# Social Recovery Taskforce 18 March 2021 at 14:00 Via Microsoft Teams

# Agenda

		20/05/2021, 14:00 10/06/2021, 14:00 08/07/2021, 14:00	
6.	Meeting Schedule:	15/04/2021, 14:00	
5.	Workstreams Updates		Attached
4.	Community Engagement  Judith Hunter		
3.	Matters Arising Chair		
2.	Minute of Previous Meeting Chair		Attached
1.	Welcome, Introductions, and Apologies Chair		

#### **MINUTES**

# Social Recovery Task Force 25<sup>th</sup> February 2021, at 14:00 via Microsoft Teams

Present: Councillor Jennifer Layden, Glasgow City Council (Chair); Councillor Richard Bell, Glasgow City Council; Bernadette Monaghan, Glasgow City Council, Community Empowerment Services; Shaw Anderson, Glasgow City Council, Community Empowerment Services; Des McNulty, University of Glasgow; Gary l'Anson, Police Scotland; Catriona Milosevic, Glasgow City Health and Social Care Partnership; John Dawson, GCC Chief Executive Department; Paul Tyrer, Scottish Government; Parveen Khan, BAME Representative; Tressa Burke, Glasgow Disability Alliance; Paul Buchanan, Glasgow Colleges Regional Board; Gary Dover, Glasgow City Health & Social Care Partnership; Dawn Fyfe, Glasgow Women's Voluntary Sector Network; Candy Walker, Glasgow's Advice & Information Network (GAIN); Shona Mitchell, Skills Development Scotland; Fiona Moss, Glasgow City Health and Social Care Partnership; Sarah Weakley, Academic Advisory Group; Afton Hill, Glasgow City Council, Strategic Policy & Planning (Equalities); Kirsti Hay, Glasgow City Council, Violence Against Women; Anne Fehilly, Glasgow City Council, Violence Against Women; Cormac Quinn, Glasgow City Council, Strategic Policy and Planning (Equalities); Matthew Barret, GCC Chief Executive Department; Jill Miller, Glasgow Life; Marshall Poulton, Glasgow City Council, Neighbourhoods and Sustainability (Transport); Kathleen Caskie, Glasgow Third Sector Interface; Elaine Houston, GCC.

#### In attendance:

Mary McPhail, Glasgow City Council, Community Empowerment Services Gerald Tonner, Glasgow City Council, Community Empowerment Services

#### **Apologies:**

Linda De Caestecker, Glasgow City Health and Social Care Partnership; Jatin Haria, BAME Representative; Colin Lee, BAME Representative; Martin Booth, Glasgow City Council, Director of Finance; Lorraine Barrie, Glasgow Equality Forum; Robin Ashton, Glasgow Kelvin College; Martin Cassidy, Scottish Fire and Rescue Service; Ian Bruce, Glasgow Third Sector Interface; Douglas Taylor, Glasgow Third Sector Interface; Kevin Murphy, Scottish Fire and Rescue Service; Christopher Casey, Scottish Fire and Rescue Service; Sharon Kelly, Skills Development Scotland; Valerie McNeice, Glasgow Centre for Population Health; Mike McNally, Glasgow City Council Glasgow Partnership for Economic Growth Representative; Gabrielle MacBeth, Glasgow Women's Library; Pete Seaman, Glasgow Centre for Population Health.

#### 1. Welcome, Introductions and Apologies

The Chair welcomed everyone to the meeting and apologies were given.

#### 2. Minute of Previous Meeting

No amendments requested were and the minute was approved.

#### 3. Matters Arising

No matters were raised. Items 4 and 5 will be reversed on the agenda.

#### 4. If Not Now, When? Social Renewal Advisory Board Report.

Paul (Tyrer) advised that he was the Head of the Secretariat that put together the report for the Board which was formed in June 2020 by Scottish Ministers to look at delivering change after the pandemic. Members of the Board include COSLA and Solace. He explained the background to the report, its 3 phases and the recommendations (framed as **Calls to Action**) made by the 9 policy groups. The report was published on 21st January.

#### Money and Work

A minimum income guarantee (a long-term ambition with short term deliverables). Fair work - enabling people hardest hit by the pandemic into quality jobs/careers and expansion of support for unemployed parents to get into work.

