

Isle of Anglesey County Council	
Report to:	Executive Committee
Date:	29 th November 2021
Subject:	Transitional Plan
Portfolio Holder(s):	Councillor Dafydd Rhys Thomas
Head of Service / Director:	Dylan Williams - Deputy Chief Executive
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Local Members:	n/a

A –Recommendation/s and reason/s

It is recommended that the Executive –

Propose adoption of the Transitional Plan to the County Council which will provide the operational parameters for Officers to deliver key strategic objectives through defined actions during the Island’s immediate post-pandemic recovery period.

This plan evolves from the 2020-22 Annual Delivery Plan.

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

Do nothing and keep Annual Delivery Document 2020-22 as the document providing operational direction for the period noted.

Decided to develop the Transitional Plan in order to provide assurance and direction in the immediate post pandemic recovery period through revising and refining objectives for delivery during the 12 month period prior to gaining adoption of a new Council Plan under the new administration post May 2022.

C – Why is this a decision for the Executive?

This matter is delegated to the Executive prior to progressing to Full Council.

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

Yes, as it outlines key priorities and aspirations during the immediate post pandemic recovery period and bridges the time period between the current County Council administration and the new administration post May 2022

The priorities are also in line with and in keeping with the Council's current wellbeing objectives as set out in the Council Plan 2017-22 adopted by full Council.

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

The finances required for the realisation of parts of the transitional plan are evidenced in the current Council budget.

Further investment and financial implications will be met through the future budgetary setting process and external grant funding support.

These will consist of revenue, capital, grant and HRA investments.

Dd – Assessing the potential impact (if relevant):

1	How does this decision impact on our long term needs as an Island?	The content of the Transitional Plan outlines a number of priorities that will impact on the long term needs as an Island e.g. new school provision in Llangefni / new Extra Care provision in the South of the Island / greater number of houses being developed for future generations, construct new business units and improving visitors infrastructure at popular locations to improve local residents and visitor experience.
2	Is this a decision which it is envisaged will prevent future costs / dependencies on the Authority? If so, how?	A number of projects prevent future costs and dependencies by – <ol style="list-style-type: none"> 1. Decreasing existing repairs and maintenance costs e.g. new schools. 2. Allowing greater independence amongst older adults through the provision of a new Extra Care facility 3. Provide opportunities for businesses to flourish through the development of new business units in Llangefni and Holyhead 4. Facilitate opportunities for healthy activities via the Leisure Cycling & Active Travel programme of works 5. Further develop Cartrefi Clyd to enable children to have the provision closer to home therefore reducing the need to provide out of county care into the future.
3	Have we been working collaboratively with other organisations to come to this decision? If so, please advise whom.	A number of elements related to the planned delivery of the Transitional Plan have and will require collaborative working with others over the period for implementation. These will be evidenced as delivery is realized over the forthcoming period.

Dd – Assessing the potential impact (if relevant):		
4	Have Anglesey citizens played a part in drafting this way forward, including those directly affected by the decision? Please explain how.	Anglesey citizens have played their part in the drafting of corporate wellbeing objectives and will undoubtedly play a part in the development and realisation of different associated work-streams.
5	Note any potential impact that this decision would have on the groups protected under the Equality Act 2010.	Not applicable - Impact Assessments will be undertaken on associated work-streams of the Transitional Plan in order to assess the impact of changes on equality.
6	If this is a strategic decision, note any potential impact that the decision would have on those experiencing socio-economic disadvantage.	Not applicable
7	Note any potential impact that this decision would have on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.	Not applicable at this stage - Impact Assessments will be undertaken on associated work-streams of the Transitional Plan in order to assess the impact of changes on the Welsh language and ensuring the Welsh language is treated no less favourably than the English language.

E – Who did you consult?		What did they say?
1	Chief Executive / Senior Leadership Team (SLT) (mandatory)	This was considered by the SLT and their comments are reflected in the report
2	Finance / Section 151 (mandatory)	No further comments
3	Legal / Monitoring Officer (mandatory)	No further comments
4	Human Resources (HR)	
5	Property	
6	Information Communication Technology (ICT)	
7	Procurement	
8	Scrutiny	This report was discussed in the Corporate Scrutiny Committee on the 16 November 2021
9	Local Members	

F - Appendices:

Appendix A - Transitional Plan

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

Annual Delivery Document 2020-22
Council Plan 2017-2022

**Transitional Plan– Anglesey (post
pandemic)**

Isle of Anglesey County Council

Author:

Date:

1. Introduction

The initial coronavirus pandemic period was challenging and difficult. It remains uncertain and challenging for everyone – the dangers remain.

Many families, friends, neighbours, communities, and colleagues have been impacted in different ways during this last 18 months. As an Island we must continue to move forward together by adapting further, learning to live with the virus, and continuing to support the vulnerable and those close to us.

The focus now is on continuing to play our role in a world which lives with Coronavirus. Anglesey will need to respond with agility and innovation to manage risk and shape future opportunities as the next normal emerges.

