Executive

Meeting Date:	31 August 2021
Portfolio:	Cross-cutting
Key Decision:	No
Within Policy and Budget Framework	Yes
Public / Private	Public

Title:	Cumbria Covid-19 Recovery Strategy
Report of:	Chief Executive
Report Number:	PC.32/21

Purpose / Summary:

The purpose of the report is to update Executive on the finalised Cumbria Covid-19 Recovery Strategy and recovery partnership structure.

Recommendations:

To agree to support the Cumbria Covid-19 Recovery Strategy and its delivery through existing strategic partnerships.

Tracking

Executive:	**31/8/21**
Scrutiny:	**Health & Wellbeing Scrutiny Panel 2/9/21**
Council:	**N/A**

1. BACKGROUND

1.1. The Cumbria Local Resilience Forum (CLRF) transitioned from response to recovery in April 2021, with the Strategic Recovery Coordination Group (SRCG) formally taking responsibility when the Strategic Coordination Group (SCG) was stood down. This report updates the Executive on the finalised Recovery Strategy and the recovery partnership structure.

Recovery Strategy

1.2. The finalised Cumbria Covid-19 Recovery Strategy (Recovery Strategy, attached as an appendix) sets out the overarching recovery principles and priorities for Cumbria's recovery from the pandemic. Importantly, the delivery of this strategy is mainly through existing partnerships supported by the lead organisations that would normally be the case when operating as business as usual. A list of the partnerships is included in the strategy, in Appendix C.

1.3. The main partnerships (Health and Wellbeing Board, Safer Cumbria, Children's Trust Board, Cumbria Local Economic Partnership) have political oversight from each agency through their existing governance arrangements and for the partnership element, through the SRCG Chair's Forum. All statutory duties remain the responsibility of individual organisations or partnerships and the SRCG will not make decisions on their behalf.

Recovery Structure

1.4. The structure and arrangements for the SRCG uses the existing workstreams and will remain dynamic and responsive to any future needs. These will either feed in via the Health Protection Tactical Oversight Group or the Tactical Recovery Coordinating Group.

1.5. The Health Protection Board now meets monthly, and its Tactical Oversight Group meets fortnightly. The Tactical Oversight Group focuses on the people aspects of recovery, it has the following sub groups:

- Tactical Operational Group
- Tracing Operational Group
- Death Management Group
- Incident Management Hub
- Care Settings Outbreak Control Team
- Education Outbreak Control Team
- Compliance and Enforcement Sub Group

1.6. The Place Tactical Recovery Group meets fortnightly and has one sub group, the Tactical Visitor Management Group. The meetings have a standard agenda around the following topics:

- Update from Visitor Management Group
- Update from Health Protection Board – place activity related
- Regeneration and Economic Activity
- By exception only - individual Organisation Updates and matters for escalation to SCRG

1.7. The Strategic Media Advisory Cell (SMAC) remains responsible for collaborative communications, this group has now been in place for over 18 months and meets weekly.

1.8. The Community Resilience Group continues to meet monthly, with the Carlisle Community Resilience Group (One of the 6 locality groups) now also meeting monthly. The Multi-agency Information Cell (MAIC) consistently provides the management information for the Health Protection Board, publishing a weekly situation report on the County Council's website (https://www.cumbria.gov.uk/publichealth/covid19outbreakcontrol.asp).

1.9. The Compliance and Enforcement Sub Group (formally Enforcement Sub Group) continues to meet fortnightly. The Terms of Reference were amended in February 2021 to reflect the Government's national roadmap.

2. PROPOSALS

2.1. The SRCG have requested that all the local authorities support the delivery of the Recovery Strategy. The recommendation is to agree to support the Cumbria Covid-19 Recovery Strategy and its delivery through existing strategic partnerships.

3. RISKS

3.1. The risks associated with the delivery of the Carlisle Plan will be managed in accordance with the Risk Management Assurance Framework Policy.