#### People, Rights and Advancing Equality

This section focuses on prevention of inequality and promoting rights-based approaches. The pandemic has widened inequalities. There are ten Calls to Action focusing on housing, food, digital exclusion, human rights, inclusive communications, hate crime and migrant's rights. Tressa explained the challenges faced, which groups are affected and what's being done.

#### • Communities and Collective Endeavour

The report recognises that delivery of the Board's goals is down to money. It calls for more power to be devolved to communities and to front line teams (who have more expertise in solving problems) and a rebalancing of opportunities for 3<sup>rd</sup> Sector organisations.

#### • Closing the Gap Between Promise and Practice

How can the actions be taken forward – by hard conversations and consistent focus on equalities data to monitor progress and change. Also, by focussing on prevention and partnership and involving people in determining progress.

All questions or concerns raised were responded to or expanded on. Bernadette and the Chair will discuss which recommendations that Glasgow could benefit from.

The Chair thanked Paul and Tressa for their input.

#### **Agreed Actions**

The Chair and Bernadette to discuss the recommendations in relation to Glasgow.

#### 5. Universal Credit in Glasgow; Third Working Paper from Policy Scotland

This is Sarah's third paper in the series and contains links to new research. The information was taken from November 2020 statistics on people on UC (Universal Credit) in Scotland.

#### **Key Findings:**

- Glasgow's caseload has seen an increase of 88% to around 71,000 cases.
- People are on UC for longer. 71% have been in receipt of UC for 6-24 months.
- In work crisis there's been a 127% increase in people in work on UC.
- Conditionality 44,000 are subject to this.
- Long-term impacts most people receive about £300-£400 per month.
- Debt crisis 60% of families have had to take out loans.

#### **Demographic Groups and UC**

- Gender mostly males.
- Young People the caseloads have doubled. Young people in further/higher education are not eligible for support.
- Disability using conditionality, roughly 15,300 caseloads were identified but this figure is over-estimated when taking other factors in account.

Sarah identified a couple of reports by Salford University that she thought would be useful for the group. Both are on claimant experiences and local welfare report systems.

#### **Impacts and Implications**

- People will be living on persistent low incomes through 2021.
- There will be an increase in demand for welfare rights.
- The amount of UC payment will continue to be an issue.

The group discussed some of the findings and related issues from Sarah's presentation. Sarah gave advice on where to find further information.

The Chair thanked Sarah for her input and requested an update at a future meeting.

#### 6. Mental Health Update

Fiona gave a presentation on her understanding of the mental health situation to date, what's been done so far and what the next steps will be. Fiona recognised that most of the members had been dealing with mental health in one way or another.

A lot of academic research literature on mental health shows that everything you would do to undermine mental health is what we've had to do during the pandemic – work has been taken away, income reduced, isolation, limited ability to make decisions or exercise. There's some key areas emerging around mental health with young adults. Many organisations have been looking at mental health in the community with GCVS hosting 2 events. Feedback from these is that as a city we won't recover socially or economically if we don't take mental health seriously.

Fiona is working within the health board's recovery model around 5 key areas that will help in looking after people's mental health:

- to build resilience and maintain mental wellbeing
- address loneliness and isolation
- respond to trauma, distress and suicidality
- address underlying drivers of poor mental health
- support mental health and wellbeing of staff and volunteers

Significant changes in the Health Service includes the new Mental Health Assessment Units (MHAUs). More people are being referred through this service; presentations have almost doubled since the same period last year. Other sectors/programs helping to deal with mental health issues include Lifelink, GAMH, GCVS and the National Suicide Prevention Lifeline.

Although a lot is going on at all levels, there's no single partnership structure for looking at mental health in the city. The sectors/organisations recognised that a partnership which involved more partners in Glasgow, would enable them to come together to look at the different elements of work that's been going on. This will be called the Flourish Glasgow Partnership.

The Chair thanked Fiona for her presentation.

The group went onto discuss the presentation, raising related issues, asking questions and giving comments. The group was impressed by the breadth of work going on and agreed that a partnership would be a positive mechanism.

#### 7. Workstreams – Reporting Template

John compared the components of the template to the components of a TV guide for simplification:

- the workstream overview being a quick guide
- the flash reports as the marketing component
- flicking/picking of channels/programs. John stressed the need for all to spend time
  each month with Matthew to ensure the content is highlighted to help the Chair
  decide whose "channel" we should be tuning into for the next report who do we
  need to engage with in terms of key events/activity/components. This will also
  highlight areas that need to be looked at closer

John advised that the flash reports could be made an app if wanted.

