PSB Meeting – Covid-19 Response

Summary of commonalities

New priorities going forward
- The North Wales Fire and Rescue Service, CCBC, DCC and NWP – Remain unchanged however some are more enhanced.

Expected priorities in the recovery period
- Efficiencies uncovered in Covid-19 e.g. use of technology, home working / remote working - Remaining ready to respond to a second wave - Interventions to prevent further spread - TTP - Learning from Covid – analysis of impact on communities and what can be kept as the new normal - Social distancing legislation and guidelines - Tourism / promotion of localism – balanced with social distancing and sensible behaviour - Addressing rise of habits in lockdown eg alcohol - Safeguarding

Anticipated strains
- Capacity - Restarting services that were ceased / altered and dealing with the back log - Wellbeing - Financial deficits - Economy - Inequalities - Brexit

Anticipated opportunities
- Collaboration / Partnership working - Rapid system change is possible - Enhanced use of ICT – Digital transformation - Appreciation of exercise and active travel

Jason Davenport – North Wales Police

- o **New priorities going forward**
  Policing priorities haven't changed for North wales Police and will be pretty static until the PCC elections next May.

- o **Expected priorities in the recovery period**
  Recovery phase for the police has begun with a number of strands linked to that, operationally what does policing look liked with restrictions being lifted and what do those restriction mean for policing legislation and tactics. How the crime has changed during the Pandemic and how do we prepare for a new normal. How our workforce blend is going to operate with an agile workforce and social distancing legislation in the workplace, whilst also delivering a 24/7 operation. Supporting staff who are not able to return to the workplace and understanding the welfare and wellbeing needs of those people. How we can optimise efficiencies that we have uncovered in COVID and make those BAU

- o **Anticipated strains**
  legislation challenges between England and Wales, how they are interpreted and applied. How we bring our workforce back into a workplace if needed and how to balance that opportunity. How do we use the efficiencies we have identified and what are the unexpected costs of those.

- o **Anticipated opportunities**
  Digital work streams have become more prominent. Agile working and estate management. Visibility in the communities and using the 4E approach to embed policing style with consent.

Helen MacArthur - The North Wales Fire and Rescue Service

The North Wales Fire and Rescue Service Improvement and Wellbeing Plan for 2020/21 set out 7 objectives which are identified below. These were due to be approved by the Fire and Rescue Authority (FRA) at its meeting of March 2020 but this was not possible due to Covid-19. Whilst these have not been formally approved they were circulated to all members of the FRA and remain the key principles used in decision making.

The strategic intent of the North Wales Fire and Rescue Service is to continue to provide an emergency response across North Wales, whilst putting the necessary control measures in place to reduce the risks associated with Covid-19 and to maintain the health safety and wellbeing of our staff and the communities that we serve.

In the early stages of the Covid-19 outbreak the internal focus was on taking action to ensure the safety of staff and communities in the uncertain and complex environment. This included the temporary suspension of certain activities whilst maintaining a comprehensive emergency response.

Although the situation remains uncertain, especially in relation to a second wave, the Service has been able to establish and internal transition cell. The aim of the transition cell is to manage the immediate imperatives arising from the relaxing of lockdown arrangements whilst maximising opportunities arising.

New priorities going forward	The objectives set out below remain valid and provide the Service with a decision making framework. The pandemic proved challenging but created an immediate imperative for change both in terms of what services were delivered by also how these were delivered.
Expected priorities in the recovery period	• The Service will undertake a critical review of activities to consider the learning from Covid-19 and assessment of whether changes can be implemented on a longer term. These include public facing elements such as safe and well checks, arson reduction, business fire safety, the Phoenix programme and also delivery of the Staywise educational programme. The use of technology will continue to be exploited where it is considered appropriate to do so. • Internally the benefits of home/remote working will be explored to aid efficiency

	and resilience as well as having a long term impact on the environment.
Anticipated strains	- Internal capacity – demand and opportunity for collaboration across the public sector will increase and these need to be carefully assessed against available capacity - Wellbeing – the long term impact of Covid-19 is not yet known for either staff or the public at large - Staff skills – the focus on improvement and changes to working arrangements require different skills and a cultural shift - Finance – the economic impact for the Welsh economy is not yet known - Uncertainty – the trajectory of the Covid-19 pandemic remains unclear and adds further complexity to decision making.
Anticipated opportunities	There is a willingness across staff and the public to change and consider different approaches

Objective 1: To work towards making improvements to the health, safety and well-being of people in North Wales.
Objective 2: To continue to work collaboratively to help communities improve their resilience.
Objective 3: To operate as effectively and efficiently as possible, making the best use of the resources available.
Objective 4: To continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders.
Objective 5: To maintain a suitably resilient, skilled, professional and flexible workforce.
Objective 6: To develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment.
Objective 7: To ensure that social value and sustainability are considered, including during procurement processes.

