

## **Welsh Government XHMG 1030 Officials Non Pharmaceutical Interventions**

### **General points**

The impact of all three options is likely to be felt more acutely in Wales:

- The population is relatively more elderly and therefore at risk so Option three will have a disproportionate impact.
- Wales has a slightly higher proportion of single person households compared to the UK and lone parent households with dependent children therefore will be impacted by Option 1 to a greater degree
- Due to its age structure Wales has a higher proportion of households which are occupied by only those aged 65 or over but it has a lower proportion of households with dependent children
- Wales has the highest percentage of people providing unpaid care in the UK of the 4 nations so any isolation measures are likely to have significant impacts on the amount of caring and therefore the wellbeing of the elderly and vulnerable
- There are areas of significant sparsity and rurality so food supply chains and the may be less robust
- People in Wales, in particular people of pension age, are more likely to be in relative income poverty than the UK as a whole. 24 per cent of the Welsh population are in relative income poverty compared with 22 per cent in the UK, and 29 per cent of those in pension age compared with 26 per cent in the UK.
- People living in households with 3 or more children were the most likely to be in poverty.
- Children living in lone parent families were more likely to be in relative income poverty than those living in households with couples.
- The Welsh economy relies on manufacturing which is less able to accommodate flexible working patterns

### **Food supply**

We have a reasonable expectation that overall food supply should be maintained by standard industry contingency planning. But, as in the rest of the UK there is an issue of how food is provided to people in the two categories of isolation. Wales relatively older, and in parts deep rural population exacerbates the problem. The supermarkets advise that they don't have any spare capacity, so there is a need to identify other routes for such delivery. This is particularly difficult in sparse populations at a time when normal community mechanisms or the voluntary sector will be under extreme pressure.

In order to support some form of external food supply there will need to be guidance on safe procedures for managing the handover of goods. Similarly, how do isolated individuals place orders? While that may be using mainly on line methods, there will be areas and social group who are digitally excluded (principally, the elderly and the less well off) so some processes would need to be put in place to deal with those people.

## **Economic impacts**

Home isolation and household isolation are likely to reduce overall food production and perhaps especially hit distribution/logistics as the critically vulnerable point affecting the food sector. This suggests early action to on regulations and policy interventions on driver hours and other labour supply factors.

## **Impacts on Welsh Government delivery**

Mainly workforce availability issues from home and household isolation, but these can be to some extent mitigated through home working. There are critical on the ground delivery services e.g. regulatory and emergency response through Natural Resources Wales which rely on people. Reducing the volume of such work creates environmental, public health and financial risks, which although unwelcome might just have to be tolerated with resources focused on the most critical areas.

There would of course be a substantially reduced resilience on emergency events like the flooding or animal health outbreaks. In policy terms we are also managing major and time critical ERU exit work, which would be substantially affected, especially if the impacts ran on for more than a few weeks, and would be more pronounced later in the year

## **Welsh Government Economic Policy**

**INTERVENTION 1: Home isolation of symptomatic cases (7 day duration)**

**INTERVENTION 2: Whole household isolation where there is a symptomatic case (14 day duration)**

**Risks and mitigations likely to be similar but scaled up to deal with Intervention 2.**

## **IMPACTS**

The current uncertainty is extremely challenging for businesses of all sizes.

It is likely that Wales will be hit disproportionately because of its relatively high reliance on industries such as manufacturing where homeworking is not an option. Interruptions to production will lead business to experience cumulative impact which would be very challenging to manage. A cross Welsh Government approach to our interventions is critical but also there is a clear need for a UK wide emergency financial response from the UK Government.

## ***Labour force impact***

Those working on zero-hours contracts, the self-employed and will be severely impacted<sup>1</sup>. Wales has a disproportionately higher level of these workers in its

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<sup>1</sup> The level of self-employment in the year to September 2019 was around 200,000.

workforce so the breadth of the financial and social impact on individuals and families will be great than England. There are clear and obvious implications for payment of rent, mortgages and day-to-day living costs. This would also carry through to liquidity issues for financial institutions.