From next month, a copy will be issued before the meetings. The Chair directed that the workstream updates be moved up the agenda to give people the opportunity to ask questions. As the aim of the SRT is action focused, this will allow the members to work through any issues as a team. John added that the benefit of the flash reports is that they indicate where help is needed.

Questions/comments were raised in connection to the 10 questions in terms of focus, infrastructure and finding the time to complete the content. It was advised that the 10 questions were set out as a framework to get focussed on what the key priorities were and how we evidence it. In relation to performance management measures, Bernadette suggested bringing this as an item to a future SRT meeting and would take it off table to discuss with Shaw and Gerald. One of the main benefits of the template is that it gives clarity in terms of understanding of the roles and ownership.

It was agreed that the template and the workstream updates should be moved up the agenda.

#### 8. Workstream Updates - Roundtable

As the meeting ran over time, the Chair asked if the members wanted to remain to discuss the updates or to take them off table for discussion – the members chose the latter option.

#### 9. Date of Next Meeting

Thursday, 18<sup>th</sup> March at 14:00.



# **EXECUTIVE SUMMARY | SOCIAL RECOVERY TASK FORCE**

STATUS	TASK FORCE LEAD BERNADETTE MONAGHAN	WORKSTREAM OVERVIEW	REPORT AUTHOR	WORKSTREAM   KEY MESSAGE	VIA VER	TAS VITA	TE	Ž
<b>&gt;</b>	Mental Health	Provide support to those in the city struggling with the impact of COVID-19	Fiona Moss	Moving forward with a range of initiatives developed alongside various partners. Planning for the mental health implications of the furlough scheme ending- concerned re an influx of individuals in distress and requiring support.	0	10	0	0
<b>&gt;&gt;</b>	Technology and Digital	Provide assistance relating to sudden digital demands of the COVID landscape	Colin Birchenall	Numerous initiatives implemented throughout the past year, delivering devices & training, allowing schools and workplaces to continue to function. Establishing a working group to align the cities approach to digital inclusion.	1	9	0	0
•	Third Sector	Evaluate, review and modernise the 3rd sector's relationships with partners	lan Bruce	The 3rd sector group has now met three times, most recent meetings on Community Empowerment and Funding. We await sponsorship/support to secure public partner input to reviewing these future topics.	0	10	0	0
<b>&gt;&gt;</b>	Black & Minority Ethnic Comm.	Challenge racism and make sure BME communities have access to necessary support	Jatin Haria	Socioeconomic status and other factors mean BME communities have been disproportionately affected by COVID. Now working with BME groups to develop new streams of work, with £250,000 in funding recently secured.	0	10	0	0
•	Disabled Communities	Improve lives and reduce inequalities supercharged by the pandemic	Tressa Burke	Agreed priority themes for the workstream are around Access to Services and embedding Lived Experience in codesign. Areas will include: Anti Poverty, Social Isolation, Participation, Access to Services and Accessible Glasgow.	0	10	0	0
•	Food Provision	Assist in the launch of the GCFP and help improve referral pathways for food	Louise MacKenzie	GCFP team reviewing response from online consultation prior to launch. Food pantries being opened across city, but currently constrained by availability. Working to improve referral pathways but increased partnership would help.	0	10	0	0
•	Violence Against Women	Continue to reach out to at risk individuals, especially those isolated due to COVID	Kirsti Hay	Key message details awaited	0	10	0	0
•	Volunteering	Review our shared Strategy for recovery/renewal in light of COVID-19	Jill Miller	An independent review of volunteering activity has been completed, and is now being discussed alongside partners. Aim to use the review to develop a whole system approach to policies, programmes, services in the city.	0	10	0	0
<b>&gt;&gt;</b>	Child Poverty	Minimise the impact of COVID-19 on efforts to combat child poverty	Fiona Moss	Significant effort now required to mitigate learning inequalities arising from closure and home learning.  Desire to link more closely with the Young People's SRTF theme	0	10	0	0
	Young People / Transitions	Will report from April	Mike McNally	Will report from April	0	10	0	0
•	Property	Delivery of PAL strategy will enable the provision of better quality services.	lan Robertson	The People Make Glasgow Communities programme will encourage the people who know, use and are passionate about their local resources to make them more relevant and accessible to everyone in the local community.	0	10	0	0