4. CONSULTATION

4.1. A draft Recovery Strategy was developed and published in 2020, and a period of public consultation and engagement was held from 1 January 2021 to 25 April 2021. Over 350 different people, organisations, groups, or partnerships fed into the process and the draft Strategy was discussed at all of the Strategic Partnerships (Appendix C).

4.2. An online survey was in place and the details were circulated through the CEO's email bulletin. Health & Wellbeing Scrutiny Panel were updated on the open consultation in February 2021.

5. CONCLUSION AND REASONS FOR RECOMMENDATIONS

5.1. The Recovery Strategy is for the whole of Cumbria, developed and owned by SRCG. This Group is chaired by the County Council's Chief Executive and has executive leadership representatives from across Cumbria. This Recovery Strategy has been shaped by all partners at a county and local level.

5.2. The SRCG agreed the final version in June 2021, it will monitor the success of the strategy. The SRCG have requested that all the local authorities support the delivery of the Recovery Strategy.

5.3. The recommendation is:

- To agree to support the Cumbria Covid-19 Recovery Strategy and the delivery through will the existing strategic partnerships.

6 CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

6.1 The delivery of the recovery priorities is directly linked to the programmes within the Carlisle Plan.

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Appendices attached to report:	Cumbria Covid-19 Recovery Strategy		

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers: None

CORPORATE IMPLICATIONS:

LEGAL - The Council has the legal powers to work in partnership with the other organisations. Further, appropriate Governance is in place with the SRCG having terms of reference in place (Recovery Strategy, Appendix A).
FINANCE – There are no specific financial implications of the Council supporting the Cumbria Recovery Strategy, the principles of which will be delivered through existing strategic partnerships.
EQUALITY – The equality impacts will be considered within the delivery programmes and projects.
PROPERTY – Carlisle City Council has an extensive property portfolio that can assist in delivering the aspirations of the strategy.
INFORMATION GOVERNANCE – None.

Cumbria Covid-19 Recovery Strategy

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BUILDING A **BETTER**, **STRONGER** AND MORE **INCLUSIVE CUMBRIA** FOR OUR RESIDENTS, OUR COMMUNITIES, VISITORS AND BUSINESSES

Message to Cumbria's residents, communities, businesses and visitors from the Chair and Members of the Strategic Recovery Coordination Group

Cumbria is a unique place with strong communities who have come together to respond to the Covid-19 pandemic and Cumbria deserves a recovery that is ambitious and minimises inequalities right across all of our systems.

Our Recovery will be demanding but leaders and decision makers are absolutely committed to the recovery aims which are: **to build a better Cumbria where people are healthy and safe and people want to visit, communities are inclusive, connected and thriving and our economy is growing, sustainable and benefits everyone.**

For many of us the pandemic was, and continues to be, an extremely sad time. Families have lost loved ones and whilst the vaccine rollout is giving us renewed hope for the future we must remain vigilant whilst we can be cautiously optimistic.

We are grateful to the thousands of critical and key workers who have responded in an exceptional way to support our communities every single day. Everyone, without exception, has pulled together to protect and support the most vulnerable people in our communities. Health and care services have been at the forefront of the response to the pandemic and many of the primary impacts of Covid-19 will continue to be experienced across all of our population.

During Covid-19 the importance of Cumbria's third sector, voluntary organisations and volunteers also became clear with thousands of volunteers mobilized to support Cumbria and its communities.

An environment was created that provided a focus and sense of pace around keeping people safe, people were actively supporting each other within their communities. Elected members, services and all sectors of society embraced digital solutions and we witnessed people adapt and flex to work and live in new ways, show kindness and support for their neighbours and use public services responsibly.

For Cumbria, we want to reflect just how important our health and wellbeing is and how essential our businesses are to the economic wellbeing of Cumbria as well as the people who visit our beautiful county. Equally, we want to build on the strong partnerships we have developed with our communities.

