Signed:	
Date:	<i>13/09/2021</i>	Date:	<i>13/09/2021</i>

APPENDIX 1

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>Adult Services:</p> <p>Ty Pontygwindy</p> <p>Ty Gradffa</p> <p>Woodfieldside Units 2, 3, 4 & 5</p> <p>Tir-y-berth</p> <p>NB: excludes staff based in Ty Penallta – please see Caveat's in final column</p> <p style="text-align: center;">Page 142</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: Under current operational guidance staff are fully aware of the need to report symptoms to line managers immediately and to book PCR tests</i></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</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: All visitors to our buildings will be pre-arranged, bay appointment so numbers can be managed to ensure potential risks are minimised.</i></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: Staff teams operate on rota's for home and office working and Team Managers are therefore able to manage numbers as appropriate.</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Not available.</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: Hand sanitising stations are available in all office spaces and public areas</i></p> <p><u>Reasonable Measure</u></p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: Laminated guidance on cleaning requirements is present on every work station of table</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach: Hand sanitising stations are available in all office spaces and public areas</i></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: Appropriate PPE for the tasks undertaken is available to all staff in all offices.</i></p>	<p>Yes</p> <p>Please note below:</p> <p>Control: Children's Services offices are not 'open' to the public but are open for pre-planned, pre-arranged visits, meetings and appointments so numbers are able to be managed and monitored.</p> <p>Caveats: Propose these arrangements continue until such time as Government guidance may change and restrictions may be reinstated.</p>

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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 style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 143</p>	<p>can be contact traced if necessary</p> <p><i>Proposed Approach: Team Managers are aware of which workers are in their offices on a daily basis</i></p> <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: Spacing between work stations is in place. No particular areas of the buildings have had to be closed. Limited numbers of staff allowed in communal areas ie kitchens at any time.</i></p> <p><u>Reasonable Measure</u> Staff take vaccine doses as soon as recommended.</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: Social Workers have been undertaking outdoor visits wherever possible and weather permitting. However, during inclement weather they have to enter individual homes.</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: Social Work Teams undertake telephone calls, video</i></p>	<p>Regular handwashing and sanitising, including providing facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: All in place in every office.</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All Managers and staff are aware of the need to maintain good fresh air ventilation.</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><u>Reasonable Measure</u> Avoiding sharing of equipment such as ‘hot-desking’</p> <p><i>Proposed Approach: All work stations are kept clear to assist cleaning. All staff clean the workstation before use and after use.</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: Staff teams operate on rota’s for home and office working and Team Managers are therefore able to manage numbers as appropriate.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i></p>		<p>The roles of Children’s Services staff based in Ty Penallta do not require them to arrange appointments or have visitors to the building so this does not apply to them.</p>

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<p style="text-align: center;">Page 144</p>	<p><i>Proposed Approach: Completed : Social Care staff were amongst those prioritised for the vaccine and booster</i></p>	<p><i>conferencing, Teams calls wherever possible.</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: Cleaning of surfaces, hand washing and sanitising is all in place. Space is maintained between work stations rather than installation of barriers.</i></p>	<p><i>Proposed Approach: All staff attending the offices are aware of the need to maintain an appropriate level of social distancing. Numbers of staff allowed in kitchen areas at any one time are limited and signage ensures staff are reminded of these requirements.</i></p> <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: As above, appropriate signage is in place.</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Completed. Social Care staff were priority group for the first round of vaccinations.</i></p>	<p><i>Social Care staff are not used to working standard 9-5 office hours so they arrive and leave offices at naturally different (therefore staggered) times.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: All staff attending the offices are aware of the need to maintain an appropriate level of social distancing.</i></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: All staff have access to PPE which is utilised as and when necessary.</i></p>		

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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>Page 145</p>			<p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach:</i> <i>Any visitors to buildings will be pre-planned and by appointment only so triage arrangements, social distancing and the use of PPE as required can all be planned ahead.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach:</i> <i>All offices and rooms are being ventilated with windows opened</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>Managers and staff are fully aware of the requirements on them</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>All eligible staff have received vaccinations</i></p>		

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<p>Page 146</p>			<p><i>and these have been in place and have been kept under review since the start of the first lockdown.</i></p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach: Operational guidance for staff is continually kept under review to take account of changing WG guidance</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach: Frontline service delivery has been successfully maintained throughout the entire pandemic.</i></p>			

APPENDIX 1

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?
Rhymney Youth Centre Youth Service Page 147	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach: Access by a limited number (max 15 at present) of young people.</i></p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p> <p><i>Proposed Approach:</i></p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: Youth work sessions are currently limited to 1 hour's duration</i></p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach: As above</i></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: Significant investment in outdoor/detached youth work delivery</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: All staff briefed and trained</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach: In place at setting</i></p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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: All available for use</i></p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

APPENDIX 1

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 style="text-align: center;">Page 148</p>	<p><i>Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance, educators can engage with young people if not vaccinated but this is not encouraged.</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: Use of online delivery/engagement where possible/relevant</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>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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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 149		<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u></p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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<p>Page 150</p>			<p>Limit time spent and/or numbers in rooms before ventilation <i>Proposed Approach:</i> <i>Planned sessions only with known participants</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>Strong, consistent signage together with offering users 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><i>Proposed Approach:</i> <i>Will remain under review</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p>			

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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?
			<i>Proposed Approach: Briefing and supervision to support best capacity.</i>			

Assessment Summary

Venue Service(s)

Rhymney Youth Centre Youth Service

Open Yes Control

Elimination

Head of Service (Title): Chief Education Officer

Director

Richard Edmunds

Signed:

Signed:

Date:

____/____/____

Date:

____/____/____

APPENDIX 1

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>The Hangar Youth and Community Centre, Aberbargoed</p> <p>Youth Service</p> <p style="text-align: center;">Page 152</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach:</i> Access by a limited number (max 15 at present) of young people.</p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p> <p><i>Proposed Approach:</i></p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> Youth work sessions are currently limited to 1 hour's duration</p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach:</i> As above</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> Significant investment in outdoor/detached youth work delivery</p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> All staff briefed and trained</p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> In place at setting</p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach:</i> In place</p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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> All available for use</p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

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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 style="text-align: center;">Page 153</p>	<p><i>Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance, educators can engage with young people if not vaccinated but this is not encouraged.</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: Use of online delivery/engagement where possible/relevant</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>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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Page 154		<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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<p>Page 155</p>			<p><i>Proposed Approach:</i> Planned sessions only with known participants</p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> Strong, consistent signage together with offering users opportunity to provide verbal feedback on experience</p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach:</i> Will remain under review</p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p>			

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			<i>Proposed Approach: Briefing and supervision to support best capacity.</i>			

Assessment Summary

Venue Service(s)

The Hangar Youth and Community Centre Youth Service Control

Open Yes Elimination

Head of Service (Title): Chief Education Officer

Director

Richard Edmunds

Signed:

Signed:

Date:

____/____/____

Date:

____/____/____

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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>Crosskeys Youth Centre Youth Service</p> <p style="text-align: center;">Page 157</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach:</i> Access by a limited number (max 15 at present) of young people.</p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> Youth work sessions are currently limited to 1 hour's duration</p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach:</i> As above</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> Significant investment in outdoor/detached youth work delivery</p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> All staff briefed and trained</p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> In place at setting</p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach:</i> In place</p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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> All available for use</p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

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<p style="text-align: center;">Page 158</p>	<p><i>Proposed Approach: Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance,</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: Use of online delivery/engagement where possible/relevant</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>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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<p>Page 159</p>	<p><i>educators can engage with young people if not vaccinated but this is not encouraged.</i></p>	<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u></p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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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>Page 160</p>			<p>Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach: Planned sessions only with known participants</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach: Strong, consistent signage together with offering users 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><i>Proposed Approach: Will remain under review</i></p> <p>Reasonable Measure:</p>			

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			Workforce planning and teams to maintain operational capacity <i>Proposed Approach: Briefing and supervision to support best capacity.</i>			

Assessment Summary

Venue Service(s) Crosskeys Youth Centre Youth Service Open Yes Control Elimination

Head of Service (Title): Chief Education Officer Director Richard Edmunds

Signed: _____ Signed: _____

Date: ____/____/____ Date: ____/____/____

APPENDIX 1

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>Crumlin Community Education/ Youth Centre</p> <p>Youth Service</p> <p style="text-align: center;">Page 162</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach: Access by a limited number (max 15 at present) of young people.</i></p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: Youth work sessions are currently limited to 1 hour’s duration</i></p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach: As above</i></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: Significant investment in outdoor/detached youth work delivery</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: All staff briefed and trained</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach: In place at setting</i></p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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: All available for use</i></p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

APPENDIX 1

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 style="text-align: center; transform: rotate(-90deg);">Page 163</p>	<p><i>Proposed Approach: Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance,</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: Use of online delivery/engagement where possible/relevant</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. <u>Cleaning, hygiene and handwashing to make your workplace COVID-secure (hse.gov.uk)</u></p>	<p>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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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 style="text-align: center;">Page 164</p>	<p><i>educators can engage with young people if not vaccinated but this is not encouraged.</i></p>	<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u></p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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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>Page 165</p>			<p>Limit time spent and/or numbers in rooms before ventilation <i>Proposed Approach:</i> <i>Planned sessions only with known participants</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>Strong, consistent signage together with offering users 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><i>Proposed Approach:</i> <i>Will remain under review</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p>			

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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><i>Proposed Approach: Briefing and supervision to support best capacity.</i></p>			

Assessment Summary

Venue Service(s) Crumlin Community Education/Youth Centre Youth Service Control Open Yes Elimination

Head of Service (Title): Chief Education Officer Director Richard Edmunds

Signed: _____ Signed: _____

Date: ____/____/____ Date: ____/____/____

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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>Blackwood Youth Centre</p> <p>Youth Service/Blackwood Comprehensive School</p> <p style="text-align: center;">Page 167</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach: Access by a limited number (max 15 at present) of young people.</i></p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: Youth work sessions are currently limited to 1 hour's duration</i></p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach: As above</i></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: Significant investment in outdoor/detached youth work delivery</i></p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</i></p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: As above</i></p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: All staff briefed and trained</i></p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach: In place at setting</i></p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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: All available for use</i></p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, fallout and refine approaches</p>

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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 style="text-align: center;">Page 168</p>	<p><i>Proposed Approach: Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance,</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: Use of online delivery/engagement where possible/relevant</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. <u>Cleaning, hygiene and handwashing to make your workplace COVID-secure (hse.gov.uk)</u></p>	<p>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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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>Page 169</p>	<p><i>educators can engage with young people if not vaccinated but this is not encouraged.</i></p>	<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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<p>Page 170</p>			<p><i>Proposed Approach:</i> Planned sessions only with known participants</p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> Strong, consistent signage together with offering users opportunity to provide verbal feedback on experience</p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach:</i> Will remain under review</p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p>			