PAUSED

KEY

N/A

**ANSWERED** 

**FAST** 

**PROGRESS** 

KEY

**SYMBOL** 

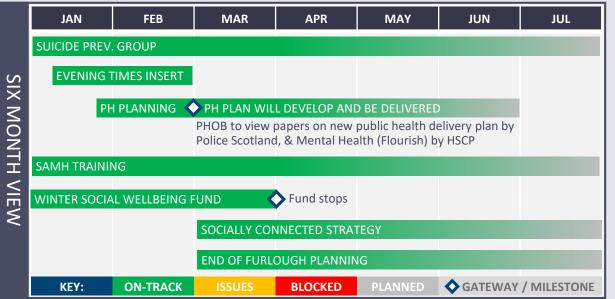
MEANING

**ON-TRACK** 

ISSUES

# FLASH REPORT | MENTAL HEALTH





LEAD: Fiona Moss

KEY MESSAGE

Considerable planning for supports for young people around mental health.

BUDGET

GREEN

RESOURCE

GREEN

## **PAST 4-WEEKS**

- Glasgow Suicide Prevention Group continued to implement action plan.
- Flourish Glasgow Partnership considered by SRTF and mental well-being update provided
- Working alongside Police Scotland on the Mental Health component of their Public Health Strategy

**4-WEEK VIEW** 

- Continued delivery and review of SAMH training - core programme ending 31/03
- 68 Organisations delivering activities to reduce winter isolation

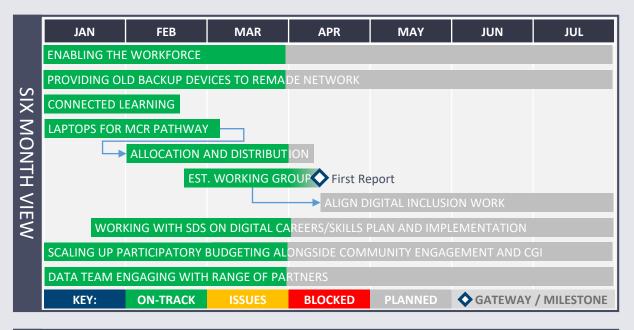
## **NEXT 4-WEEKS**

- Commence GVCS mental well-being programme for the 3<sup>rd</sup> Sector
- Socially Connected Strategy development commissioned
- Planning for potential influx of individuals in distress once the furlough scheme comes to an end, who will require HSCP support
- Anti-stigma grant awards made and will be enacted.

	1. Local Knowledge	9			<b>2.</b> G	lasgow's
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# FLASH REPORT | TECHNOLOGY & DIGITAL





**LEAD: Colin Birchenall PLAN KEY MESSAGE** A number of initiatives **GREEN** have been implemented throughout the past year, delivering devices **BUDGET** and training, allowing schools and workplaces **GREEN** to continue to function. Now moving to establish a working group RESOURCE intended to align the approach to digital **GREEN** inclusion taken by partners in the city.

## **PAST 4-WEEKS**

- Enabling the Workforce recently begun providing devices to departments which were not identified as a key priority early in the pandemic – currently rolling out devices to CED, completed by Mar.
- Starting releasing older laptop devices to Remade for refurb & redistribution.

4-WEEK VIEW

 6000 laptops recently provided to local schools as part of the Connected Learning programme, alongside Education Services and Scot Gov.

## **NEXT 4-WEEKS**

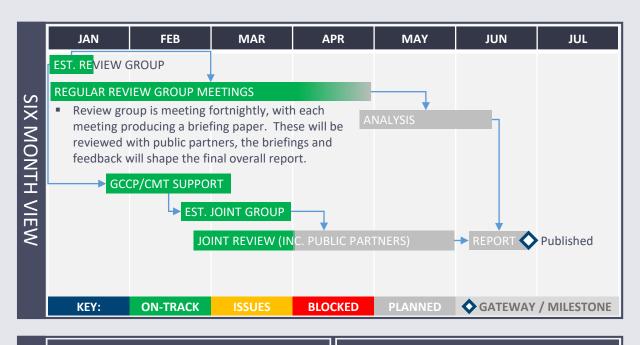
- In discussion with MCR regarding allocation of 30 laptops to mentees.
- Working group will be established in March with the intention to align digital inclusion work across the city. Aim to deliver a more co-ordinated approach among partners to connectivity and essential digital skills, with Connecting Scotland funding already secured.
- Kimberley Hose and the Data team continuing to assist key partners.