Businesses have faced the most challenging economic environment in living memory and yet have demonstrated significant resilience in continuing to trade, protect jobs, the health of their workforce and provide vital services to the nation. Going forward we will work with our businesses to support their recovery and to make sure that Cumbria benefits from future growth opportunities.

And where would Cumbria be without our unique landscape - from the Solway to the Westmorland Dales, from Morecambe Bay to the northern Pennines, and that's not even to mention the National Parks - and the rare flora and fauna it supports, we want to ensure our Recovery cherishes our fantastic assets for generations to come.

Development of the Strategy

The Recovery Strategy is for the whole of Cumbria. It has been developed and is owned by The Strategic Recovery Group for Cumbria (The SRCG: See Appendix A for full Terms of Reference and membership). This Group is chaired by the County Council's Chief Executive and has executive leadership representatives from across Cumbria. The Group has been developing this Strategy since June 2020, when the Pandemic was still in its first phase and the UK was emerging from Lockdown 1.0.

At that time, the group concentrated on exploring and understanding what were termed "primary" and "secondary" impacts of Covid-19. Evidence of impact was drawn from a great many sources: analysed and distilled by the Multi Agency Intelligence Cell. The group also received presentations from each of the 6 localities, the Children's Trust Board, The Local Enterprise Partnership and other bodies – to help understand the local and sector impacts right across Cumbria for adults, children, businesses, the economy, visitors and the wider public sector. Over the weeks and months, the Group were able to spend time clarifying those that were the most significant for Cumbria.

A draft Recovery Strategy was developed and published, and a period of public consultation and engagement was held from 1 January 2021 to 25 April 2021. Over 350 different people, organisations, groups or partnerships fed into the process and the Draft Strategy was discussed at all of the Strategic Partnerships - all of this feedback was used to refine the priorities and measures included in the final version of the strategy.

Oversight of the development of the Strategy has been through a Chairs Forum – consisting of the Chairs of:

- Health and Wellbeing Board
- Safer Cumbria
- Children's Trust Board
- Cumbria Local Enterprise Partnership

This Forum offers partnership buy in and ownership, ensuring that the Strategy fulfils the widest needs of Cumbria.

A competition for Cumbrian Children and Young People has resulted in photographs of what Recovery means for them, and these are included within the strategy and will also be used on the Recovery website. A huge thank you to the Cumbria Children in Care Council who facilitated and publicised the competition.

Each agency and partnerships that is represented at the SRCG, formally agreed and signed off the Strategy at its meeting on 3rd June 2021.

DELIVERY OF THE STRATEGY

In the main, delivery of the Recovery Strategy will be through the existing strategic partnerships with oversight by each agency through their existing governance arrangements.

Each of the Strategic Partnerships (See Appendix B for a full list of all the Strategic Partnerships and Appendix C for a list of other relevant partnerships for delivery) has confirmed that the priorities within this strategy and the measures of progress are deliverable and covered in their Business Plans, Action Plans and strategies.

An Outcomes Framework is being developed to sit alongside this strategy so that the effectiveness and impact of the Strategy can be measured, monitored and adapted if necessary. Oversight of delivery will be through the SRCG.

Recovery for Cumbria

We have used the feedback from our businesses, groups and residents to inform this recovery strategy – if you would like any further information about how we conducted the consultation or to see the results in full, then please email **recovery@cumbria.gov.uk**

When business, groups and residents were asked what recovery would mean for them they gave a variety of responses and we have used these below to demonstrate Recovery for Cumbria.

STRATEGY THEMES

This strategy is adapted from the "five capitals" model proposed by Forum for the Future as a framework for sustainable systems (see Appendix D). Interpreted for the purposes of the Cumbria Public Health Strategy, this model suggests that a community is healthy and sustainable when it has:

- **Natural assets:** A high quality natural environment that provides opportunities for engagement with the natural world.
- **Human assets:** People with the skills, knowledge, and experience that give them the capacity to take part in society and have meaningful and fulfilling lives.
- **Social assets:** A good social infrastructure, with networks and institutions that allow people to connect to each other.
- **Physical assets:** A good physical infrastructure including housing, transport, and a commercial environment that promotes healthy behaviours.
- **Financial assets:** Adequate financial resources that are fairly distributed.