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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?
			<i>Proposed Approach: Briefing and supervision to support best capacity.</i>			

Assessment Summary

Venue Service(s) Blackwood Youth Centre/Comprehensive school Youth Service Control Elimination Open Yes

Head of Service (Title): Chief Education Officer Director Richard Edmunds

Signed: _____

Signed: _____

Date: ____/____/____

Date: ____/____/____

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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>Risca Youth Centre Youth Service</p> <p style="text-align: center;">Page 172</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach:</i> Access by a limited number (max 15 at present) of young people.</p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> Youth work sessions are currently limited to 1 hour's duration</p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach:</i> As above</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> Significant investment in outdoor/detached youth work delivery</p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> All staff briefed and trained</p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> In place at setting</p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach:</i> In place</p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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> All available for use</p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

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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>Page 173</p>	<p><i>Proposed Approach: Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance, educators can engage with young people if</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: Use of online delivery/engagement where possible/relevant</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>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

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Page 174	<p><i>not vaccinated but this is not encouraged.</i></p>	<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u></p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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<p>Page 175</p>			<p>Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach: Planned sessions only with known participants</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach: Strong, consistent signage together with offering users 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><i>Proposed Approach: Will remain under review</i></p> <p>Reasonable Measure:</p>			

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			<p>Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach: Briefing and supervision to support best capacity.</i></p>			

Assessment Summary

Venue Service(s) Risca Youth Centre Youth Service Open Yes Control Elimination

Head of Service (Title): Chief Education Officer Director Richard Edmunds

Signed: _____ Signed: _____

Date: / / Date: / /

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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>The Basement drop in centre-Blackwood Library Youth Service</p> <p style="text-align: center;">Page 177</p>	<p><u>Reasonable Measure</u> Continued application of Locally approved guidance informed by WG Youth Work guidance. Includes pre-sessional assessment of health and dynamic assessment during activity. All staff briefed on control measures, including actions relating to self-isolation. Cleaning and movement regimes established,</p> <p><i>Proposed Approach:</i> Access by a limited number (max 15 at present) of young people.</p> <p><u>Reasonable Measure</u> Attendance And registration records are maintained, as is regular contact with parents/carers – additional communication is made as warranted.</p>	<p><u>Reasonable Measure</u> Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach:</i> Youth work sessions are currently limited to 1 hour's duration</p> <p><u>Reasonable Measure</u> Ensuring fixed staff delivery groups where possible. This limits the number of people that the virus can potentially spread to.</p> <p><i>Proposed Approach:</i> As above</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> Significant investment in outdoor/detached youth work delivery</p>	<p><u>Reasonable Measure</u> Using anti-microbial surfaces.</p> <p><i>Proposed Approach:</i> Sessions focus on least contaminating actions. As per stringent guidance, no sharing of resources or use of external resources/equipment</p> <p><u>Reasonable Measure</u> Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing</p>	<p><u>Reasonable Measure</u> Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach:</i> As above</p> <p><u>Reasonable Measure</u> Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach:</i> All staff briefed and trained</p> <p><u>Reasonable Measure</u> Providing hand sanitiser</p> <p><i>Proposed Approach:</i> In place at setting</p> <p><u>Reasonable Measure</u> Avoiding sharing of equipment</p> <p><i>Proposed Approach:</i> In place</p> <p><u>Reasonable Measure</u> Reducing how many people are working in a particular location</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> All available for use</p>	<p>Yes – open throughout Covid period but recommend expansion of use</p> <p>Suggest –</p> <p>September to December and monitor impact, footfall and refine approaches</p>

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<p style="text-align: center;">Page 178</p>	<p><i>Proposed Approach: Limited open access arrangements will enable accurate records of staff, contact details of young people and time and date in the building.</i></p> <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: The Hangar has sufficient space for social distancing and access and movement controls are in place.</i></p> <p><u>Reasonable Measure</u> Staff takes both vaccine doses as soon as recommended.</p> <p><i>Proposed Approach: As per broader Education guidance, educators can engage with young people if</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: Use of online delivery/engagement where possible/relevant</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. <u>Cleaning, hygiene and handwashing to make your workplace COVID-secure (hse.gov.uk)</u></p>	<p>facilities and signage to encourage regular handwashing and sanitising</p> <p><i>Proposed Approach: In place</i></p> <p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: All youth work spaces in premises subject to ventilation</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: Setting allows for this. One way and staggered systems in place.</i></p>	<p>by, for example, encouraging home working where possible</p> <p><i>Proposed Approach: Staff are currently redistributed in this manner.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Sessions are staggered so that none coincide.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Regularly monitored and in place.</i></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>		

APPENDIX 1

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 179	<p><i>not vaccinated but this is not encouraged.</i></p>	<p><i>Proposed Approach: Cleaning and disinfecting carried out between different youth work sessions</i></p>	<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: In place at Setting</i></p> <p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway – also includes vaccination take-up encouragement (education sessions) by young people</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and young people/others</p> <p><i>Proposed Approach: In place in all settings.</i></p> <p><u>Reasonable Measure</u></p>	<p><i>Proposed Approach: Use of face coverings currently under review for education and related services engaging with young people.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p><i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

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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 180			<p>Limit time spent and/or numbers in rooms before ventilation <i>Proposed Approach:</i> <i>Planned sessions only with known participants</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>Strong, consistent signage together with offering users 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><i>Proposed Approach:</i> <i>Will remain under review</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p>			

APPENDIX 1

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?
			<i>Proposed Approach: Briefing and supervision to support best capacity.</i>			

Assessment Summary

Venue Service(s) The Basement Drop In Centre/Blackwood Library Youth Service Control Elimination Open Yes

Head of Service (Title): Chief Education Officer Director Richard Edmunds

Signed: _____

Signed: _____

Date: ____/____/____

Date: ____/____/____

APPENDIX 1

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>Housing Offices – Building & Technology Centre Ty Gilfach</p> <p style="text-align: center;">Page 182</p>	<p>Reasonable Measure Stopping an infectious person being in an environment 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: Under current operational guidance staff are fully aware of the need to report symptoms to line managers immediately and to book PCR tests; to self-isolate if they test positive, irrespective of whether or not they have symptoms, and to follow official guidance if they are a close contact of a confirmed case.</i></p> <p>Access by customers for a limited number of</p>	<p>Reasonable Measure Reducing the time that people come into face-to-face contact.</p> <p><i>Proposed Approach: Yes, prearranged appointments only in Covid secure meeting spaces so numbers can be managed to ensure potential risks are minimised.</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><i>Proposed Approach: Yes appointments only. Staff attendance based on daily rota for home and office working and Team Managers are therefore able to</i></p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p><i>Proposed Approach: Not available. Cleaning and disinfecting to be carried between appointments</i></p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p><i>Proposed Approach: Dedicated desk spaces for almost all staff. Office attendance based on rota. Appointments only. Cleaning and disinfecting to be carried between appointments. All work stations are kept clear to assist cleaning. If shared all staff clean the workstation before use and after use. Colleagues to leave an hour between scheduled use of shared desks.</i></p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot</p> <p><i>Proposed Approach: Cleaning and disinfecting to be carried between appointments.</i></p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p><i>Proposed Approach: Advice and materials given to staff who will clean surfaces prior to and after appointments in accordance with agreed process.</i></p> <p>Reasonable Measure Providing hand sanitiser</p> <p><i>Proposed Approach: In place at setting</i></p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p><i>Proposed Approach: Appropriate PPE for the tasks undertaken is available to all staff in all offices.</i></p>	<p>Yes, but under stated elimination controls and by appointment, in line with systems already in place that have facilitated limited access throughout Covid period. Appointments only offered after reasoned consideration of alternative options, and only for those elements of the service that cannot be completed remotely.</p> <p>Suggest: In conjunction with Heads of other services</p>

APPENDIX 1

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 style="text-align: center;">Page 183</p>	<p><i>prearranged appointments per day. Covid questions and advice given to customers.</i></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: Access by appointment only will enable accurate records of staff, contact details of customers and time and date in the building.</i></p> <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>manage numbers as appropriate.</i></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: Appointments will only be offered where alternative arrangements have been considered and are not appropriate.</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: Yes, continue to provide majority of services remotely.</i></p>	<p><i>Minimise shared equipment - Staff use own keyboard and mouse at shared desk spaces.</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach: Hand sanitising stations are available in all office spaces and public areas</i></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: In place</i></p>	<p><u>Reasonable Measure</u> Avoiding sharing of equipment such as ‘hot-desking’</p> <p><i>Proposed Approach: Manageable if appointment only and office rotas in place.</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: Staff numbers can be reduced through introduction of appointments only and office rotas.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach: Limited flexible working hours available, office rotas and appointments only.</i></p>		<p>consider the opportunities available to provide appointments for customers at Housing surgeries in alternative Covid compliant venues that open to the public e.g. libraries</p> <p>Caveats: Propose these arrangements continue until such time as Government guidance may change and restrictions may be reviewed/reinstated</p>

APPENDIX 1

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 style="text-align: center;">Page 184</p>	<p><i>Proposed Approach: The Business and Technology Centre 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: Staff be encouraged to take up vaccination opportunities. Encourage lateral flow testing at home. Covid-passport/Covid-certificate or PCR testing would require a new process and an associated HR policy would be required</i></p>	<p><i>Appointments only offered after reasoned consideration of alternative options, and for those elements of the service that cannot be completed remotely</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: Appointments only in Covid secure meeting spaces. Partitions installed in interview rooms. Workstations are cleaned and</i></p>	<p><u>Reasonable Measure</u> Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p><i>Proposed Approach: Windows to be kept open whenever possible/practicable. Where limited, opportunities will be maximised. Time spacing in small appointment meeting rooms to allow for ventilation between appointments. Doors kept open where practicable.</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: Setting allows for this. One way system</i></p>	<p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach: Appointments only, in meeting rooms that allow social distancing or have partitions installed, use of office rotas and amendments to office layouts to facilitate social distancing. One way systems. All staff attending the offices are aware of the need to maintain an appropriate level of social distancing.</i></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: Use of face coverings in public areas and requested when moving around the</i></p>		

