

## **A Better Island**

### **Isle of Wight COVID-19 Recovery Plan – medium term plan to March 2022**

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**Introduction** – The Covid-19 pandemic is regularly described as being a unique emergency with unprecedented impacts on every aspect of our lives. Seeking to “recover” from these impacts present individuals, families, whole communities and populations with difficult choices. As in any emergency those with the personal resilience, skills and resources to react and recover do so by taking stock, adapting, resetting and moving on. Those who are not fortunate to have these skills or lack the personal, economic and social networks to get through are those who suffer the most from the impacts of any negative event in their lives.

As the community leader for the Isle of Wight, the Council carries a particular responsibility to respond and then help the population recover from the traumatic events such as those caused by the pandemic. In discharging its statutory caring responsibilities, in particular, it must ensure any recovery from the effects of the crisis be they economic, social or environmental are carefully considered and prioritised and actioned, along with other partners – to enable “A Better Island”.

The range of actions necessary to enable successful recovery and the time these will take to implement and bear fruit are the subject of this Island Recovery Plan. The plan moves beyond an immediate recovery period which began in May 2020 and has lasted up to September 2020 to considering medium term recovery up to the end March 2022. It is likely the consideration of whether we have recovered and what actions we need to continue to take to ensure impacts are fully addressed will need attention beyond this period and be an issue for us to consider for many years ahead.

The nature of the current emergency means any recovery is conditional on an effective management of the continued risk of infection and the potential for a renewed emergency response requiring the type of measures taken in the first wave of the pandemic. Recovering from the impacts must take place in parallel with and be sensitive to maintaining a continued vigilance to respond to any serious resurgence of cases.

The Council as an employer, delivering of a wide variety of services would as an organisation like any other rightly plan for its own recovery and adapt what it does in the future to take account of recent events. In addition, the Council must consider the recovery of the Island as a whole, building on the fantastic response of the Island, as a whole community, to minimising deaths, harm and negative impacts during the first wave of the pandemic.

Terms such as returning to “business as usual” or adopting “a new normal” while understandable are not helpful when considering the Covid-19 pandemic. All the plans we had to improve our Island, tackle our challenges and make lives better now need to be “sense checked” in some cases these will have gained an increased significance and any original actions may need to be enhanced or accelerated, in other cases the impact of the pandemic may require a significant rethink before resetting the course to take. This recovery plan sets out those key actions, existing or new, that will be key to a successful recovery, who will be involved in delivering them, crucially, how they might be resourced and how we might measure the progress we make.

### **Taking stock – what have we been through and what have we learnt**

There can be no doubting the impact of the pandemic on the Isle of Wight. Those families who have lost loved ones, those recovering from physical and mental scars are the most obvious victims in need of recognition and support. Those who have lost their jobs, homes or their business, missed out on education, suffered from physical or mental abuse also require the help of the wider population and the organisations funded by the community to respond.

The Island takes great pride in the way all parts of the community came together to respond to the life threatening and life limiting environment created in the first half of 2020. The network of volunteers organised at really short notice to provide much needed assistance to the most vulnerable, the businesses who repurposed themselves to manufacture protective equipment, the local support groups on the ground and on social media who helped people get through, and a general sense of looking out for each other and going the extra mile that underpinned the selfless giving of time. All this combined with a complete re-tasking of public services to deal with the threat and impacts. Key workers across health, social care, education, transport, logistics and retail kept key services going at no small risk to personal safety.

This collective will and “can do” spirit that was so evident in responding to the emergency provides an excellent foundation to be sustained and grown in actioning recovery. Some key lessons and principles that helped in responding to the emergency to carry forward in recovery included:

- Mutual trust and respect
- Effective communications
- Pooling knowledge and resources
- Giving mutual aid where needed
- Co-designing solutions

