

SUBJECT:	CORONAVIRUS STRATEGY: PROGRESS AND NEXT STEPS
MEETING:	Cabinet
DATE:	9 June 2021
DIVISION/WARDS AFFECTED:	ALL

1. PURPOSE:

- 1.1 To provide an overview of progress on the Council's strategic aims set by Cabinet in the Winter Strategy.
- 1.2 To endorse an updated whole authority strategy for the summer and early autumn of 2021 that will sit alongside the Corporate Plan as we continue to deliver services within the context of the pandemic.

2. RECOMMENDATIONS:

- 2.1 That Cabinet assure themselves of the progress made against the purpose and strategic aims that have been in place in the Winter Strategy and use this to inform future activity.
- 2.2 That Cabinet formally endorse the purpose and strategic aims, set out in the latest strategy which is attached as appendix 2 to cover the summer and early autumn of 2021.
- 2.3 That Cabinet commits to the development of a more fundamental medium term planning document to be considered in late autumn of this year.

3. KEY ISSUES:

- 3.1 Monmouthshire County Council has a long-standing purpose of building sustainable and resilient communities. Through the coronavirus pandemic, Cabinet has established a series of interim strategies to provide clarity and ensure accountability through the changing and challenging circumstances of the pandemic. This paper presents an opportunity to evaluate progress against those aims.
- 3.2 At its meeting on 16 December 2020, Cabinet set the Council's 'Winter Strategy' stating the Council's priorities for the months ahead based on the latest evidence. Through this time, the Council has continued to work with the citizens and communities of Monmouthshire to reduce the spread of COVID-19, continue to support and protect vulnerable people and rebuild a local economy that reduces inequalities within and between communities. The strategy set the purpose of the council: To protect your health, your employment, your community and your public services.
- 3.3 On 19 December, Wales entered alert level 4 following an increase in Covid-19 cases. The Council, working with partner agencies, was at the forefront of tracing and contacting residents who have been in contact with infected people to provide advice and request they self-isolate to try and minimise the spread of the virus. During this time, a number of services were required to close; these included schools (except for vulnerable learners and children of key workers), leisure centres, libraries, museums, indoor visitor attractions and youth centres.

- 3.4 Our organisation transitioned to these new arrangements to ensure vital services continued to operate and, where possible, arrangements were adapted to provide a level of service through digital means. As well as the short-term response required, the Council has also maintained a focus on medium-term recovery and long term sustainability. Appendix 1 outlines some of the activity that has been delivered over the last few months. These include:
- Continued coordination of the Test, Trace and Protect system for Monmouthshire, with 100% of eligible cases being contacted.
 - Supporting all our schools through another lockdown, ensuring face-to-face learning for the children of key workers and vulnerable learners, and providing an online learning resource for all other students.
 - Maintaining our front-door safeguarding services, child protection, support at home, and residential care, despite increased demand and complexity in cases.
 - Provisions to encourage active and healthy lifestyles, despite the required closure of our leisure services. A £1.4 million investment has been made into the active travel provision in the county to improve cycle routes, and MonLife have delivered online fitness classes, virtual coffee mornings and a home exercise social prescribing scheme.
 - Establishing the third iteration of the Social Justice Strategy, focussing on a number of targeted individual action plans, including Tackling Poverty and Inequality, Food Development and Homeless Transition.
 - A huge operation to safeguard residents and businesses against the floods in December, distributing thousands of sandbags and establishing a multi-agency Emergency Response Team to limit the impact of the adverse weather.
 - Supporting local businesses as they faced further closures, providing advice and guidance, and continuing the distribution of grants, amounting to a total of almost £40 million.
 - Protecting and enhancing our natural environment by planting over 7,000 trees, establishing four Libraries of Things, conducting reduced mowing activities across our green spaces, reducing carbon emissions and promoting biodiversity, and reinvigorating neglected grasslands to reintroduce native plants and wildlife.
- 3.5 In recent months, Covid-19 rates have fallen with Monmouthshire having some of the lowest infection rates in the United Kingdom. The Covid-19 vaccine roll-out continues and the council continues to work with ABUHB to support this. The virus has not gone away and the occurrence of COVID-19 mutations, variants of concern, and concerns about the impact these will have on vaccination efficacy and case rates emphasises the ongoing risk to residents and communities that needs to be managed.
- 3.6 Cabinet has agreed that a further revision of the purpose and strategic aims is developed, taking account of the latest evidence to guide future activity. This meeting presents the opportunity for Cabinet to formally endorse the strategy which will see us through the summer months and early autumn of 2021. The document is attached as appendix 2. Its emphasis has changed from earlier versions with a focus over the summer being very much about the health and wellbeing of citizens. Re-learning how to socialise and be comfortable in the presence of others is a necessary precondition if we are to successfully re-position the county to thrive in the circumstances of our time. Cabinet will bring forward this more fundamental piece of strategy in the autumn of this year.
- 3.7 For the summer months and early autumn of 2021 this purpose is underpinned by a number of strategic aims and the more detailed activity that supports these including:
- Improving infrastructure by fixing roads, investing in active travel, 20mph zones and high-speed broadband
 - Having a summer full of outdoor activities for children and young people
 - Helping local businesses trade successfully and safely
 - Creating employment/apprenticeships for local people