APPENDIX 1

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>Page 185</p>		<p><i>disinfected in line with cleaning procedures. Desks in meeting rooms to be carried out between appointments. In offices space is maintained between work stations rather than installation of barriers.</i></p>	<p><i>already established, appointments and rotas control numbers. All staff attending the offices are aware of the need to maintain an appropriate level of social distancing. Numbers of staff allowed in kitchen/lift/WC areas at any one time are limited and signage ensures staff are reminded of these requirements.</i></p> <p><u>Reasonable Measure</u> Provide clear signage (e.g. signs, floor tape or paint) for physical distancing, queuing systems, one way systems etc.</p> <p><i>Proposed Approach: Clear signage and one-way systems in place. Provide signage at entrances advising attendance is by appointment only.</i></p>	<p><i>building. All staff have access to PPE which is utilised as and when necessary.</i></p> <p><u>Reasonable Measure</u> Covid-passport/Covid-certificate or PCR testing, encourage LFD at home <i>Proposed Approach: This would require a new process and an associated HR policy would be required</i></p>		

APPENDIX 1

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>Page 186</p>			<p><u>Reasonable Measure</u> Encourage vaccination take up of your workforce</p> <p><i>Proposed Approach: Underway</i></p> <p><u>Reasonable Measure</u> Physical distancing of staff and customers / children</p> <p><i>Proposed Approach: Appointments only. Advise public to attend alone where possible. Use of meeting rooms that allow social distancing or have partitions installed. Any visitors to buildings will be pre-planned and by appointment only so triage arrangements, social distancing and the use of PPE as required can all be planned ahead.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p>			

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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>Page 187</p>			<p><i>Proposed Approach: Controlled by appointment diary.</i></p> <p>Reasonable Measure: Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach: Strong, consistent signage together with offering Customers and staff opportunity to provide verbal feedback on experience. Managers and staff are fully aware of the requirements on them and these have been in place and have been kept under review since the start of the first lockdown.</i></p> <p>Reasonable Measure: Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach: Will remain subject to review. Operational guidance for staff is</i></p>			

APPENDIX 1

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>Page 188</p>			<p><i>continually kept under review to take account of changing WG guidance</i></p> <p>Reasonable Measure: Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach: Appointments will only assist. Essential frontline service delivery has been successfully maintained throughout the entire pandemic.</i></p>			

APPENDIX 2

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>Neighbourhood Housing Offices – Lansbury Park & Graig Y Rhacca Community Housing Office – Holly Road</p>	<p>Reasonable Measure Stopping an infectious person being in an environment 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: Under current operational guidance staff are fully aware of the need to report symptoms to line managers immediately and to book PCR tests; to self-isolate if they test positive, irrespective of whether or not they have symptoms, and to follow official guidance if they are a close contact of a confirmed case.</p> <p>Access by customers for a limited number of prearranged appointments per day.</p>	<p>Reasonable Measure Reducing the time that people come into face-to-face contact.</p> <p>Proposed Approach: Yes, prearranged appointments only in Covid secure meeting spaces so numbers can be managed to ensure potential risks are minimised, however due to office size and layout to do this would create lone working issues.</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: Not possible – lone working issues.</p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p>Proposed Approach: Not available. Cleaning and disinfecting to be carried between appointments</p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p>Proposed Approach: Dedicated desk spaces for almost all staff. An office attendance based on rotas and appointments would cause lone working issues. Cleaning and disinfecting to be carried between appointments. All work stations are kept clear to assist cleaning. If shared all staff clean the workstation before use and after use. All workstations are kept clear to</p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot</p> <p>Proposed Approach: Cleaning and disinfecting to be carried between appointments.</p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p>Proposed Approach: Advice and materials given to staff who will clean surfaces prior to and after appointments in accordance with agreed process.</p> <p>Reasonable Measure Providing hand sanitiser</p> <p>Proposed Approach: Would be provided</p> <p>Reasonable Measure Avoiding sharing of equipment such as ‘hot-desking’</p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p>Proposed Approach: Appropriate PPE for the tasks undertaken is available to all staff in all offices.</p>	<p>No.</p> <p>Staff to continue to work from alternative offices at Ty Gilfach and Business and Technology Centre on rota basis. Operate appointments from Ty Gilfach and the BTC under stated elimination controls and by appointment, in line with systems already in place that have facilitated limited access throughout Covid period. Appointment</p>

APPENDIX 2

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 style="text-align: center;">Page 190</p>	<p><i>Covid questions and advice given to customers.</i></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> <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><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></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> <i>Not possible.</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, continue to provide majority of services remotely. Appointments only offered where alternative arrangements and venues have been considered and are not appropriate, and for those elements of the service that cannot be completed remotely</i></p>	<p><i>assist cleaning. If shared all staff clean the workstation before use and after use.</i></p> <p><i>Colleagues to leave an hour between scheduled use of shared desks. Minimise shared equipment – staff use own mouse and keyboard.</i></p> <p><u>Reasonable Measure</u> Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p><i>Proposed Approach:</i> <i>Hand sanitising stations would be made available in all office spaces and public areas</i></p> <p><u>Reasonable Measure</u> Regular handwashing and sanitising, including providing facilities and signage to encourage</p>	<p><i>Proposed Approach:</i> <i>Not possible for appointments. Manageable if appointment only and office rotas in place.</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>Difficult to reduce staff numbers through introduction of appointments only and office rotas due to office layouts and lone working issues.</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i> <i>Only limited flexible working hours available</i></p>		<p>s offered after reasoned consideration of alternative options, and for those elements of the service that cannot be completed remotely.</p> <p>Suggest:</p> <p>Lansbury Park and Graig y Rhacca Neighbourhood Housing Offices and Holly Road Community Office to remain closed to the public until April 2022 when a further review will be undertaken.</p>

APPENDIX 2

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 style="text-align: center;">Page 191</p>	<p><i>The Neighbourhood Housing Offices do not provide sufficient space for social distancing and access and movement controls to be in place</i></p> <p>Reasonable Measure Staff takes both vaccine doses as soon as recommended.</p> <p>Proposed Approach: <i>Staff be encouraged to take up vaccination opportunities. Encourage lateral flow testing at home Covid-passport/Covid-certificate or PCR testing would require a new process and an associated HR policy would be required.</i></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: <i>Screens would need to be installed but Interview rooms are too small to operate with partitions/screens installed so no Covid secure meeting spaces available. In offices partitions and screens would need to be installed to facilitate safe working environment.</i></p>	<p>regular handwashing and sanitising</p> <p>Proposed Approach: <i>Would be put in place.</i></p> <p>Reasonable Measure Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p>Proposed Approach: <i>Windows to be kept open where possible and practical. Where limited, opportunities will be maximised. Time spacing in small appointment meeting room to allow for ventilation between appointments. Doors kept open where practicable. No windows in meeting rooms. Doors unable to be left open due to confidential nature of appointments.</i></p> <p>Reasonable Measure Limiting or controlling movement of people, for example one way</p>	<p><i>with normal office opening hours; office rotas and appointments would create lone working issues.</i></p> <p>Reasonable Measure Ensuring people are maintaining physical distance between them,</p> <p>Proposed Approach: <i>Setting does not adequately allow for this.</i></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: <i>Use of face coverings in public areas and requested when moving around the building. All staff have access to PPE which is utilised as and when necessary.</i></p>		<p>Suggest: In conjunction with Heads of other services consider the opportunities available to provide appointments for customers at Housing surgeries in alternative Covid compliant venues that open to the public e.g. libraries</p>

APPENDIX 2

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 192			<p>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: <i>Setting does not fully allow for this. All staff attending the offices would be aware of the need to maintain an appropriate level of social distancing. Numbers of staff allowed in kitchen/WC areas at any one time limited and signage ensures staff are reminded of these requirements.</i></p> <p>Reasonable Measure Provide clear signage (e.g. signs, floor tape or paint) for physical distancing, queuing systems, one way systems etc.</p>	<p>Reasonable Measure Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p>Proposed Approach: <i>This would require a new process and an associated HR policy would be required</i></p>		

APPENDIX 2

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>Page 193</p>			<p>Proposed Approach: <i>Clear signage and one-way systems would be put in place. Provide signage at entrances advising attendance is by appointment only.</i></p> <p>Reasonable Measure Encourage vaccination take up of your workforce</p> <p>Proposed Approach: <i>Underway</i></p> <p>Reasonable Measure Physical distancing of staff and customers / children</p> <p>Proposed Approach: <i>Appointments only. Advise public to attend alone where possible. No interview rooms allow social distancing or have partitions installed. Any visitors to buildings will be pre-planned and by appointment only so triage arrangements, social distancing and the</i></p>			

APPENDIX 2

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 194			<p><i>use of PPE as required can all be planned ahead.</i></p> <p><u>Reasonable Measure</u> Limit time spent and/or numbers in rooms before ventilation</p> <p><i>Proposed Approach:</i> <i>Controlled by appointment diary.</i></p> <p><u>Reasonable Measure:</u> Effective comms and feedback on safety improvements</p> <p><i>Proposed Approach:</i> <i>Strong, consistent signage together with offering Customers and staff opportunity to provide verbal feedback on experience. Managers and staff are fully aware of the requirements on them and these have been in place and have been kept under review since the start of the first lockdown.</i></p>			

APPENDIX 2

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>Page 195</p>			<p><u>Reasonable Measure:</u> Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones</p> <p><i>Proposed Approach:</i> <i>Will remain subject to review. Operational guidance for staff is continually kept under review to take account of changing WG guidance</i></p> <p><u>Reasonable Measure:</u> Workforce planning and teams to maintain operational capacity</p> <p><i>Proposed Approach:</i> <i>Appointments will only assist. Essential frontline service delivery has been successfully maintained throughout the entire pandemic from Ty Gilfach and the Business and technology Centre.</i></p>			

APPENDIX 2

Assessment Summary

Venue _____
Service(s) _____

Open Yes / No _____
Control _____

Head of Service (Title): Fiona Wilkins
Signed: _____
Date: 17/09/2021

Director Dave Street
Signed: _____
Date: 17/09/2021

APPENDIX 3

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 197</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</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:</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. Llimit 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</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>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>

APPENDIX 3

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 style="text-align: center;">Page 198</p>	<p><i>details of customers and time and date in the building.</i></p> <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><i>Not possible</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 it’s 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</p>	<p>providing facilities and signage to encourage 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,</i></p>	<p><i>Proposed Approach:</i> <i>Manageable if appointment only</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>		

APPENDIX 3

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 199		<p>your workplace COVID-secure (hse.gov.uk)</p> <p>Proposed Approach: <i>Partitions in place at Ty Penallta. Cleaning and disinfecting to be carried between appointments</i></p>	<p><i>appointments would control numbers</i></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: <i>In place at Setting</i></p> <p>Reasonable Measure Encourage vaccination take up of your workforce</p> <p>Proposed Approach: <i>Underway</i></p> <p>Reasonable Measure Physical distancing of staff and customers / children</p> <p>Proposed Approach: <i>Partitions in place. Queuing systems can be introduced.</i></p>	<p>Proposed Approach: <i>Partitions in place. Queuing and one way systems can be introduced.</i></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: <i>Use of face coverings in indoor spaces to be requested</i></p> <p>Reasonable Measure Covid-passport/Covid-certificate or PCR testing, encourage LFD at home</p> <p>Proposed Approach: <i>This would require a new process and an associated HR policy would be required</i></p>		

