

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	The Executive
Date:	Monday 13th July 2020
Subject:	Coronavirus Outbreak Early Recovery Planning
Portfolio Holder(s):	Council Leader and all Members of the Executive
Head of Service / Director:	Annwen Morgan Chief Executive
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Local Members:	All Elected Members

A –Recommendation/s and reason/s
<p>Introduction</p> <p>The Coronavirus outbreak emergency response period has been extensive, impacting on the Council, and the Island’s communities and economy. National decisions continue to be made to ease the lockdown, with regional coordination and local delivery. The risks and challenges associated with easing the lockdown are considerable. If successful, and the number of new coronavirus cases is controlled then the country will adapt further and move into the recovery phase.</p> <p>There will be changes, challenges, and opportunities. The Council has a statutory duty to lead the Island’s recovery and is committed to plan for and undertake this role fully, whilst continuing to collaborate effectively. The risks, uncertainties and challenges have been reinforced by the local outbreak recently experienced.</p> <p>Purpose of the Report</p> <p>To update the Executive Committee on regional structures, and progress made to date on early recovery planning, whilst agreeing internal structures and responsibilities to oversee the Council’s and the Islands further development and learning to positively influence the ‘next normal’ and recover from the coronavirus outbreak. Priority and focus will continue to be given to local delivery and achieving positive outcomes.</p>

Context

Emergency Planning for the coronavirus pandemic falls under Civil Contingency legislation and is led nationally by the United Kingdom and Welsh Governments. At a North Wales level this is co-ordinated and led by the Local Resilience Forum (where the public sector works collaboratively), through the emergency Strategic Co-ordination Group (SCG). The Council is responsible for local decisions and to deliver relevant national legislation and guidance. There is also a monitoring and reporting role, through the structures to influence and inform.

The local emergency response and the immediate challenges faced (since mid-March 2020) was reported at the last Executive Committee meeting on Monday 15th June (<https://democracy.anglesey.gov.uk/ieListDocuments.aspx?CId=134&MId=3689&Ver=4&LLL=0>). Small steps and thorough preparations continue to ease the lockdown (in full accordance with Welsh Government principles and guidelines).

All non-essential shops in Wales have been able to re-open since Monday 22nd June. Ministers have decided to lift the requirement to stay local on 6th July, provided the conditions allow. With the requirement lifted, people will be free to travel to popular tourist destinations across Wales, and visit their second homes.

Whilst the Island has responded to the recent local outbreak, the first of its kind in Wales, plans resulting in a need to review certain planned actions, such as the partial reopening of schools from 29th June have had to be amended. The threat of a second surge in cases remains a real risk. The real impact of easing measures has yet to be quantified both regionally and nationally and whether this will impact on future Welsh Government policy.

The enormity and complexity of the recovery phase should not be underestimated. It is made even more challenging by the uncertainty, and risk that the number of coronavirus cases could surge again. Whilst this report details the initial approach to early recovery planning, the Council's focus and priority remains firmly on the emergency response and safely easing restrictions (in accordance with Welsh Government guidelines).

The Government of the United Kingdom has published a strategy for recovery, '*Our Plan to Rebuild*' (<https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy>). The Welsh Government has also published a strategy, '*Unlocking our Society and Economy*' (<https://gov.wales/unlocking-our-society-and-economy-wales-roadmap-published>). There are some differences, which are already evident, in the speed of change and the approach. Elements of both strategies relate to the Council's activities, but the majority of services are informed by Welsh Government legislation and guidance

Regional Structures and Progress

The regional Strategic Coordinating Group (SCG), has been responsible for the emergency response phase in North Wales, and has recognised the importance of early planning for a recovery phase. The Chief Executive or nominated senior officer represents the Council, together with all other recognised public sector organisations. The SCG is chaired by North Wales Police. With regular emergency events, recovery planning follows directly from the emergency period. However, the scale, continued uncertainties and challenges associated with the coronavirus emergency has led to a parallel approach, with response and recovery planning working in tandem at regional and local levels.