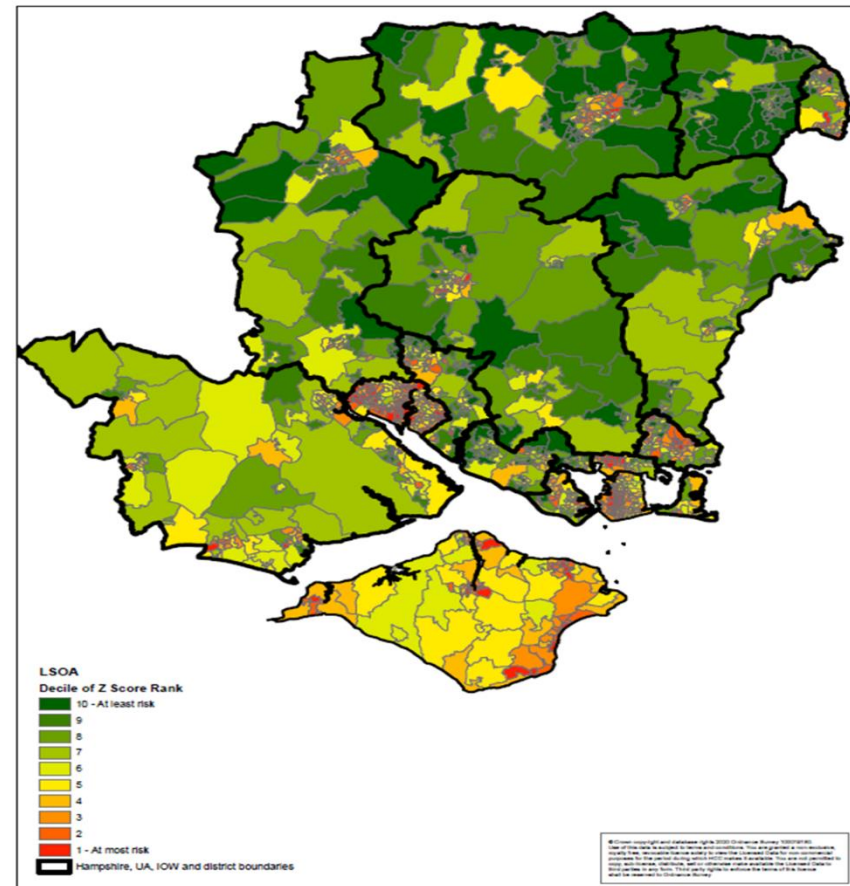
The main actions that were taken in responding to the pandemic are summarised in the Community, Economic and Place recovery sections of the plan to remind us of what is possible and how, when challenged, action is taken to great effect.

### Impact

Understanding the full impact of the pandemic while it still remains a threat to our way of life is a difficult challenge. The effect of lockdown measures being introduced in terms of limiting economic activity and people movement were obvious and affected everyone. However, the impacts on distinct groups and the hidden impacts in the effects on mental wellbeing, people's everyday livelihoods and relationships are still being felt. Keeping an up to date picture on economic, social and environmental impacts will be a key feature of planning and implementing recovery. Understanding the different levels of impact on specific groups is also vital in order that recovery actions can be adapted and targeted to address these disproportionate impacts and the Equality Impact Assessment that will accompany this plan will help inform the necessary response. In June 2020 the Institute of Fiscal Studies published an analysis of “The Geography of Covid-19”. The report identified the Isle of Wight, along with Torbay, as the areas with the greatest potential risk of negative impact of the pandemic due to our older population profile, the proportion of our economy reliant on tourism and the areas of deprivation that exist on the Island. Accessing resources to help recovery taking account of this data forms a key part of the recovery plan. Prior to the onset of the pandemic the Council was progressing a range of plans around regeneration, housing, health improvement, social care, digital development all focused on making the Isle of Wight “an inspirational place to live, work and visit”. This vision remains – some of the plans need to be adapted to take account of Covid-19 and need to be accelerated to help address recovery. The key point to note is that improving social and economic prospects for everyone has been the objective pre -pandemic and remains so in recovering from it. The recovery plan highlights where existing actions need to be adapted and accelerated and where an additional response is required these are

clearly set out with agreed actions by partner organisations and the Council.

Hampshire and Isle of Wight LRF –  
Non-clinical vulnerability to COVID-19 impacts



**What do we need to do to recover and build back better** – Each pillar of recovery – Community, Economy and Place sets out a range of proposed actions to help address evidenced impacts and help the Island recover. Building back better commits us to take account of what we have learnt during the response and revisiting the new and long identified challenges we face with a renewed vigour. An imbalance in the age profile of our population and the additional cost that presents, lower than average business productivity and wage levels, an acute need for affordable housing and an aging physical infrastructure further compounded by the costs of getting to and from the Island. These challenges are known and continue to inform corporate planning and priorities pre and post pandemic. The pandemic has shone a light on the issues and opportunities underpinning these challenges as expressed by people's individual trauma and search for a restored, purposeful future existence. Delivering the recovery actions and the sustained collaborative environment that enables them will be the key measure of success for our collective recovery.

**What do we need to consider in planning for recovery** – In addition to the impacts and the specific actions to address them set out below our future recovery needs to be informed by the threats and opportunities afforded by significant global, national and local risks:

- Environment Change – The Council has declared a climate emergency and aspires to the Island achieving carbon neutral status by 2030. The potential for greater employment in sectors of the economy that help contribute to this goal will be an important part of future economic recovery.
- Brexit – The changed trading environment leaving the EU will create, the preparations for businesses connected with adjusting to this environment in the short term (31/12/20) and the opportunities provided for wider global trading relationships need to be reflected in our recovery planning.
- Covid-19 new outbreaks – the risk of future Covid-19 infection will remain a continued threat to recovery, the introduction of outbreak control measures and the resulting renewed need for support for those affected will impact on progress in achieving recovery. Our knowledge of the effectiveness of measures to reduce transmission, an established Outbreak control plan and Test and Trace arrangements as well as experience of the effectiveness of support those affected during the first wave will help in responding again and helping recovery reset if needed.
- Financial pressures – The ability of all partners to secure effective recovery is reliant on the identification of additional or repurposed resources to address service backlogs, replace lost income and adapt existing services to meet greater demand and wholly new responses. The recovery plan seeks to identify the proposed resources for the actions proposed either from any specific additional national funding opportunities, Covid-19 support funds or the relevant partner core budgets.

