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| Report To: | Inverclyde Alliance Board | Date: | 5 October 2020 |
| Report By: | Aubrey Fawcett Chair of Programme Board | Report No: | |
| Contact Officer: | Louise McVey | Contact No: | 01475 712042 |
| Subject: | Covid 19 Partnership Recovery Plan | | |

1.0 PURPOSE

- 1.1 The purpose of this report is for the Alliance Board to consider the contents of the Covid 19 Partnership Recovery Plan, and note the expenditure requirements associated with this plan has been considered by Policy and Resources Committee in September 2020.

2.0 SUMMARY

- 2.1 During the initial stages of Covid, Inverclyde Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants.
- 2.2 Following the easing of initial lockdown the Council through its Civil Contingency role led a Community Recovery process through engagement with our many partners and the business and third sector communities. The attached document titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde. Some actions are approved and will commence now, others are operational and will require co-ordinated action at a government level.
- 2.3 The Partnership Recovery Plan sets out short term actions and requires funding which amounts to £180,000 this was considered by Policy and Resources Committee in September 2020. The funding allocated was follows;
- £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 2.4 The plan has a focus on 3 key areas:
- Supporting our vulnerable communities
 - Reigniting our communities commitment to lifelong learning, culture and sport
 - Supporting the recovery of the economy, including support for local businesses and visitor attractions.
- 2.5 The Covid 19 Partnership Recovery Plan outlines the actions that will be taken forward by 3 sub-groups; Education, Culture and Sport; Economy; and Humanitarian. It also provides the governance structure for the Recovery Plan and the sub groups. This is a live document and is subject to constant review as developments occur during the Covid pandemic. The Partnership Recovery Plan will be reported back to the Alliance Board when changes or reviews take place.

2.6 Additionally, further detailed responses have now been received from partners which outlines their organisation's contribution to the recovery process in Inverclyde and it is proposed to these actions as outlined in the attached addendum into the Partnership Recovery Plan.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Alliance Board:

- a) Approves the Partnership Recovery Plan and note that the Plan is not a static document and will be subject to ongoing review and updates. The report will be brought back to the Alliance Board when changes and updates are made.
- b) Notes the expenditure proposed in the Partnership Recovery Plan of £180,000 was approved by the Council's Policy and Resources Committee in September 2020.
- c) Approves the incorporation of the Partners contributions to support the recovery of Inverclyde communities within the Covid-19 Partnership Recovery Plan as outlined in the attached addendum.

Aubrey Fawcett
Chair, Programme Board
Chief Executive, Inverclyde Council

4.0 BACKGROUND

- 4.1 During the initial stages of Covid, the Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants. With respect to the preparation and delivery of meals, the Council produced over 60,000 meals directly and coordinated through CVS Inverclyde a further 45,000 meals through third sector and voluntary organisations. The Council also implemented a Humanitarian Assistance Centre to support those shielding and otherwise vulnerable.
- 4.2 The attached document (appendix 1) titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde.

5.0 PROPOSALS

- 5.1 The Partnership Recovery Plan sets out short term actions and requires funding, which amounts to £180,000, was considered from Policy and Resources Committee in September 2020. The funding allocated was follows;
- £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 5.2 The humanitarian group aims to support community recovery, engage communities and build on the work of the inequalities work stream of the Local Outcome Improvement Plan (LOIP). The thematic proposals of the Humanitarian Action Plan include:
- Listening to Communities
 - Planned and Co-ordinated Support
 - Develop Wellbeing Services and Support
 - Improve Communication with Communities
- 5.3 The aim of the Economic Recovery Plan is to ensure that the maximum level of support is available to local business, the employees are retained in local businesses and that focus is provided to ensure that recovery of our economy is paramount. The thematic proposals of the Economic Action Plan include:
- Engage with business community
 - Maximise support to business
 - Address long term unemployment
 - Address housing inequalities
 - Keep Communities Safe
- 5.4 The recovery plan to address Education, Culture and Sport will be to ensure every member of the community will have their own journey and it is important to recognise the role that lifelong learning, culture and sport play in that recovery process, especially the impact on health and wellbeing. The thematic proposals of Education, Culture and Sport include:
- Ensuring the needs of all learners are met
 - Maximising digital opportunities
 - Ensure sport culture and the art play a vital role in the recovery process
 - Review funding process to ensure recovery