A Regional Co-ordination Group (RCG) has been established to work alongside the SCG. This will ensure there is an aligned and coordinated strategic regional approach to recovery planning (mirroring the approach during the emergency period). This work is led by the local authorities, working closely with Welsh Government, North Wales Police, the Health Board, and Public Health Wales. The Chief Executive represents the Council. Key principles that inform this initial approach are:

- Taking a measured and proportionate approach on thematic work
- Working flexibly within and not slavishly to Government recovery strategy
- Using the existing regional partnership framework to the full
- Balancing regionalism and localism in planning and action
- Avoiding the creation of bureaucratic machinery
- Empowering regional leaders to give political strategic direction

For statutory purposes the Recovery Co-ordinating Group will be accountable to the Local Resilience Forum and report to both UK and Welsh Governments, and be guided strategically by the Regional Leadership Board (RLB) to ensure political oversight.

The RCGs early recovery planning is focussing on three thematic areas, with oversight and co-ordination through existing regional and local structures:

- Health and Care Recovery Group overseen by the Regional Partnership Board;
- Economic recovery co-ordinated and overseen by the Economic Ambition Board;
- Community resilience recovery co-ordinated by Public Service Boards (in each sub-region).

Local Progress and Structures

A plethora of Council Services have been maintained during the emergency period. However, a number of sites and work locations were initially closed. Work to date has therefore focussed largely on these locations to ensure they are able to open safely and effectively. Key areas during the initial transition period include:

- Reopening Penhesgyn Recycling centre
- Reopening the Gwalchmai Recycling Centre
- Reopening the Breakwater Country Park
- Reopening the Dingle local nature reserve
- Reopening libraries (with initial click and collect provision)
- Restarting capital schemes
- Identifying how town centres can be supported to reopen safely
- Reopening coastal car parks and facilities
- Reopening public toilets

It is proposed that the structures and working relationships established with Menter Môn and Medrwn Môn, with local community delivery and strong volunteer networks are reinforced and maintained (where possible) for the recovery period. This would build upon the progress made (prior to the emergency) in some wards to utilise the community to improve services and assets through the community planning approach. The foundations laid by the Council's ambitions and support for the 'Place Shaping' agenda will also be relevant. The level of activity and intervention will also be influenced by the Council, and partners ability to secure additional resources from a number of different potential sources to deliver recovery priorities.

The importance of the economic recovery for all sectors is also recognised. The Council will need to determine what / how it can deliver services differently to enable economic development and job creation. An opportunity exists and needs to be grasped if the Council wishes to maximise future financial support from Welsh Government and others, to fully embed decarbonisation and climate change resilience in its approach going forward. Welsh Government and Natural Resources Wales already suggest that Wales should be seeking to achieve a 'truly green recovery'. This would prioritise sustainable economic growth and could/ should involve a number of the proposed energy related investments on the Island.

Once Welsh Government has agreed its primary interventions to stimulate and enable economic recovery, the Council can ensure schemes and projects are delivered locally, to maximise benefits and positive outcomes. The importance of a programme of capital projects is recognised, whilst maximising local benefits through procurement approaches and encouraging residents and visitors to buy local.

The importance and value of the tourism and hospitality sector cannot be underestimated. Opportunities exist, as part of the 'next normal' to 'reinvent' the Island as a destination – seeking longer and higher value stays; developing low-impact green tourism based upon natural assets; active travel and new green infrastructure; and promoting more 'dispersed' tourism, across the island to enable more effective social distancing.

The Council is committed to effective and meaningful engagement and information sharing with the private sector and partner organisations to define priority interventions to maintain employment, support businesses, and the wider economy.

Social Services will continue to safeguard the citizens of Anglesey whether they reside in the community or within residential care. Resilience in the staffing of Social Services remains to be considered and managed to enable business continuity. Maintaining community-based assessments, care planning and enhancing the lives of children, young people their families and adults remain a priority. This work continues with our partners and the third sector. Local delivery and regional coordination will be critical to enable the reinvestment of resources into a preventative model that promotes good health and well-being.

The doubling of Universal Credit claimants (April/ May 2020) awarded 'out of work benefits' in the Island's communities (a number likely to rise further following the withdrawal of furloughing support), will impact on poverty and a whole range of Council services. These impacts need to be recognised, understood, and planned for as part of a systematic, corporate response.

Internal Structures and Progress

Consistency and alignment with the regional co-ordination structures is important, whilst also ensuring that local delivery plans are established, prioritised, and resourced. The local response must add value, and respond to recognised needs and opportunities. The Senior Leadership Team (SLT) will be responsible for recovery planning and delivery. The Executive Committee will oversee the recovery planning and delivery efforts and will be responsible for deciding whether to redirect or allocate additional resources where necessary and appropriate.