APPENDIX 3

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 200			<p>Reasonable Measure Limit time spent and/or numbers in rooms before ventilation</p> <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>			

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APPENDIX 4

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>Newbridge library</p> <p>Customer Services</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 203</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: Access by a limited number of appointments per day only.</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: Access by appointment only will enable accurate records of staff, contact details of customers and time and date in the building.</p>	<p>Reasonable Measure Reducing the time that people come into face to-face contact.</p> <p>Proposed Approach: Yes appointments only – no payments unless part of a service request such as buying a permit . however to do this we would create lone working issues</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: No possible – lone working issues</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: Not possible</p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p>Proposed Approach: Appointments only, no payments taken unless part of a service request ie: buying a permit. Limit staff available,. One member of customer services staff available at a time</p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p>Proposed Approach: As above</p> <p>Reasonable Measure Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p>Proposed Approach: As above</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: New process required and agreement for staff to do this, new furniture if cloth furniture in place.</p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p>Proposed Approach: New processes required or cleaning staff dedicated to the area</p> <p>Reasonable Measure Providing hand sanitiser</p> <p>Proposed Approach: In place at setting</p> <p>Reasonable Measure Avoiding sharing of equipment such as 'hotdesking'</p> <p>Proposed Approach: Not possible at this site lone working issues</p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p>Proposed Approach: All available for use</p>	<p>No – payments cash office only on site, no customer service advice centre.</p> <p>Suggest –</p> <p>Newbridge customer services to remain closed to the public until April 2022 when a full review will be undertaken. This will allow staff to remain supporting TTP and a cash collection policy to be agreed.</p>

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	<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>Pontlloctyn Customer Services does not provide 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 it’s 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 and screens will need to be procured and installed at Site. 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. Customer services is currently away from a ventilated space</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 does not allow for this.</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>Not possible at this site</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i> <i>not possible lone working issues at site.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach:</i> <i>Setting does not allow for this.</i></p>		
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APPENDIX 4

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 205		<p><i>disinfecting to be carried between appointments</i></p>	<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 will need to 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>		

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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>Page 206</p>			<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>			

APPENDIX 4

Assessment Summary

Venue Newbridge Library Open Yes Yes _____

Service(s) No _____

Head of Service (Title): Elizabeth Lucas Director _____

Signed: *E. Lucas* Signed: _____

Date: 07/09 / 21 Date: / /

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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>Caerphilly Customer Services</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 208</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. One member of customer services staff available at a time</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</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>Open Caerphilly Customer services on appointment only basis no payments in April 2022. The reason for the delay is so that Customer services staff continue to support TTP via secondment until March 2022. New working procedures to be agreed with Library services. Screen and appropriate PPE to be procured and installed.</p>

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signage to encourage

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?
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	<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>Caerphilly Library provides sufficient space for social distancing and access and movement controls to be in place. However review working practices with Library staff. Would need to keep customer services to one member of staff and one appointment at a time to control numbers.</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 it's 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 and screens will need to be procured and installed at Caerphilly Library customer services. . 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. Customer services is currently away from a ventilated space</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 . a process would need to be agreed with Library services</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 and agreed working practices with Libraries</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 to be procured and installed Queuing and one way systems can be introduced. In consultation with Library services</i></p>		
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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>Page 211</p>		<p><i>disinfecting to be carried between appointments</i></p>	<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 will need to be introduced and agreed with Library staff.</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>		

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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>Page 212</p>			<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>			

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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>Pontlottyn Customer Services</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 215</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: Access by a limited number of appointments per day only. However would create lone working issues</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: Access by appointment only will enable accurate records of staff, contact details of customers and</p>	<p>Reasonable Measure Reducing the time that people come into face to-face contact.</p> <p>Proposed Approach: Yes appointments only – no payments unless part of a service request such as buying a permit. however to do this we would create lone working issues</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: Not possible – lone working issues</p> <p>Reasonable Measure Moving to working outdoors to reduce how much the virus can spread through surface contamination and aerosol transmission.</p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p>Proposed Approach: Appointments only, no payments taken unless part of a service request ie: buying a permit. Limit staff available. One member of customer services staff available at a time</p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p>Proposed Approach: As above</p> <p>Reasonable Measure Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p>Proposed Approach: As above</p> <p>Reasonable Measure Regular handwashing and sanitising, including providing facilities and</p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot</p> <p>Proposed Approach: New process required and agreement for staff to do this, new furniture if cloth furniture in place.</p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p>Proposed Approach: New processes required or cleaning staff dedicated to the area</p> <p>Reasonable Measure Providing hand sanitiser</p> <p>Proposed Approach: In place at setting</p> <p>Reasonable Measure Avoiding sharing of equipment such as ‘hot desking’</p> <p>Proposed Approach: Not possible at this site lone working issues</p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p>Proposed Approach: All available for use</p>	<p>No - due to lone working issues at site and unable to maintain social distancing</p> <p>Suggest –</p> <p>Pontlottyn site to remain closed to the public until April 2022 when a full review will be undertaken. This will allow staff to remain supporting TTP</p>

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Page 216	<i>time and date in the building.</i>	Proposed Approach: <i>Not possible</i>	signage to encourage			
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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?
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	<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>Pontllynn Customer services does not provide 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 it's 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 and screens will need to be procured and installed at Site. 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. Customer services is currently away from a ventilated space</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 does not allow for this.</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>Not possible at this site</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i> <i>not possible lone working issues at site.</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach:</i> <i>Setting does not allow for this.</i></p>		
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APPENDIX 4

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 218		<p><i>disinfecting to be carried between appointments</i></p>	<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 will need to 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>		

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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>Page 219</p>			<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>			

**APPENDIX 4
Assessment Summary**

Venue	Pontlottyn Customer Services	Yes	Yes
Service(s)	No		

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Head of Service (Title): Elizabeth Lucas Director

Signed: *E. Lucas* Signed:

Date: 07/09 / 21 Date: / /

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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>Risca</p> <p>Customer Services</p> <p style="text-align: center;">Page 222</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. One member of customer services staff available at a time</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</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>Open Risca Customer services on appointment only basis no payments in April 2022. The reason for the delay is so that Customer services staff continue to support TTP via secondment until March 2022. New working procedures to be agreed with Library services. Screen and appropriate PPE to be procured and installed.</p>

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signage to encourage

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?
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APPENDIX 4

	<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>Risca Library provides sufficient space for social distancing and access and movement controls to be in place. However review working practices with Library staff. Would need to keep customer services to one member of staff and one appointment at a time to control numbers.</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 it's 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 and screens will need to be procured and installed at Risca Library customer services. . 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. Customer services is currently away from a ventilated space</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 . a process would need to be agreed with Library service</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 and agreed working practices with Libraries</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 to be procured and installed Queuing and one way systems can be introduced. In consultation with Library services</i></p>		
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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 225		<p><i>disinfecting to be carried between appointments</i></p>	<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 will need to be introduced and agreed with Library staff.</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>		

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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>Page 226</p>			<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>			

**APPENDIX 4
Assessment Summary**

Venue	<u>Risca Library</u>	<u>Open Yes</u>	<u>Yes</u>
Service(s)	<u>Yes - 1st April 2022</u>	<u>Control</u>	<u>Elimination</u>
	<u>Customer First –</u>		
	<u>Appointments only</u>		
	<u> </u>		
	<u> </u>		
	<u> </u>		

Head of Service (Title):	<u>Elizabeth Lucas</u>	<u>Director</u>
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Signed:	<u><i>E. Lucas</i></u>	Signed:	<u> </u>
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Date:	<u>07/09 / 21</u>	Date:	<u> / </u>
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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>Blackwood Library</p> <p>Customer Services</p> <p style="text-align: center;">Page 229</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. Proposed Approach: Access by a limited number of appointments per day only. Would need to limit to one customer services staff due to library numbers and social distancing requirements</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: Access by appointment only will enable accurate records of staff, contact</p>	<p>Reasonable Measure Reducing the time that people come into face to-face contact. Proposed Approach: Yes appointments only – no payments unless part of a service request such as buying a permit however to do this we would create lone working issues</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: Not possible –</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: Not possible</p>	<p>Reasonable Measure Using anti-microbial surfaces. Proposed Approach: Appointments only, no payments taken unless part of a service request ie: buying a permit. Limit staff available. One member of customer services staff available at a time</p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether. Proposed Approach: As above</p> <p>Reasonable Measure Using no-touch (contactless) technologies. Providing additional hand wash stations – Proposed Approach: As above</p> <p>Reasonable Measure Regular handwashing and sanitising, including providing facilities and</p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot Proposed Approach: New process required and agreement for staff to do this, new furniture if cloth furniture in place.</p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning Proposed Approach: New processes required or cleaning staff dedicated to the area</p> <p>Reasonable Measure Providing hand sanitiser Proposed Approach: In place at setting</p> <p>Reasonable Measure Avoiding sharing of equipment such as 'hot desking' Proposed Approach: Not possible at this site lone working issues</p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection Proposed Approach: All available for use</p>	<p>No – limited opportunities for social distancing provision</p> <p>Suggest – Blackwood customer services to remain closed to the public until April 2022 when full review will be undertaken. This will allow staff to remain supporting TTP and review of social distancing rules.</p>

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	<i>details of customers and time and date in the building.</i>		signage to encourage			
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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?
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	<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>Blackwood Customer services does not provide 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 it's 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 and screens will need to be procured and installed at Site. 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. Customer services is currently away from a ventilated space</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 does not allow for this.</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>appointments only</i></p> <p><u>Reasonable Measure</u> Staggering shifts</p> <p><i>Proposed Approach:</i> <i>appointments only</i></p> <p><u>Reasonable Measure</u> Ensuring people are maintaining physical distance between them,</p> <p><i>Proposed Approach:</i> <i>Setting does not allow for this.</i></p>		
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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 232		<p><i>disinfecting to be carried between appointments</i></p>	<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 will need to 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>		

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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>Page 233</p>			<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>			

**APPENDIX 4
Assessment Summary**

Venue	Blackwood Library	Open Yes	Yes	_____
Service(s)	_____			_____
	No review - 1st April 2022			

