

## **ISLE OF ANGLESEY COUNTY COUNCIL**

### **Scrutiny Report Template**

<b>Committee:</b>	<b>Partnership and Regeneration Scrutiny Committee</b>
<b>Date:</b>	<b>21<sup>st</sup> September, 2020</b>
<b>Subject:</b>	<b>Council's Response to Covid-19 Emergency</b>
<b>Purpose of Report:</b>	<b>Scrutinise the Council's response to Covid-19 emergency giving particular attention to community and collaborative aspects</b>
<b>Scrutiny Chair:</b>	<b>Cllr Gwilym Owen Jones</b>
<b>Portfolio Holder(s):</b>	<b>Council Leader and all Members of the Executive</b>
<b>Head of Service:</b>	<b>Annwen Morgan, Chief Executive</b>
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<b>Local Members:</b>	<b>Not applicable</b>

#### **1 - Recommendation/s**

**R1** The Partnership and Regeneration Scrutiny Committee is requested to:

- note the Council's response to the pandemic thus far and agree a formal response to the Executive
- agree its priorities for scrutinising areas of the Council's response to the emergency during 2020/21 and beyond

**R2** Recommend to the Executive that the Programme Boards submit regular progress reports to both scrutiny committees on Recovery planning and delivery for the next Norm

#### **2 – Link to Council Plan / Other Corporate Priorities**

This report outlines the Council's response to date to the worldwide pandemic under the auspices of the Civil Contingencies Act 2004, a key priority for the Council. The Council has defined roles and responsibilities under the Act in emergency preparation and response co-ordination at a local level.

#### **3 – Guiding Principles for Scrutiny Members**

**To assist Members when scrutinising the topic: -**

**3.1** Impacts on individuals and communities [**focus on customer/citizen**]

**3.2** A look at the efficiency & effectiveness of any proposed change – both financially and in terms of quality [**focus on value**]

**3.3** A look at any risks [**focus on risk**]

### 3.4 Scrutiny taking a performance monitoring or quality assurance role **[focus on performance & quality]**

### 3.5 Looking at plans and proposals from a perspective of:

- Long term
- Prevention
- Integration
- Collaboration
- Involvement

**[focus on wellbeing]**

## 4 - Key Scrutiny Questions

1. Has the Council prioritised and managed its resources effectively in response to the emergency?
2. Have the actions of the Council to date been timely and effective in response to the emergency situation?
3. Does the Committee have a view on the appropriateness and effectiveness of the Council's response to date and are there development and learning points?
4. To what degree has the Council worked effectively in collaboration to support the Island's residents, communities and businesses?
5. How robust is the Council's planning for Recovery and the new Norm?
6. What specific areas of the Council's response would the Committee wish to prioritise in its forward work programme during 2020/21 and beyond?

## 2 – Background / Context

### 1. BACKGROUND / CONTEXT

1.1. Covid-19 is an infectious disease currently with a high outbreak, affecting over 200 countries worldwide<sup>1</sup>, including the United Kingdom. It is therefore true to state that the pandemic is having a far-reaching impact. The current period (**managing the emergency response to the Pandemic, Recovery Period and gradually returning to the new Norm**) are extremely challenging periods for the Council and every other public organisation throughout Wales as we continue to face the challenges of the Covid-19 emergency. This has meant that the Council has changed its way of working as a result of the global health emergency. Below is a summary of the key dates of when / how the emergency evolved locally:

- 10<sup>th</sup> March – SCG established
- 18<sup>th</sup> March – Council's EMRT established
- 23<sup>rd</sup> March – UK national lockdown and staff requested to work remotely from home.

1.2 The Centre for Public Scrutiny has published a paper on Scrutiny during the pandemic (<https://www.cfps.org.uk/?publication=covid-19-guide-2-scrutiny>).

<sup>1</sup> World Health Organisation stated that 2016 countries, areas or territories have cases as at 05/08/2020

## 2. RATIONALE FOR SCRUTINISING THE TOPIC

The case for scrutinising the Council's response to the Covid-19 pandemic is compelling:

- During an emergency period, governance and accountability are of key importance and that Elected Members and the citizens of Ynys Môn have the assurance that decisions made are appropriate, timely and transparent
- The Centre for Public Scrutiny's good practice model refers to the need for Councils' scrutiny committees to scrutinise an overview of the organisation's response to Covid-19
- Locally, the remit of both committees facilitates the process of setting the boundaries for the topic
- It is now timely to reflect and learn as we move forward.