5.5 The actions within this plan build on the Inverclyde Alliance Local Outcome Improvement Plan and ensure that 3 strategic priorities; Population, Inequalities and Environment Culture and Heritage are considered. It also provides the governance structure for the Recovery Plan and the sub groups. This is a live document and is subject to constant review as developments occur during the Covid pandemic. The Partnership Recovery Plan will be reported back to the Alliance Board when changes or reviews take place.

5.6 Following further detailed responses received from partners, which outlines each organisation's contribution to support the recovery of Inverclyde communities, it is proposed to incorporate the attached addendum into the Partnership Recovery Plan.

6.0 **IMPLICATIONS**

6.1 Legal: none at present
Finance: none at present
Human Resources: none at present
Equality and Diversity: none at present
Repopulation: repopulation remains a key priority within the Inverclyde Outcomes Improvement Plan.
Inequalities: the Locality Partnerships will be working specifically to tackle inequalities on a geographic basis.

7.0 **CONSULTATIONS**

n/a

8.0 **LIST OF BACKGROUND PAPERS**

8.1 None

APPENDIX 1



Inverclyde Alliance



COVID-19

Partnership Recovery Plan



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Foreword

COVID-19 has had a significant impact in Inverclyde with higher levels of COVID deaths within the population. Many of us have been touched by the impact of losing a loved one. The pandemic has impacted on all of our lives and we will need time to recover. The level of deaths in Inverclyde gives the communities extra challenges that need to be taken into consideration. Communities will be apprehensive about what recovery may look like and the pace at which recovery should take place. Many will need the time and space to heal and we need to help people to do that and to give them the opportunity to share their experiences. However, this is also time for renewal. We have all had to re-assess what's important to us and the services and supports that are vital to our communities. The community response to COVID-19 has been remarkable with hundreds of volunteers working together to support the most vulnerable in our society.

As our plans for recovery and renewal evolve we will engage with businesses, voluntary organisations and leisure sectors to help the economy recover; creating jobs, supporting culture and addressing inequalities. We do this through our community planning structure to develop a shared response to the challenges associated with the pandemic and its aftermath. It is our aim to create a lasting legacy that supports the people of Inverclyde to recover from the pandemic.

We are committed to working with and empowering communities to plan, design and deliver services for people as part of our immediate response to the COVID-19 pandemic. In so many ways our communities have risen to the challenge showing compassion,

resilience and the capacity to look after one another. We are committed to listening to and involving communities as we plan for the new normal.

This plan is our response to COVID-19. The plan covers our recovery and renewal through the lenses of our emerging priorities and accelerated transformational aspirations. The Inverclyde collective partnership response to the pandemic has been to maintain essential services, support those most at risk and to reaffirm the central role of communities and partners in local review and recovery plans. Inverclyde is a great place to live and work. We are blessed with wonderful communities with people willing to go the extra mile for one another. Their response to COVID-19 was remarkable. Hundreds of volunteers worked together to support the most vulnerable. As Chairman of the Inverclyde Alliance I would like to thank everyone involved for their outstanding achievements over the past months and to praise the compassion, commitment and cooperation that has taken place.



Councillor Stephen McCabe

Leader of the Council and Chairman of the Inverclyde Alliance





Background

On 23 March 2020, Scotland was placed into lockdown as a response to the worldwide COVID-19 pandemic. Almost all council and third sector buildings closed, including schools and early years' establishments. The majority of businesses stopped trading and only essential businesses remained opened. Civil contingency arrangements were activated and public services moved to provide essential services only.