Judith Greenhalgh – Denbighshire County Council

- **New priorities going forward**

  o Nothing has changed in terms of new priorities going forward but we have a review on the 29th of July.

- **Expected priorities in the recovery period**

  o Maintaining staff welfare, health and safety and returning staff to their substantive roles

  o How to safely restart public facing services and Council buildings in the short to medium term

  o Working with Denbighshire Leisure (DLL) to manage the financial and operational impact of Covid-19 on the company

  o Phased re-opening of schools, including transport to schools and children with special educational needs

  o Supporting Denbighshire businesses and restarting the tourism sector

  o Supporting our communities

- **Anticipated strains**

  o Dealing with backlogs in maintenance in our buildings, housing stock, highways and bridges

  o Managing the likely budget deficit as a consequence of additional costs and income losses and planning the budget for future years

  o Re-evaluation of our corporate projects and priorities, given the financial position, public priorities and the draw on resources to managing the response and recovery from the Covid-19 pandemic

- **Anticipated opportunities**

  o Embedding lessons learned and new ways of working in to how the Council operates in the future

  o Restarting the democratic operations of the Council through remote working

Iwan Davies – Conwy Borough County Council

- **New priorities going forward**
  - Not sure there will be anything brand new, but probably enhanced/refocussed attention on:
    - Economy, especially: tourism which we expect to suffer significantly: likely re-focus on towns: rural
    - Resilience of the care sector
    - Homelessness/Housing
    - Flood risk (not Covid related but remains v important)
    - Schools and schooling
- **Expected priorities in the recovery period**
  - As above
- **Anticipated strains**
  - Unemployment/poverty
  - Funding generally
  - Broadband – especially in rural areas
- **Anticipated opportunities**
  - Carbon reduction/green recovery
  - Social capital – building on the community response to the pandemic
  - Digital transformation – greater pace
  - Enhanced partnership working
  - Enhanced understanding and appreciation of public services
  - Capital funds for infrastructure
  - Additional employment flexibilities opening up opportunities

Sam Owen – HMPPS

The purpose of this report is to advise the Board on the NPS's response to the COVID 19 challenge within the context of the North Wales Probation Delivery Unit.

Overall our planning was led centrally by the NPS as part of wider MoJ and HMPPS planning, with Community Rehabilitation Companies integrated into the same plans.

- **New priorities going forward**

- **Expected priorities in the recovery period**
  o From the outset we issued detailed guidance to all staff in the Probation Delivery Unit, Approved Premises and Courts to ensure adherence to Public Health England/Wales guidance to limit the spread of the virus. We also progressed with the re-deployment of staff through frontline delivery to ensure operational services were maintained during this time.

  o We are continually developing, implementing and reviewing of a range of 'Exceptional Delivery Models' to cover all aspects of our probation delivery to ensure that any operational disruption is minimised. The underlying principles of the EDMs are to ensure a clear focus on public protection and the management of our most dangerous and complex cases, whilst also ensuring the safety of our staff, service users, victims and the public.

  o We are working to a range of social distancing measures as part of these plans to effectively risk assess and supervise offenders subject to both community sentences and licence supervision.

  o It is of note that the NPS in North Wales has remained fully operation during the COVID 19 pandemic and that the recovery focus will be in ensuring that the delivery model is aligned to broader government advice on social distancing and social restrictions. The NPS will undertake this recovery work via a national board as it moves from an Exceptional Delivery Model state as described in this report through to business as usual.

  o As part of the EDM implementation, a weekly analysis is undertaken which looks at the overall community caseload, in particular vulnerability of offender profiles, current reporting arrangements, and the risk and need profile of the offender cohort to ensure adherence to the EDM on a case by case basis.

- **Anticipated strains**

- o The headlines from this analysis are that North Wales is currently managing 2,008 offenders in the community with 290 of these cases falling into the high or very high risk category.

- o In exceptional cases which are not aligned with the agreed EDM, we are encouraging probation staff to exercise professional judgement, which is signed off by the local Senior Manager.