### Objectives of the scrutiny work

It is proposed that the purpose of scrutinising the Council's response is 4 fold:

- measure the effectiveness of the local and regional collaboration work which has been undertaken during the pandemic, the developments and the robust relationships which have been established and strengthened
- consider governance of collaborative work, communication and information sharing
- an opportunity to identify lessons to be used to inform the Council's response to the Recovery period for the new normal
- to assist in the preparation work for any subsequent surge.

## COUNCIL'S RESPONSE TO THE COVID-19 PANDEMIC

### 3. GOVERNANCE ARRANGEMENTS

3.1 Emergency planning for Covid-19 falls under the auspices of the Civil Contingencies Act 2004 and led nationally by the United Kingdom and Welsh Governments. Emergency planning governance arrangements were put in place nationally, regionally and locally to lead the response to the pandemic. On a regional level, this has been led and co-ordinated by the Local Resilience Forum (where the public sector works collaboratively) through the emergency Strategic Co-ordination Group (SCG). The Council has fully contributed to the work of specific thematic sub-groups reporting to the SCG:

- Health and social care
- Excess deaths
- Media
- PPE

3.2 The Council remains responsible for local decisions and to deliver relevant national legislation and guidance. There has also been a monitoring and reporting role through the governance structures to influence and inform. The SCG remained operational until the end of July 2020 and was then replaced by the Regional Recovery Group (refer to paragraph 7.3 for the detail).

3.3 The Corporate Scrutiny Committee at its meeting on 14<sup>th</sup> September gave detailed consideration to the following matters:

- local emergency governance arrangements
- provision of PPE to Council staff
- wellbeing of residents and staff of Council care homes
- impact on Council budgets (including payment of grant monies)
- redeployment of Council staff

- enabling safe remote working and the future
- safeguarding vulnerable individuals and broader wellbeing matters beyond statutory safeguarding responsibilities
- managing TTP at a local level

**3.4 Member communication and engagement** - the Chief Executive and Deputy Chief Executive have updated Group Leaders consistently and regularly. This has included daily updates provided for all Elected Members and staff, regular Member briefing sessions<sup>2</sup>, and also reporting formally to the Executive on:

- **15/06/2020 – update on the Council's response to date to the Covid-19 crisis.** Link to the report below:  
<http://democracy.anglesey.gov.uk/documents/s15765/The%20Councils%20response%20to%20Covid-19.pdf?LLL=0>
- **13/07/2020 – Coronavirus outbreak early recovery planning.** Link to the report below:  
<http://democracy.anglesey.gov.uk/documents/s15828/Coronavirus%20Outbreak%20Early%20Recovery%20Planning.pdf?LLL=0>
- **17/08/2020 – Coronavirus outbreak recovery planning and delivery update.** Link to the report below:  
<http://democracy.anglesey.gov.uk/documents/s16155/Coronavirus%20Outbreak%20Recovery%20Planning%20and%20Delivery%20Update.pdf?LLL=0>

3.5 Considerable detail on the Council's response to date can be found via the above links to previously published reports.

3.6 The Council's website has also been regularly updated to provide up to date information on our local response to the pandemic and service related issues. Social media has also been utilised extensively to communicate key messages and announcements.

#### **4 KEY RISK AREAS**

The Council's governance arrangements in leading and responding to the emergency have included managing key risks to protect the Council's workforce, residents, businesses and communities. A specific emergency risk register was created at the outset and has been reviewed and updated weekly. The key risks have been prioritised in terms of time and effort. Key risks have included:

- care homes
- contact tracing and testing (TTP)
- Personal Protective Equipment (PPE)
- dealing with outbreaks
- supporting vulnerable families
- impact on the Council's financial position
- impact on Council's workforce

#### **5 SPECIFIC MATTERS TO BE SCRUTINISED**

##### **Scrutinising the Covid-19 Pandemic**

As the Partnership and Regeneration Scrutiny Committee is responsible for overseeing partnership work on the Island as well as scrutinising the value of any

<sup>2</sup> Member Briefing Sessions convened on 04/06/2020, 24/06/2020 and 02/07/2020

community work, it makes sense for the Committee to scrutinise the **community aspect** of the Council's response to Covid-19 emergency.

### **5.1 Outputs of the Community Workstream (including inputs from Medrwn Môn and Menter Môn)**

- All services within Isle of Anglesey Council Council have worked well together to meet the needs of Anglesey residents during a pandemic and the needs of our residents have varied considerably throughout the pandemic.
- The co-working between key service areas has been outstanding during this period and this has included very creative and different service delivery.

#### **5.1.1. The challenge**

- To meet the needs of **ALL** residents (including children and their families) during the pandemic which included the Council coordinating with partners and the third sector a range of new and innovative projects.
- The Council already works well with partners and third sector organisations in meeting non-statutory duties in order to improve outcomes for the residents of Ynys Môn.
- The Pandemic meant we enhanced or simply built on already existing provision and expanded a whole range of services across the Island.