A key feature of this model is that it emphasises the importance of building all five types of community assets without degrading any of them. It therefore sets a positive vision of building a better society in which everyone is able to maximise their potential for health and wellbeing. This can however be challenging in reality, as often there are actual or perceived competing demands. In particular, the requirement for increased housing or business infrastructure can compete with the desire to protect natural assets.

So too can economic growth, which relies on all the other assets but can damage them if not thoughtfully and carefully pursued. The Public Health Strategy for Cumbria 2019-2029 commits policy and decision makers to consider all these factors in the round when assessing proposals for action and therefore it makes sense following the biggest Public health Crisis in Global history should have at the heart of its recovery the Public Health Strategy.

We believe that through effective recovery plans we can build a better future for us all.

Now is the time to look to the future. We can build a better life, embrace a different way of working and make plans to help support an inclusive, thriving and strong Cumbria.

Our approach to recovery builds on work already underway being delivered in the main through our existing strategic partnerships and retains many of our aspirations. It is designed to be embedded into the very heart of our existing governance structures, so that recovery becomes part of our everyday business.

The NHS Long-Term Plan includes a focus on population health and prevention, personalised care, and addressing health inequalities, all of which will deliver benefits for people in Cumbria.

RECOVERY PRIORITIES

Cumbria will **reflect, rethink** and **reimagine** a future where:

The **climate** is protected and we actively support sustainable, greener travel

Older people are valued as part of the community and supported to live as **independently** as possible

Young people can fulfil their true potential and in particular a future where we attract and retain young people to address the current future workforce **skills** gap

We have happier, healthier **communities**, with a clear focus on quality health and wellbeing

Communities are **strong, inclusive** and make time for each other. They are actively engaged in recovery and supported to thrive

Public services work together for the benefit of their communities, placing people and those in need at the very heart of all our services

Cumbria is a great place to work, a place where work is rewarding and all jobs enjoy and offer a good **work life** balance

The valuable role of voluntary organisations and **volunteers** is embraced and supported as an essential component to our future

We have a range of high quality, energy efficient, **affordable homes** that meet the need of a changing population and workforce

Everyone is encouraged to live, work and invest in Cumbria and 'Think Local' – supporting the **reinvention** of our town centres

You can do sustainable **business** anywhere

We are committed to **economic** recovery and ensuring that all businesses have the necessary support to grow their businesses in a way that is sustainable and resilient

Our Recovery Strategy, principles and themes

This Covid-19 Recovery Strategy has been shaped by all partners at a county and local level. Strategic Partnerships and individual organisations have recovery plans that are will be clearly articulated in their programmes and plans.

These plans will be monitored for success by Cumbria's Strategic Recovery Coordination Group.

Our guiding principles for recovery will be 'Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership'.

Recovery Themes

PLANET

“PROTECTED AND ENHANCED ENVIRONMENT IN CUMBRIA

PLANET

Cumbria's natural environment will be protected and enhanced. Sustainability will be at the heart of future development and Cumbria will reduce its ecological footprint even as it develops economically.