## The Three Pillars of Recovery

### Community Recovery

- **Operate effective outbreak control arrangements and communicate key behaviours**
- **Address inequality of impact of Covid-19 on vulnerable groups**
- **Establish sustainable community response and recovery arrangements**

**Impacts** – 428 infections, 84 deaths, 5,921 people required to shield at the height of the pandemic, 47% increase in referrals to children's services (since start of March 2020 to end of July 2020), 53% increase in adult social care referrals (Overall Excess referrals in combined May, June, July 2020), 350,000 school days lost, 800% in single and 400% in family homelessness in accommodation (increase on 2019 figure), universal credit uptake increased from 7.46% (Mar 20) to 13.91% (May 20)

**Response** – Covid-19 helpline 9476 calls, Shielding support for 5000 people, 568 food boxes delivered (service ended on 7.8.20), care home support, carer support, 34 community and voluntary sector support hubs, social distancing measures in the main High Streets, Mental health action plan responses/campaigns, online support for school pupils, targeted support for vulnerable school children and families

**Recovery actions** – Test and trace system to control risk of infection (ongoing), sustainable arrangements for community hubs (Sep 20), securing successful return to full-time education (Sep-Oct 20), Reconfigured homelessness provision (Dec 20), Health and Social Care service recovery and winter pressure preparation (Sep 20 - ongoing), Education settings supporting the physical and emotional health of children through the PEACH programme (Jul 20 ongoing), Community mental health and resilience (ongoing), Expand ESF NEET project to include 19-24 yr olds

**Partners** – Public Health England, IOW NHS Trust and CCG, Housing Associations, Voluntary and Community sector

## Economic Recovery

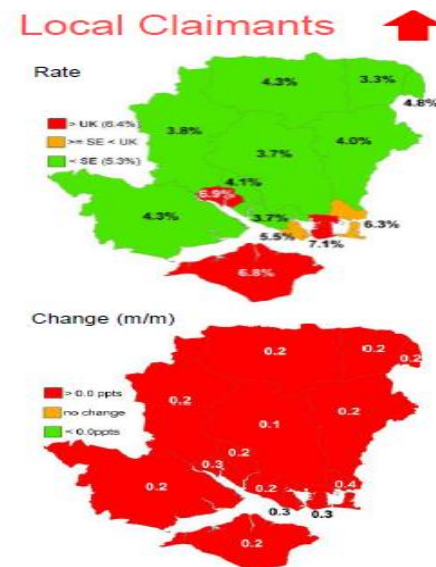
- **Create a skills system responsive to changing employer demand**
- **Support our residents into appropriate employment pathways**
- **Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships**
- **Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-Covid economy**

**Impacts** – 34% take up rate for furloughed staff (Jun 20), people claiming out of work benefits has increased from 3.2% (2,580 people, Mar 20) to 6.6% (5,260 people, Jun 20), youth unemployment (18 to 24 yr olds) claimant count increased from 5.4% (505 people, Mar 2020) to 11.2% (1055 people, Jun 20), 9.8% business closure/failure rates (ONS - 2018)

**Response** – £47,455,000 Small Business Grant and Retail, Leisure and Hospitality Grant (as at 17 Aug 20), £2,959,250 Local authority Discretionary grants (paid out in full), 4,523 number of businesses received support protecting circa 22,000 jobs, Covid safe advice and guidance sessions to over 600 businesses in High Streets and Tourism economy, Rural economy response forum

**Recovery actions** – “Island Card” gift card scheme to enable Island spend (Oct 20), New “Island business advisers” (Sep 20), Short course training for unemployed people in Care, Hospitality and Construction (Oct 20), Olderpreneurs project to help over 50's start business (ongoing), Pop-up Business school to assist unemployed start businesses (Oct 20), Let's Buy Local campaign (ongoing), Island Opportunities – support for youth business start ups (ongoing), Youth employment support hub (Oct 20), Wight Innovation hub – new co working space for digital companies (Mar 21), Branstone Farm rural business hub (Dec 21)

**Partners** – Chamber of Commerce, FSB, Solent LEP, Isle of Wight College, DWP Jobcentre Plus, Care Providers, WightFibre, Natural Enterprise, NFU



- Following a small dip in June, all 14 local authorities in Hampshire registered increases in claimant unemployment rates in July.
- Hart had the lowest claimant count rate in Hampshire in July. The highest rates (above the UK average) were found on the Isle of Wight and in the two cities.