### ***Labour Force/Business Impact***

For those in employment, the employer may have to bear the costs of paying individuals, presenting a cost if there are no working from home capabilities. This may have financial implications for firms, certainly driving short term cash flow problems and in the short to medium term, insolvencies.

### ***Are there specific regional impacts?***

This is difficult to fully evidence in the short time available. But, a key consideration in assessing impacts regionally, sub regionally will be the underlying health and resilience of the economy and the associated socio-economic landscape. Whilst more densely populated areas could be affected in terms of the numbers of individuals isolated, the business impacts are likely to be proportionally greater in areas that have suffered economic shocks (redundancy events) over recent years or that are currently facing major uncertainty (eg stability and sustainability of key employers). For Wales this is particularly a risk in areas of long term poverty and deprivation. Within this context, further work on impacts will need to be conducted at an appropriate spatial scale – and must consider cumulative impacts across policy areas.

### ***Are there specific implications for devolved policy areas and the Devolved Administrations?***

Wales has one of the lowest (3<sup>rd</sup> from bottom) median gross weekly earnings per head in the UK of all the UK nations or regions (£535 per week compared to a UK figure of £585). Wales also ranks relatively low in terms of Gross Household Disposable Income. Therefore, the affordability of this shock for households in Wales may be one of the hardest to bear. For example, the costs of stocking up on food or provisions will be prohibitive to families with little disposable income or few savings.

### ***Business impacts***

SMEs may be proportionately more affected by workforce disruption.

### ***Public service delivery***

Economies of scale associated with centralisation of public services could be lost (i.e. healthcare, education etc). Where public services are delivered digitally, those that do not have appropriate access may be disproportionately affected.

### ***Economy level effects***

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In 2019, there were an estimated 50,000 people on zero-hours contracts (3.4% of people in employment).

Multiplier effects of the issues outlined above would potentially feed through to the wider economy through reduced indirect (eg supply chain) and induced (wider spending through earnings) activity. For the 'whole economy' the Type II output multiplier for Wales, based on 2007 Input-Output tables was 1.51, although there are sectoral differences (outlined below):

## **MITIGATIONS**

### ***WG mitigations***

The WG and the Business Wales service are engaging actively with business with tailored messages based on intelligence and circumstances.

Business portals are being maintained to limit any impact on service delivery caused through isolation actions. Business Wales current content is based on Public Health England/ACAS and BEIS guidance and was refreshed 6 March. To date, there have been 1,056 page visits.

Business Wales Helpline has been calibrated to provide practical information and advice to those experiencing issues because of coronavirus.

Business Wales newsletter distributed 5 March to almost 20,000 recipients. showing 03000 helpline number for those wanting more info.

The Business Wales' online business support portal is well regarded and utilised. We are confident of its ability to cascade key instructions to businesses of all sizes in Wales coupled with bespoke key stakeholder engagement plans.

We will continue to engage regularly with business groups in general and on specific sub topics which are significant within the context of this challenge. Our Council for Economic Development is a significant stakeholder body of business and social partner representative bodies. It can be utilised at short notice to provide input from its members on emerging policies and strategies.

Through the offices of the chief regional officers across the 3 regions (North, Mid/South West, South East) we have business delivery teams that are allocated on a local authority footprint. These teams account manage all key businesses in regions, work very closely with local authority economic development departments and key economy related partners in region (e.g. business Wales, Development Bank for Wales, DWP, Careers Wales, Wales Cooperative etc) and also coordinate and combine closely with regional economic fora, city/growth deal boards, representative bodies, regulators, regional business councils and cross border economic vehicles such as the Mersey Dee Alliance. Through the regional teams we therefore have wide spatially focused networks that enable us collate business intelligence– this intelligence will be used to direct any mitigation action that is required.

### ***Regional Response Teams***

The Regional Response Teams takes a cross-government, collaborative approach when handling cases to ensure that maximum protection is provided for the services of most assistance to people and places affected by changes – and in particular the most vulnerable.

We have a rapid response framework to help us prioritise our use of resources in economic shock scenarios – we will prioritise supporting businesses which are providing good quality jobs, are significant employers in the communities they are located and / or are pivotal in supply chains.