- Protecting / promoting our environment and ecology through investment and carbon reduction activity
- Introducing Repair Cafes and Library of Things to increase sharing and re-use of everyday items
- Maintaining social care services including child protection, support at home and residential care
- Ensuring learners are prepared for the assessment processes that replace GCSE, AS level or A level examinations in 2021

3.8 Cabinet will again keep this strategy and response under review, and adjust if necessary based on the latest evidence. We have the structures and mechanisms in place to track progress and ensure we remain focussed on our purpose. The Council's established performance framework continues to facilitate service planning, performance management and risk management to ensure that we are focused on what needs to happen and can demonstrate progress in a robust and transparent way.

4 EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING):

4.1 A completed Equality & Future Generations Evaluation is attached. The strategic aims have been informed by the latest available evidence and government guidance. The detailed proposals that follow the strategic aims will all consider the impact and mitigating actions required to minimise the adverse consequences for those with protected characteristics.

4.2 The proposed strategic aims have taken equality and the components of well-being into account. The legislation and the council's responsibilities in all these areas will remain an important part of the Council's work as it continues to develop.

5 OPTIONS APPRAISAL

The strategic aims are informed by the latest available evidence and government guidance, to inform the Council's ongoing activity. While a number of arrangements have continued to be developed and implemented to support these aims, the Council continues to operate in a dynamic environment and delivery of each aim is not without challenges and risks. The delivery will continue to be monitored and programmes will need to be flexible in timescale and content as circumstances and guidance changes.

6 EVALUATION CRITERIA

6.1 Where available, measures or milestones will be used to track and help evaluate progress on the actions that underpin the strategic aims. Nonetheless, it needs to be recognised that in a changing external environment it is likely that actions, and therefore the corresponding measures of progress, will need to be continuously reviewed.

6.2 The Council's established performance framework will continue to facilitate service planning, performance management and risk management across Council services.

7 REASONS:

7.1 To ensure that the council sets a clear direction and is accountable for the services it delivers during the pandemic alongside the longer term strategy set within its Corporate Plan.

8 RESOURCE IMPLICATIONS:

8.1 Delivery of the strategic aims will continue to have resource implications, including increased costs to maintain current service delivery and demands in setting up new or amended services. Close financial and budget monitoring will continue. A specific action has been set in the strategy on setting a budget for the financial year 2021/22 capable of delivering these priorities.

9 CONSULTEES:

Strategic Leadership Team
Cabinet

The strategic aims have been developed by Cabinet in discussion with Strategic Leadership Team.

10 BACKGROUND PAPERS:

Monmouthshire Winter Strategy
Monmouthshire Corporate Plan 2017/22

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Appendix 1 – Overview of progress on the Monmouthshire County Council Winter Strategy