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# FLASH REPORT | THIRD SECTOR



**PLAN** 



**KEY MESSAGE** Evaluating the 3<sup>rd</sup> sector relationships with partners, to shape discussion and review KEY the Concordat, report due this summer. MESSAG Review group is 3<sup>rd</sup> sector members, and

review the groups

final report.

**LEAD: Ian Bruce** 

**GREEN BUDGET GREEN** resource is awaited for RESOURCE public sector partners to briefings, to shape the

## **PAST 4-WEEKS**

Published the first briefing from meeting held in December. The session covered the topics the group would address in future meetings, and the associated timelines. The briefing can be viewed: here

4-WEEK VIEW

Further meetings of the review group have been held, which covered 'Community Empowerment' (16/02) and 'Funding' (02/03).

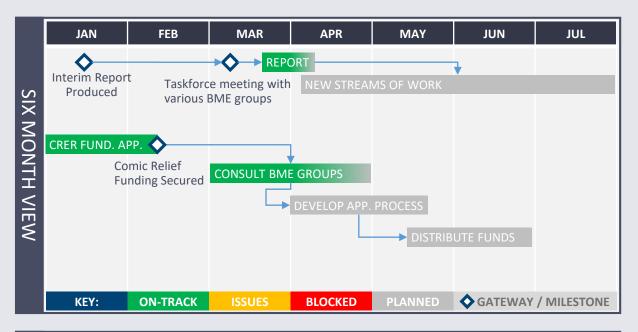
# **NEXT 4-WEEKS**

- Intend to confirm sponsorship and support for public sector managers joining the review process (Establish Joint Group).
- Review of the first briefing is to be discussed with sponsor (CMT), from whom we will then seek sponsorship for the Joint Group
- Further Review Group meetings: 16/03: Representation & Accountability 30/03: Communications & Understanding

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# FLASH REPORT | BME COMMUNITIES





**LEAD: Bailie A. Christie PLAN KEY MESSAGE** Socioeconomic status and **GREEN** other factors mean BME communities have been disproportionately **BUDGET** affected by COVID. Now working with BME groups **GREEN** to develop new streams of work, with £250,000 in funding recently secured. **RESOURCE** Additional support may be needed to assist those **GREEN** with no recourse to public funds.

## **PAST 4-WEEKS**

- £250,000 awarded to CRER by Comic Relief to fund BME groups on COVID recovery issues - £150,000 of which will be spent in the Greater Glasgow area.
- Taskforce meeting on 2<sup>nd</sup> March with various city BME groups invited looking for input on issues which need to be addressed. The output from this meeting will be used to direct new streams of work.

4-WEEK VIEW

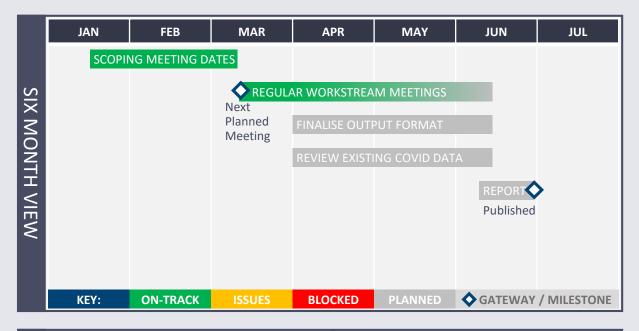
# **NEXT 4-WEEKS**

- Will be consulting with BME groups in the city regarding allocation of the Comic Relief funds. An application process should be ready by May, with funds distributed shortly afterwards.
- Will review the detailed information given by the 15+ BME groups who took part in the March 2nd meeting to identify issues and priorities.

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# FLASH REPORT | DISABLED COMMUNITIES





KEY MESSAGE
Jointly chaired by Tressa
Burke and Councillor
Layden. Agreed priority
themes are around Access
to Services and embedding
Lived Experience in
codesign. Areas will
include: Anti Poverty,
Social Isolation,
Participation, and Access
to Services. Possible
outputs have been
discussed including "what

works "style briefings.