### **Place recovery**

- **Increase the supply and accessibility of homes of all tenures across the Island, and the supply of workspace that responds to changing needs**
- **Improve physical and digital connectivity in and between all of our settlements and the rest of the world**
- **Achieve sustainable, welcoming places with inclusive public realm improvements in our towns that are accessible for all**

**Impacts** – Increase in home-working, reduced visitor and business traffic to Island and on Island, uptake in cycling, increased sense of value of Island wellbeing and local identity

**Response** – changes to services to deliver Covid safe, more take up of online service access, increased Island profile linked to Test and Trace App pilot

**Recovery actions** – Revised “Covid proofed” Island Plan (Jun 21), 300 affordable housing units (April 22), Island Transport Plan (Dec 21), Branstone Farm – rural homes/jobs hub (Dec 20 – Dec 22), Camp Hill garden village (Apr 21 to 2025), Newport Harbour regeneration (2021 -2031), Major events programme – Diamond Races, Le Blanc, Tour of Britain, Island place marketing programme (Feb 21 – ongoing), Island infrastructure and development enabling funding submission (Nov 20), Heritage High Street programmes – Ryde and Newport (Sep 20 – Apr24), Ryde Interchange investment (Apr 21 to Apr 23), WightFibre Full Fibre roll out (Sep 20 – 2023), Medina Valley Marine growth programme (Mar 21- 2025), Cycling and Walking Infrastructure investment programme

**Partners** – Public, private and third sector partners



### **Recovering together**

The collaboration and collective will that characterised the Isle of Wight's response to the pandemic needs to continue in planning and delivering Island Recovery. Recovery will continue to be a key concern for everyone on a personal, family and organisational level. Partnership working in this context between the public sector and with the private and community and voluntary sector has never been more important.

The Island Health and Well Being Board is best placed to adopt a "Island recovery task force" role to provide the strategic coordination and leadership to enable successful recovery. Supplementing its membership with the chair of the Island Economic board will ensure progress on economic recovery complements progress on community and place recovery.

A broader Island stakeholder forum will enable regular engagement with a wider cross section of interests in making progress on recovery.

Specific actions will necessarily cross department, cross organisational and cross sector project groups informing and aligning with individual organisations key priorities, human and financial resources.

### **Resourcing and measuring recovery**

As stated above the financing of recovery actions will be challenging in an environment that placed increased pressure on core budgets due to the effects of the pandemic.

Central government funding to mitigate the worst effects of the pandemic has not been sufficient to cover an anticipated shortfall in addressing these pressures.

Any action linked to recovery therefore needs to draw on either existing planned resources linked to that action, any calls for funding bids linked to the relevant topic issued by government, lottery etc or additional partnership pooled resources.

At the end of 2019 an economic profile for the Island was completed and provides useful benchmark against which to measure our progress, in addition to this a set of wellbeing measures drawn from periodic survey results of a representative citizens panel will be developed. Crucially, testing our continued commitment and ability to work collaboratively will be important, using measures identified in established frameworks such as the "Building Back Better" framework.

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**How to find out more and get involved**

Communicating progress and enhancing, adapting and changing our recovery approach based on feedback will be a key feature of the plan.

Become a member of the stakeholder engagement group.

Join our Citizens Recovery panel.

Check our interactive website – [www.iowrecovery.gov.uk](http://www.iowrecovery.gov.uk)

Appendix 1

Our Action Plan	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
<p><b>Community Recovery</b></p>			
<p>• <b>Operate effective outbreak control arrangements and communicate key behaviours</b></p>			
<p>Test and trace system to control risk of infection</p>	<ul style="list-style-type: none"> <li>• Continue to implement and refine the Island Outbreak Control Plan</li> <li>• Implementation of new local government track and test responsibilities</li> <li>• IWC support of second app pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Data from second app pilot to help with control and recovery</li> <li>• Provide learning and leadership for stabilisation phase and possible step up and step down to LRF emergency planning structures</li> </ul>	<ul style="list-style-type: none"> <li>• Review impact of Island Outbreak Control Plan</li> </ul>
<p>• <b>Address inequality of impact of Covid-19 on vulnerable groups</b></p>			
<p>Reconfigured homelessness provision</p>	<ul style="list-style-type: none"> <li>• Complete planning and procurement tasks related to Assessment Hub development</li> </ul>	<ul style="list-style-type: none"> <li>• 3-7 Complete renovation works and manage transition from Phase 1 to Phase 2 offer</li> </ul>	
<p>Health and Social Care service recovery and winter pressure preparation</p>	<ul style="list-style-type: none"> <li>• Assess nature of increased backlog on key service areas</li> <li>• Adjust resource planning to address priority areas</li> </ul>	<ul style="list-style-type: none"> <li>• Implement ICP System plan for winter pressures</li> </ul>	
<p>Green Homes Grant</p>	<ul style="list-style-type: none"> <li>• Publicise scheme</li> <li>• Identify eligible properties</li> </ul>	<ul style="list-style-type: none"> <li>• Install fuel efficiency measures</li> <li>• Apprenticeship opportunities</li> </ul>	
<p>• <b>Establish sustainable community response and recovery arrangements</b></p>			
<p>Sustainable arrangements for community hubs</p>	<ul style="list-style-type: none"> <li>• Community Action Isle of Wight (CAIW) leading on discussion with key community hub leads to develop resilience and sustainability</li> <li>• Funding being determined</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the sustainable needs - review from CAIW on continued needs required for Covid-19 activity</li> <li>• Continue to monitor needs to step up provisions subject to second wave</li> </ul>	<ul style="list-style-type: none"> <li>• Post Covid-19 reverting to business as usual model</li> </ul>