Priorities for Recovery

- To achieve a net zero carbon position for the county by 2037 and to mitigate the likely impact of existing climate change in a way that delivers better public health, reduced inequalities, a healthier environment and thriving local economies
- Increase active travel provision - making it safe and easy for people to walk, cycle and work remotely
- Nationally, the NHS is responsible for 40% of the public sector's carbon footprint. As an anchor institution, the NHS in Cumbria will set an example by reducing its environmental impact, including committing toward delivering a net zero NHS. This will help ensure its goal of furthering health and wellbeing for today's population is not at the expense of future generations
- Support the wellbeing of people and the environment through access to nature, ability to exercise and access to essential services
- Develop low-carbon infrastructure and activities that support economic recovery - due to increased home-working and less office heating
- Develop low carbon infrastructure that supports local economic recovery from coronavirus
- Embrace the natural environment to support Cumbrian farmers and farming and harnessing new technologies
- Explore and exploit the opportunity of broadening our visitor demographic to everyone, to benefit the health and well-being of society at a local, regional, national and international level

MEASURES OF PROGRESS

- Reduced fuel consumption & mileage
- Reduced carbon emissions
- Preparation of a nature recovery strategy
- Change in visitor demographics to reflect wider society representation
- Improved digital connectivity to promote new ways of working and learning
- Funding and plans in place for more joined up walking and cycling networks Local Cycling and Walking Infrastructure Plans (LCWIPs).

“SAFE, HEALTHY AND FULFILLING LIVES FOR ALL

PEOPLE

Everyone in Cumbria will have the opportunity to develop and use their skills and talents in a way that recognises the value they bring to society and to enjoy a safe, healthy, varied and fulfilling life whilst achieving their potential.

Priorities for Recovery

- Explore and minimise the primary and secondary impacts of Covid-19 on the people of Cumbria to:

  - reduce the inequalities to physical health created and compounded by long covid or reduced access to health services

  - reduce the inequalities in emotional well-being and mental health created and compounded by experiences of domestic abuse, substance misuse or isolation

- Further develop equitable, person-centred, joined-up preventative services to reduce the risk factors for ill-health and Covid-19, including tobacco, alcohol and other substance misuse as well as healthier weight initiatives for all ages.

- Implementation of the Early Help Strategy and SEND (Special Educational Needs and Disability) Improvement programme to support schools and the wider Safeguarding system to minimise demand across the system and improve educational outcomes for children and young people

- Reduce inequalities for those people with additional needs who may have been further marginalised or de-skilled through the work of all of our partnerships

- Learn from this experience and work towards building a better health, care and wellbeing system that serves all the people and communities of Cumbria

- Integrated Care Communities will help deliver prevention, early intervention, screening/diagnosis and treatment, ensuring it is accessible and equitable, based on local needs enabling people to be treated and supported at the right time and in the most appropriate setting, embedding person-centred care and shared decision-making to provide a positive and joined-up experience. With a focus on self-care and support for citizens and carers, people will be enabled to take more control of their own health and care, and increasingly receive rehabilitation/reablement at home to maintain independence.
- Develop an inclusive vision and plan for Education in Cumbria

MEASURES OF PROGRESS

- Reduced numbers of people reporting as feeling isolated
- Increase the number of adults with learning disabilities who are able to live independently
- More children and young people, and adults are physically active
- Reduced numbers of children and young people Not in Education, Employment or Training
- Improved educational outcomes for all children
- Reduced number of children receiving statutory services
- Self-reported measure of people's wellbeing (Healthwatch)
- Reduction in the rate of people being admitted to hospital for substance misuse harms
- Increased proportion of the population with basic skills, including digital skills, enabling access to better work and improved prospects
- Equitable access to prevention, screening/ diagnosis and treatment for: people living in less well-off communities; people from ethnic minority backgrounds; people suffering with severe and/or long-term mental illness; and people with learning disabilities and/or autism.
- Reduced hospital attendance, admissions, length of stay and movement across the system.
- Reduced residential and nursing home admissions and length of stay, and increase in people being able to die at home rather than in hospital, should they wish
- Increase in the number/proportion of people reporting feeling safe and supported
- Reduction of repeat Domestic Abuse incidents
- The instigation of measures to mitigate identified risks to population mental wellbeing and mental health arising from Covid-19

PARTICIPATION

STRONG, INCLUSIVE AND THRIVING COMMUNITIES

PARTICIPATION

Cumbrian communities will be strong, resilient and inclusive, with well-developed social networks and widespread engagement with community life.

