



## **CABINET – 1<sup>ST</sup> SEPTEMBER 2021**

**SUBJECT: STRATEGIC FRAMEWORK FOR RECOVERY - PROGRESS**

**REPORT BY: CHIEF EXECUTIVE**

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

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

### **2. SUMMARY**

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

### **3. RECOMMENDATIONS**

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

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

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

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

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

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

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

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

- 5.3 The five strategic principles were:

**Strategic Principle 1 – Service Reintroduction**

**Strategic Principle 2 – Future Wave Preparation**

**Strategic Principle 3 – Supporting Businesses**

**Strategic Principle 4 – Caerphilly Cares**

**Strategic Principle 5 – Service Transformation**

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

#### **5.4 PROGRESS AGAINST STRATEGIC PRINCIPLE 1 – SERVICE REINTRODUCTION**

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

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

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

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

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

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

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

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

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

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

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

#### 5.4.2 Recommencing Social Services Day Opportunities

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

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

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

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

Further proposals to reshape day services are currently being progressed.

#### 5.4.3 Increasing Respite Care for adults and children with a disability

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

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

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

#### 5.4.4 Recommencing Housing Non-Emergency Repairs

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

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

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

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

#### 5.4.5 Recommencing Planning Enforcement

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

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

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

#### 5.4.6 Return to Full Decision-Making and Scrutiny

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

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

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

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

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

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

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

#### 5.4.7 Reopening Libraries

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

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

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

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

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

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

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

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

#### 5.4.8 Reopening Leisure Centres

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

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

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

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

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

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

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

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

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

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

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

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

#### 5.4.9 Youth Service Provision

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

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

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

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

#### 5.4.10 Catering

##### Free School Meals

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

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

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

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

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

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

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

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

##### School Catering

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

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

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

#### 5.4.11 Building Cleaning

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

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

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

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

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

Education Transport.

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

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

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

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

Social Services Transport

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

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

Mental Health Standby.

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

Public Transport

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

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

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

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

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

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

#### 5.4.13 Bulky Household waste collections

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

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

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

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

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

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

#### 5.4.14 Household waste recycling centres

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

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

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

#### 5.4.15 Public Protection

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

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

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

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

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

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

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

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

#### 5.4.16 Reintroduction of Car Parking Charges

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

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

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

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

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

#### 5.5.1 Reflections on COVID Response

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

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

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

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

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

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

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

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

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

#### 5.5.2 Wave 2 Service Planning

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

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

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

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

### 5.5.3 Supporting Strategic Coordinating Group (LRF)

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

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

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

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

### 5.5.4 Supporting Gwent Test, Trace and Protect Service

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

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

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

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

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

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

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

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

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

## **5.6 PROGRESS AGAINST STRATEGIC PRINCIPLE 3 – SUPPORTING BUSINESSES**

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

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

### **5.6.1 Economic Recovery Framework**

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

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

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

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

## 5.6.2 WG Economic Resilience Fund

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

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

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

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

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

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

## 5.7 PROGRESS AGAINST STRATEGIC PRINCIPLE 4 – CAERPHILLY CARES

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

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

### 5.7.1 Caerphilly Cares

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

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

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

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

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

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

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

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

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

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

## Caseload Update

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

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

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

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

## Food Poverty

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

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

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

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

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

### 5.7.2 Buddy Scheme

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

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

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

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

### 5.7.3 Employee Volunteering Policy

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

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

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

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

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

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

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

### 5.8.1 Walk-In Services Corporate Review

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

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

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

#### 5.8.2 Remote Contact Corporate Review

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

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

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

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

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

#### 5.8.3 Information, Insight and Intelligence Corporate Review

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

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

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

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

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

#### 5.8.4 Support Services Corporate Review

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

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

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

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

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

#### 5.8.5 Frontline Services Corporate Review

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

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

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

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

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

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

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

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

#### 5.8.6 Agile Working Corporate Review

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

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

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

#### 5.8.7 Workforce Development Corporate Review

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

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

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

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

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

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

#### 5.8.8 Volunteering and Community Partnerships Corporate Review

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

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

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

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

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

#### 5.8.9 Sustainable Financial Planning Corporate Review

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

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

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

#### 5.8.10 Decision Making Corporate Review

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

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

## 5.9 Strategic Recovery Framework Proposed Measures of Success

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

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

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

## 5.10 Conclusion

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

## 6. ASSUMPTIONS

6.1 None.

## 7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

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

## 8. FINANCIAL IMPLICATIONS

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

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

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

## **9. PERSONNEL IMPLICATIONS**

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

## **10. CONSULTATIONS**

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

## **11. STATUTORY POWER**

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

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Consultees: Cllr Philippa Marsden, Leader  
Cllr Colin Mann, Leader -Plaid Cymru  
Cllr Kevin Etheridge, Leader - Independent  
Cllr Gez Kirby, Chair P & R Scrutiny Committee  
Cllr Brenda Miles, Vice Chair, P & R Scrutiny Committee  
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Mark S Williams, Corporate Director Economy & Environment  
Robert Tranter, Head of Legal Services & Monitoring Officer  
Stephen Harris, Head of Financial Services & S151 Officer  
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Appendices:

Appendix 1 Strategic Recovery Framework