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**LEAD: Tressa Burke** 

# PLAN GREEN SS BUDGET GREEN RESOURCE GREEN

# **PAST 4-WEEKS**

- Reviewed the output from the previous meeting.
- Held a planning meeting to amend and agree to Terms of Reference, review existing evidence on the impact of COVID, and agree on priority themes
- Held second meeting on 2<sup>nd</sup> March

**4-WEEK VIEW** 

 Time invested in modelling working differently and hearing voices and experiences of disabled people and DPOs

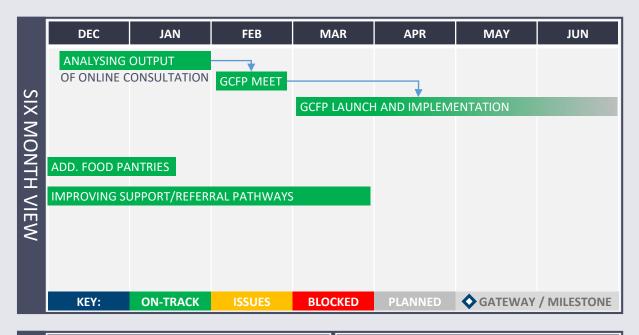
## **NEXT 4-WEEKS**

- Third workstream meeting April.
- Regular meetings of workstream to review existing evidence of impact of COVID and decide the format for final output
- Potential What Works Briefings:
- Codesign and produce recommendations using participatory methods, designing dialogue and deliberation into the process in a PB mainstreaming way
- 2. Set actions to be implemented
- B. Establish ways to measure progress with building in ongoing participation

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# FLASH REPORT | FOOD PROVISION





KEY MESSAGE
The GCFP team is now reviewing the response from online consultation

The GCFP team is now reviewing the response from online consultation in preparation for launch. Additional food pantries are being opened across the city, but are currently being constrained by food availability. Working with GCVS to improve referral pathways but would benefit from increased partnership in this area.

PLAN
GREEN
BUDGET
GREEN
RESOURCE
AMBER

## **PAST 4-WEEKS**

Following the close of the online consultation phase, the Glasgow City Food Plan team is now reviewing the responses in advance of the next meeting in March.

**4-WEEK VIEW** 

• Alan Davidson's team has been continuing to work on increasing the number of food pantries in the city. Has increased from 2 pre-pandemic to 8 soon to be operational. Current key constraint is food availability.

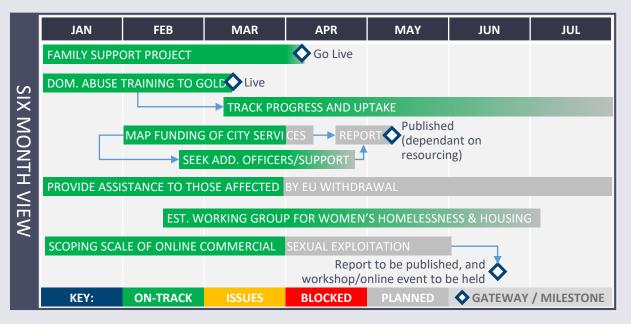
## **NEXT 4-WEEKS**

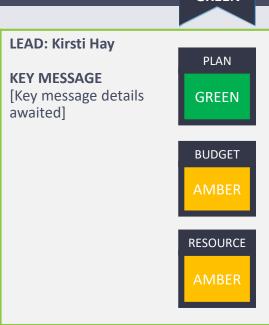
- Meeting of the Glasgow City Food Plan team planned for March to discuss the findings of the online consultation and to prepare for the launch of the initiative in Spring.
- Continuing to work alongside GCVS on improving support offered to those experiencing food poverty, and increasing accessibility via more effective referral pathways

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# FLASH REPORT | VIOLENCE AGAINST WOMEN







TATUS

**KEY MESSAG** 

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#### **PAST 4-WEEKS**

- Family Support Project is now live.
- Domestic Abuse Awareness training now available on GOLD platform.
   Systems in place to update.