The COVID-19 pandemic in Inverclyde needs to be understood in the context of the significant impact it has had on communities, many of which were already struggling. Recent Scottish Index of Multiple Deprivation (SIMD) data has shown that Inverclyde has some of the most disadvantaged communities in Scotland. Inverclyde has also suffered a high level of loss due to COVID-19. This gives the communities in Inverclyde extra challenges that need to be taken into consideration. The impact of COVID-19 on the economy, the levels of unemployment and levels of deprivation all need to be factored into the community response to recovery in Inverclyde.

On 23 April 2020, the Scottish Government published 'framework for decision making' outlining its approach and 'route map' as we plan as a country to come out of lock down. The process will be gradual, phased and evidence based. The latest version of this 'route map' is accessible at: www.govscot/publications

Recovery planning is a documented and structured approach that describes how sectors, community and organisations can return to normality and resume their core functions. This recovery plan is the Alliance's response to ensure that our efforts are co-ordinated, achieve maximum impact and build resilience. The recovery process may have to proceed in tandem with the response to any subsequent pandemic waves or more localised outbreaks.



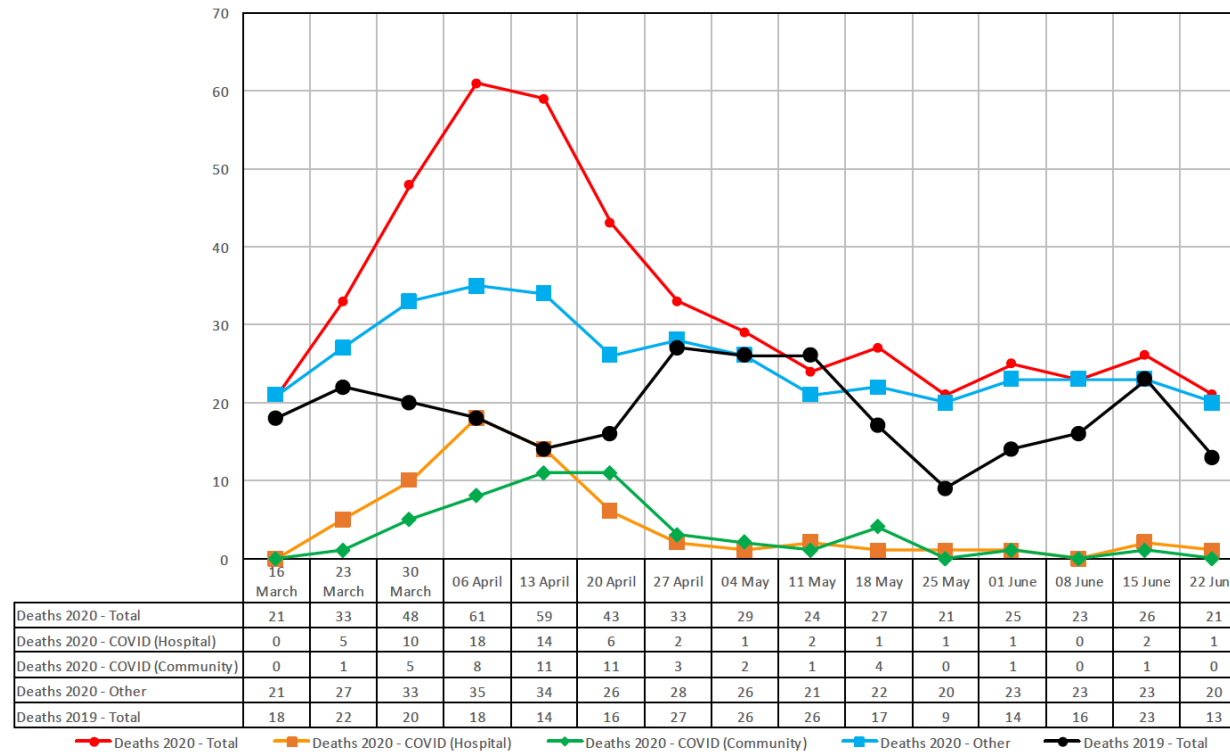


Inverclyde’s recovery from COVID-19 and the unique challenges faced

Impact of COVID-19

The first COVID-19 related deaths in Inverclyde were recorded in the week beginning 23 March 2020 and deaths in Inverclyde peaked in the week beginning 6 April 2020 with 26 deaths. The table below shows the chronological impact during the pandemic.