#### **5.1.2 How the Council responded**

- a. On Anglesey, a Partnership was set up to provide support for the vulnerable in our communities in the very first weeks of the pandemic. The statement of joint working between Anglesey Council, Medrwn Môn and Menter Môn can be found here:  
<https://www.anglesey.gov.uk/en/newsroom/news/anglesey-committed-to-support-volunteers-who-help-the-islands-vulnerable?fbclid=IwAR2SEYwIV-iRq55E1bKqE-LIEtXHdEAZlgxhiMSmsCpK6anr1hJM1doNVEY>
- b. A Covid -19 community guidance was developed and other important information, see link below. The link also includes contact details of community co-ordinators and food delivery companies.
- c. A Steering Group was established with key officers from the three organisations who form the partnership and operated three work streams, which includes:
  - Food work stream – includes the food bank and Neges food parcels
  - Volunteering – specialist and community volunteers in place across the Island
  - Befriending and wellbeing (including the shielded group)
- d. Each work stream was reviewed through specific conference calls, which occur either bi-weekly or every three weeks. During this initial stage of the pandemic, these calls were weekly. Developed a bi-weekly partnership newsletter to keep everyone informed on each other's' activities and work progress.

- e. The Council set up a dedicated emergency response phone line with 9 options and open 7 days a week. Information, Advice and Assistance in our communities is available via our Single Point Of Access in the community facilitated by Medrwn Môn and support from Local Asset Co-ordinators (community agents who connect individuals to community assets and services – a key element of our social prescribing service).
- f. During the lockdown period two pop up foodbanks were established on the Island, one in Llangefni and the other in Menai Bridge through the food work stream which includes Housing Services, Anglesey Food Bank and CAB. The additional foodbanks worked in conjunction with the established foodbanks operating in Holyhead and Amlwch.
- g. During the lockdown period and up to the 28<sup>th</sup> of July a total of 742 food packages were distributed from the 4 foodbanks operating on the Island.
- h. Menter Môn in conjunction with Dylan's Restaurant established the Neges project which distributed food packages including freshly prepared meals and distributed approximately 3000 food packages to individuals during the period.
- i. Medrwn Môn's whole operation pivoted to respond to Covid-19. Medrwn Môn run a Voluntary Sector Single Point of Access and Social Prescribing Programme called Môn Community Link, and this service with its phonenumber and email, was used to co-ordinate the community support element of the response. This phonenumber was used to identify Volunteers, Volunteer-led Area Team Co-ordinators and used as a referral route for people that needed support. The numbers of people Môn Community Link supported through the COVID period increased with the service receiving 146 new individual referrals in the 20 week period and there were 134 calls to the emergency line set up by the Council to provide information on community support.
- j. This approach meant that Medrwn Môn had to change the way they delivered their services from face-to-face contact to telephone calls and no home visits unless absolutely necessary. However, the offer of Medrwn Môn's services did not change and in many ways, they were enhanced as they were able to support the establishing of 36 Volunteer-led Area Support Teams consisting of over 850 volunteers. This established the Môn Volunteer Bank. Those vulnerable people on the Island were still able to receive vital shopping and essential items, medication deliveries, food parcels and information about what services were available to them during the last 20 weeks.
- k. Between March – June, 2020 the food banks saw a significant increase in demand as many households experienced a loss of income because of lockdown restrictions. Two pop-up food banks were quickly established in Llangefni and Holyhead to help food banks already based in Holyhead and Amlwch.
- l. The food banks have seen demand for food parcels increase by 400% in comparison to this time last year:
  - Since lockdown, a total of 1,440 parcels were delivered by all food banks on the Island. This amounts to the total value of almost £40k worth of food stock. Through various fundraising efforts, the food banks have sufficient stock levels and funding in the event we face a surge in infection levels. Foodbanks have also diversified to offer both fresh and frozen food items as part of their food parcels

- The Neges project delivered 2858 parcels on Anglesey. Since mid-March, Neges have supplied in excess of 3,000 boxes for over 8,000 people, all contents from local food chain suppliers.

