
Report To:	Policy & Resources Executive Sub-Committee	Date:	5 May 2020
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	PR/15/20/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	COVID-19 Recovery Structure and Strategy		

1.0 PURPOSE

- 1.1 To seek approval for a strategic approach and structure to progress recovery of Council Services and the restoration of more normal social and economic activities across the Inverclyde community as a whole.

2.0 SUMMARY

- 2.1 The Council requires a structure to steer its own recovery from the COVID-19 pandemic and the effects of the lockdown. This process has already commenced through a sub-group of the Corporate Resilience Management Team reporting directly to the Council's Corporate Management Team. The process is not merely to look at a managed return to the position pertaining prior to the outbreak but also to look at any new ways of working which might be accommodated in a future working model and at any precautionary structures which might be needed to address ongoing issues or further pandemic waves. Section 5 of the report details the proposals for carrying this out.
- 2.2 Under the Civil Contingencies Act the Council also rightly has the responsibility for leading the overall recovery from incidents in the community. This will be done in step with recovery programmes and structures at national and regional level but will obviously require to be tailored for the very specific circumstances and experiences of Inverclyde. A proposed structure for this is detailed in section 6 of this report. It is specifically proposed that the main focus of this recovery should be on two aspects, Humanitarian Assistance and Economic Recovery.
- 2.3 The model for recovery is generally based upon a handover from the management of an incident, often led by the police, to the local authority at an agreed point where the immediate incident is deemed over. Obviously a pandemic is somewhat different from a normal "blue-light" incident as it may continue for a prolonged period with the potential for subsequent waves. The implications of this are that recovery may be started while the pandemic is still occurring and that it may have to be managed in parallel to the ongoing incident response. It will also involve input and actions across all community partners.

3.0 RECOMMENDATIONS

- 3.1 That the Sub-Committee approves the structures and reporting arrangements for the recovery process for both the Council and the Community detailed in sections 5 and 7.

Martin McNab
Head of Environmental & Public Protection

4.0 BACKGROUND

- 4.1 There are already recovery groups being set up at a national level, both UK and Scottish, with the latter chaired by the Chief Executive of Glasgow City Council. A recovery group for the Local Resilience Partnership is also currently being set up and will have had its first meeting by the time of the Sub-Committee. Recovery in this sense means a strategic approach and structure to progress recovery of Council Services and the restoration of more normal social and economic activities across the Inverclyde community as a whole. The groups referred to above will allow sharing of best practice and lessons learned and will be very useful models for local delivery as well as providing an additional means for escalating issues.
- 4.2 From a local perspective it is essential that Inverclyde Council provides leadership for the recovery process. This is of particular importance as the area has been hit harder than other areas in terms of the health impacts of the pandemic including the number of deaths caused by COVID-19. It is probable that the economic impact of the pandemic will also be disproportionate on Inverclyde given our pre-existing economic vulnerabilities as evidenced by the recent SIMD data.
- 4.2 On 23 April the Scottish Government published “COVID-19 – A Framework for Decision Making”. This document outlined some of the considerations for future decision making including those that will influence and be part of any future lifting or amendment of lock down restrictions. The document makes clear that Government plans to “respond and recover must take account of the possibility of a cycle of lifting and re-imposing restrictions”. The document goes on to state that (this) “will require fundamental change to how all sectors of society organise themselves”. This document will inform both the Council’s internal recovery process and the Community Recovery which the Council will lead.

5.0 ORGANISATIONAL RECOVERY

- 5.1 The Council’s Corporate Resilience Management Team (CRMT) has met regularly throughout the current pandemic, at one point daily but currently three times per week. The CRMT manages the Council’s tactical response to the pandemic and reports directly to the Corporate Management Team for strategic decisions. The HSCP has parallel and linked processes with a thrice weekly Local Resilience Management Team (LRMT) which reports through both the Council and Health Board structures. The two processes are aligned through cross representation.
- 5.2 The process of corporate recovery is effectively underway through a sub-group of the CRMT which is looking at processes for service recovery. These will include the following aspects:
- The level of current service provision, including tasks which may not have been previously part of the service’s remit some of which may continue beyond any initial removal of lockdown; examples would include the Humanitarian Assistance Centre and enhanced support to businesses including financial support and employability related activities.;
 - The Council in collaboration with HSCP and CVS colleagues will continue to operate the Humanitarian Aid Centre for those residents on the shielding and non-shielding lists.
 - The stages and actions required to bring any services currently not being fully delivered back up;
 - Any new ways of working brought in as a response to the pandemic which might be worth continuing, for example home working. Heads of Service in collaboration with the IT Service are working on putting interim arrangements in place to maximise home working;
 - The potential impacts of what is likely to be a staged removal of lock down

restrictions. This would include the potential need to reduce occupancy of council buildings to maintain a level of social distancing. Property Services in conjunction with Health and Safety will be identifying new spatial arrangements for office based staff. Separately, Education Services is giving consideration as to how to implement and the implications of a staged process on reopening schools. The HSCP is exploring how new virtual arrangements are established to facilitate multi agency public protection meetings. Newly adopted work practices to facilitate the safe collection of residual waste and recyclables will be progressed once sufficient staff numbers and external contractors are in place. The Corporate Director for Education, Communities and Organisational Development in consultation with Inverclyde Leisure will be exploring how interim measures can be put in place to facilitate the phased reopening of libraries, museum and leisure facilities;

- The need to put in place processes for quickly returning to an incident response footing should the need arise as a result of a second wave of infection,
- Consideration of any follow up required on actions taken during the pandemic
- Consideration of any processes introduced during the pandemic response which might provide longer term streamlining opportunities
- Horizon scanning for any likely additional duties likely to be forthcoming, for example contact tracing or additional port health requirements.