It has also been agreed that the SLT will engage and fully utilise the two Corporate Programme Boards to influence and inform the recovery planning process. The political membership of both Boards is to be expanded to include the four political group leaders, reflecting the significance and enormity of the task ahead.

The political groups and Scrutiny Committees as they return to business will need to consider the plans. This report only outlines the very early recovery planning steps, and how the Council structures and aligns itself with others to undertake its recovery role effectively. The work needs to be phased in gradually, as we hopefully ease through the unlocking period safely.

Initial thematic areas where time and effort will need to be directed include (not exhaustive):

- Service provision
- Workforce
- Virtual and remote working
- Buildings and work locations
- Organisational
- Finance
- Community
- Economic
- Destination

This work will involve all areas of the Council – Services, processes, behaviours and culture. Action Plans will need to be developed, informed by an initial analysis of the current situation and predicted future situation, reflecting on the lessons learnt to date, and ensuring alignment with national guidance and the regional framework.

It will not be possible to deliver everything concurrently. Resource and financial availability will be critical, together with a clear plan. It is therefore proposed that a more detailed report is brought back to the Executive Committee once Council officers have had further time to prepare, engage, and secure political input through the Corporate Transformation Boards. This should also align with the regional coordination process, and be informed by further clarity from Welsh Government on the National recovery priorities and additional financial support to be provided to enable effective local delivery.

The financial impacts of the coronavirus emergency, and projections going forward through the transition period into recovery are presented in a separate document on this Executive Committee agenda (which should be considered concurrently). Dependent on priorities, capacity, and financial capacity, local recovery activities will need to be identified and integrated effectively with the Council's priorities, Improvement Plan, and individual Service Delivery Plans over the coming months.

Organisational Development and Culture

The full impact of the coronavirus outbreak on the Council and Island remains unclear. As part of the emergency response the Council has adapted and changed its approach to protect the workforce, respond effectively, maintain service provision (and introduce new activities). Restrictions are envisaged for some time, with the reconfiguration of services, and work locations necessary to adhere to social distancing requirements and maintain everyone's safety. For example, gathering in person whilst social distancing will be a new challenge.

Despite these challenges, there are also opportunities to ensure the 'next normal' improves performance, service provision, and employee wellbeing. Capturing and incorporating the learning created by the crisis will be important. Opportunities to adopt new virtual technologies have been grasped, becoming more resilient and maintaining critical service provision. It is important that further reform and development is embraced across the whole Council.

It is proposed that the Council develops and implements an organisational development plan (informed by meaningful reflection and learning) as part of its recovery efforts. Business continuity, performance, behaviours and workforce well-being are all aspects that need to be considered and adjusted to reflect the post-emergency environment. Initial areas identified where the 'next normal' could provide benefits and improvements are (not exhaustive):

Digital engagement and inclusion

Digital channels have become increasingly important during the lockdown as the Council has provided more services online. With the necessary infrastructure, support and skills, residents could access digital services, stay informed, and be part of redefined local communities.

Democratic engagement and diversity

A plethora of Committees and internal meetings have, or are evolving to be virtual. The Council will need to determine, and plan to ensure virtual and face to face engagement combines effectively, working safely and effectively.

Organisational design, culture and behaviours

The Council has demonstrated its ability to adapt and respond to new risks, challenges, and demands. This willingness needs to be fully harnessed, identifying how to plan and implement lasting improvements to services and processes; embedding the benefits of virtual and remote working; further developing our capabilities to work digitally; being adaptable; whilst understanding what and how new practices have been successful and making them the 'next normal'.

Community enablement

The long established collaborative relationships with Menter Mon, Medrwn Môn, and the volunteer network has served the local community well. It is important that the level of community response is maintained, with effective co-ordination and proactive engagement with vulnerable people.

Workplaces

As they begin to reopen, reassessing what should and shouldn't continue as business as usual by agreeing the right blend of remote working and presence in a dedicated work building or location. Adaptability will be crucial, between roles and services as a new blend of virtual and face to face working is established. The workers and Unions will need to be informed and ready for the anticipated changes.