Aim: Provide clear, purposeful civic leadership	
What we said we would do	What we have done
<p>Ensuring that the democratic decision making process is fully operational with key decisions being taken in a timely way</p>	<p>In order to ensure timely decision making, arrangements were adapted to allow all council meetings to operate remotely via the Microsoft Teams app. The system is proving successful and all attendance at meetings is now possible via remote means. Work continues to review the learning from the new arrangements, and some changes will remain or will be built on where they are working well. Work is currently underway to develop the technical ability to deliver hybrid meetings from September 2021, which will accommodate both remote and physical attendance at meetings, in line with any ongoing restrictions.</p>
<p>Communicating clearly with citizens, representing their interests to others, including Welsh Government, and delivering on the priorities we have set for the county</p>	<p>Communication with residents and businesses continues to be a priority and information is being delivered across all media channels to ensure the broadest reach. Public events have been livestreamed to share business advice, financial engagement events were hosted online, and digital videos and illustrations have been used to convey local and national messages. Since the start of lockdown, Monty the ChatBot and Contact Centre staff have dealt with over 115,000 wide-ranging customer service enquiries, and the council's Facebook following has increased by 29%, illustrating the valuable contribution being made to proactive and reactive information sharing.</p> <p>Despite the impact of the pandemic on citizens and council services continuing, we broadened our strategic aims at the beginning of the winter period to focus on more diverse priority areas, such as snow and flooding events, the impact of Britain leaving the EU, and our environmental and ecological responsibilities. Although the pandemic has been at the core of our activities, and safeguarding those who need support has been paramount, providing assistance for those facing other potential challenges has been an essential role, and one that our staff have worked extremely hard to maintain.</p>
Aim: Keep our communities, our people and our partners safe and healthy	
What we said we would do	What we have done
<p>Delivering an excellent Test, Trace and Protect system</p>	<p>Alongside our Gwent partners, we are coordinating the delivery of the Test, Trace and Protect system to identify residents who have been in contact with the virus to provide advice and request they self-isolate to minimise the spread of the virus. Since December, 100% of eligible cases have been contacted, 84% within 48 hours of contact with the virus. Furthermore, 100% of eligible close contacts of new cases have also been successfully contacted by the Test Trace and Protect system, 87% within 48 hours.</p>
<p>Working with the NHS to roll out a Covid vaccination programme</p>	<p>The vaccination strategy, being delivered by Aneurin Bevan UHB, has successfully administered over 540,000 vaccinations in our health board area, and we continue to support and add value where required. By 9 May, 93.9% of residents in Monmouthshire, aged 50 years and over, had received one dose of the vaccination, and 53.2% had received two doses.</p>
<p>Encouraging citizens to exercise, eat healthily, spend time safely with others, and get outdoors</p>	<p>Volunteers have been at the forefront of the effort to keep our communities safe, and the Our Monmouthshire Community Networking platform has been implemented to provide the digital tools for active citizens to support each other in their communities. We are providing direct specialist support to volunteer groups, advising on the support available to the volunteers and community members, and to date, 738 requests for support have been made.</p>

<p>Responding to winter emergencies, such as snow or flooding</p>	<p>Meetings are now taking place across the county, aimed at linking community members, groups and organisations to maximise collaboration and to pool resources.</p> <p>In order to encourage citizens to lead more active and healthy lifestyles, a £1.4 million investment has been made into the active travel provision in the county. Cycle routes and resources have been improved to promote the use of bikes as a mode of transport, and improvements have been made to the Safe Routes in Communities scheme, which helps children get to school safely and in a more healthy way. MonLife delivered weekly virtual fitness classes via Zoom, established 'virtual coffee mornings' and launched the 60+ virtual home exercise social prescribing scheme, which saw more than 80 residents sign up to exercise.</p> <p>The severe flooding in winter 2020 saw a huge effort from council staff to keep residents, buildings and businesses safe. The Operations Team distributed thousands of sand bags to those who were at imminent risk of flooding, and a multi-agency Emergency Response Team was set up to limit the impact of the adverse weather and keep residents safe. Some homes and networks suffered damage and work is continuing to repair this, although efforts have been hindered by the pandemic. Measures to increase proactive maintenance and gully cleansing have been agreed.</p> <p>To protect citizens from potential ice and snow, and to keep driving conditions as safe as possible, over 500km of roads were regularly pre-salted using approximately 60 tonnes of salt each time. In order to keep these roads hazard free, up to 12 people remain on call 24/7 throughout the winter season, to respond whenever the weather forecast and conditions dictate. Should a severe snow event occur, our emergency Winter Service Plan makes provision for a further 60 individuals, including grounds maintenance staff, farmers and contractors, to keep roads clear.</p>
<p>Aim: Provide direct support to those suffering from tragedy, loneliness, poverty and loss</p>	
<p>What we said we would do</p>	<p>What we have done</p>
<p>Supporting those that are lonely, lose their job, their home and/or cannot access food</p>	<p>Supporting individuals and families at risk of becoming homeless has continued as a priority and projects are ongoing to support those in need of assistance. There are currently 146 households in temporary accommodation in the county, a number that is continuing to increase, and often these individuals need specialist accommodation and specialist housing support. We have sourced grant funding to implement a range of proposals to provide the necessary specialist care, and Cabinet has dedicated additional funding for 2021/22, which will ensure we can assist those in need of support.</p> <p>To help those facing financial uncertainty, an online resource has been compiled in conjunction with partners, which gathers information on the support available into a single place. Information covers areas such as financial support available, and advice on council tax and the option to spread payments over longer periods. This has been successfully promoted on social media and has been shared with partners and all schools. The council continued to provide direct free school meal payments until schools reopened following the Easter break, which had increased to 1655 pupils being supported.</p> <p>The third iteration of the Social Justice Strategy was approved by Cabinet in March 2021 and built on learning from the pandemic. Whilst the aim of the strategy will remain the same, this third phase focusses on a number of</p>

