

## Isle of Wight Covid 19 Community Recovery Plan -v6

The Hampshire and Isle of Wight Local Resilience Forum(HIOWLRF) Strategic Co-ordination Group has established a Covid 19 Recovery Co-ordination Group to follow on from the “Response co-ordination” that occupies our current focus.

This document sets out the suggested framework and objectives for an **Isle of Wight Covid-19 Community Recovery** plan that will be informed by and complement the regional structures for securing recovery.

### From Response to Recovery

The recovery phase for COVID will have a long overlap with the response phase. Ensuring it is supportive of response will be a key objective for that transition period. Clearly, we do not know what the 'new' normal will look like. Broadly there will be three overlapping activities:

- Consequence management – steps to prevent the escalation of the impacts emergency (e.g. securing evacuated premises; returning to extant legislative requirements as opposed to those allowed in the coronavirus emergency legislation) ,restoring services (e.g., reopening those services which were closed during the pandemic)
- Restoring well-being – of individuals, communities and the infrastructure supporting them because isolation and confinement can cause lasting anxiety (e.g., making sure that staff wellbeing and mental health is optimised post the crisis; ensuring that people are “seen” as quickly as possible, especially in safeguarding situations; ensuring that the voluntary and community sector resumes its income raising activities)
- Exploiting opportunities afforded (trying to find a bright side) – what happened, where improvements could be made, applying lessons learned - never wasting a crisis (e.g., how can we maintain momentum re agile working and making the most of digital in council wide transactions.
- Being transparent – about how we deployed the additional funds made available by government and why.
- Being a place leader – this has been an emergency of life and livelihood meaning that: people will be devastated by the death of a loved one; people will have lost their jobs and have endured financial hardship; marriages and relationships will have collapsed under the pressure of lockdown; businesses will have closed permanently. And risk averse, digitally connected people could continue to retreat to the safety of home after this is all over. More positively, of course, the many people who volunteered through the crisis might well have found renewed purpose and meaning in life. The council’s place leadership function will be pivotal – and how it engages with town and parish councils, and the energy of the volunteer army will be vital to a successful recovery.

It also likely in the case of the pandemic that recovery may be interrupted by repeated outbreaks requiring continued resourcing of a “response” capability.

**An impact assessment** will need to be created and updated for the LRF area and the island based initially on the feedback from the Response workstreams/cells. Over time, a more refined assessment of longer-term humanitarian needs and economic development will emerge, including, the emotional/psychological aspects and the ways that culture, recreation, natural environment, events etc. can help.

At a local level, elected members, parish councils, community and voluntary groups can play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention and feeding them back to the recovery group. They also have an important role in disseminating consistent, credible information and advice, maintaining community cohesion and providing public reassurance.

### **Strategic Aim**

The following draft **strategic aim** has been proposed to guide the regions and the Island's recovery:

***To lead the restoration of the social, economic and political well-being of the people, communities and businesses of IOW.***

### **IOW Community Recovery Plan objectives**

The following draft objectives for our recovery plan are set out below for sense-checking with the Response cells and comments from CMT are welcome at this stage:

1. Help IOW communities and businesses to recover and move forward as speedily as possible through an effective, collaborative, and well-communicated multi-agency response led by the local authority.
2. Develop and maintain an impact assessment for the COVID 19 pandemic on IOW.
3. Develop a concise, balanced, and affordable recovery action plan.
4. Ensure a system is in place for the monitoring and protection of public health and that plans are in place for swift intervention should the need arise.
5. Utilities and transport networks are brought back into use as soon as practicable.
6. A pro-active and integrated framework of support to businesses is established.
7. Help those traumatised by their experience of the impact of COVID 19 on themselves, their families and their loved ones address their trauma (and grieve their loss).
8. Reinforce and restore public confidence in the resilience of agencies to protect the public from critical incidents.
9. Celebrate and commemorate the contributions made to support our communities through the incident and give the public opportunities to express their appreciation.
10. Collaborate to help re-build those critical services most ravaged by the incident and reflect on future prioritisation.