The governance process for the recovery sub-group will be the similar to that for the CRMT with reporting directly to the CMT and through that to committee, a detailed reporting structure is included at Appendix 1. Members should be aware that individual service planning may already be fairly advanced in a number of areas, for example planning for different levels of occupancy and potential phased returns in schools.

- 5.3 The HSCP requires to report and align its recovery strategy with both the Council's and the Health Board's processes and therefore is currently developing a separate and parallel recovery process. Over the course of the coming months, the HSCP requires to restore 'business as usual' services, including an element of catching up with activity that may have been scaled down or ceased as part of the pandemic response. This will require to be planned in a way which allows for flexibility to enable sufficient preparation and response to resurgence of waves of COVID activity.

The HSCP has to consider services that will see an increased demand as a result of COVID-19 mitigation measures. To do this effectively, it cannot simply return to previous ways of working. The HSCP needs to understand the changes it has made to services, assess the risks and opportunities in continuing with these changes and apply learning from the COVID response to its recovery planning.

6.0 COMMUNITY RECOVERY

- 6.1 As noted above the Council is responsible under the Civil Contingency Act for leading the recovery phase following an incident. Inverclyde Council has Major Incident Recovery Guidance which is attached at Appendix 1. This guidance is mainly aimed at situations where there has been a point incident, for example a major fire, where the incident response has been led by one of the emergency services and is then handed over to the Council at an appropriate juncture to lead the recovery phase. There would then be a Recovery Working Group (RWG) initially involving the agencies involved in the response phase with further representation and sub-groups being enlisted as the recovery phase develops.

- 6.2 In the specific context of a pandemic response as we have seen the multi-agency response is mainly run at a National and Regional level with the local response being co-ordinated by the Council, Health Board and HSCP. The response phase is obviously also considerably longer and effectively overlaps with the recovery. It is therefore appropriate to set up the RWG to run in parallel with the ongoing response as many of the issues which will need to be addressed in the recovery have already become clear.

- 6.3 The initial phase of developing a recovery plan is the completion of a Community Impact Assessment. This looks at four main areas of impact, Environmental, Infrastructure, Humanitarian and Economic. There will obviously be some impacts on the first two areas, for example potential increases in fly-tipping and the need to re-establish recycling together with a need to get the public transport systems back fully operational. It can fairly confidently stated however that the main elements of recovery will fall under the Humanitarian Assistance (this would include health aspects and education) and Economic headings. The membership and focus of the RWG and any sub-groups should therefore reflect this while not ignoring the first Environmental & Infrastructure aspects.
- 6.4 It is proposed that officers carry out a high level initial Impact Assessment focussing on Humanitarian and Economic aspects. This would be a document which would be kept under review by the RWG and would not be intended to constrain that group's actions but merely to give the group a starting point for their discussions. It would also be for the RWG to agree its terms of reference and any sub-groups and their membership. Section 7 below gives a potential structure and group membership which might meet the needs of the community.

7.0 POTENTIAL RECOVERY STRUCTURE

- 7.1 In terms of membership the RWG should set this itself and be able to co-opt additional members as and when it sees fit. The following is a suggested starting membership:

Inverclyde Council Chief Executive (or nominated Corporate Director) [Chair]
3 Corporate Directors
Police Scotland Area Commander
NHS GG & C Representative
Inverclyde Council's Chief Financial Officer
Third Sector Representative (CVS)
Business Representative
RSL Representative
Council CRMT Chair
Corporate Communications Representative
Secretariat (CCS)

It is further intended that three initial sub-groups are set up:

- a Humanitarian Recovery Sub-Group, chaired by the Corporate Director HSCP;
- an Economic Recovery Sub-Group, chaired by the Corporate Director Environment, Regeneration and Resources
- an Education, Culture & Sport sub-group chaired by the Corporate Director Education & Communities.

Appendix 2 shows the reporting lines for these groups.

- 7.2 Membership of the sub-groups will be a matter for the chairs of the sub groups - as an example the Economic Recovery Group would potentially include representatives from the local business community from small, medium and large enterprises together with agencies with a direct role in economic regeneration locally and regionally. A key factor in the membership of both this group and the Humanitarian Sub-Group is that members should be representative of their sector and, in the case of agencies, able to make local decisions and follow those through.
- 7.3 In terms of Governance it is recommended that the RWG reports regularly to the Policy & Resources Committee This could be done by a regular recovery report of a similar structure and format to the current COVID-19 Scrutiny Report.