	<p>targeted individual action plans. These include Tackling Poverty and Inequality, Food Development and Homeless Transition.</p> <p>The Communities for Work+ programme has received additional funding due to the impact of Covid 19, which has been used to upskill clients in order to meet local employment opportunities. It has enabled the team to provide better support for disabled people, and those with work limiting health conditions. It has also increased resources to overcome employment barriers, such as transport costs and interview clothing, and to provide training opportunities.</p>
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Aim: Ensure all vulnerable young people and adults are safeguarded

What we said we would do	What we have done
<p>Maintaining our social care services including child protection, support at home, and residential care</p>	<p>Front-door safeguarding services are priority services and remain fully operational. The process for receiving and responding to referrals has not changed; arrangements have been adjusted, and where required, different solutions have been identified to deal with situations.</p> <p>The volume, type and source of referrals to Children’s Services continue to be monitored for any changes as coronavirus restrictions change. Risk assessments are being undertaken where any direct working/home visiting is required to follow up on protection concerns, or to provide interim safeguards as part of a care and support plan. A high number of referrals continue to be received and responded to in a timely manner so appropriate decisions can be made in relation to safeguarding. Since December, we have received an average of 108 contacts per week relating to supporting children and young people in Children’s social services, and the Advice Line took 238 calls from December to May.</p> <p>Pressure on Care at home services and reablement services has increased during the winter and the second wave of the pandemic, with an average of 26 requests per week to provide domiciliary care. All referrals are triaged at point of referral to ensure that those in most need are prioritised for assessment and intervention. Covid 19 has had some positive impact on our ability to recruit and a central team has been developed to manage the process. To safeguard both our staff and those being supported by our services, we have distributed 4.3 million items of PPE to social care settings.</p> <p>To safeguard residents in care homes, a testing programme has been established for all staff members, which has been administered by the council. Council staff have worked with We have been working with Public Health Wales and ABUHB, to establish clear parameters for residents in care homes being discharged from hospital to minimise the risk of further cases. Residents and staff in care homes for older adults, along with front line health and social care workers, were in the top priority groups for the COVID-19 vaccine roll out and, as such, have all been offered vaccinations. By the beginning of May, 93.9% of residents in Monmouthshire, aged 50 years and over, had received one dose of the vaccination, and 53.2% had received two doses.</p>

Aim: Ensure quality teaching and learning is available in school/out of school for all learners

What we said we would do	What we have done
<p>Providing high quality teaching and learning to all, whether in school or out</p>	<p>Following the transition of all students to online learning in January, face-to-face teaching was provided for children of critical workers and vulnerable learners, as well as learners needing to complete essential assessments. Following the reopening of schools to all pupils after the Easter break, school</p>

<p>Ensuring learners are well prepared for the assessment processes that replace GCSE, AS Level or A Level examinations in 2021</p>	<p>attendance in Monmouthshire was 93.6% in the first week of May, the highest attendance figure for schools in Wales.</p> <p>Schools are prioritising the wellbeing of all pupils as a pre-requisite for effective learning; this includes the adoption of a flexible approach to curriculum delivery, and the availability of additional support to raise standards for priority groups. The Educational Psychology Service and Healthy Schools Team are providing advice and support to schools to support the well-being of children and young people impacted by COVID-19. A weekly multi-agency Stable Lives and Brighter Futures meeting has been established to discuss and review support and provision for vulnerable pupils, and this ensures that identified pupils are regularly monitored, and provision is flexible to meet their needs.</p> <p>Following the announcement that there will be no GCSE, AS and A Level examinations in Summer 2021, schools have been provided with a range of support to prepare them for the new process for determining students' grade. Teaching the core content and aspects of each course remains a focus for exam students. EAS continue to provide ongoing challenge, monitoring and evaluation work in schools, with a continued focus on vulnerable learners. All schools will continue to receive a bespoke support package that compliments the priorities identified within their own School Development Plans, in line with the levels of support they require.</p> <p>The Education team has been working closely with schools and the Digital team to understand the requirement for IT equipment amongst learners. Laptops have been ordered and are being distributed.</p>
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Aim: To be environmentally and ecologically responsible in all of our actions