11. Co-ordinate environmental protection and recovery issues arising.
12. Information and media management of the recovery process is co-ordinated.
13. Establish effective protocols for restoring the democratic process.
14. Cherish and implement the learning from the pandemic, including capturing best practice and reflect on future priorities in the light of collective experience.

### **Action Plan and key milestones**

From all of this, an action plan will be formulated, tasks allocated, etc.

Targets/milestones will be needed alongside the objectives (with SMART proxy indicators to be identified) e.g.:

- Restoration of business 'as usual' services
- Post-incident review of response - what went well, could be improved, lessons learnt
- Steps to address staff exhaustion and leave entitlement, restoring training etc.
- Planning and preparation for resurgence of influenza
- Targeted vaccination, when available
- Investment in human & physical capital - emphasis on building economic & social resilience
- Re-building economic activity and business functionality - support to entrepreneurs
- Mass participation in cultural and recreational events scheduled and taking place
- Utilities are again fully functional, transport and infrastructure is running
- Restoration of democratic processes and measures to address any democratic deficit.

We already have the IOW “response” cell structure addressing the response to the pandemic on the island.

The wider HIOW Recovery group structure (see appendix 1) will be informed by feedback on impacts, lessons being learned and mitigating actions being taken/proposed at a local level.

In the first instance information gathering from the Island based Response cell chairs, TCG and Silver groups will help identify key priorities to consider for “recovery” initiating the proposed “Recovery cell”.

In addition to this each Response cell chair will be asked to identify a cell member to link to the recovery cell and “Response” cell chairs would be asked to join recovery when “response” is stood down.

It is recommended the council's Gold group also consider any “recovery” issues acting as a “Recovery Executive”. In due course it is proposed the current Silver group integrate with the Island recovery group to take forward the evolution, updating and implementation of this Island focused recovery plan. Until the future position regarding

the pattern of infection becomes clear, in the short term the Response/ Recovery cell structure will have two key objectives:

### **Assess**

- Assess all physical, economic and social impacts on local community (damage x consequences) and communicate our assessment to any HIOW RCG Community Sub-Group
- Assess opportunities and define measures to prepare the local community for next wave

### **Address**

- With support of HIOW RCG Community Sub-group implement any preparedness measures appropriate to our community
- Build inclusive and participatory engagement with vulnerability reduction in the community