4-WEEK VIEW

- Discussions ongoing re capacity/funding for frontline VAW organisations
- Job descriptions/person spec developed for MARAC Coordinators, seeking senior management approval for advertising
- Brief developed for Impact Assessment CV19 on VAW & VAW Services

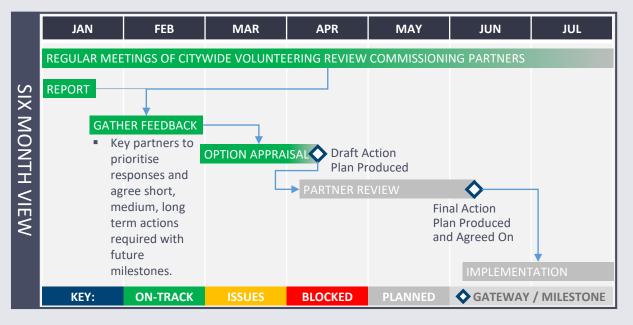
## **NEXT 4-WEEKS**

- Develop working group to tackle issues relating to women's homelessness and housing – need better co-ordination with partners here
- Advertise MARAC Coordinator posts
- Action plan developed by WAIR Group
- Additional officer input to be sought to support mapping of investment in VAW Services in Glasgow.
- Impact Assessment brief developed and approved

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# FLASH REPORT | VOLUNTEERING





**LEAD: Jill Miller PLAN KEY MESSAGE** An independent review **GREEN** of volunteering activity has been completed, and now being discussed **BUDGET** alongside partners. Aim to use the review to **GREEN** develop a whole system approach to policies, programmes, services in **RESOURCE** the city. Careful progress is being made, as the **GREEN** action plan will have city-wide implications.

## **PAST 4-WEEKS**

- Key partners met on 23<sup>rd</sup> Feb to discuss
   U of G's 10 Questions, and to prioritise responses to consultants'
   recommendations.
- Following meeting in March held to appraise options for future governance of city's Volunteering Strategy.

4-WEEK VIEW

 Additionally took independent paper to WECCE on Mar 4<sup>th</sup> for further feedback.

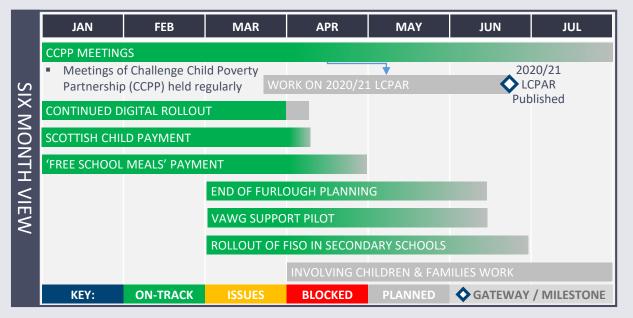
# **NEXT 4-WEEKS**

- Three lead organisations to review options of models identified and the characteristics to score them against.
- These will be agreed over this period with a meeting on the 30th March to carry out the first pass of the option appraisal.
- Develop proposals for re-branding and marketing volunteering more effectively.

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# FLASH REPORT | CHILD POVERTY





LEAD: Fiona Moss

KEY MESSAGE

Furlough extension providing some time to plan poverty preventative action for all, inc. families

RESOURCE

GREEN

RESOURCE

GREEN

# PAST 4-WEEKS

- Local Child Poverty Annual Report (LCPAR) 2019/20 now published
- Digital rollout has continued for children & families, and SCVO allocations.
- National Winter Social Protection Funding has enabled over 1,400 vulnerable children/families to receive an additional £400 payment to ease winter poverty.

**4-WEEK VIEW** 

- Review of Eurocities Child Poverty Report on 38 cities for local learning
- Issue of automated payments for those with no bank account raised with GCC.

## **NEXT 4-WEEKS**

- Started prep. on 2020/21 LCPAR due for publication in June.
- Commencing roll-out of Financial Advice in further secondary schools
- Follow-up Challenge Child Poverty
   Partnership planning session on 15.4.21
- Involving families in Get Heard Scotland and Children's Neighbourhood Scotland
- Glasgow Food Plan being finalised, and food security and well-being families pilot commencing in 3 neighbourhoods

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# FLASH REPORT | YOUNG PEOPLE / TRANSITIONS





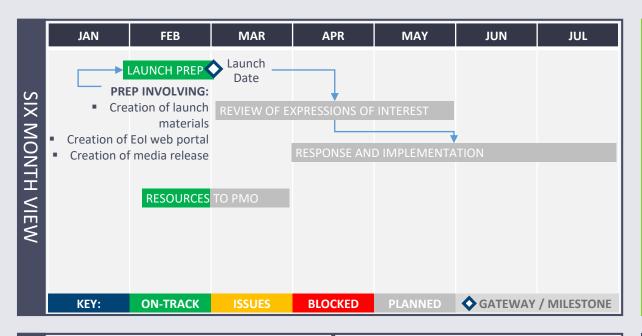


	PAST 4-WEEKS	NEXT 4-WEEKS
4-WEEK VIEW		

	1. Local Knowledge			<b>2.</b> G Nee	lasgow's ds	
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	<b>5.</b> Best First Moves			<b>6.</b> W	/hy Those ves	
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QUESTIONS	<b>9.</b> Improve Collaboration				<b>10.</b> Required Sys. Changes	
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	ANSWERED	IN PR	OGRESS	NOT ANS.		N/A