### ***Overall level of assurance***

We have strengthened our processes for responding to significant business impacts. Welsh Government, CRO Regional Business Delivery Teams (supported by the regional teams more widely), Business Wales and the Development Bank of Wales will be able to move their resources to expand their reactive business support activities to ensure businesses and the people and business adversely affected benefit from increased support.

The resources under the control of the Development Bank of Wales are substantial. However additional emergency funding would further strengthen our response to maximum effect.

### ***Access to tailored advice for businesses***

It is likely that demand for support services will increase significantly so staff will be moved into demand-led frontline activities to undertake enquiry management. We already have an established approach to responding rapidly when we become aware, via Business Wales or another avenue, of an urgent request for support or where sudden announcements are made. The approach brings together relevant support expertise to consider the known facts, clarify Welsh Government leadership responsibilities and immediate actions, manage communications, liaise with other organisations (e.g. relevant UK Government departments, agencies and local authorities) and brief ministers.

### ***Emergency Hub***

To ensure the Welsh Government is able to adequately respond to economic shocks, manage and monitor data and intelligence, we are establishing an economy and skills response cell within the ESNR emergency hub. The economy and skills cell works across government to ensure we are able to monitor the economy and respond where and when necessary to support companies, individuals and communities at risk.

### ***Other potential mitigations***

**Public Sector:** Flexibility around self-assessment tax returns, Council Tax, tax cuts.

**Private Sector:** Working from home arrangements, continuation of pay for self-employed/ZHCs/fully employed. Understanding of circumstances of employees which must undertake home isolation.

**Voluntary sector:** closer alignment with public sector to seek opportunities to build capacity into the system – especially in key/most vulnerable communities.

***What would the effect of each mitigation measure be?***

Not possible to quantify given timescales but could have some alleviating impacts in terms of poverty.

***How would these actions be delivered? How much would they cost and how quickly could they be delivered?***

**Public Sector:** delivered through existing mechanisms but could be costly in terms of budgetary pressures. Dependant on capacity. May be able to instigate relatively quickly – Spring (UK) budget could provide for measures. Also through existing mechanisms scope to build in very immediate and swift capacity if needed through close and integrated multi-agency working (this type of action best deployed at regional/sub regional level).

**Private Sector:** Could take longer to instigate and be potentially more damaging to financial viability.

**Voluntary sector:** dependent on capacity.

**Impact of Measures on Wales' Transport Network**

**Impact on Welsh Government and Staff**

- Focus would be on statutory obligations and payment of grants and loans to enable the different transport modes to run.
- Focus on urgent repairs to infrastructure
- Delay to Bus Bill and key policy areas. Delay to new and current infrastructure projects.
- Limited support for Government business.

**Cardiff Airport**

Cardiff Airport employs 380 staff – direct and non-direct have approximately 1,000 employees. Cardiff Airport has shared all contingences and protocols with all stakeholders working at Cardiff Airport, St Athan and Anglesey and maintain a daily update and brief to teams with a focus on cleanliness and monitoring of sickness and travel.

Working directly for Cardiff Airport we provide the following services, some roles are critical and highly legislative with a long training regime, other roles do not have the same level of training and can be supported in a collaborative manner from the non-critical and critical roles depending on the loss of the workforce.

### Fire fighters

- To lose 20% of one Watch would have a significant impact on the airport's ability to operate and would constrain the flying programme.
- We would review closing St Athan base and utilizing fire fighter from there to enhance our manning levels at Cardiff.

### Outcome and contingency of security roles

- We would augment security with other areas of the workforce in some of the non-essential security elements such as access control by managers and customer preparation.
- We are planning to train some of the Senior managers in security – to be rolled out in April to provide more of a contingency

### Cleaning and PRM handling, car parking and office staff

- These roles would be far easier to maintain all functions as the majority of all elements within the roles can be performed by all departments.
- Losing 20% across the workforce would just result in a smaller operation, worst case would be customer service issues.

### Summary

In summary, to lose 20% of the workforce across Cardiff Airport teams would result in us working in a collaborative manner to support the operations with possible queues, poor service and delays to departing flights but we would remain operational.