### **Recovery Plan – structure and overview**

The Island Recovery Plan will be structured around four key themes

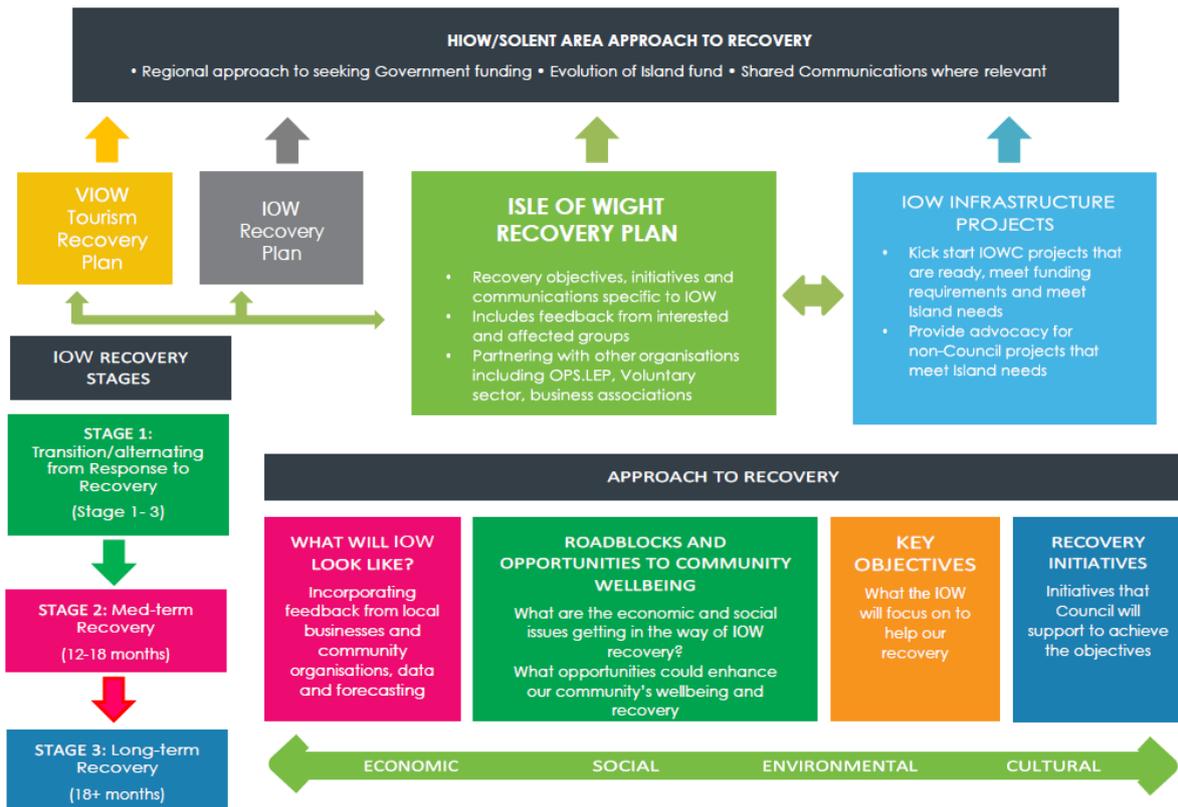
- Humanitarian recovery – health, care, housing needs
- Economic recovery – Jobs, skills, business development
- Environment and Infrastructure – Transport, public spaces, schools, cultural assets
- Staffing and logistics

Actions will be structured over three phases;-

Stage 1 – short term actions – 3- 6 months

Stage 2 – medium term actions – 12-18 months

Stage 3 – 18 months onwards



### Initial Priority Action Plan

Following initial collation and review of “recovery” issues an initial recovery action plan has been developed anticipating a need for an organisation/partner response up until 30 June.

This has been further informed by the UK government’s publication of its initial recovery proposals on 10 May, notably proposals for phased reopening of schools and some non- essential retail from 1 June.

The short-term action plan and the longer term recovery plan are categorised in four main themes:

- Humanitarian,
- Economic,
- Environment and Infrastructure,
- Logistics

The green text indicates the additional “recovery” related concern/ action being undertaken, each with its own action plan.

### Action plan version 1 – 1<sup>st</sup> May to 30<sup>th</sup> June 2020

Recovery category/ownership	Issue (log ref no)	Isle of Wight Council
<u>Humanitarian</u>	Planning for demand surge in ASC and CS	ASC resource review and team recovery plans

		CS resource review and team recovery plans
	Establish resilience of volunteer network support	Volunteer survey - <b>assess results numbers of true longer term volunteers, resourcing future support structure</b>
	Mental Health advice and support (staff and population)	Comms to be continued and backed up by on island support services – IOWPH - <b>focus around key issues/risks – staff areas</b>
	Testing services	Contact and tracing service impact - <b>absence planning and hub impact/support</b>
	Single homeless presentation increase	<b>Changed commissioning approach/strategy to recover from changed housing needs</b>
<u>Economic</u>	Advice to businesses in maintaining social distancing	<b>Regulatory services post-covid</b> promotion of advice , support to implement and monitor (fire service?)
	Support/advice to business in accessing finance	Ec Dev team/Revs and bens provide signposting and manage access to underspend of govt support
	Preparing for re-opening of tourism and hospitality economy	<b>Streamline systems of business interaction</b>
<u>Environment and Infrastructure</u>	Re-opening Waste disposal sites	<b>Social distancing and traffic management enabled by booking system</b>
	Pedestrian spacing in High Sts/cycle access	<b>Transport team work with Island Roads to identify options for enabling SD</b>
	Ferry/Hover service restoration	ITCG
	Bus service restoration	ITCG
	School re-opening –	Island approach informed national policy/guidance
	· Home to school transport	<b>Take up of school return</b>
	· School meal provision	Liason with schools affected, consistent application of guidance
	· Social distancing in classrooms	