### 5.1.3 Outcome

- a. The Partnership working between Anglesey Council and Medrwn Môn under the Pooled Budgets SPOA & Social Prescribing Programme, Môn Community Link, meant that information could be shared seamlessly about individuals who would need help and enabled different methods of engaging those individuals to be used to ensure no one was left without any form of support. Over 3,000 people were contacted as part of this process.
- b. The information sharing meant and our joint reporting procedures also meant that individuals could be cross-referenced across partners and issues escalated quickly for response when needed.
- c. The volunteers in the Area Support Teams received comprehensive guidance, with Area Team Co-ordinators being linked to their local Môn Community Link Local Asset Co-ordinator so that they were able to directly refer anyone needing additional help for support to their Local Asset Co-ordinator.
- d. Over a 20 week period Volunteer Area Support Teams and Môn Community Link have provided the following:
  - 1,800 prescriptions delivered
  - 8,426 Keeping In Touch calls
  - 160 Referrals to Foodbank/Neges
  - 12,125 Good Turns for 1689 people (to first week in August)
- e. From this Medrwn Môn have also been able to support the establishment of 8 Good Turn Schemes from the existing support teams, to ensure that we retain volunteers and that this kind of support continues long-term. These 8 will join 3 previously established Good Turn Schemes that adapted their ways of working under COVID to make sure that the majority of the Island was covered.
- f. As we move into the PROTECT Phase, this will strengthen the offer and Medrwn Môn will support the Good Turn Schemes with the current staff provision under the Môn Community Link programme and the wider Third Sector.
- g. The Council has had to be more flexible and innovative in the support we provide for carers.
- h. Continued tailored support through telephone/video/ online contact, keeping in touch calls, responsive emergency grants, specific information and advice to include financial concerns, low level advocacy, referral and signposting to community based support to include food banks, virtual groups, travel letters, protective masks for carers, specific newsletter and sharing of concerns to appropriate bodies, support to carers upon new discharge procedures and support to carers of individuals living with mental health. Over 3000 contacts were made with carers during this period.
- i. Alzheimer's Society have established a new temporary Covid response service called 'companion calls'. The companion calls offer a social check in to people affected by dementia by a trained volunteer on a regular basis.
- j. Social Workers have been supporting carers by keeping in touch with them on a regular basis by phone. Home visits following a risk assessment and strict social distancing guidelines have also taken place over the past few weeks.

- k. Social Workers, Team Around the Family Workers and Youth Workers kept in touch with vulnerable children and their families, delivering Free School Meals, providing activity bags (over 600 in total) and providing advice and guidance to parents who were struggling throughout this period.
- l. The non-availability of day care and respite care has resulted in an increase in carers sitting service at home and this was provided.
- m. The Council has also pivoted ICF funding to deliver more singing for the brain programme run by the Alzheimer's Society. We are also working on developing a virtual community hub programme with 4 of our community hubs and one of the area volunteer teams. 120 electronic devices along with a 90 day data bundle has been purchased for members of the hubs who are not connected to the internet. A final draft of the website will be ready by the beginning of September.
- n. The Medicine collections required an extra piece of work with Anglesey GP Clusters funding DBS checks for volunteers recruited by Medrwn Môn. Extra risk assessments and work with BCU Head of Pharmacy and Medicines (West) meant that Medrwn Môn were able to put this in a couple of weeks, almost a month prior to the programme put in place by Red Cross.
- o. In response to the pandemic we adapted the way we provided that support, however the type of support offered only changed slightly in that access to food became a priority issue for many of the people we were contacted by.
- p. Through COVID the way we provided our services changed so that telephone and online services from staff was complimented by the direct work on the ground from our volunteer led Area Support Teams. We quickly realised however, that our communities began to request different types of support as they became more lonely and isolated. Whilst the frequent Keeping in Touch Calls were provided, individuals wanted more activities to keep them busy. Anglesey Council worked in partnership with Age Cymru Gwynedd & Môn and Medrwn Môn to secure money to run a virtual community hubs website. This pilot is being developed with a handful of our community hubs and a couple of our Area Support Teams and will offer the most vulnerable and isolated in those areas a chance to take part in online group activities, virtual tours of local landmarks, and online events.
- q. For us on Anglesey, the pandemic has served to strengthen our Building Communities Model and has moved us along at a faster pace towards building more resilient communities that are able to support themselves and to work in partnership with us to identify when and how they want services to become involved.
- r. We are currently re-introducing a phased opening of day services following corporate risk assessment process. All services provided by the children and families department have returned to face to face interactions primarily. Parenting groups will continue to be provided virtually.
- s. During the height of the pandemic the 36 Area Support teams had over 850 volunteers, and Medrwn Môn did a specific piece of work around trying to understand what capacity those teams had to deliver at weekends, evenings and if numbers of requests were to rise. All teams reported that they could cope if demand for their help rose and felt that at times, they had more volunteers than actually needed.
- t. Over the past few weeks Anglesey Council and Medrwn Môn have been working with Third Sector organisations to look at their individual 10 Lessons Learned from the last 5 months. Each organisation has provided their Lessons Learned and The Steering



Group are currently looking at them collectively so that we can identify similarities or differences across the organisations so that we are able to plan for a potential second wave or a shift towards the PROTECT phase. What has become apparent across the board is that information sharing, and the way information was shared during the period was a positive across all partners.