Priorities for Recovery

- Continue to learn and adapt from our experience (and that of others regionally, nationally and globally), building on positive changes and letting go of unhelpful ways of working, and support people as they learn to work in new ways
- ICCs will work to enable increased engagement of local organisations such as schools, employers, third sector groups in promoting health choices and communities.
- Building on the community response to Covid-19 - supporting people and communities in Cumbria to thrive
- Adopt a collaborative co-production approach, engaging with others in the community who haven't naturally participated, capturing the community spirit which has been on show throughout Cumbria
- Involving a wide range of people, communities and organisations we will support voluntary sector organisations to increase their skills and capabilities, enabling them build resilience and thrive.

MEASURES OF PROGRESS

- Stronger communities: reduction in the gap - indices of deprivation
- Social inclusion: self-isolation, adult social care users and in particular those with Special Needs and disabilities having as much social contact as they would like
- Service user feedback: reporting improved access to services
- Better ways of working between public sector and community/ voluntary groups with evidence of greater co-production.

“CUMBRIA, AN ATTRACTIVE PLACE TO WORK AND LIVE

PLACE

Cumbria's physical infrastructure will promote health and wellbeing with access to good quality suitable housing to meet needs, high quality urban environment with good access to the services needed for a healthy and safe life. All contributing to making Cumbria an attractive place to live, work and visit and encouraging sustainable growth.

Priorities for Recovery

- Support housing market recovery through the key themes of the Cumbria Housing Statement
- Promote health and wellbeing with access to good quality housing to meet identified need
- Work collaboratively to identify projects and seek external funding opportunities that can support local recovery, employment and housing and unlock economic growth.
- Seek opportunities for infrastructure (roads, rail, place and built environment) and leisure and culture, to progress Recovery priorities
- Deliver the Cumbria Digital Infrastructure Strategy
- Develop more accessible and affordable recreational options for children and families
- Ensure there is reliable and sustainable public transport, good parking facilities and other alternative transport options to improve town centres and access to services
- Implement plans to safely manage Cumbria as the UNESCO tourist destination that is first-class for visitors and our communities
- As an anchor institution, the NHS in Cumbria will help support communities through quality placement and employment opportunities, and by purchasing locally and for social benefit

MEASURES OF PROGRESS

- Reduction in homelessness and the number of rough sleepers
- More homes are delivered across the County
- Increase in digital connectivity across Cumbria
- Effective delivery of agreed programmes within Town Deals and Borderlands
- Increased property transactions and private lettings back to pre Covid-19 levels.

PROSPERITY

A SUSTAINABLE, GROWING ECONOMY FOR CUMBRIA

PROSPERITY

Cumbria's economy will develop sustainably, with growth particularly focussed on tackling poverty and providing quality employment for all.

Priorities for Recovery

- Working in partnership to ensure Cumbria's businesses can continue to operate in a Covid-19 secure way reflecting on the huge impacts Covid-19 has had on all sectors on busineses in Cumbira (specifically visitor, culture and non-essential retail)
- Build on the Cumbria wide plan to rethink our economic future making sure that Cumbria's economy develops sustainably, with growth particularly focussed on tackling poverty and providing quality employment for all.
- Develop the areas where Cumbria has genuine competitive advantage and there is policy and investment traction
- Work with government to secure investment and policy support for Cumbria
- Ensure that Inclusive Growth, net zero carbon emissions and increased productivity are at the heart of recovery
- Work with key business sectors, such as hospitality, to implement recovery plans
- Recognizing the symbiotic nature of poverty and health inequalities, develop and implement a Poverty Framework to ensure priorities and work programmes reflect the impact of Covid-19 poverty and contribute to our Recovery ambitions

MEASURES OF PROGRESS

- Economic Impact Assessment developed and implemented
- Accurate understanding of Economic Impact available and used to inform activity
- Impact on Cumbria's economy is less detrimental than forecasted in July 2020
- Effective package of mitigation measures in place to offset the worst economic impacts including increased financial and policy support from central government
- Reduced number of children living in poverty
- A reduction in unemployment and universal credit clients

NATIONAL CONTEXT

National recovery planning is within the context of a world with Covid-19 which re-affirms the importance of simultaneous response and recovery within this unique global emergency.