	Customer First –			

Head of Service (Title):	Elizabeth Lucas	Director	_____
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Signed:	<i>E. Lucas</i>	Signed:	_____
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Date:	07/09 / 21	Date:	/ /
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APPENDIX 4

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>Bargoed Library</p> <p>Customer Services</p> <p style="text-align: center;">Page 236</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: Access by a limited number of appointments per day only. Would need to limit to one customer services staff due to library numbers and social distancing requirements</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: Access by appointment</p>	<p>Reasonable Measure Reducing the time that people come into face to face contact.</p> <p>Proposed Approach: Yes appointments only – no payments unless part of a service request such as buying a permit. however to do this we would create lone working issues</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: Appointments only approach however limited opportunities due to lack of space within the Library area for Customer Services</p> <p>Reasonable Measure Moving to working outdoors to reduce how much the virus can spread through surface</p>	<p>Reasonable Measure Using anti-microbial surfaces.</p> <p>Proposed Approach: Appointments only, no payments taken unless part of a service request ie: buying a permit. Limit staff available, One member of customer services staff available at a time</p> <p>Reasonable Measure Reduce shared surfaces, where this cannot be avoided altogether.</p> <p>Proposed Approach: As above</p> <p>Reasonable Measure Using no-touch (contactless) technologies. Providing additional hand wash stations –</p> <p>Proposed Approach: As above</p> <p>Reasonable Measure Regular handwashing and sanitising, including providing facilities and</p>	<p>Reasonable Measure Frequently cleaning surfaces that are touched a lot</p> <p>Proposed Approach: New process required and agreement for staff to do this, new furniture if cloth furniture in place.</p> <p>Reasonable Measure Increasing training on quality and effectiveness of cleaning</p> <p>Proposed Approach: New processes required or cleaning staff dedicated to the area</p> <p>Reasonable Measure Providing hand sanitiser</p> <p>Proposed Approach: In place at setting</p> <p>Reasonable Measure Avoiding sharing of equipment such as ‘hot desking’</p> <p>Proposed Approach: Not possible at this site</p>	<p>Reasonable Measure Fluid resistant surgical face masks (where indicated by guidance) Gloves and aprons Eye protection</p> <p>Proposed Approach: All available for use</p>	<p>No – lack of social distancing provision</p> <p>Suggest –</p> <p>Bargoed Customer Services to remain closed to the public until April 2022 when a full review will be undertaken. This will allow staff to remain supporting TTP and review of social distancing rules.</p>

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	<p><i>only will enable accurate records of staff, contact details of customers and time and date in the building.</i></p>	<p>contamination and aerosol transmission. Proposed Approach: <i>Not possible</i></p>	<p>signage to encourage</p>	<p>lone working issues</p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 237</p>	<p>Reasonable Measure Close high risk environments in your work setting as much as possible, such as areas where social distancing cannot be maintained.</p> <p>Proposed Approach: Bargued Customer services does not provide sufficient space for social distancing and access and movement controls to be in place.</p> <p>Reasonable Measure Staff takes both vaccine doses as soon as recommended.</p> <p>Proposed Approach: <i>Only use staff in setting with two vaccines in place</i></p>	<p>Reasonable Measure Using other technologies to replace face-to-face interactions, for example using ‘click and collect’ technologies, remote working, phone/video consultations.</p> <p>Proposed Approach: <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>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: <i>Partitions and screens will need to be procured and installed at Site. Cleaning and</i></p>	<p>regular handwashing and sanitising</p> <p>Proposed Approach: <i>In place</i></p> <p>Reasonable Measure Increasing fresh-air ventilation in poorly ventilated spaces –</p> <p>Proposed Approach: <i>Limited opportunities – keep door open. Customer services is currently away from a ventilated space</i></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: <i>Setting does not allow for this.</i></p>	<p>Reasonable Measure Reducing how many people are working in a particular location by, for example, encouraging home working where possible</p> <p>Proposed Approach: appointments only</p> <p>Reasonable Measure Staggering shifts</p> <p>Proposed Approach: <i>appointments only</i></p> <p>Reasonable Measure Ensuring people are maintaining physical distance between them,</p> <p>Proposed Approach: <i>Setting does not allow for this.</i></p>		

APPENDIX 4

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><i>disinfecting to be carried between appointments</i></p>	<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 will need to 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>		

APPENDIX 4

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>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>			

APPENDIX 4

Reasonable Measure:
Remove unnecessary restrictions when it is safe, in order to promote adherence to necessary ones

Proposed Approach:
Will remain under review

Reasonable Measure:
Workforce planning and teams to maintain operational capacity

Proposed Approach:
Appointments only will assist

Assessment Summary

Venue

Bargoed Library Open Yes

Yes

Service(s)

No review - 1st April

Customer First –

Head of Service (Title):

Elizabeth Lucas

Director

APPENDIX 4

Signed:

E. Lucas

Date:

07/09 / 21

Signed:

Date:

/ /

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APPENDIX 5

Caerphilly County Borough Council - Integrated Impact Assessment

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

1. Proposal Details			
Lead Officer	Head of Service	Service Area & Department	Date
Richard Edmunds	Multiple	Authority Wide	20.09.21

What is the proposal to be assessed? *Provide brief details of the proposal and provide a link to any relevant report or documents.*

To reopen a range of Council buildings currently closed to the public with appropriate 'reasonable measures' and controls in place to keep staff and service users as safe as possible.

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Age <i>(people of all ages)</i>	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.
Disability <i>(people with disabilities/ long term conditions)</i>	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.
Gender Reassignment <i>(anybody who’s gender identity or gender expression is different to the sex they were assigned at birth)</i>	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.

<p>Marriage or Civil Partnership <i>(people who are married or in a civil partnership)</i></p>	<p>A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.</p>	<p>Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.</p>	<p>See report Appendices.</p>
<p>Pregnancy and Maternity <i>(women who are pregnant and/or on maternity leave)</i></p>	<p>A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.</p>	<p>Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.</p>	<p>See report Appendices.</p>
<p>Race <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p>A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.</p>	<p>Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.</p>	<p>See report Appendices.</p>

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual</i>)	A number of Council buildings are recommended for reopening. This will have a positive impact by providing an additional option for all residents to access certain services in person, above and beyond the telephone and web-based access channels that remain in place.	Accessing buildings in person does increase the risk of virus transmission so buildings will reopen with a range of reasonable measures in place to minimise the associated risks.	See report Appendices.

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

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<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	Positive impact. Should residents not have access to telephony or the Internet, in person services can be freely accessed, subject to the specified safety measures being in place at the premises.		See Appendices
<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Low and/or No Wealth <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>	Neutral impact. Adding in person services on top of telephone and web based services simply provides an additional choice to residents.		See report Appendices.
Material Deprivation <i>(unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.)</i>	Positive impact. Should residents not have access to telephony or the Internet, in person services can be freely accessed, subject to the specified safety measures being in place at the premises		See report Appendices.

<p>Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport)</i>)</p>	<p>Neutral impact. Adding in person services on top of telephone and web based provides an additional choice to residents with the latter being available regardless of location.</p>		<p>See report Appendices.</p>
<p>Socio-economic Background (<i>social class i.e. parents education, employment and income</i>)</p>	<p>Neutral impact. Adding in person services on top of telephone and web based services simply provides an additional choice to residents.</p>		<p>See report Appendices.</p>
<p>Socio-economic Disadvantage (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)</p>	<p>Neutral Impact. Adding in person services on top of telephone and web based services simply provides an additional choice to residents.</p>		

4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)

Objective 1 - Improve education opportunities for all	Neutral impact
Objective 2 - Enabling employment	Neutral impact
Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being	Neutral impact
Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment	Neutral impact
Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	Neutral impact
Objective 6 - Support citizens to remain independent and improve their well-being	Neutral impact

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4a. Links to any other relevant Council Policy

(How does your proposal deliver against any other relevant Council Policy?)

No specific links. The report seeks to safely reopen certain Council buildings that have been closed to the public due to COVID-19. In the absence of these buildings, residents have been able to access services through alternative channels as previously stated.

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The report seeks to safely reopen a range of Council buildings that have been closed to the public throughout the pandemic. With the national move to Alert Level Zero it is now possible to reopen some of these buildings with the introduction of a range of ‘reasonable measures’ designed to minimise any risks and enable customer access over the long term.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The introduction of a range of ‘reasonable measures’ at Council premises designed specifically to minimise the risk of accessing services and preventing the transmission of COVID-19 should enable those premises to be safely reopened once again.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The reopening of certain buildings will be welcomed by the community as another sign of a return to some kind of normality. The report includes functions and services from right across the Council.</p>
<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The reopening of certain buildings does provide the opportunity for providers other than the Council to offer services to the public.</p>

Involvement



Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.

Heads of Service responsible for the relevant buildings have been involved in undertaking the assessment against the hierarchy of controls, as have Cabinet through their decision-making.

6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>N/A</p>
<p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> <p>N/A</p>
<p>A Healthier Wales <i>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People’s physical and mental well-being is maximised and health impacts are understood</p> <p>Reopening buildings through an assessment against a hierarchy of controls will ensure that any risks to an individual’s health and wellbeing from access building based services is minimised</p>

<p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>N/A</p>
<p><u>Well-being Goals</u></p>	<p>Does the proposal maximise our contribution to the Well-being Goal and how?</p>
<p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>N/A</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>N/A</p>
<p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p> <p>N/A</p>

7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's Cymraeg 2050 Strategy and CCBC's Five Year Welsh Language Strategy 2017-2022 and the Language Profile	Neutral impact		
Compliance with the Welsh Language Standards . <i>Specifically Standards 88 - 93</i>	Neutral impact		
Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Neutral impact.		
Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i>	Neutral impact.		
Treating the Welsh language no less favourably than the English language	Neutral impact.		

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

The report seeks to reopen a number of buildings. This provides the same opportunity to engage with the Council through the medium of Welsh that is provided by other channels such as telephone and web based services.

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

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Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
What data / evidence was used? Provide links to any reports if appropriate e.g. Household Survey 2017 Welsh Government Guidance on Alert Level Zero (and the published hierarchy of controls) See appendices of report	What were the key findings? What did the data / evidence used tell you? The Key findings that emerged from the assessment against the hierarchy of controls are linked directly to the recommended control level supporting the premises reopening.	How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this? See Appendices of report for direct links.

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

Are there any gaps in the existing data and how will you go about filling these gaps?

N/A

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Who was consulted?

Cllr. Philippa Marsden, Leader of the Council

Cllr. Colin Gordon, Cabinet Member for Corporate Governance

Christina Harrhy, Chief Executive

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 Trade Unions

When were they consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

Consultation provided enough time for consultees to consider and respond

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

Yes

What were the key findings?

No

How have the consultation findings been taken into account?