# FLASH REPORT | PROPERTY





LEAD: Ian Robertson
KEY MESSAGE

The People Make
Glasgow Communities
programme will
encourage the people
who know, use and are
passionate about their
local resources to make
them more relevant and
accessible, removing the
previous binary choice
of having a fully
transferred asset or a
council owned asset.

KEY

PLAN
GREEN
BUDGET
GREEN

AMBER

# **PAST 4-WEEKS**

- Created the launch materials for the programme
- Creation of the web portal for the submission of expressions of interest (EoIs) by interested individuals or organisations

**4-WEEK VIEW** 

- Work on the initial media release to accompany project launch.
- All above was undertaken by officers from both Property and Land Services and Glasgow Life.

# **NEXT 4-WEEKS**

- The focus for the next 4-weeks needs to be on the allocation of resources to the PMO who will manage the programme.
- The web portal has received over 70 EoIs from organisations and individuals. Another focus will be on responding these expressions of interest and commencing analysis of each proposal including engagement with those who currently manage or deliver services from the assets.

	1. Local Knowledge			<b>2.</b> G	lasgow's ds	
H	<b>3.</b> Other Partnerships					ockdown erience
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# TEN QUESTIONS | SOCIAL RECOVERY TASK FORCE



- 1. LOCAL KNOWLEDGE: How can local knowledge and experience be communicated to policy makers at national level in ways that genuinely inform and improve decision making?
- 2. GLASGOW'S NEEDS: How can the Council and its partners better evidence the complex, multiple nature of needs that services in the city of Glasgow are responding to, and more effectively make the case for increased resources and/or support to the city from the Scottish and UK governments that takes account of the higher level of need?
- 3. OTHER PARTNERSHIPS: What robust (i.e. non-anecdotal) evidence do we have about local partnerships that have worked well, enabling voluntary sector, Council and other partners to respond quickly and effectively to the challenges posed by the pandemic? Conversely, what evidence do we have about things that have not worked so well? Evidence in this context might take the form of short case studies, especially if they highlight the complexity of need, challenges and opportunities within partnership working and show what can be done when the right conditions are created or illustrate some of the barriers to effectiveness.

- 4. LOCKDOWN EXPERIENCE: What worked well during the lockdown period and its aftermath in identifying and addressing need? Are the mechanisms involved in the initial emergency response e.g. methods of funding or ways of collaborative working, being adopted or modified in the light of experience? How are partner organisations and the Council learning from experience?
- 5. BEST FIRST MOVES: Given that we face a combined health and jobs crisis, what are the (small number) of best first moves that the partners (not just the Council) should be taking?
- 6. WHY THOSE MOVES: Given limited resource and competing priorities, why are these (the recommended best first moves) the most appropriate steps to take now?
- 7. MEASURING SUCCESS: How would your work stream define and measure success? What evidence is there (or will there be by next July) that the steps recommended and taken will be (or have been) the most impactful and that other options would have (had) less impact?

- 8. CITY PRIORITIES: How would success measures relate to the city's priorities? What evidence is there (or will there be by next July) that steps being taken now or proposed by the social recovery partners will contribute towards key shared objectives including addressing poverty, making progress on equalities, tackling climate change and delivering inclusive growth?
- 9. IMPROVE COLLABORATION: Are there other actions proposed or that should be considered that would help improve collaboration between the social recovery partners and/or lead to enhanced future community engagement?
- system changes required in the relationship between the Council and voluntary sector partners to reduce duplication and lead to greater transparency in determining how resources should be distributed between place, interest and identity priorities? The working groups are asked to consider a range of options including the possibility of moving to a commissioning system for service delivery rather than the bidding and scoring system used for the Communities.

# REPORTING SCHEDULE | SOCIAL RECOVERY TASK FORCE

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SRTF	REPORT DUE
SRTF	PAPERS ISSUE
SRTF	MEETING

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