People, of every age, as individuals and as part of families and communities are at the absolute heart of our recovery in Cumbria.

The Kruger report "Levelling up our communities: proposals for a new social covenant", builds on the response phase and to sustain the community spirit which was evident during lockdown. Drivers going forward need to be community based and focus on harnessing opportunities that the pandemic has provided. This was hugely important in Cumbria – and engaging communities remains a commitment through our recovery.

In addition, there is a national emphasis on the need for green recovery. Economic recovery for all sectors with an emphasis on green recovery is equally evident within Cumbria's Recovery Strategy.

“ RECOVERY WILL BE DEMANDING BUT OUR AIM IS TO BUILD A BETTER PLACE WHERE PEOPLE ARE HEALTHY AND SAFE, COMMUNITIES ARE INCLUSIVE, CONNECTED AND THRIVING AND OUR ECONOMY IS GROWING AND SUSTAINABLE

APPENDIX A

SRCG

The SRCG - Terms of Reference

a) Purpose:

- Facilitate and enable recovery of Cumbria from the Covid-19 pandemic, focusing on the impacts at community and countywide level, and the opportunities to reimagine and rebuild a better future for the county, its places, and communities.
- Promote collaboration across and through partnerships at countywide and locality level and support the development and delivery of recovery strategies and plans.
- Facilitate an approach to recovery in Cumbria that includes community voices, builds community resilience and so supports communities to thrive.

b) Role:

- Facilitate and enable effective recovery through Cumbria's partnerships a countywide and local level to maximise opportunities for Cumbria.
- Develop an approach to recovery that builds on our learning from previous events and the response phase to date, with the flexibility to incorporate emerging best practice.
- Understand the impacts of Covid-19 using a range of data and information, and support the development of appropriate plans to establish new ways of living and working for communities, organisations and businesses across Cumbria.
- Work collaboratively in aligning the work programmes between the strategic partnerships and locality partnerships within the context of recovery.
- Support strong collaboration and co-production with communities, and support the approach to recovery that builds resilience and supports communities to thrive.
- Work collaboratively with partnerships in developing and supporting delivery of recovery plans. Receive reports on a regular basis from each of the partnerships to capture recovery outcomes, identify opportunities and enable effective delivery at county and locality level.
- Advise the Chairs Forum on plans for recovery within Cumbria reflecting feedback from partnerships on emerging priorities, opportunities and delivery/action plans.
- Provide support to the Chairs Forum in achieving a coordinated approach to recovery, reducing duplication of effort or resources, and maximising opportunities.
- Collaborate with the Strategic Coordination Group and the Health Protection Board as appropriate whilst they are in operation.

APPENDIX A

- Liaise with government departments and officials on recovery and reporting, helping to influence the development of central government decision making and policy. Identify learning / good practice from other areas, and share notable good practice identified by Cumbria with other areas.

Key Principles: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership

Membership:
Cumbria County Council (Chair)
Cumbria Constabulary (Vice Chair)
Allerdale Borough Council
Barrow Borough Council
Carlisle City Council
Copeland Borough Council
Eden District Council
South Lakeland District Council
Cumbria Community Foundation
CVS
Community Resilience Group
Cumbria Local Enterprise Partnership
Cumbria County Council
Lake District National Park Authority
Yorkshire Dales National Park Authority
North Cumbria Integrated Care
North Cumbria CCG
Bay Health and Care Partners
Public Health
Government Liaison - MHCLG