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<b>Our Action Plan</b> <b>Community Recovery</b>	<b>Short term</b> <b>Next 3 months</b>	<b>Medium term</b> <b>3- 12 months</b>	<b>Longer term</b> <b>12 months plus</b>
	<ul style="list-style-type: none"> <li>• CAIW sourcing project lead to set out development activity</li> <li>• Community cell exit step down strategy to be presented</li> <li>• Continue to provide a central helpline</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide a central helpline</li> </ul>	
Securing successful return to full-time education	<ul style="list-style-type: none"> <li>• Continue to support all education settings in the return to the new academic year</li> <li>• Continue to monitor guidance from central government</li> <li>• Support the delivery of the PEACH programme</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor central government guidance and support education settings on implementation if required</li> <li>• Support the delivery of the PEACH programme</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to monitor central government guidance and support education settings on implementation if required</li> <li>• Support the delivery of the PEACH programme</li> </ul>
Education settings supporting the physical and emotional health of children through the PEACH programme	<ul style="list-style-type: none"> <li>• Development distribution of local map of support for families</li> <li>• Children and young peoples' survey with the Youth Trust</li> <li>• Public Health nursing support for primary and secondary school readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback analysis for education settings to help implement good practise</li> <li>• Using trusted PEACH brand to promote health protection in education settings</li> <li>• Promote PEACH's Bronze awards for good practice</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure sustainability of PEACH programme</li> <li>• Incorporate learning from pandemic</li> </ul>
Community mental health and resilience	<ul style="list-style-type: none"> <li>• Develop and implement campaign to improve emotional wellbeing through Autumn and Winter</li> <li>• Seek funding for Public Mental Delivery of the Out and About Project to provide confidence for shielded resident</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt and flexi response as pandemic continues to develop</li> <li>• Analysing available data to improve offer</li> </ul>	<ul style="list-style-type: none"> <li>• Review of impact of public mental health approach</li> <li>• Implement learning to improve public mental health longer term</li> </ul>

Our Action Plan Economic Recovery	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
<ul style="list-style-type: none"> <li>• <b>Create a skills system responsive to changing employer demand</b></li> </ul>			
Short course training for unemployed people in Care, Hospitality and Construction	<ul style="list-style-type: none"> <li>• Develop Island proposition for "Kickstart" offer (by October 2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop delivery programme with key partners subject to approval with jobs starting in October 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Continue delivering the Kickstart programme until conclusion in March 2022</li> <li>• Final jobs to commence October 2021</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support our residents into appropriate employment pathways</b></li> </ul>			
Island Opportunities – support for youth business start ups	<ul style="list-style-type: none"> <li>• Continued delivery of the original contract with Island Opportunities</li> <li>• Continued marketing and PR</li> </ul>	<ul style="list-style-type: none"> <li>• Continued challenging and mentoring of individuals</li> <li>• Establishing specific individual actions to progress business proposals</li> </ul>	<ul style="list-style-type: none"> <li>• Review future sustainability of the project and other funding streams</li> </ul>
Youth employment support hub	<ul style="list-style-type: none"> <li>• DWP Flexible support funding bid to reduce youth unemployment post Covid-19 to reduce claimants</li> <li>• Targets will determine the bid submission</li> <li>• Stakeholder involvement regarding funding and service gaps</li> <li>• Phase 1 – Website/social media</li> </ul>	<ul style="list-style-type: none"> <li>• Phase 2 – Physical hub "One stop shop"</li> <li>• Weekly rota for organisations drop in to hub</li> <li>• Phase 3 – Community Outreach programme</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting DWP targets to demonstrate good and successful model</li> <li>• Meeting DWP targets to secure future funding</li> </ul>
Expand ESF NEET project to include 19-24	<ul style="list-style-type: none"> <li>• Seek approval to extend age group</li> </ul>	<ul style="list-style-type: none"> <li>• Promote to potential employers as part of wider government Kick Start package</li> </ul>	<ul style="list-style-type: none"> <li>• Review take up and assess effectiveness of package of youth support</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships</b></li> </ul>			