- **Anticipated opportunities**
- o In terms of RSOs and MAPPA offenders we have taken steps with Police colleagues and with local authority Safeguarding partners, to locally ensure priority cases are identified for closer joint working.

- o It is also important to mention that during COVID-19 we have moved through our FPRS plan in North Wales and implemented the unified model. Whilst COVID-19 has no doubt created challenges for organisation it has also created an opportunity to make use of our technology allowing us to continue deliver service to the public.

We will keep Board members appraised of our plans via our Stakeholder Engagement strategy as more information emerges.

Richard Firth – Public Health Wales

2020 – 07 -02 UPDATE FROM BCU LOCAL PUBLIC HEALTH TEAM ON PRIORITIES AND IMPACTS OF COVID FOR C&D PSB

From the perspective of the BCU Public Health Team (note that these may not be represent the views of BCU Health Board who will have other priorities)

New priorities going forward

- Coronavirus outbreak management including Test, Trace and Protect
- Support to Care Homes through Health Protection Advice
- Support to Testing work streams (both antigen and antibody)
- Immunisations and vaccine uptake - catch up from reduced uptake during lockdown. Support delivery of coronavirus vaccine?
- Health intelligence - Collection, collation and analysis of data and surveillance on the impacts of COVID, and potentially establish new baselines.

Expected priorities in the recovery period

- Seek to address any identified widening of inequalities as a result of COVID – disproportionate impact on low income families.
- Mental Health and wellbeing - take forward and develop PSB MH priority which has been held in abeyance.
- Focus on interventions that will protect against future outbreaks (COVID or otherwise) – hygiene literacy and vacs and imms.
- Alcohol - including alcohol insight work, development and delivery of regional alcohol action plan, address harmful drinking during lockdown.
- Smoking - integration of smoking cessation service across Health Board
- Support to Primary Care Clusters (vacs and imms)

Anticipated strains

- Limited capacity, TTP has a large resource bill (for Public Health and Local Authorities
- Challenge of remote working across multiple partners and agencies.
- Negative impact on the economy – reduction in income and spending at individual/family level, restricted budgets at organisational level.
- Reduced access or long waiting lists for health services as a result of the pandemic.
- Persistent MH issues from continued uncertainty and fear.
- Combined impact on health wellbeing from a downturn in the economy, Brexit and negotiated free trade agreements)

Anticipated opportunities

- Capitalise on the recovery planning building on the lessons learnt form the pandemic response that saw change/progress at pace and scale and new collaborations forged – rapid system change is possible.
- Capitalise on newly forged working relationships and partnerships as a result of COVID.
- Capitalise on the use of IT and remote working.
- A rapid increase in use of digital technology, which has helped people to stay connected and access key services
- Exploit familiarity with social media for the dissemination of HWB messaging.
- Smoking cessation – capitalise on the reported increased risk of COVID impact on smokers.
- Increased acceptance and discussion of mental health issues, reduced stigmatisation.
- An increased appreciation of the importance of physical activity, for some of the population, physical activity levels have increased.   Opportunity to promote and establish active travel.

Wendy Jones – CVSC

- **New priorities going forward**
  Ensure safe / healthy working conditions for staff in light of latest guideline

- **Expected priorities in the recovery period**
  Sustainable funding sources for 3rd sector organisations, reviewing grant criteria / priorities.

- **Anticipated strains**
  Safe guarding / Governance advice requirements for new and emerging 3rd sector organisations, added pressure on grants available. Greater demand for volunteers.

- **Anticipated opportunities**
  Greater collaboration and true partnership working between statutory and 3rd sector organisations.

David Powell – Natural Resources Wales

- **New priorities going forward**

  o Ensure any economic recovery is a green recovery which our Area Statement themes can help support.
  o Some of these themes include; Climate Emergency, Woodland Creation, Sustainable Land Management, Enhance Biodiversity & Green Infrastructure, Sustainable Economy, Resilient Ecosystems, Connecting People with Nature and Ways of Working

- **Expected priorities in the recovery period**

Above plus:

  o we will be spending time recovering a level of service across our activities and the environment.
  o Promotion of localism/community cohesion.
  o Mental/physical health of population
  o Engage with digitally disenfranchised
  o Input to WG's new sustainable farming scheme