In attendance:
Local Government Association

APPENDIX B

KEY STRATEGIC PARTNERSHIPS

Safer Cumbria

CLEP
CUMBRIA
LOCAL
ENTERPRISE
PARTNERSHIP

safeguarding adults at risk
a cumbria partnership

Cumbria Health and Wellbeing Board

Cumbria Children's trust

CSCP

APPENDIX C

LIST OF PARTNERSHIPS

Countywide

Cumbria Health and Wellbeing Board
Cumbria Housing Group
Cumbria Safeguarding Adults Board
Cumbria Safeguarding Children Partnership
Cumbria Local Enterprise Partnership
Cumbria Local Resilience Forum
Cumbria Strategic Flood Partnership
Cumbria Strategic Waste Partnership
Public Health Alliance
Safer Cumbria
The Cumbria Children's Trust Board
Zero Carbon Cumbria Partnership

Locality/District

6 Health and Wellbeing Fora
6 Locality Children's Partnerships
3 Community Safety Partnerships
Borderlands
Future High Street Fund Partnerships
Town Fund Partnerships
Heritage Action Zone Partnerships
High Street Task Force Partnerships

Local partnerships and networks

This is not a comprehensive list of all the active partnership work in Cumbria.

APPENDIX D

The Five Capitals

This strategy is built around the "five capitals" model proposed by Forum for the Future as a framework for sustainable systems. Broadly speaking this starts from a recognition that society is a sub-system of the broader ecosystem, and that the economy is a sub-system of society. At each of these levels there are different assets, collectively referred to as "capital", that can be exploited and/or developed.

Natural capital, sometimes also referred to as environmental or ecological capital, is made up of all those natural resources and processes that people depend on. This includes obvious natural resources such as land, water, air, timber, and animals, but also natural processes such as the water cycle and climate regulation, sometimes referred to as "ecosystem services". Natural capital is the basis of all other capitals. It can be utilised to support the development of other capitals – for example building things essentially turns natural capital into manufactured capital and financial capital – but it has to be utilised sustainably in order to ensure that people can have a good quality of life today, and to avoid damaging the prospects of future generations.

Most obviously, **human capital** encompasses people's skills, knowledge and experience, the things they draw on every day in living and contributing to society. Less obviously it also includes people's motivations, their capacity for things like empathy, passion and joy, and also their intellectual output such as art and other cultural expressions.

Social capital refers to the connections between people, and to the various groups, institutions and social norms that help to create, foster and regulate these connections. This can include informal social networks involving family and friends, voluntary and community organisations, and more formal institutions such as workplaces, trade unions, faith groups and governmental organisations. It also includes cultural norms – shared expectations about how society works – that are often unspoken but are critical to whether people trust each other and work well together.

The concept of **manufactured capital** is a broad one, encompassing for the purposes of this strategy any material goods or infrastructure that have an impact on people's quality of life. Because of both its reliance and its impact on natural capital, it is critical that growing and improving manufactured capital is done in a way that is sustainable, minimising the use of natural resources and maximising the use of human skills and ingenuity.

Financial capital is essentially the amount of money available within the local economy, and is the form of capital most commonly considered and pursued as a goal of social and economic policy. At one level it is clearly critical for public health: within the normal range of experience, more affluent people are generally also more healthy, across almost all measures of health. However at a broader level **financial capital** has no intrinsic value: it plays an important role in enabling other forms of capital to be owned and traded, but it is only representative of these other forms of capital. Because of this, financial capital cannot grow sustainably without growth in the other forms of capital as well. Interpreted for the purposes of a public health strategy, this model suggests that a community is healthy and sustainable when there is an appropriate stock of all five capitals.

A key feature of this model is that it emphasises the importance of building all five capitals without degrading any of them. It sets a positive vision of building a better society in which everyone is able to maximise their potential for health and wellbeing.

Contact

recovery@cumbria.gov.uk

Further Information

https://cumbriarecovery.org/

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