- u. Children and Families Services which includes the Youth Service, together with the Leisure Service and the URDD provided Summer Play Hubs for vulnerable children across Ynys Mon.
- v. Information distributed by the Teams included contact information for their local Area Team Co-ordinator and what the Teams were able to provide. Some areas printed and delivered COVID specific newsletters with information about the Teams and the activities they had been doing during the pandemic.
- w. Accessibility and language considerations are always discussed between partners. This is especially important as the topic of COVID and the levels of information being shared were particularly confusing for many.
- x. We made sure that our Bulletins, newsletters, guidance, leaflets etc were easy to read and understand, both in Welsh and in English. We also produced a number of short videos for social media. These videos were particularly helpful in the beginning where we identified gaps in Area Support Teams and used these videos to recruit volunteers, we also used them to share volunteer stories and to thank those that had helped.
- y. 37 local volunteer teams (Area Teams) operating 860 volunteers during the initial Covid-19 surge. From 23<sup>rd</sup> March to 31<sup>st</sup> August 2020 a total number of 11,673 good turns. It is important to add that good turns continue to go forward despite the relaxation of lockdown - measures, however we have a cohort of Anglesey residents who have lost their confidence in going out and shopping.
- z. Menter Môn created an interactive map of each Volunteer Co-ordinators' details which was widely shared. So far this interactive map has attracted 36,632 views. This includes a concerned daughter based in Canada trying to establish local support for her elderly mother on Anglesey.
- aa. Area Teams are now part of the Island wide roll out of training for Volunteers that was originally trialled in Mechell and Twrcelyn. Volunteers will be offered training in GDPR, Domestic abuse Safeguarding. This training is being administered by IACC HR team via e-learning. The training can be utilised to support and improve volunteer knowledge and skills regarding critical areas such as safeguarding. It can also support volunteers who are long term unemployed to gather new skills and knowledge in order to improve their career prospects. It is believed up to x 600 volunteers will be trained via the IACC e-learning training system.
- bb. Menter Môn's Ciando project: a project to provide accommodation to key workers in Gwynedd and Môn on a temporary basis to reduce the risk of them infecting their families during the outbreak. 47 employees located and a total of 144

accommodation registered. Worked in partnership with accommodation company, Dioni. The evaluation is currently under way.

- cc. Menter Môn's Banc Amaeth / Agri Bank: 11 registered, and one smallholding on Anglesey has been able to benefit from the sheep shearing scheme as the farmer is ill.
- dd. Menter Môn's Selog: 12 resource packs including worksheets and answers, 37 video clips to support the activities, a facebook site created to share the products with parents - 620 followers, and 926 followers on Twitter. The work has been streamed nationally through the Hub, and there is evidence of its use beyond Anglesey
- ee. CAB Ynys Môn spent time liaising with grant funding bodies and businesses in order to seek financial support to sustain the food banks. This has been very effective, and has gained around £100,000 of funds for Anglesey Food Banks which can supply up to 50 tonnes of emergency supplies. Based on peak levels, there is sufficient funding and stock at our food banks for a period of up to 24 months.
- ff. The number of referrals received for intervention via the Housing Support Grant, which was previously recognised as the Supporting People Programme, has increased significantly, during the Covid-19 period. It would appear from an analysis of the week commencing 24.7.2020, that the number of individuals or families who have required intervention via the Housing Support Programme, is significantly higher than the total of commissioned units from the money disseminated by Welsh Government.
- gg. A total of 676 units of housing support units are commissioned per week, with one unit commensurate with one individual or family, However, the data collected and analysed via the Single Point of Access (SPoA) highlights that 734 units of support were provided, with 639 receiving floating support in their own homes or rented properties and 95 in designated supported accommodation. Furthermore, there are 26 cases, either waiting for an assessment or on a waiting list for a service, with all of our 10 commissioned providers delivering higher numbers than their contractual obligations. It is therefore reasonable to assume that given the 58 units currently being provided above the total numbers commissioned and the 26 waiting for an assessment or on the waiting list, that we have a total surplus demand of 84 cases at present. It should also be noted that this data does not include approximately 55 others in emergency accommodation, such as bed and breakfast.
- hh. Further analysis of the Housing Support Grant data has highlighted, an increase in the need for intervention in domestic abuse case, during the lockdown period, despite the fact that a number of incidents have only recently been reported, following the removal of some restrictions imposed due to Covid-19. Consequently, with increasing number of perpetrators away from the household, victims / survivors have taken the opportunity to report matters to the relevant authorities. There has also been a noticeable increase in cases involving mental health, substance misuse, and general homelessness. Furthermore, it has been evident that cases are becoming more complex, with a numerous issues requiring intervention and support, with increasing examples of this in our older people service (aged 55+). Without doubt, we have witnessed a clear shift in case intensity from low to medium to a medium to high level, where provision needs to move from a preventative approach, which has been the case historically, towards one focused on targeted and specialist early intervention.