Yes

10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	<i>For example, what monitoring will be used? How frequent?</i> Cabinet will continue to monitor the impact of the decision to reopen certain Council Premises and any further changes that are brought about by additional changes to the guidance
What are the practical arrangements for monitoring?	<i>For example, who will put this in place? When will it start?</i> Heads of Service will keep premises reopening under ongoing review
How will the results of the monitoring be used to develop future proposals?	Any refinements required will feed in to monitoring reports
When is the proposal due to be reviewed?	Ongoing
Who is responsible for ensuring this happens?	Corporate Director for Education and Corporate Services

11. Recommendation and Reasoning

- Implement proposal with no amendments
- Implement proposal taking account of the mitigating actions outlined
- Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes No

12. Reason(s) for Recommendation

(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Whilst the IIA indicates many neutral impacts, there are positive impacts for residents through the additional choice available through in person services.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Richard Edmunds	First version	20.09.21

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Integrated Impact Assessment Author

Name:	Richard Edmunds
Job Title:	Corporate Director Education and Corporate Services
Date:	20.09.21

Head of Service Approval

Name:	Richard Edmunds		
Job Title:	Corporate Director Education and Corporate Services		
Signature:		Date:	20.09.21

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CABINET - 29TH SEPTEMBER 2021

SUBJECT: MONTCLAIRE AVENUE STREAM WORKS FUNDING BID

REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES & HOUSING

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1. PURPOSE OF REPORT

- 1.1 This report is to inform Cabinet of the proposals to address extensive scour and loss of riverbank support immediately behind residential properties along Montclaire Avenue, Blackwood. Whilst these properties were historically Council owned, all but two properties Numbered 77 and 79 Montclaire Avenue have been sold to private owners. While the properties were sold Caerphilly Council chose to retain the riparian ownership and liability of the watercourse including the banks up to the aforementioned private property boundaries.

This report recommends funding to be made available to fund and undertake the construction phase of this scheme which was recently tendered.

2. SUMMARY

- 2.1 Caerphilly CBC's Engineering Projects Group (EPG) were requested by the Housing service to develop a proposal which addresses water erosion and loss of support to the riverbank immediately behind residential properties along Montclaire Avenue, Blackwood. The Scheme comprises headwalls, canalised and culverted constructions to convey the stream's water to mitigate future detriment to the watercourse and neighbouring properties rear gardens. The stream currently flows between Caerphilly County Borough Council, Gwent Police, and a private owners land.
- 2.2 The detailed design for this scheme was complex and the proposal provided by EPG included a multi-disciplinary approach. EPG engaged and consulted with independent Consulting Engineering companies (WSP and Cbec Eco Engineering) and statutory authority bodies (NRW and CCBC Land Drainage department) to ensure the proposal is in line with and achieves Ordinary Watercourse Consent and Water Framework Directive requirements.
- 2.3 The proposal addresses the watercourse scour and loss of bank support and ensures robust infrastructure for the future coupled with providing local residents assurances that their properties will remain secure from detriment of the watercourse in the future.

- 2.4 The scheme has already been tendered to the open market and costs presented in this report provide cost assurance subject to contract changes and instances which are out of the control of the Authority and nominated Principal Contractor.
- 2.5 This report recommends funding of £1,500,19.20 be made available to the public sector Housing division to secure a contractor to undertake the construction phase of this scheme.

3. RECOMMENDATIONS

- 3.1 That funding of £1,500,19 is made available to deliver the scheme at Montclair Avenue.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To allow the Authority to meet its statutory liability as riparian owner of the water course and to cover both the design and construction costs of this scheme.

5. THE REPORT

- 5.1 EPG developed a proposal to address water erosion and loss of support of the riverbank immediately behind residential properties along Montclair Avenue, Blackwood at the request of the Housing service. The Scheme comprises headwalls, canalised and culverted construction to convey the stream's water thus mitigating future detriment to the watercourse and neighbouring properties' rear gardens.
- 5.2 CCBC Public Sector Housing are the riparian owner of the stream and are responsible for the scheme costs within their ownership.
- 5.3 A potential contribution of £65,000 towards the scheme from private landowner has been verbally offered. This provisional sum has been suggested on the proviso that CCBC take on the liability of the ground in accepting this contribution. The location of the ground is north of the watercourse and it is appropriate that this potential additional fund would contribute towards CCBC Housing costs for the scheme. If this is not acceptable then scheme design can be amended / reduced to exclude those works not in CCBC ownership.
- 5.4 The watercourse detriment has attracted local residents and Ward Councillor concerns over the past few years with an expectation for resolution by the riparian owners. Failure to address the current problems within the watercourse will result in further detriment which may undermine residential gardens requiring additional works to those currently proposed and costs to exceed of those provided in this report.

This report recommends funding to be made available to secure a contractor to undertake the construction phase of this scheme as a matter of urgency and in advance of severe winter weather.

This scheme has been issued to tender twice:

- Issued via Sell2Wales and Proactis on the 16th June 2021 and returned on the 9th of July 2021. Two contractors supplied responses however one was disqualified as they qualified their costs and the other did not satisfy the quality submission questions in particular the Health and Safety element.

Based on the aforementioned issues it was not possible to award the contract at that time.

- The second tender issue was published via Sell2Wales and Proactis on the 23rd July 2021 and returned on the 13th August 2021. Again, only two responses were received. Both Contractors scored very low on the quality submission but were invited to present their proposals to Engineering Project Group and Procurement department officers. This presentation allowed the two contractors to provide additional clarification to Officers which had not been included as part of their original submission. Following the presentation, it was deemed sufficient information was provided to progress to the contract to award stage.

Due to the commercial sensitivity of the tender costs provided, names of the interested contractors have been omitted but the tender sums can be found below.

- 1) Lowest tender cost estimate: £1,200,016.00.
- 2) Second place tender cost estimate: £1,539,068.43.

The tender amounts do not include design and consultation fees accrued during the design stages which are as follows.

CBEC Montclair Bank Erosion project report and proposal -	16,145.00
NPS Framework WSP Water Framework and Scour report	£25,000.00.
Glanville Environmental 3D laser survey	£7,557.63
Engineering Project Group Consultation (1) and supervision (2) Fees	(1)£40,000 (2) £50,000.00.
Total sum	£138,702.63

Construction costs are tendered at £1,200.016.00, design and supervision fees are estimated at £138,702.63 which gives a total liability circa £1,338,718.63 . In addition to this a risk contingency of 20% of the tender sum plus supervision costs has been allowed to give a total cost of £1,500,19.20.

5.5 Conclusion

Given the urgency and specialist nature of the proposed engineering solution EPG have already:

- Completed an independent design review to ensure conformance with the Water Framework Directive requirements to gain Ordinary Watercourse Consent.
- Openly Tendered the scheme via Sell2Wales and identified a potential Contractor with a costed estimate to undertake the works.

Consequently this report recommends that funding of £1,500,19.20 is made available to allow this scheme to progress at the earliest opportunity.

6. ASSUMPTIONS

- 6.1 The tender costs provided are based on known site information and may change once the works commence due to unknown ground conditions, inclement weather, changes to material costs and / or material shortages. The nature of the Contract allows the works to be remeasured and potential savings passed onto the stakeholders, conversely price uplift will also be passed on.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 The IIA (Appendix 1) indicates that the stream reinstatement works will address the ongoing scour, erosion and loss of embankment support. Addressing the defects now will mitigate the need for heavier civil engineering works in the future. Not progressing with the proposal could have the reverse negative impact as the stream's embankments could eventually fail resulting in the private land owners not using their back gardens due to safety concerns. Additionally localised embankment collapse could cause localised flooding which can affect local residents, road users, Blackwood Police Station and leisure centre users.

8. FINANCIAL IMPLICATIONS

- 8.1 The HRA sets a standard contingency budget of £500k to cover unforeseen emergency works. This was increased to £1m for the 2021/22 HRA budget, when it became clear that the works at Montclair Avenue were likely to increase significantly, although at that time, no final estimate was confirmed. This report has now confirmed likely costs of some £1.5m and although £1m has been set aside for contingency, it would not be prudent to deplete this budget fully in case there are other unforeseen costs before the end of the financial year. However, the latest budget monitoring report (period 3) is currently projecting a £1.5m underspend this financial year for the HRA, of which a proportion can be earmarked towards this cost, together with a suitable proportion of the contingency budget.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications attached to this report.

10. CONSULTATIONS

- 10.1 The following statutory bodies were consulted during the development of this proposal
- Natural Resources Wales.
 - Caerphilly CBC Land Drainage department.
 - Caerphilly CBC Ecologists.
 - Caerphilly CBC Procurement department.
 - Gwent Police nominated independent Consulting Engineers - Jubbs Consulting Engineers. This consultation is ongoing.
 - CCBC Public sector housing department.
 - CCBC Education department.
 - WSP Consulting Engineers.
 - Cbec Eco Engineering.

10.2 The report also reflects the views of the consultees listed below

11. STATUTORY POWER

11.1 Local Government Acts – this is a Cabinet function

11.2 Caerphilly CBC Land Drainage department – Ordinary Watercourse Consent.

12. URGENCY

12.1 Early intervention of remedy for this scheme will mitigate further detriment to the site and ultimately mitigate further contract costs. We therefore consider this to be a decision that needs to be actioned urgently, as contractors have been appointed, and should not therefore be subject to call in.