The critical thing to note is that should the 20% effect directly Fire Service or Air traffic (with air traffic not directly employed by Cardiff Airport) then this would have a major impact, resulting in closure periods and reduced flying, with the worst case scenario resulting in us not being able to operate due to no Air traffic controllers or fire response.

### **Transport for Wales**

Transport for Wales Rail Services (TfWRS) employs over 2,000 employees. TfW and TfWRS have been working on all contingences and protocols at a scenario based working group. To lose 20% of the workforce would result in a lean response, responding to essential works only where and when we can as TfWRS provide roles that are safety critical and highly legislative with a long training regime such as drivers and guards. Other roles that do not have the same level of training and can be supported in a collaborative manner from the non-critical and critical roles depending on the loss of the workforce.

The scenario of losing a 20% loss in staff depends on which departments of TfW are most effected. Worst case scenario is that it effects safety critical front line staff, drivers and guards as well as Network Rail's signal and control teams, then that would be severe because you are in the realms that it would be unsafe to run services. Also, collaboration would need to be worked through with Network Rail, if they lose their control teams and signallers then that would bring the network to a standstill.

If no services run for a month there would be a loss of over £10m lost (these are very broad cost based on the annually subsidiary).

### Protecting People

However, we have been very clear on protecting people and TfWRS have been maintaining a daily update and brief to teams with a focus on cleanliness and monitoring of sickness and travel, such as:

- We have been following the Rail Delivery Group updates and communicating these through our newsletter, social media, emails to managers for noticeboards
- Message tone has been to ensure our people know that their wellness is our priority and to manage people's concerns e.g. pointing out that 9 infected people in the UK have now tested clear after treatment
- Shared updates and actions on our exchanges call with opportunity for team managers to ask questions and make sure actions issued have been taken
- Gel sanitisers have been issued for staff and stations; however guidance is that we should not over use these as they can create dry / cracked hands and create risk of exposure. So we have not over done this
- Posters have been put out in on hand cleaning "Catch It, Bin It, Kill It" etc
- We have had our cleaning teams in to check their regime and enhance, in particular handles, banisters where contact risks reside.
- Our cleaning team are also ready as a contingency support if we do have an infected traveller or staff to deep clean trains and offices / depots etc.
- Safety, HR and Ops are deploying our "Contingency Planning Arrangements in the event of Warning of an Influenza or Similar Pandemic" by assessing what critical staff we would need to protect, how we would manage absence, priority operations
- We are also monitoring higher risk routes such as those going to large cities where international travellers are likely to come through to have a fast response

### **Supply Chains**

In terms of our current supply chain for infrastructure that would potentially impact steel supplies or electronics. TfW also works with over 700 suppliers, who are potentially providing products and their component parts (from promotional pens to electronics and cabling that are fitted within trains) from China and other countries affected. TfW are monitoring the situation daily and are taking measures to mitigate risk as far as possible and are working closely with key suppliers such as CAF and Stadler – as in every case, they are prioritising passenger and staff safety in all of our planning.

TfWRS have also reserves of fuel with in depots. However, if fuel becomes difficult to get, then this reserve is between 7 and 10 days after that, train services will be reduced.

### Summary

The critical thing to note is should the 20% reduction affect directly drivers, guards and signallers then this would have a major impact, with the worst case scenario resulting in us having reduced operations. The contingences are being worked up but we are closely monitoring sickness and trends and understanding staff movements for travel

## Bus and Road Network

- Bus network would see a drop in service delivery by around 20-30% with a number of routes not operating. Risk of no public transport for rural and remote areas in Wales. Routes would need to be re-prioritised with the 20 local authorities and bus operators in order to maintain service in critical areas.
- Minimal impact on the road network. However a loss of critical and essential highway engineers could lead to a delay in dealing with major road incidents which could mean roads being closed for longer periods or longer traffic control plans in place (eg lane closure). We are working closely to with local authorities and the Trunk Road agency to mitigate any such risk.