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<b>Our Action Plan</b> <b>Economic Recovery</b>	<b>Short term</b> <b>Next 3 months</b>	<b>Medium term</b> <b>3- 12 months</b>	<b>Longer term</b> <b>12 months plus</b>
Olderpreneurs project to help over 50's start business	<ul style="list-style-type: none"> <li>• Continue to provide mentoring and workshops to support new business creation</li> <li>• Confirm extension of project until December 2021 for delivery by the Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Continue delivery of the support</li> </ul>	<ul style="list-style-type: none"> <li>• Review outcomes and consider the future of the scheme</li> </ul>
Pop-up Business school to assist unemployed start businesses	<ul style="list-style-type: none"> <li>• Event planned for 12-23 October</li> <li>• Instagram and Facebook advertising by Pop-Up Business School</li> <li>• Sponsored by Housing Association, promoting to residents</li> <li>• Council's social media promotion specifically for under 25's</li> <li>• Determine if full or part virtual event</li> <li>• Catch up event organised by Pop-Up Business School</li> </ul>	<ul style="list-style-type: none"> <li>• CRM tool to be developed for a progress report for self completion</li> <li>• Use data to determine a strategy for supplying future support</li> <li>• Provide the tools for the unemployed to gain employment or for those wanting to change career</li> </ul>	<ul style="list-style-type: none"> <li>• Inclusion and removal of barriers to then boost confidence to engage with the community</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-Covid economy</b></li> </ul>			
Island Card gift card scheme to enable Island spend	<ul style="list-style-type: none"> <li>• Agree principle and funding for and Island Card</li> <li>• Contract to be signed</li> <li>• Project Plan agreed</li> <li>• Set up (6-8 weeks)</li> <li>• Business promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Registration of businesses</li> <li>• Launch of card for Festive period</li> <li>• Monitoring of take up by businesses and usage</li> </ul>	<ul style="list-style-type: none"> <li>• Review of benefits of card to Island businesses</li> </ul>

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<b>Our Action Plan</b> <b>Economic Recovery</b>	<b>Short term</b> <b>Next 3 months</b>	<b>Medium term</b> <b>3- 12 months</b>	<b>Longer term</b> <b>12 months plus</b>
New “Island business advisers”	<ul style="list-style-type: none"> <li>• Confirmation of funding via SLEP/ERDF</li> <li>• Agree resource sharing with New Forest District Council as partner</li> </ul>	<ul style="list-style-type: none"> <li>• Employment of the business advisors</li> <li>• Development programme of support</li> </ul>	<ul style="list-style-type: none"> <li>• Programme to sustain business support past current grant funding</li> </ul>
Let's Buy Local campaign	<ul style="list-style-type: none"> <li>• Confirm additional funding to Natural Enterprise to enable the campaign to continue until December 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Review the success of the campaign and consider future resourcing</li> </ul>	
Wight Innovation hub – new co working space for digital companies	<ul style="list-style-type: none"> <li>• Confirm ERDF funding</li> <li>• Develop specification for building fit out</li> </ul>	<ul style="list-style-type: none"> <li>• Procure a management company to manage the facility</li> <li>• Procure company to deliver fitout and complete work</li> <li>• Appointment of Business Advisors</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing publicity of facility of space and building network support businesses and organisations</li> </ul>
Branstone Farm rural business hub	<ul style="list-style-type: none"> <li>• Dealing with procurement issues regarding whether to proceed with either traditional tender or design and build</li> <li>• Planning application for the business park and affordable housing to be determined</li> <li>• Finalise Goddard's Heads of Terms</li> </ul>	<ul style="list-style-type: none"> <li>• Construction procurement</li> <li>• Construction commences for affordable housing</li> <li>• Potential commencement of construction of brewery</li> <li>• Potential construction commencement on business hub</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of brewery</li> <li>• Completion of affordable housing</li> <li>• Completion of business park Phase 1</li> </ul>

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Our Action Plan Place Recovery	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
<ul style="list-style-type: none"> <li><b>Increase the supply and accessibility of homes of all tenures across the Island, and the supply of workspace that responds to changing needs</b></li> </ul>			
Revised “Covid proofed” Island Plan	<ul style="list-style-type: none"> <li>Undertake further evidence/planning policy impact Covid review</li> <li>Establish approaches to Covid-19 related issues such as open space provision, space standards, cycling and walking provision and the future of the High Street</li> <li>Publish Island Planning Strategy "Position Statement" in November</li> </ul>	<ul style="list-style-type: none"> <li>Publish revised Regulation 18 consultation in June 2021</li> </ul>	<ul style="list-style-type: none"> <li>Publish for Regulation 19 consultation</li> <li>Submit draft plan to Secretary of State</li> <li>Undertake examination in public</li> <li>Adopt Island Planning Strategy</li> </ul>
300 affordable housing units	<ul style="list-style-type: none"> <li>Discuss with Homes England grant levels for affordable housing at 60% of market</li> <li>Working with RPs on the Island for potential JVs on Council owned land</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of Ryde Village, Ryde and Green Meadows, Freshwater as first Extra Care schemes on the Island, 150 units</li> <li>Sale of Council sites to deliver affordable housing</li> <li>Branstone Farm - 50 units</li> </ul>	<ul style="list-style-type: none"> <li>VQ - part of wider regeneration scheme, to deliver affordable housing</li> <li>Newport Harbour – potential to delivery up to 300 new homes, 35% affordable</li> <li>Small Sites Programme – potential 150 new homes, 35% affordable</li> </ul>
Branstone Farm – rural homes/jobs hub	<ul style="list-style-type: none"> <li>Dealing with procurement issues regarding whether to proceed with either traditional tender or design and build</li> <li>Planning application for the business park and affordable housing to be determined</li> </ul>	<ul style="list-style-type: none"> <li>Construction procurement</li> <li>Construction commences for affordable housing</li> <li>Potential commencement of construction of brewery</li> </ul>	<ul style="list-style-type: none"> <li>Completion of brewery</li> <li>Completion of affordable housing</li> <li>Completion of business park Phase 1</li> </ul>