- ii. Five innovative individual wellbeing projects were delivered aimed at various groups, led by Housing Services in collaboration with various partners. Funding, in the main, was sourced by Medrwn Môn via various grant streams including the National Lottery. Groups included Children with disabilities / Adults with learning disabilities and those supported by the Housing Support Grant / North Anglesey Children funded by Magnox / Children on the child protection register and looked after children / Council housing tenants. Wellbeing packs offered gardening resources or indoor resources in order to support wellbeing. Over 1,000 residents received wellbeing packs and positive outcomes reported. Individualised reports for each project are available through Housing Services. Deliveries for these projects were undertaken as a multi-agency approach between Clwyd Alyn and SKY.

## **5.2 Community Tensions / Cohesion aspects**

### **5.2.1. The challenge**

Community Tension can vary by definition depending on a given context or situation. Welsh Government have previously stated in a National Community Cohesion Plan that Local Authorities need to recognize and respond at an early stage to address community tensions and that a community tension monitoring process need to be put in place to respond to local issues. For this to be delivered effectively, it is necessary that the number of potential incidents are identified through tension monitoring systems which are sustainable and are responsive to emerging tensions when and if they arise.

**5.2.2. Tension Monitoring Network** – A new Sub-Regional Tension monitoring group was established for the purpose of obtaining sharper intelligence with input from Police District Inspectors from Llangefni, Caernarfon, Dolgellau, Portmadog and Llandudno during the pandemic. As the pandemic developed, stronger links were established with licensing and other agencies e.g. National Park, Maritime etc. Links were also strengthened with third sector organizations through a weekly North Wales Community Resilience Group, and through weekly meetings with designated County Community Cohesion leads and with Welsh Government to provide and receive updates from other regions of Wales.

A 'Community Tensions reporting Form' was sent to all Town and Community Councils in Anglesey to report concerns and incidents of community tensions and in order to create stronger links from grass-root communities.

Twice weekly tension monitoring report was prepared for management teams in the three counties with tensions ranked as high, medium and low, together with the latest police incident statistics on Covid19 related incidents, national tensions, hate and other types of crime etc.

As the pandemic extended, and in order to develop practical operational responses, local Tension Monitoring Groups were established in each county, which involved input from partner organisations e.g. NRW as well as representatives from Highways, Maritime, Housing, Trading Standards, Environmental Health, Police, LA Communications Team etc.

In addition, there was regular contact with local BAME organisations to monitor any hate crime or community tensions e.g. NWAMI, NWREN, Victim Support etc. and a new private sector housing Antisocial Behavior Group was established with Environmental Health and the Police playing a leading role.

**5.2.3. Community Tensions** – The Community Cohesion Team were involved in monitoring several types of tensions during the pandemic, however the table below contains a sample of matters which affected community tensions on the Isle of Anglesey:-

No.	Tension Issue
1.	Religious Centers Closing e.g. Bangor Mosque which serves Anglesey
2.	Holiday makers disregarding restrictions – fear of incomers by locals
3.	Youths roaming around estates together in large groups (breaking restrictions)
4.	Huge number of negative posts on social media (hate crime related)
5.	Heavy occupation of second homes e.g. Rhosneigr, Rhoscolyn etc.
6.	'Close the Bridges' Facebook page calling for the army to be involved
7.	Graffiti and signage – “go home, visitors you are not welcome” messages
8.	Local beach access roads being closed or illegally blocked e.g. Aberffraw
9.	Threats of vigilantism e.g. encouraging people to throw stones at visitors or worse
10.	Large groups of people having parties – thereby breaking lockdown rules
11.	Numerous instances of unauthorised 'wild camping'
12.	Significant rise in hate crime incidents compared to last year to date
13.	Attacks on Police & Public service officers e.g. spitting
14.	BAME communities being more at risk to CV19
15.	Concerns about factory workers travelling together to work e.g. '2 Sisters'
16.	Roads to beaches and homes being blocked by double-parking on lanes
17.	Significant CV19 outbreak at the '2 Sisters' factory, Llangeifni
18.	Continued rental of 'Air B&B's' during lockdown
19.	Some campsites initially flaunting CV19 lockdown rules
20.	Youths congregating in parks in large groups
21.	Reports of increased levels of domestic abuse and violence in homes
22.	Siting of homeless pods in a residential area in Llangeifni
23.	Fear of Gypsy and Traveler convoy returning to Ireland with deceased
24.	Sensitivities of various religious festivals during lockdown e.g. RAMADAN, EID, Jewish Festival etc.
25.	Burial limitations due to religious requirements during lockdown
26.	Lack of availability of PPE for front-line keyworkers
27.	Stockpiling of foods and supplies and shortages in e.g. corner shops
28.	Implications of schools re-opening following a local outbreak
29.	Motor homes and caravans locating themselves in unauthorized sites
30.	Threat of criminal damage to 5G mobile phone masts
31.	CV19 Fraud (different instances, contexts and settings)
32.	Open-air drug-dealing on Council Housing Estates (linked to county-lines)
33.	Burglaries of empty properties (business and private) during lockdown
34.	Increased antisocial behavior at homeless B&B's and housing estates
35.	Media activity hyping up local concerns about coronavirus (sensationalism)