- **Anticipated strains**

  o Prevent a return to the old normal
  o Money and economic strain
  o Ability of everyone to joint work in the face of extreme pressures
  o Recommencement of tourist activity esp in coastal resorts, Snowdonia National Park & the AONBs
  o Brexit plus the Covid pandemic and the difficulties of community cohesion

- **Anticipated opportunities**

  o Recognise that people have got through the pandemic by using their local environment and that we need to develop opportunities around that
  o Green and local food/product related jobs
  o Community food production
  o More greenspace & active travel lead to air quality improvements, health improvements, less CO2

Bethan Jones – BCUHB

Quarterly Planning Cycles

Q1 - Meeting the demand of COVID 19 pandemic and maintaining essential services

Q2 - Continue to respond to the pandemic and to balance managing COVID-19 patients with the provision of other essential services, with a focus on safety, consistency and sustainability.

On COVID-19, we will continue to promote good health by supporting the government's behavioural and social interventions. Through Test Trace and Protect, we will seek to slow the spread of COVID-19.

Our primary care services will build on work in the first quarter, supporting patients to access safe and effective care through triage and assessment through maximising the potential of digital technology. We will promote the availability of our services and communicate to the public about new models, access and self-care.

For our hospital services, we will maintain a high state of readiness to respond in a timely way to COVID-19, fulfil our obligations to deliver 'essential services', and restart as many of our remaining services as we can using the principles of harm reduction.

- **New / revised priorities going forward**

   Central HC Priorities for Q3 & Q4 2020/21 – balancing COVID and non-COVID activity

   HEALTH IMPROVEMENT, HEALTH INEQUALITIES
- 1st 1,000 Days and Healthy Children
   - Safeguarding (next 6 months)
   - Immunisations (School Imms) (next 6 months)
- Improved Access to Dental Services
   - Red and Green AGP sites (next 6 months)
- Impact of deprivation and social inequalities, and rising unemployment (next 6 months)
- CAMHS T4 services (next 6 months)
- Sexual Health Clinics (next 6 months)

   EXCELLENT HOSPITAL CARE
- Planned Care Improvement
   - Pathways (next 6 months)
- Unscheduled Care
- Discharge & Capacity Planning
- Mental Health Measure & Neurodevelopment Targets

CARE CLOSER TO HOME

- Integrated Health and Social Care Localities (IHSCL)
  - Re-set the Plan to progress Community Services Transformation (next 6 months)
- Primary Care Sustainability and New Models of Primary Care
  - Progress Community Services Transformation work (next 6 months)
  - Phlebotomy (next 6 months)
- Long Term Care, Care Homes and Palliative Care
  - Long Term Care Strategy (next 6 months)
- Improved Facilities for Health and Well-Being Campus
  - Re-starting services post COVID Lockdown and impacts on estates (next 6 months)
  - North Denbighshire Business Case (next 6 months)
  - Project Paradise (next 6 months)
  - Primary Care – Llandudno Junction/Conwy and Kinmel Business Cases (next 6 months)

ENABLING PRIORITIES

- Capital and Estates
  - Impact of COVID and social distancing on estate utilisation, capacity and prioritisation (next 6 months)
- Quality and Safety
  - Impact of COVID on our ability to deliver safe care and reduce harm (next 6 months)
  - Prevalence of COVID in our workforce and how that learning will drive safer working (next 6 months)
  - Strengthening Q&S and Performance (next 6 months)
- IT and Technology
  - Unpicking the barriers to enable more agile and home working for community teams (next 6 months)
- Our workforce
  - Recruitment at pace (next 6 months)
  - Managing our workforce post COVID lockdown: stress, safe working; re-energising and re-engaging them (next 6 months)

- **Expected priorities in the recovery period**

As above.

- **Anticipated strains**
  - Impact of deprivation and social inequalities (currently unknown)
  - Digital Exclusion
  - Uncertainty re 2nd Wave timing and demand

- Increased demand post lockdown – Mental Health, Un-met need
- Impact of social distancing on ability to re-start services
- Physical space and estates
- Ability to meet demand, increased waiting times
- IT constraints
- Financial impact
- Workforce
- Redeployed staff and getting them back to deliver core and essential services
- Impact on health and wellbeing

- **Anticipated opportunities**
- Change how and where we deliver our service
- Re-setting our services, re-evaluating how we deliver services in the future
- Agile working
- Dependant on technology and hardware solutions but opportunity to build on work started and accelerated under COVID
- Drive change at pace
- Use IT opportunities
- Closer working across health and social care