What we said we would do	What we have done
<p>Protecting/promoting our environment and ecology through investment, where necessary, and carbon reduction activity, where possible</p>	<p>We have continued to collect household waste throughout the pandemic, despite the pressure on services. An online booking system was introduced to safely reopen Household Waste Recycling Centres. This, along with a number of other changes, have been retained to help meet recycling targets, and to deliver efficiencies. These changes have resulted in an increase in our recycling rates from 65.6% in 2019/20 to 68.9% in 2020/21.</p> <p>Amendments to the green waste collection service have also been implemented, including the frequency of collections, and the annual charge for customers. We have seen increased recycling rates during the pandemic; data will continue to be reviewed to establish the impact of these changes to identify any learning that can be taken forward.</p> <p>A successful Circular Economy bid for £626,000 was announced in January 2021. This has enabled us to launch a new re-use shop at Five Lanes Recycling Centre, and four Libraries of Things in Abergavenny, Caldicot, Chepstow and Monmouth, with associated Repair Cafes and other repair and reuse projects.</p> <p>Over 7000 trees have been planted this year, and schools have been provided with raised beds to plant seeds, which will then be regrown on sites when more mature. Other projects include 'Neglected Grasslands' and 'Resilient Grasslands', aimed at regenerating green areas and promoting biodiversity. When grass mowing resumed following its suspension due to Covid-19, almost a third of areas within our parks and open spaces were left uncut, in addition to the original 3 million metres squared already being managed more sustainably with less mowing. Teams continue to deliver reduced mowing schedules to</p>

	<p>public open spaces, and we are promoting ‘No Mow May’, all of which have contributed to reduced carbon emissions.</p> <p>Lockdown saw a considerable reduction in driving and increased walking within areas local to home. Numerous projects have been supported in Monmouth and Caldicot to improve the active travel offer in the county, and a total investment of £1.4m has been made in the last financial year, the biggest investment into Active Travel in Monmouthshire. Cycling capacity has been increased in town centres, public bike pumps have been installed, and a contraflow cycle lane has been introduced in Abergavenny through Covid response funding. A clear strategic focus is now set, primary routes identified and a clear vision established to develop future routes in order to encourage a change in transport mode for citizens.</p>
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Aim: Support our local businesses and towns centres

What we said we would do	What we have done
<p>Supporting businesses to trade safely and signposting them to financial support that can assist their survival</p> <p>Helping businesses with the transition process following Britain leaving the EU, highlighting regulatory changes that create obstacles/opportunities</p> <p>Distributing monies from national business support schemes to qualifying local businesses</p>	<p>Following the announcement of a national lockdown in December, and the closure of non-essential retail, leisure and hospitality sectors, digital events were held to provide advice and guidance to businesses. 176 small businesses signed up to the events and were able to ask questions about grant availability and eligibility criteria. A new allocation of business grants were successfully distributed to eligible business, taking the total number of support payments made to 6,478 since the first lockdown, amounting to £39.18 million in support. For those businesses not able to access funding, we continue to liaise with Welsh Government to ensure that businesses are supported as much as possible.</p> <p>As restrictions began easing in March, and Wales moved from alert level 4 to alert level 2, we promoted our Visit Monmouthshire campaign to highlight the services and attractions available for visitors to the county. We promoted businesses as they prepared to reopen via a new Spring ‘Shop Local’ campaign to encourage visitors back to our town centres. The ‘re-opening towns’ projects have sought to make our high streets safer during the pandemic, via mechanisms such as one way streets, and widened pedestrianised areas. Work continues in this area, in close consultation with residents and businesses.</p> <p>To support residents and businesses through the transition process following Britain leaving the European Union, an EU Transition webpage was established, and information has also been shared on social media.</p>

Aim: Maintain a competent, motivated organisation with the capability and capacity to deliver