36.	Lack of availability of local CV19 testing stations across the Island
37.	Availability of medical supplies to pharmacies due to increased demands
38.	Concern about future of care and nursing homes due to the pandemic
39.	Worry that there were not enough ventilators or oxygen supplies in place
40.	BLM protests in Bangor and Caernarfon – attended by Anglesey residents
41.	Statues and commemorative structures at risk following BLM
42.	Visitors breaking lockdown regulations and travelling to N Wales for picnics to and beauty spots for the day/weekend
43.	English-Welsh and Welsh-English tensions driven by local/visitor tensions
44.	Lack of clarity regarding CV19 regulations in Wales (from Welsh Govt.)
45.	Traffic and parking issues in several well-known hotspots e.g. Newborough
46.	Increased litter and overflowing bins at certain tourist destinations
47.	Overpopulated beaches and little social distancing on popular beaches
48.	Parking offences on approach roads to busy beaches & tourist destinations
49.	Increase in fly-tipping due to recycling centres being closed
50.	Graffiti daubed on the Marquis of Anglesey's Column in Llanfairpwll

**5.2.4. Outcome** - The above community tensions have necessitated various responses from various partners and organisations including departments of the County Council. Some of the community tension monitoring groups have now reduced their meeting frequency but a new Community Cohesion Forum has been established to support a more robust and sustainable framework going forward for the Autumn and Winter, which should provide a cleaner mechanism for partnership working with e.g. the BAME sector and key partners like North Wales Police and BCUHB.

### 5.3 Collaboration in terms of Testing and TTP

#### 5.3.2 The challenge

- a. Welsh Government published the 'Test, Trace, Protect Strategy'<sup>3</sup> for testing the public and tracing the spread of Coronavirus in Wales. (<https://gov.wales/test-trace-protect>)
- b. The Plan outlined three major activities that needed to be progressed:
  - Population Surveillance
  - Sampling and Testing
  - Contact Tracing and Case Management
- c. The Strategy outlines a three-tiered approach to Contact Tracing in Wales – National Tier, Regional Cell and Local Cell
- d. Effective delivery of the strategy could not be met from the health protection resources within Public Health Wales or Local Government and as a result the nature of the patient identifiable information collected and distributed meant that the resource would be sought from the redeployment of existing public sector workers
- e. The use of a non-specialist workforce is essential to allow specialist resources in Environmental Health Officers and the health protection teams in Public Health Wales to focus on the more complex tasks and outbreaks

<sup>3</sup> Test, Trace, Protect Strategy published by Welsh Government on 13<sup>th</sup> May, 2020

- f. IACC, based on the experience of the Ceredigion pilot, volunteered to establish and pilot a Contact Tracing process on the Island to inform the development of a Regional Model.

#### 5.3.3 How the Council responded

- a. IACC, along with all other Local Authorities in Wales, recognised it had a key role to play in mobilising local tier activity in line with National Guidance
- b. Local authorities focused on the establishment of the local cells whilst influencing and engaging to ensure the Regional Cell was effectively established to meet local needs
- c. The IACC reviewed the Strategy and liaised other Local Authorities, PHW and BCUHB to establish a Contact Tracing pilot project on the Island to inform the development of the Regional TTP approach
- d. In establishing the TTP Pilot and subsequent Regional approach, the Council re-deployed staff to the following roles within the Local Cell:
  - i. Business Support Manager
  - ii. Contact Tracer
  - iii. Contact Advisor
  - iv. Administrative Support
- e. Environmental Health Support was provided by the Public Protection function
- f. Clinical and Public Health support was provided by the Regional Cell which was led by PHW/ BCUHB
- g. Once the contact tracing process was operational the Council focused, along with other North Wales Local Authorities, PHW and BCUHB in establishing and embedding the service on a longer term basis – this included reviewing workforce need and adopting an employment model, data protection, governance etc.
- h. £11.2M was secured from Welsh Government to ensure the TTP Strategy is delivered until March 2021
- i. An employed team is now in place to ensure the Contact Tracing process is effectively delivered until March, 2021.