The County Council remains committed to providing essential key services in a safe manner, whilst further adapting what and how we do things to meet the future and evolving needs of the Island. IACC has been part of a local, regional and national response, collaborating, but contributing to the delivery and implementation of national plans, regulations, and guidance. Compliance continues to be important, managing the effects of covid and meeting statutory requirements is challenging due to capacity issues.

This plan will outline key priorities and aspirations during the immediate post pandemic recovery period and will bridge the time period between the current County Council administration (and [Corporate Plan](#)) and the new administration post May 2022.

2. Responding to the Pandemic

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 has been responsible for local decisions and to deliver relevant national legislation and guidance.

The first positive Covid-19 case was reported on Anglesey on the 11th March 2020. Following the UK Government advice for everyone in the UK to avoid all 'non-essential' travel and contact with others, an Emergency Management Response Team (EMRT) first met on the 18th March 2020. This has continued to meet virtually through the pandemic period.

The EMRT ensured that decisions were timely, evidence based and consistently implemented in response to key issues and risks.

Since the autumn of 2020, all formal Council meetings and Committees have been held and recorded using Zoom. As every Committee meeting is now held remotely, the Council has decided to live stream every meeting via its [YouTube channel](#) so that members of the public can view the meetings in real time.

3. Dealing with the Pandemic

Dealing with the Covid-19 crisis has been a significant challenge for the Council - not only in maintaining front-line services and conducting normal business where possible, but also in ensuring health and safety arrangements are in place to protect the Council's staff whilst providing those services.

At the start of the pandemic governance arrangements were amended to operate under emergency conditions.

Office based Staff were asked to work from home wherever possible and numerous staff from all Services were redeployed to undertake essential additional work related to the Covid-19 pandemic. Inevitably, because of this, some day to day work had to be suspended or cancelled. Over the past year we prioritised;

- a) Maintaining frontline statutory services,
- b) Implementing new services in direct response to the crisis,
- c) Protecting and safeguarding the Council workforce,
- d) Protecting and supporting vulnerable individuals and children of key workers in Care Hubs,
- e) Implementing national guidance,
- f) Administrating national grants e.g. business support; direct payments for free school meals
- g) Workforce adaptation to enable different ways of working
- h) Re-allocating staff duties in order to work on the Test, Trace and Protect initiative
- i) Dealing with numerous challenges relating to COVID 19 clusters and increasing cases
- j) Regular communication and information sharing
- k) Co-operating effectively at a local, regional and national level, and
- l) Supporting BCUHB in the Regional Vaccination roll out across the County

Day-to-day work (business as usual) has continued during the pandemic, the commitment, resilience and selflessness of front line service providers across several services has been adapted to keep the workforce and residents of the Island safe.

As the regulations eased, a number of staff have continued to work on the front line, others have returned to the physical working environment, whilst some office-based workers have continued working remotely. During this next phase of adapting to live with coronavirus the Council intends to see the safe, gradual return of increased numbers of office based workers within a hybrid working model in a controlled manner to mirror the economy at large. This will initially be in a pilot programme, enabling monitoring, learning and further adaptation to protect workers and meet business needs.

This will be imperative in order to realise our strategic plans for the future and ensure we continue to operate in a safe and effective manner within a new way of working keeping the health and well-being of our staff and residents at the forefront of our decision.

4. The Immediate Future (next 12 months)

Adapting further during this new period with reduced restrictions and increased uncertainty will continue to be challenging. We believe that the Council can play its part to enable our workforce, communities, businesses, other groups and organisations to realise the revised post pandemic strategic objectives of –

- a) **Re-energising the local economy and embedding positive economic change**
- b) **Enabling the visitor and hospitality sector to capitalise on the Island's increased popularity whilst protecting our assets and communities**
- c) **Maintaining and modernising critical community services such as Care and Education across the island.**

These objectives will be informed by the need to transition into carbon neutral Local Authority 2030 and respond effectively to the climate change emergency, new local government legislation and the future generations and wellbeing act.

New ways of Hybrid working for staff and elected members will be an imperative requirement and will be integral to success. With that in mind an organisational development plan will be realised within the Council to further develop working practices, update HR policies and protocols, update technological broadcasting provision of committees whilst also enabling and ensuring that staff wellbeing is placed at the forefront of the new delivery mechanisms. This Transitional Plan builds on and evolves our Annual Delivery Document 2020-22 and sets out the agenda for the remainder of the term of this Council, May 2022 and then the following 6 months up to November 2022.

There will be a continued importance and commitment to working collaboratively and in partnership at all levels with partners such as the WLGA / 3rd sector and local communities to maximise outcomes and respond to changing needs, demands and opportunities. Integral to any success will be the sufficient funding of local government in a post pandemic era.

5. Monitoring and delivering

As can be seen the challenge is significant, with the need to adapt and change further considerable.

The objectives described above will be structured within a clear programme management framework led by the Senior Leadership Team (SLT) and Executive to effectively maximise outputs and outcomes from the available resources and expertise within the organisation.

The “agenda” therefore needs to be structured in a way that ensures clarity of prioritisation and responsibility, direction and accountability, ensuring that the initiatives are “joined up”, and which allows for effective progress monitoring and reporting.