Author: Dave Street, Corporate Director for Social Services & Housing
Email: street@caerphilly.gov.uk

Consultees: Cllr Lisa Phipps, Cabinet Member for Housing
John Ridgewell, Chair of Housing & Regeneration Scrutiny
Cllr Mike Adams, Vice Chair of Housing & Regeneration Scrutiny
Christina Harry, Chief Executive
Richard Edmunds, Corporate Director of Education and Corporate Services
Mark S Williams, Corporate Director for Economy and Environment
Steve Harris, Head of Financial Services & S151 Officer
Cllr Kevin Etheridge (Ward Member for Blackwood)
Cllr Nigel Dix (Ward Member for Blackwood)
Cllr Andrew Farina-Childs (Ward Member for Blackwood)
Lesley Allen, Principal Group Accountant, Housing
Marcus Lloyd, Head of Infrastructure
Julian Higgs, Engineer, Communities

Appendices:

Appendix 1 Integrated Impact Assessment

Appendix 2 SO811-002 Proposed Site arrangement and vegetation clearance

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This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles
- Welsh Language (Wales) Measure 2011
- Well-being of Future Generations (Wales) Act 2015

PLEASE NOTE: Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

1. Proposal Details					
Lead Officer	Head of Service	Service Area & Department			Date
Lazaro Raposo	Marcus Lloyd	Infrastructure			Sept. 2021
Is this proposal a... (please tick relevant box)					
Policy <input type="checkbox"/>	Strategy / Plan <input type="checkbox"/>	Practice <input type="checkbox"/>	Procedure <input type="checkbox"/>	Restructure <input type="checkbox"/>	Project <input checked="" type="checkbox"/>

What is the proposal to be assessed? <i>Provide brief details of the proposal and provide a link to any relevant report or documents.</i>
<p>Caerphilly CBC’s Engineering Projects Group (EPG) has developed a proposal which will address water erosion and loss of support to the riverbank immediately behind residential properties along Montclair Avenue, Blackwood. The Scheme comprises headwalls, canalised and culverted constructions to convey the stream’s water to mitigate future detriment to the watercourse and neighbouring properties rear gardens. The stream currently flows between Caerphilly County Borough Council, Gwent Police, and a private owners land. CCBC Public sector housing are the riparian owner of the stream and are responsible for the scheme costs within their ownership.</p>

2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

(The Public Sector Equality Duty requires the Council to have "due regard" to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Age <i>(people of all ages)</i>	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		
Disability <i>(people with disabilities/ long term conditions)</i>	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		
Gender Reassignment <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i>	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Marriage or Civil Partnership (<i>people who are married or in a civil partnership</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		

Pregnancy and Maternity (<i>women who are pregnant and/or on maternity leave</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		
Race (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Religion or Belief (<i>people with different religions and beliefs including people with no beliefs</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		
Sex (<i>women and men, girls and boys and those who self-identify their gender</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		
Sexual Orientation (<i>lesbian, gay, bisexual, heterosexual</i>)	The scheme equally benefits all users and does not negatively impact on any particular or protected groups. The works will contribute the safe conveyance of water and address defects to the water course which could affect property boundaries in the future. The land and watercourse is currently not utilised by members.		

3. Socio-economic Duty (Strategic Decisions Only)

(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Page 269</p> <p>Low Income / Income Poverty <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive impact for local residents and adjacent land users if funding is granted.</p> <p>The implications of further detriment to the watercourse can be significant on local resident's properties. Addressing the existing stream defects will mitigate costly remediation in the future due to the ongoing erosion and lose of support to neighbouring properties.</p>		

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Low and/or No Wealth (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)	Positive impact for local residents and adjacent land users if funding is granted.		
Material Deprivation (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)	Positive impact for local residents and adjacent land users if funding is granted.		
Area Deprivation (<i>where you live (rural areas), where you work (accessibility of public transport)</i>)	<p>Positive impact for local residents and adjacent land users if funding is granted.</p> <p>The implications of further detriment to the watercourse can be significant on local resident's properties. Addressing the existing stream defects will mitigate costly remediation in the future due to the ongoing erosion and lose of support to neighbouring properties.</p>		

<p>Socio-economic Background <i>(social class i.e. parents education, employment and income)</i></p>	<p>Positive impact for local residents and adjacent land users if funding is granted.</p> <p>The implications of further detriment to the watercourse can be significant on local resident's properties. Addressing the existing stream defects will mitigate costly remediation in the future due to the ongoing erosion and lose of support to neighbouring properties.</p>		
<p>Socio-economic Disadvantage <i>(What cumulative impact will the proposal have on people or groups</i></p>	<p>Positive impact for local residents and adjacent land users if funding is granted.</p>		
<p><i>because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p>Positive impact for local residents and adjacent land users if funding is granted. Undertaking these works will have an overall positive impact on people's mental health and wellbeing for local residents as they will retaining use of their rear gardens.</p>		

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4. Corporate Plan – Council’s Well-being Objectives

(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)

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<p>Objective 1 - Improve education opportunities for all</p>	<p>This scheme does not directly facilitate and or improve education opportunities. However this land may be used for ecological environment study area and or developed by schools to encourage bio-diversity projects. Please note this will opportunity will exclude the canalised section of the scheme due to access health & safety issues.</p>
<p>Objective 2 - Enabling employment</p>	<p>This scheme does not directly facilitate and or improve employment opportunities. However this scheme may afford employment to local residents with suitable skills during the construction of these works.</p>
<p>Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>This scheme will ensure future detriment to watercourse at this location is addressed. Additionally, river bank support will be reintroduced to the residential properties along Montclair avenue / unnamed stream. Currently a limited number of local residents back gardens have been affected by the loss of bank support along the stream. Undertaking these works will provide assurances to local residents of the continued safe use their rear gardens.</p>
<p>Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>This scheme will address the ongoing watercourse scouring under one scheme. Undertaking this scheme in one phase will enable local funa, flora and ecology to re-establish itself with no future major construction work require at thos location.</p>
<p>Objective 5 - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>These works will provide local residents peace of mind that the local watercourse is not undermining their properties. Additionally these works have been designed to conform to the Water Framework Directive in order to get Ordinary Watercourse Consent, thus ensuring the continuity of watercourse for the enjoyment, health and well-being of the community down and stream and as a whole.</p>
<p>Objective 6 - Support citizens to remain independent and improve their well-being</p>	<p>These works will provide local residents peace of mind that the local watercourse is not undermining their properties.</p>

4a. Links to any other relevant Council Policy

(How does your proposal deliver against any other relevant Council Policy?)

- Local Transport Plan
- Corporate Plan (including well-being objectives)
- Carbon Reduction Strategy
- Highway Asset Management Plan

5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p>Long Term</p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The strategy proposed will provide a long term asset management solution and will allow for more effective and predictable resource/financial/carbon reduction commitments going forward.</p>
<p>Prevention</p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>Addressing the watercourse defects now will mitigate future detriment and curtail more invasive heavy civil engineering remediation solutions in the future. Future maintenance and monitoring may need to be developed to detect deterioration of the network and promote timely proactive responses allowing a more efficient use of finite budgets.</p>
<p>Integration</p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>A well maintained watercourse forms part of an overall strategy providing ecological advantages that will impact green spaces downstream for the benefit of the local community and visitor's to the borough.</p>

<p>Collaboration</p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The feasibility and optioneering of designs is based upon a collaborative approach between Caerphilly Council, Natural Resources Wales and specialist hydraulic Engineering Consultancy. It brings internal departments together to deliver effective solutions over the short and long term and also recognises importance of maintaining green spaces and water courses.</p>
<p>Involvement</p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Internal departments have worked together to develop the proposal. Going forward there needs to be an effective communication plan to ensure the strategy behind the proposal, along with the suitability of application, is transparent to all parties. This will require the involvement of staff and engagement with all relevant stakeholders.</p>

6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p>A Prosperous Wales <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth</i></p>	<p>The work set out will contribute to a Prosperous Wales and a Prosperous Caerphilly. The scheme will prevent and reduce incidences of instability which reduces the potential injury, loss of life, loss and damage to property, the local economy (road closures, insufficient diversionary alternatives etc.) while</p>
<p><i>and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>providing wider multiple benefits. The implications of loss of support of the stream bank may impact the current stream arrangement and undermine neighbouring properties.</p>
<p>A Resilient Wales <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>The very nature of this proposal means that it has a focus on environmental issues and contribution to a resilient Wales. The implications of water course erosion can be significant to local residents but will also affect the wildlife and ecosystems. Management and maintenance of watercourse enables our local businesses and communities to be more resilient and is vital to the success of sustainable development.</p>

<p>A Healthier Wales <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>Management and maintenance of watercourses ensures a clean, green environment with access to open space, clean air and water are key elements of health and well-being.</p>
<p>A More Equal Wales <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>Ensuring that everyone across the county borough has equal access to a clean, green and attractive environment is a core element of our work. The works will contribute to a more equal Wales by way of effectively managing and maintaining our streams and water ways. The scheme contributes to great equality, cohesiveness and responsibility both locally and globally by ensuring this scheme was designed and constructed for the benefit of the local ecology and local residents and adopts current environmental and suitability best practises</p>

<p>Well-being Goals</p>	<p>Does the proposal maximise our contribution to the Well-being Goal and how?</p>
<p>A Wales of Cohesive Communities <i>Attractive, viable, safe and well-connected communities</i></p>	<p>CCBC will explore creative solutions that ensures the effective management of water courses with the Borough. This demonstrates that we promote communities to be caring and environmentally conscious. This in turn helps to create a tidier, more attractive well-connected place for residents and visitors.</p>
<p>A Wales of Vibrant Culture and Thriving Welsh Language</p>	<p>Maintaining watercourses within the borough will ensure the continued use and sustainability of local ecosystems to be enjoyed by all. Additionally we will ensure correspondence, communications and details on the website, via social media channels and to residents is bilingual.</p>
<p><i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Ensuring works signs are bilingual will promote the Welsh language and we need to ensure the rights of Welsh speakers to use Welsh when dealing with the council are maintained.</p>

<p>A Globally Responsible Wales <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>One of Caerphilly’s corporate objective is to reduce carbon emissions and to reduce our contribution to global warming. Multiple benefits including biodiversity and reduction in carbon emissions will be achieved by promoting sustainable solutions and by maintaining our local water sources.</p>
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7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards
(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have ‘due regard’ for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)



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Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? e.g the WESP, TAN20, LDP, Pupil Level Annual School Census
<p>Links with Welsh Government’s Cymraeg 2050 Strategy and CCBC’s Five Year Welsh Language Strategy 2017-2022 and the Language Profile</p>	<p>No direct impact on the Welsh language. EPG will Ensure all scheme are bilingual will promote the Welsh language and we need to ensure the rights of Welsh speakers to use Welsh when dealing with the council are maintained.</p>		

<p>Compliance with the Welsh Language Standards. Specifically Standards 88 - 93</p>	<p>See Above</p>		
----------------------------------------------------------------------------------------------------------	------------------	--	--

Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	See above		
Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i>	See above		
Treating the Welsh language no less favourably than the English language	See above		

7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.

Ensure correspondence, communications and details on the website, via social media channels and with residents is bilingual. Also ensure site works signs are bilingual. We need to ensure the rights of Welsh speakers to use Welsh when dealing with the council are maintained.

8. Data and Information

(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
-------------------------------------------------------------------------------	------------------------------	----------------------------------------------------------

Caerphilly CBC's Engineering Projects Group (EPG) has developed a proposal which will address water erosion and loss of support to the riverbank immediately behind residential properties along Montclair Avenue, Blackwood. The Scheme comprises headwalls, canalised and culverted constructions to convey the stream's water to mitigate future detriment to the watercourse and neighbouring properties rear gardens. The stream currently flows between Caerphilly County Borough Council, Gwent Police, and a private owners land. A total of four (4) stakeholders are directly involved as possible riparian owners in this scheme and are possibly expected to provide a proportional financial contribution toward the design and construction costs associated with this project.