8.0 IMPLICATIONS

Finance

- 8.1 There will be one off and recurring costs associated with the Recovery Plans and these will

be detailed and reported back as part of future updates with budget approvals sought where required.

Legal

8.2 The Civil Contingencies Act 2004 places duties on Category 1 responders including Councils to co-operate in dealing with emergencies. A local authority Chief Executive normally leads the recovery process by virtue of local authorities' functions, their role in safeguarding people in their area and their powers to promote community wellbeing.

Human Resources

8.3 There are no human resources implications arising from this report there will however be significant implications arising from the recovery process.

Equalities

8.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

Repopulation

8.5 Repopulation will be a key consideration for the RWG particularly in light of the negative impact of the pandemic on the population of Inverclyde.

9.0 CONSULTATIONS

9.1 The Corporate Management Team has considered this report and approves the

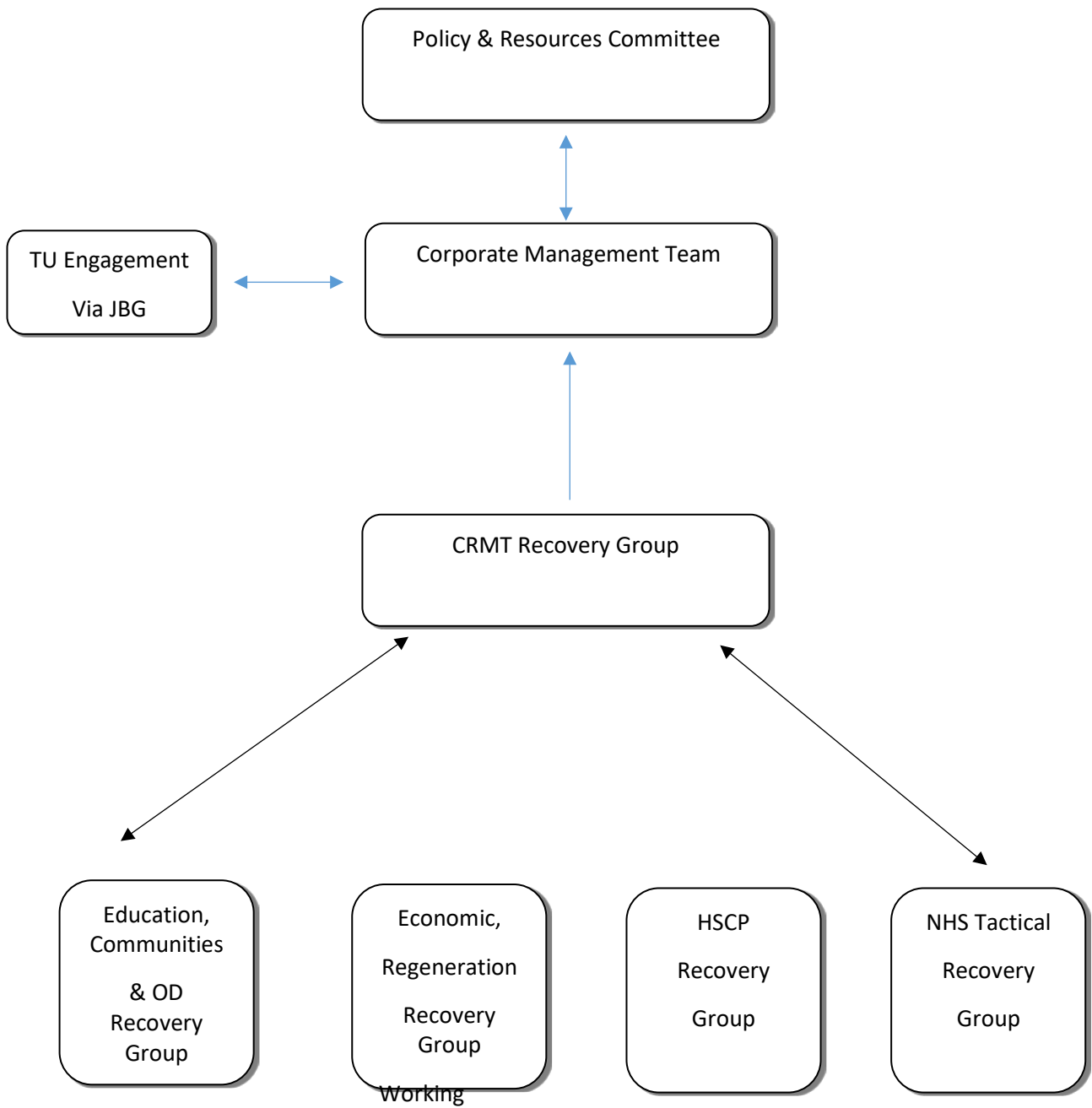
recommendations. The Trade Unions will be engaged with as part of the recovery process.

10.0 BACKGROUND PAPERS

10.1 None.

Appendix 1

Organisational Recovery Structure



Appendix 2

Community Recovery Structure