<a href="#">Logistics – people, budget, information (intelligence and communications)</a>	PPE store /dist location	Response logistics cell
	Sustainable supply chain of PPE - <b>principle of council retained/supply of emergency provision in principle for future waves learning from first wave?</b>	<b>PPE 12 month supply plan</b>
	Recovery finance planning	<b>Scope resourcing of reset member priorities</b>
	People resourcing of recovery priorities	Workforce response cell in liaison with ASC/CS Service Recovery Planning
		<b>Service/workforce recovery operating profile</b>
	Restoration of public facing services	Stocktake/maintenance of redeployment pool
		<b>Protective measures in buildings following govt guidelines on SD, workplace protective measures, service restoration timelines</b>
Virtual committee operations	<b>Dem Services piloting virtual committees</b>	
Member communications	<b>Monthly member recovery newsletters</b>	

### **Medium to longer term recovery planning**

During 2020 the council's recovery plan will describe the changed nature of the delivery of council services and how new community needs in accessing these will be met.

We also will lead the development of a wider Island recovery, public , private and third sector to achieve the aims and objectives set out above answering the key questions set out below

- How can infection control be sustained through embedded testing, track and trace arrangements?
- How can those in need of support be assured of continued access to assistance?
- What will be the premises and buildings requirements for safe, effective and efficient service delivery?
- How can the social and economic impacts of the pandemic best be mitigated?

- What economic, social and environmental opportunities does the “new normal” provide?
- Where will the resources come from to enable effective recovery?

The recovery cell will continue to develop this plan, taking full account of the regional recovery effort, involving the response cells and other partner organisations.

### **Finance**

It is clear that the pandemic is having a significant impact on the councils financial planning. Lost income and ability to enact further savings, combined with additional known and anticipated service demands is evidencing a budget pressure of up to £18m. Uk Government have provided additional resources to support additional pressures to the value of £9m. A substantive review of non statutory service priorities and supporting budgets is therefore required.

### **Staff and partner resilience**

A major feature of the response/recovery approach will be the impact on staff in the council and partners to manage the potential ebb/flow between response and recovery and our specific circumstances in needing to resource this on island, distanced from regional support structures. The LRF plans to consider these wider staff resilience issues and our island response needs to be informed by these efforts.

Staff engagement in re-establishing services and shaping future working methods will be a key short term need along with potentially shaping a new organisational model to respond to learning from response and best enabling effective recovery.

### **Island Covid 19 recovery task force**

Collaboration with other partners in the public, private and community sectors has proven its worth in responding to the pandemic. Building on the One Public Service approach and the success of the community hubs, the establishment of an Island Recovery Task Force that oversees the recovery plan and mobilises collective resources around agreed recovery priorities is proposed.

Drawn from representatives of the public, private, voluntary and community sectors the task force will review progress towards effective recovery and advise on the development of further responses to key impacts.

### **Member input**

Recovery is best achieved when the affected communities can exercise a high degree of self-determination. It is envisaged that political input will be addressed through the existing political systems and relationships developed with the local CVS . In recovery the current “community” sub group of the ARC may take on a broader role of harnessing members involvement as voices for communities and champions in leading local recovery.

Chris Ashman - 23/5/2020

# HIOW COVID-19 Recovery Structure