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Our Action Plan Place Recovery	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
	<ul style="list-style-type: none"> <li>Finalise Goddard's Heads of Terms</li> </ul>	<ul style="list-style-type: none"> <li>Potential construction commencement on business hub</li> </ul>	
Medina Valley Marine growth programme	<ul style="list-style-type: none"> <li>Prepare Isle of Wight Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>Seek funding to deliver Isle of Wight Investment Plan and implement projects within it</li> </ul>	<ul style="list-style-type: none"> <li>Project delivery and review</li> </ul>
<ul style="list-style-type: none"> <li><b>Improve physical and digital connectivity in and between all of our settlements and the rest of the world</b></li> </ul>			
Island Transport Plan	<ul style="list-style-type: none"> <li>Agree brief, timescale and procure consultants</li> </ul>	<ul style="list-style-type: none"> <li>Undertake traffic modelling and consult on key objectives</li> <li>Take account of government sustainable transport policies and Island Plan, Regeneration strategy</li> </ul>	<ul style="list-style-type: none"> <li>Finalise, adopt and implement LTP subject to funding</li> </ul>
Island place marketing programme	<ul style="list-style-type: none"> <li>Coordinate information on proposed separate marketing campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Support development and use of key messages in any campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Promote Island as safe and prosperous location for investment</li> </ul>
Island infrastructure and development enabling funding submission	<ul style="list-style-type: none"> <li>Prepare Isle of Wight Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>Seek funding to deliver Isle of Wight Investment Plan and implement projects within it</li> </ul>	<ul style="list-style-type: none"> <li>Project delivery and review</li> </ul>
Ryde Interchange investment	<ul style="list-style-type: none"> <li>Confirm project scope and funding with “Transforming Cities partners”</li> </ul>	<ul style="list-style-type: none"> <li>Consult on scheme design taking account of Ryde regeneration place plan objectives</li> </ul>	<ul style="list-style-type: none"> <li>Implement scheme up to Spring 2023</li> </ul>
WightFibre Full Fibre roll out	<ul style="list-style-type: none"> <li>WightFibre confirm programme for West and South Wight roll out</li> </ul>	<ul style="list-style-type: none"> <li>East Wight installation continues</li> <li>Rural gigabit voucher scheme promoted</li> </ul>	<ul style="list-style-type: none"> <li>Island wide roll out upto 2023</li> </ul>

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Our Action Plan	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
Place Recovery			
Cycling and Walking Infrastructure investment programme	<ul style="list-style-type: none"> <li>LCWIP been agreed</li> <li>Delivering Phase 1 and 2 of the active travel plan</li> </ul>	<ul style="list-style-type: none"> <li>Seek further funding to deliver further schemes</li> </ul>	<ul style="list-style-type: none"> <li>Agree to further extension of the LCWIP scheme to the remainder of the Island</li> </ul>
<ul style="list-style-type: none"> <li><b>Achieve sustainable, welcoming places with inclusive public realm improvements in our towns that are accessible for all</b></li> </ul>			
Camp Hill garden village	<ul style="list-style-type: none"> <li>MoJ assessing infrastructure costs, highways and services to de-risk site for development</li> </ul>	<ul style="list-style-type: none"> <li>Resolve infrastructure funding and establish as a project with One Public Estate Programme with the objective of the Council leading the future development of the site</li> </ul>	<ul style="list-style-type: none"> <li>De-risk the site by carrying out essential infrastructure works, gaining relevant planning permissions to start on site</li> <li>To identify development partners and market suitable land opportunities to establish a 10 year build programme</li> </ul>
Newport Harbour regeneration	<ul style="list-style-type: none"> <li>Gain Cabinet approval for the Newport Harbour Masterplan</li> </ul>	<ul style="list-style-type: none"> <li>Resolve the HRO</li> <li>Carry out environmental assessment studies as required by the EA</li> <li>On completion take forward the masterplan as a supplementary planning document for approval</li> </ul>	<ul style="list-style-type: none"> <li>Establish marketing programme for various aspects of the site</li> <li>Identify funding for the infrastructure work, eg harbour walls and foot bridge</li> <li>Identify development partners</li> <li>Programme manage the building of the hotel, housing and new buildings on the harbour front</li> </ul>
Major events programme – Diamond Races (DR), Le Blanc (LB), Tour of Britain (TB)	<ul style="list-style-type: none"> <li>Work with organisers on community awareness (DR)</li> </ul>	<ul style="list-style-type: none"> <li>Work with organisers to deliver event plan (DR)</li> </ul>	<ul style="list-style-type: none"> <li>To support the delivery of the event to ensure success of future events (DR)</li> </ul>
	<ul style="list-style-type: none"> <li>Write Delegated Paper (LB)</li> <li>Agree funding and produce contract (LB)</li> <li>Deliver the event (LB)</li> </ul>		