#### 5.3.4 Outcome

- a. An effective Contact Tracing process
- b. A proactive response enabled the Council to mobilise the local tier quickly and effectively in line with the national and regional approach with the aim of reducing the risk of infection and the spread of infection within the Island's communities, reducing the number of hospitalised cases and ultimately lowering Covid-19 mortality rates
- c. The 2 Sisters outbreak was effectively managed and did not spread into the community
- d. The Contact Tracing process continues to operate effectively.

### 6 **LESSONS LEARNED AND WAY FORWARD**

In dealing with any emergency there is a need to reflect and learn and capture key information to inform future planning. An initial reflection and learning exercise was undertaken in late June 2020. This took the form of a SWOT analysis (strengths, weaknesses, opportunities, threats) which was completed individually by members of the management team in Service areas and collated into a single submission by the

Head of Service/ Director. Following further review and consideration, the Strategic Leadership Team (SLT) agreed the standout issues from a corporate perspective:

### **Strengths**

1. Information Technology has enabled effective home working (business continuity)
2. Top down communications have been effective and positive
3. Collaboration internally and with partners has been important and effective (building on arrangements pre-COVID)
4. Most of the workforce has adapted quickly and effectively to a different way of working and/ or new requirements (new behaviors and capabilities)
5. Workforce resilience and commitment
6. Carbon reduction and environmental benefits (need to measure/ quantify)

### **Weaknesses**

1. Information Technology difficulties at home (broadband, slowness of citrix etc.)
2. Resilience and flexibility of telephony system
3. Continued use of paper processes in some areas with dependence on manual processes (photocopying, scanning etc.)
4. Difficulties of home working for some staff – inability, unsuitable workspaces, self-isolation, overseeing performance, supporting, managing from distance, welfare etc.
5. Challenge of long hours, ensuring work life balance, and ability to take time off for some staff
6. Inconsistencies in management and leadership styles, capabilities, and behaviors impacts on staff and outputs

### **Opportunities**

1. Further exploit Information Technology – virtual meetings, electronic processing, office 365, communication etc.
2. Achieving a better balance between office and home working, with work-life balance and well-being benefits
3. Reducing Service silos, working more thematically across the structure to improve awareness, understanding, and performance
4. Reviewing how services are structured, delivered, and associated processes utilised to improve performance and effectiveness
5. Improve efficiency by reducing travel times to meetings, mileage, need for office space and manual processes
6. Mainstreaming environmental, climate, and decarbonisation benefits by adopting new working policies, protocols, and practices

### **Threats**

1. Business continuity and resilience dependent on Information Technology
2. Working from home can be intense and lonely or some staff, impacting negatively on team cohesion and ability to integrate new staff
3. Lack of ability to recognise and adopt new dynamic digital solutions (with resistance to change from some staff)
4. Resilience, capacity and capability in some key work areas is shallow and slender
5. Negative personal welfare and wellbeing impacts on some staff, with demands and uncertainty creating stress and anxiety (difficult to detect, support, and manage remotely)
6. Some staff unable to adapt and change, becoming a barrier to progress and impacting negatively on their own wellbeing
7. Moderating internal controls increases risks and likelihood of non-compliance, fraud, errors etc.

The output from the SWOT analysis process, as summarised above, is being utilised to inform and influence the organisational development recovery action plan (and associated decisions on resources).

## **7 RECOVERY PLANNING AND ARRANGEMENTS**

- 7.1 The report submitted to the Executive on 13<sup>th</sup> July and 17<sup>th</sup> August reported on the Council's framework and recovery work streams. In the first instance, the recovery work programmes will be reported to the Corporate Transformation Board, which include Scrutiny Member input. Then, summative reports will be submitted to the Scrutiny Committees. This will provide the opportunity for the Committee to scrutinise progress on the delivery of key thematic areas and shape the Committees' work programmes in moving forward.

### **6 – Equality Impact Assessment [including impacts on the Welsh Language]**

N/a

### **7 – Financial Implications**

### **8 – Appendices:**

#### **9 - Background papers (please contact the author of the Report for any further information):**

Scoping Paper: Partnership and Regeneration Scrutiny Committee, 21/09/2020.  
Scrutinising Community Aspects of the Council's Response to the Covid-19 Emergency

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**Date: 07/09/20**