The water course has been visually inspected and monitored ongoing detriment of the water course.

The Water Framework Directive Assessment has concluded that the potential impacts resulting from the operation of the scheme have been identified and assessed as to whether they are significant enough to cause degradation to current WFD status. The geomorphological assessment concluded that there would be a negligible change in the baseline conditions and geomorphic processes within the unnamed watercourse. The assessment acknowledges that there would be a slight change in the sediment supply, but these impacts would be localised to just the unnamed watercourse due to the presence of the downstream culvert and weir.

It is therefore concluded that the proposed scheme is not expected to cause degradation of the individual quality elements or overall WFD status of the Sirhowy River.

The Water Framework Directive Assessment coupled with CCBC Land Drainage requirements informed the design methodology for this scheme. Additionally CCBC Ecologists were consulted during the detailed design phase to ensure the proposed will not have an adverse effect on local ecology.

Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

Details of further consultation can be included in Section 9.

The data collated evidences that the proposal will address stream scour, erosion and loss of bank support, therefor will ensure a long term solution. The funding isrequired to progress to the construction phase of this scheme.

9. Consultation

(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.

Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.

Two construction methods were considered at feasibility stage . Construction method 1) culvert the entire length of water course, Construction method 2) soft landscaping and reintroducing the streambed armour.

Construction method 2- CBEC Environmental engineering produced a design which sought to mitigate the streambed incision but failed to provide a solution for the embankment support

Construction method 1 – CCBC EPG sought to culvert the entire length of defective water course. In doing so the culvert pipe would stop further incision and the backfill soil would introduce soil to support / prop the scoured embankments. CCBC land drainage suggested the CIRIA did not consider culverts a sustainable / ecologically sensitive form of construction . EPG Structures worked with CCBC land drainage to reach an agreeable compromise to satisfy the Ordinary Water Course consent requirements which has

During the construction proposed construction phase development, correspondence and further consultation and engagement will be arranged via the local councillors informing them of any development and or exchange any concerns regarding this scheme.

Social media sites and council websites are again very useful in keeping the communities engaged and will be utilised to inform the local residents of the proposed scheme works.

10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?

Works will be monitored weekly via site meetings and work programme reviews. Liaison with local property owners and residents will be undertaken by the nominated Principal Contractor.

What are the practical arrangements for monitoring?	Works will be monitored weekly via site meetings and work programme reviews
How will the results of the monitoring be used to develop future proposals?	A lessons learnt meeting will be arranged between CCBC Officers and the Contractor to identify any issues found with either the contract documents, construction methodology and or design proposals to better inform similar schemes.
When is the proposal due to be reviewed?	Any reviews will be determined once the scheme proposal is identified and confirmed.

Who is responsible for ensuring this happens?	Head of Infrastructure / Designers
-----------------------------------------------	------------------------------------

11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
---------------------------------------------------------------	-----------------------------------------	-----------------------------

12. Reason(s) for Recommendation
(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

The IIA indicates that the stream reinstatement works will address the ongoing scour, erosion and loss of embankment support. Addressing the defects now will mitigate the need for heavier civil engineering works in the future. Not progressing with the proposal could have the reverse negative impact as the stream's embankments could eventually fail resulting in the private land owners not using their back gardens due to safety concerns.

Additionally localised embankment collapse could cause localised flooding which can affect local residents, road users, Blackwood Police Station and leisure centre users.

13. Version Control

(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Lazaro Raposo	Original	Sept. 21

Integrated Impact Assessment Author

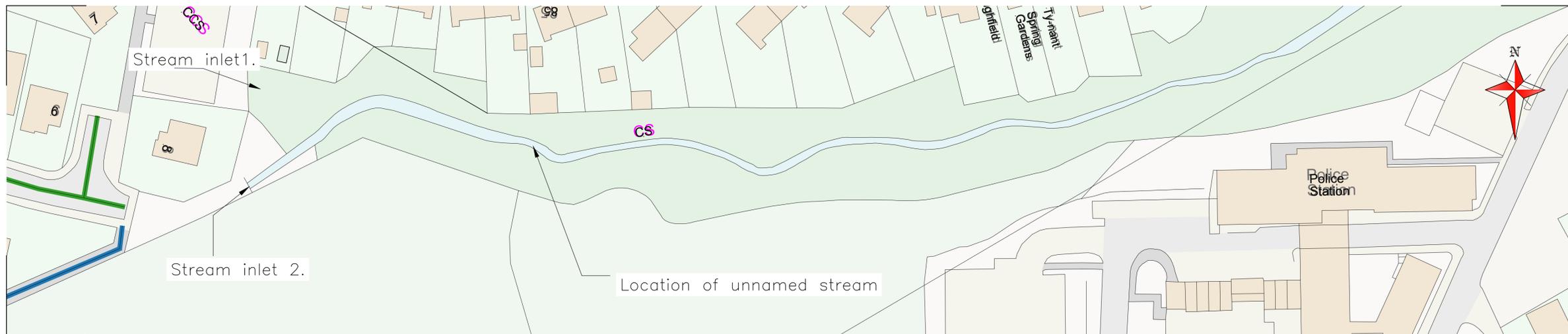
Name:	?Lazaro Raposo ?
Job Title:	Senior Engineer
Date:	April 21

Head of Service Approval

Name:	Marcus Lloyd TBC		
Job Title:	Head of Infrastructure		
Signature:		Date:	28 Spet 2021

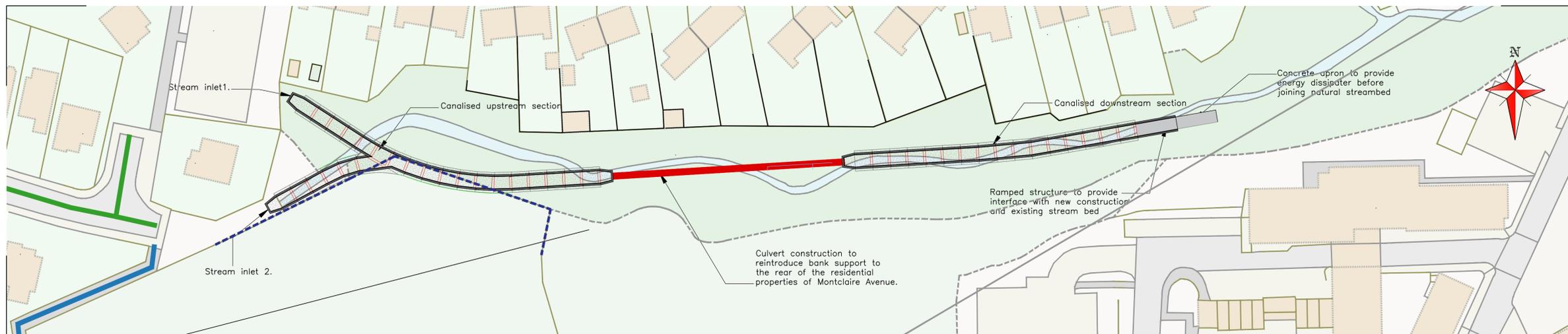
28/09/2021

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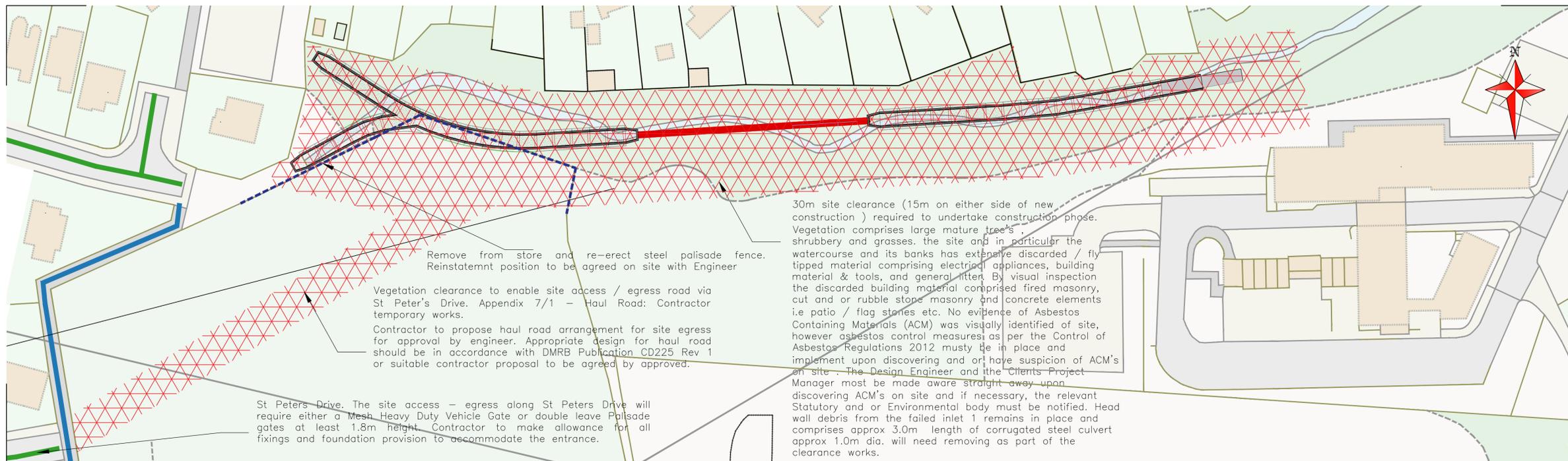
Existing watercourse arrangement

Scale:1:500



Indicative new construction arrangement.

Scale:1:500



Site Clearance

Scale:1:500

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DO NOT SCALE

HEALTH, SAFETY & ENVIRONMENTAL INFORMATION

NOTE:
It is assumed that the work undertaken will be carried out by a competent Contractor who is aware of all generic risks associated with the works. Listed below are significant risks relating to the works:

The Client must ensure that a construction phase plan is drawn up before the construction phase begins and that the Contractor responsible for ensuring that the plan is drawn up adequately addresses the arrangements for managing the risks.

 Site Clearance - 6369.56m²

Revisions

Surfix	Date	Issue	Description



ENGINEERING PROJECTS GROUP
ENGINEERING CONSULTANCY

Communities Directorate
Engineering Services Division
Ty Penallta, Tredomen Park
Hengoed CF82 7PG
Head of Infrastructure - Marcus Lloyd
B.Eng MBA C.Eng MICE MCIHT

Project title
Montclair Avenue - Blackwood

drawing title
Proposed Site arrangement and vegetation clearance.

scale 1:500@A1	date June 21	drawn RJ	checked
project ref. S0811	drawing no. 002	rev.	

APPROVAL COMMENT INFORMATION
DRAFT TENDER CONTRACT AS CONSTRUCTED

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