This will be realised through regular SLT meetings (strategic) and scheduled Corporate Programme Board meetings (bi-monthly) which will each oversee a specific programme of work and report on progress through to the Executive.

Planning for the future, realising corporate wellbeing objectives and ensuring the delivery of day-to-day service responsibilities have never been more important.

6. Delivering the Objectives

a) **To re-energise the local economy and embedding positive economic change so that we can ensure that our people will flourish and reach their long term potential, we will -**

1. Construct 6 new business units on the Bryn Cefni Business Park, Llangefni and prepare an additional 6 plots for sale on the open market. Construct 7 new business units at Penrhos in Holyhead (in collaboration with the Welsh Government)
2. Deliver projects identified in the North Anglesey Economic Regeneration Action Plan, including:
 - North Anglesey Small Business and Community Grant fund
 - Amlwch Port Signage Strategy
 - Concept proposal for parkland on Cymdeithas (formerly Anglesey Charitable Trust Land at Amlwch Port)
 - Continue to pursue opportunities for new business unit provision
3. Strengthen the role of Holyhead and the Port as a key International 'Gateway' by working with partners to deliver a range of projects, including:
 - Repair of the Breakwater
 - Development of the Port including land reclamation
 - Holyhead Hydrogen Hub
 - Station improvements
4. Continue to deliver on a green, sustainable recovery and enhancing the vitality and viability of Town Centres
 - Undertake an audit of Anglesey town centres to identify potential improvements
 - Address empty and problematic buildings
 - Develop and deliver landscape and tree planting projects

5. Continue to progress the Energy Island Programme
 - Engage and influence the development of a potential new nuclear power station at Wylfa
 - Work with major project developers to ensure their proposals deliver local benefits, and mitigate negative impacts
 - Review and update the programmes purpose and objectives to be more aligned with UK Government and Welsh Government's climate and energy policy, requirements, and commitments
6. Support the delivery of the North Wales Growth Deal (Covid recovery prospectus) to support the priority areas to help our economy to recover in the short term.
7. Establish a new Port Health Authority to undertake new border control responsibilities and checks.
8. Develop and pursue UK Government Levelling Up and Community Renewal Funding support.
9. Work with local businesses to empower and enable them to exploit opportunities provided by Council contracts through a revised procurement process.
10. Continue to deliver Welsh Government grants to businesses.

In doing so, we will support businesses, work to increase employment levels, lay the foundations to begin restructuring the local economy to ensure increased resilience and possible growth in the future. We will also support the recommencement of a safe and sustainable trading environment and develop new and innovative ways, in partnership, to deliver a green recovery that prioritises sustainable economic growth, addresses climate change and respects the natural environment.

- b) **We will work with our communities and partners to ensure they can effectively cope with change whilst protecting the natural environments by enabling the visitor and hospitality sector to capitalise on the Island's increased popularity**

This will be accomplished by -

1. Preparing new Destination and AONB (Area of Outstanding Natural Beauty) Management Plans.
2. Investing to improve the quality and enjoyment of the Breakwater Country Park, Dingle and maritime infrastructure for the benefit of local residents and visitors.
3. Welcoming 40+ cruise ship visits to Anglesey / North Wales safely during Season 2022.
4. Delivering small scale visitor infrastructure improvements at popular locations to improve local residents and visitor experiences, as well as positively influence visitor behaviour
5. Establishing an Anglesey Leisure Cycling & Active Travel programme of works.
6. Changing the way we work with residents and communities by raising awareness and buy in to Place Shaping as a means of enhancing community resilience.

In doing so, we will sustain the appeal of the Island for residents and visitors alike and ensure that necessary safe and respectful behaviours are practiced.

The Council will continue to engage with the Island's tourism and hospitality sector, including the Anglesey Tourism Association, to ensure its activities respond to local needs and opportunities.

c) **Maintaining and modernising critical community services such as Care and Education across the island so that we support vulnerable adults and families and ensure we keep them as safe, healthy and as independent as possible. In order to do this, our plan includes the following -**

1. Ensure we reduce the requirement for emergency and temporary accommodation units by sourcing permanent homes for individuals who currently reside in temporary accommodation
2. Progress a new Extra Care facility in the South of the island
3. Progressing new primary school facilities in Llangefni
4. Building 83 new energy efficient homes with A energy performance ratings in line with our Low Carbon Strategy to meet local demand and ensure individuals within communities have opportunities to have affordable home across a wide range of tenures to meet their housing need.
5. Prepare and adopt a Climate Change Plan to protect future generations and communities
6. Review and re-commission Day Care provision for Adults with Learning Disabilities
7. Review and re-commission Supported Living provision for Adults with Learning Disabilities
8. Further develop Cartrefi Clyd on Anglesey in Rhosybol, Holyhead and Llangristiolus with a view of offering respite and Day Care service for children with a disability.

We will continue work in partnership (and aim to improve further) with public, voluntary and private sector partners and our communities to deliver meaningful support whilst also retaining good practice, maximising capacity and expertise. We shall continue to learn and co-produce efforts that have developed and strengthened naturally throughout the emergency period whilst also exploring different options and working practices to contribute towards the transition of becoming a carbon neutral organisation.