The phased recovery for Council services will be driven and informed by maintaining the safety and well-being of the workforce, and physical considerations such as the reopening of workplaces. The opportunity must also be embraced to learn and further develop the organisation's culture, behaviours, ways of working, skills and tools, governance and decision making. This is also an opportunity to ensure that the commitment to be a net zero-carbon Council by 2030 is achieved. Time and commitment is required to plan thoroughly for a different future, forming a vision of what the organisation can become and creating a strategy/ action plan to achieve it.

RECOMMENDATIONS

Endorse the Council's approach to early recovery planning with priority and focus given to local delivery and achieving positive outcomes.

B – What other options did you consider and why did you reject them and/or opt for this option?

In accordance with decision taken by the Executive on 15 June 2020

C – Why is this a decision for the Executive?

Operational issues in response to crisis

CH – Is this decision consistent with policy approved by the full Council?

Yes

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D – Is this decision within the budget approved by the Council?
N/A

E – Impact on our Future Generations(if relevant)		
1	How does this decision impact on our long term needs as an Island	The impact of the pandemic is widespread across Anglesey/direct impact on Council services/work programmes and business continuity.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority. If so, how:-	Work programmes will need to be prioritised during Recovery/funding reviewed .
3	Have we been working collaboratively with other organisations to come to this decision, if so, please advise whom:	Structures in place on a regional/sub region basis to manage Recovery themes collaboratively.
4	Have Anglesey citizens played a part in drafting this way forward? Please explain how:-	
5	Outline what impact does this decision have on the Equalities agenda and the Welsh language	In maintaining services during Recovery, ensuring access to services for all is paramount.

DD – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	Included in report.
2	Finance / Section 151 (mandatory)	
3	Legal / Monitoring Officer (mandatory)	
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	

7	Procurement	
8	Scrutiny	
9	Local Members	

F - Appendices:

FF - Background papers (please contact the author of the Report for any further information):
Update to the Council's response to date to the COVID-19 crisis- report to the Executive 15 June 2020.

CYNGOR SIR YNYS MÔN

Adroddiad i:

Dyddiad:

Pwnc / Testun:

Deilydd(ion) Portffolio:

**Pennaeth Gwasanaeth
/ Cyfarwyddwr:**

**Awdur yr Adroddiad:
Tel:
E-bost:**

Aelodau Lleol:

A – Argymhelliad / Argymhellion a rheswm / rhesymau

B – Pa opsiynau eraill bu I chi ystyried a beth oedd y rhesymau am eu gwrthod ac/neu am ddewis yr opsiwn hwn?

C – Pam fod hwn yn benderfyniad i'r Pwyllgor Gwaith?

D – A yw'r penderfyniad hwn yn gyson a'r polisi a gymeradwywyd gan y Cyngor llawn?

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DD – A yw'r penderfyniad hwn oddi fewn i'r gyllideb a gymeradwywyd gan y Cyngor?

E – Effaith ar Genedlaethau'r Dyfodol (os yn berthnasol)		
1	Sut mae'r penderfyniad yma'n effeithio ar ein anghenion tymor hir fel Ynys	
2	A yw hwn yn benderfyniad a ragwelir a fydd yn atal costau / dibyniaethau ar yr Awdurdod i'r dyfodol. Os felly, sut:-	
3	A ydym wedi bod yn cyd-gweithio â sefydliadau eraill i ddod i'r penderfyniad hwn, os felly, rhowch wybod gyda pwy-	
4	A yw dinasyddion Ynys Môn wedi chwarae'i rhan yn drafftio'r ffordd hon ymlaen? Esboniwch sut:-	
5	Nodwch yr effeithiau mae'r penderfyniad hwn yn ei gael ar yr agenda cydraddoldeb ac iaith Gymraeg	

E – Gyda phwy yr ymgynghoroch?		Beth oedd eu sylwadau?
1	Prif-weithredwr / Uwch Dim Rheoli (UDRh) (gorfodol)	
2	Cyllid / Swyddog 151 (gorfodol)	
3	Swyddog Cyfreithiol / Mnitro (gorfodol)	
4	Adnoddau Dynol (AD)	
5	Eiddo	

6	Technoleg Gwybodaeth (TG)	
7	Caffael	
8	Sgriwtini	
9	Aelodau Lleol	

F - Atodiadau:

FF – Papurau Cefndir (cysylltwch ag awdur yr Adroddiad am ragor o wybodaeth):