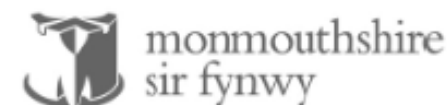
What we said we would do	What we have done
<p>Maintain a competent, motivated organisation with the capability and capacity to deliver</p> <p>Setting a budget for the financial year 2021/22 capable of delivering these priorities</p>	<p>Staff have embraced new ways of working to keep themselves, colleagues and residents safe while delivering the many services our communities rely on. We have ensured that staff have a range of support on wellbeing, have access to the right Personal Protective Equipment (PPE) and can receive a test if they display symptoms. We have distributed approximately 4.3 million items of PPE for the provision of social care in the county. The number of days per full-time equivalent employee lost due to sickness during the year averaged 11.1, which is very close to the figure seen in the previous year.</p> <p>The total net revenue forecast outturn for 2020/21 at month 9 exhibited a COVID related over spend of £5.28m, which COVID-19 support funding was expected to cover. The immediate focus for the Council was to manage the</p>

significant in-year service pressures it faced, which was achieved through cost reduction and in taking immediate steps to curtail non-essential expenditure.

The in-year over spend, whilst being managed via a recovery plan. The council subsequently received £5.29m of Welsh Government Covid-19 hardship following the month 9 forecasts. Coupled with increases in grant income during the final quarter, this has enabled the budget to move to a surplus position at year end that will be reported separately and in more detail. Cabinet set a draft budget for 21-22 which underwent public consultation before being passed by Council in March.

**Re-emergence – our strategy
for SPRING AND SUMMER
2021**

It's been a tough 18 months for everyone. We have lived apart for too long. We change that now. This strategy is centred on bringing people safely back together by supporting friendship circles, neighbourhoods and communities to feel safe, confident and happy together.



OUR PURPOSE

We want Monmouthshire to once again be an ambitious place full of hope and enterprise. We want your county to be a fair and sustainable place where people care about each other and you feel safe. We want Monmouthshire to be a place you are proud to call home.

OUR VALUES

Openness: We are open and honest. People have the chance to be involved and tell us what matters

Fairness: We provide opportunities for people and communities to thrive. We will always try to treat everyone fairly and consistently.

Flexibility: We are flexible, enabling delivery of the most effective and efficient services. This means a genuine commitment to working with everyone to embrace new ways of working.

Teamwork: We will work with you and our partners to support and inspire everyone to get involved. We will make the best of the ideas, and resources available to make sure we do the things that most positively impact our people and places.

OUR DESIGN PRINCIPLES

- Working with and alongside local communities
- Being innovative and creative
- Learning and adjusting in real time
- Keeping our communities and people safe
- Being kind

OUR STRATEGIC AIMS

- Provide clear and purposeful civic leadership
- Promote Monmouthshire as a beautiful destination for visits and staycations
- Champion the interests of local businesses
- Market our town centres as wonderful places to shop or spend time with friends
- Encourage people to be active and improve their health, fitness and general wellbeing
- Provide direct support to those suffering from loneliness, hardship and loss
- Ensure all vulnerable young people and adults are safeguarded
- Ensure quality teaching and learning is available for all learners
- Decarbonise our own operations and help communities take positive action on climate change
- Maintain a competent, motivated organisation with the capability and capacity to deliver

WHAT WE ARE DOING

- Taking care of our workforce so they can support you
- Ensuring our democratic process is fully operational
- Communicating clearly with you and always representing your interests to others
- Improving infrastructure by fixing roads, investing in active travel, 20mph zones and high-speed broadband
- Having a summer full of outdoor activities for children and young people
- Promoting and protecting our natural environment to encourage walking and outdoor sports
- Improving our leisure centres in Abergavenny, Caldicot and Chepstow
- Helping local businesses trade successfully and safely
- Creating employment/apprenticeships for local people
- Protecting / promoting our environment and ecology through investment and carbon reduction activity
- Introducing Repair Cafes and Library of Things to increase sharing and re-use of everyday items
- Prioritising our excellent Test, Trace & Protect System
- Providing support and creating opportunities for volunteers making a difference in their community
- Maintaining social care services including child protection, support at home and residential care
- Ensuring learners are prepared for the assessment processes that replace GCSE, AS level or A level examinations in 2021
- ▲ Preparing schools for the new curriculum that will be launched in 2022