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Our Action Plan	Short term Next 3 months	Medium term 3- 12 months	Longer term 12 months plus
Place Recovery	<ul style="list-style-type: none"> <li>• Event is postpone until 2022 (TB)</li> <li>• Sign new contract for 2022 (TB)</li> </ul>	<ul style="list-style-type: none"> <li>• Agree to deliver Tour of Britain Sportive and Classic event (TB)</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare with, promoters Sweetspot, final stage of Tour of Britain 2022 (TB)</li> </ul>
Heritage High Street programmes – Ryde and Newport	<ul style="list-style-type: none"> <li>• Establish project plans for both towns' improvements based on HAZ grant funding criteria</li> <li>• Planning of programme of works based on new commissioned design guide for the High Street and shop fronts</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct viability studies and construct business cases for funding restoration of key historic buildings eg Newport Guildhall and Ryde Theatre</li> <li>• Establish mechanisms for measuring footfall on the High Street through a joint commission between Newport and Ryde HAZ to measure recover efforts on the High Street</li> </ul>	<ul style="list-style-type: none"> <li>• Bring about positive improvements to the public realm and historic buildings in Newport and Ryde over the next four years of the programme</li> <li>• Design and funding of shop front improvements completed making the High Street more sustainable</li> <li>• Achieve significant Historic England grant funding levels to improve and future proof the historic heritage of the High Street through its landmark buildings</li> </ul>

## **Appendix 2**

### **Key performance indicators**

- Community
  - Infection rate
  - IMD
  - Community wellbeing survey responses

- Economic

### **Create a skills system responsive to changing employer demand**

- % of working age residents with NVQ Level1 or below
- Reduction in employer skills shortages in health and care; digital and creative; customer care and low carbon construction sectors

### **Support our residents into appropriate employment pathways**

- % of 16-17 year olds participating in education and training
- Employment rate 16-64
- Employment rate 16-64 by disabled residents
- Reduction in unemployment rate for 50+

### **Enable our residents to unlock their potential through upskilling, reskilling, training provision and apprenticeships**

- Apprenticeships total starts
- Reduction in unemployment rate for 18-24-year olds

### **Support our existing and new businesses to survive in the short term and to adapt and thrive in the new post-COVID economy**

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- Workplace based GDP per head at current prices
- Private sector SMEs (0-249 employees) per 1000
- % of industries in the retail, accommodation and food service and health sectors
- % growth in the Information and Communication Sector

### **Encourage our businesses to be inclusive and resilient, by tackling low pay, in-work poverty and to reduce their carbon emissions**

- Median gross weekly pay for full-time workers

(workplace based)

- Reduction in jobs paying less than Living Wage
- % of residents paid the LW or higher

### **Work with our anchor institutions and major employers to utilise our supply chains and increase spend with local businesses**

- % of IOW Council procurement spend on SMEs
- % of IOW Council procurement spend on third sector organisations
- % of IOW Council procurement spend on local organisations

- Place

### **Increase the supply and accessibility of homes of all tenures across the Island, and the supply of workspace that responds to changing needs**

- Affordable workspace created as a result of Council initiatives
- Amount of commercial floorspace on the Island
- Ratio of median house price to median workplace based earnings
- Number of new affordable housing units delivered

### **Improve physical and digital connectivity in and between all of our settlements and the rest of the world**

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— % of premises with download speed of 30Mbits/s from fixed broadband

— % of premises with full fibre availability from fixed broadband

**Achieve sustainable, welcoming places with inclusive public realm improvements in our towns that are accessible for all**

— % of residents who feel their town centre is welcoming

— % of residents who feel safe from crime when walking in their local area (day/evening)

— % of new lodgements with an energy efficiency rating of A or B

— % of new lodgements with an environmental impact rating of A or B

— Community cohesion – extent to which residents agree their local area is a place where people from different backgrounds get on well together

— Extent to which residents are satisfied with their local area as a place to live