## Social Care

	Home Isolation (Symptomatic)	Whole Household Isolation (Symptomatic)
What actions could be taken to mitigate each of these impacts, including public sector, private sector and voluntary sector options?	<p>1. <b>Public Sector led, whole sector leadership</b> in targeted communications. Proactively monitor and myth bust negative messaging in social media. Use celebrity social media as role models to influence behaviours.</p> <p>2. <b>Feedback mechanisms</b> to listen to experiences of those self-isolating to identify risk points of non-compliance and “what works” to maintain the full isolation period. This needs to cover both practical aspects and physical and mental wellbeing.</p> <p>3. Voluntary sector to identify and build <b>community asset register</b> of potential support consisting different offers/types of support from low level (telephone contact / active visiting / provision of information and care)</p> <p>4. <b>Leadership role</b> for public private and voluntary sector to increase compliance.</p> <p>5. Public sector to identify <b>numbers and impact</b> on carers and services to inform and support early redeployment of care when workforce reduced, and manage business sustainability issues.</p> <p>6. <b>Establish notification arrangements at local authority level for self-isolating</b> workers, clients and informal carers.</p> <p>7. Identify any additional support required for paid and informal carers for are supporting <b>people</b></p>	<p>1. As for Home Isolation However, need to consider careful comms messaging of “altruism” to avoid negative impact on households with caring responsibilities.</p> <p>2. As for Home Isolation</p> <p>3. As for Home Isolation</p> <p>4. As for Home Isolation</p> <p>5. As for Home Isolation</p> <p>6. As for Home Isolation but establishing distinct whole house support through voluntary sector provision.</p> <p>7. As for Home Isolation</p>

	<p><b>with cognitive impairment</b> who are unable to understand the principles of self-isolation.</p> <p>8. Local authorities to undertake specific contingency planning for each <b>care home accommodation</b> (both adult and children) with their providers given the very specific nature of the care delivered, workforce required, location, rurality.</p>	<p>8. As for Home Isolation</p> <p>9. <b>Proactively Identify known instances where risk is likely to increase</b> - domestic abuse, neglect or behaviour which challenges. Note protection and/or respite likely to reduce due to the need to remain at home and self-isolate. Identify suitable alternative monitoring mechanism for individual cases.</p>
What would the effect of each mitigation measure be?	<p>1. Maximise influence on family behaviours. Reducing stigma in hate crime. Increased compliance of self-isolation. Normalising and encourages self-isolation</p> <p><b>2. Increased compliance</b> with full isolation period and early intervention to address negative impact on physical / mental well-being.</p> <p>3. Practical physical and mental well-being support which increases compliance. Increases community cohesion. Universal support enabling priority deployment of skilled workforce.</p> <p>4. Establishing and promoting equity and value of “<b>one public service</b>” across direct, commissioned and voluntary services.</p> <p>5. Enables local authorities to identify and make informed decision to manage potential impact and demand across its area (urban / rural).</p>	<p>9. Reduced family dysfunction, breakdown, placements, hospital admission, emergency services call-out. Psychological support will maintain and increase compliance with household isolation</p>

	<p>6. Provides employer and commissioner with oversight of:- workforce availability; mitigation steps for delivering care to self – isolators; contingency planning.</p> <p>7. Reduced family dysfunction, breakdown, placements, hospital admission, emergency services call-out. Psychological support will maintain and increase compliance with household isolation.</p> <p>8. Effective contingency arrangements in place.</p>	
How would these actions be delivered? How much would they cost and how quickly could they be delivered?	<p>1. National leadership and local responsive activity to swiftly counteract negative messages. Immediate delivery at national level. More local messaging influenced and respond to regional engagement and need.</p> <p>2. Clear communication channels e.g. telephone between employer and workforce and between workforce and client. Immediate and low cost. Feedback and recording mechanisms need development co-ordination.</p> <p>3. Short to medium term to develop. Low cost.</p> <p>4. Immediate and minimal cost – behavioural change.</p> <p>5. Immediate and minimal cost (using population needs assessments and market position statements and care assessments)</p> <p>6. Immediate and minimal cost – behavioural change. Longer timeframe to scale up to national oversight.</p>	<p>9. Reprioritising social services casework. Identification and monitoring low cost. New cases will incur higher costs.</p>

	7. Short to medium term to develop. Low cost	
	8. Short to medium term to develop. Low cost	
Any other points you feel are useful to quote	A. We disagree with making it socially unacceptable to attend work/school. This negates work to improve community cohesion.	