Deaths attributed to COVID-19 in Inverclyde





Inverclyde's recovery from COVID-19 and the unique challenges faced

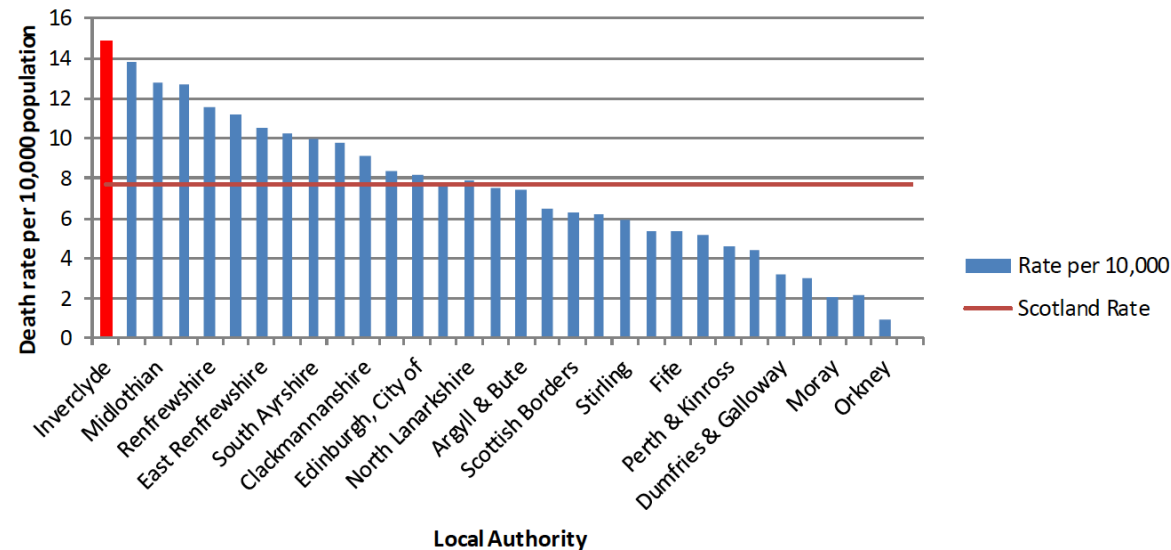
Comparative death rates attributable to COVID-19

Inverclyde experienced an earlier rise in COVID-19 deaths and suffered a higher overall death rate than any other area in Scotland. The table below shows the comparative death rates between Inverclyde and other areas in Scotland.

Areas with similar levels of deprivation to Inverclyde across the United Kingdom do appear to have suffered higher death rates than better off areas. It is likely that this reflects the greater underlying burden of the virus in deprived communities. The fact that Inverclyde has experienced an early outbreak will also have contributed to the higher mortality rate experienced. This is because the outbreak will have been further developed in advance of the national lockdown.

Regardless of the effects of the early outbreak, inequalities have clearly played a significant part in the level of illness and death in Inverclyde.

Fairness, dignity and human rights are key principles that have to underpin our response to the pandemic at all stages. The harms that are caused by the pandemic are, to a greater or lesser extent, being felt by everybody. However, they have not been felt equally, and how we respond has to take account of that inequality. Overall the higher death rate in Inverclyde undoubtedly has implications for the community's recovery. Traditionally Inverclyde has high numbers of people with long term health conditions and a high number of people who were asked to shield.





Inverclyde's recovery from COVID-19 and the unique challenges faced

Impact of inequalities

A report was written by the Improvement Service 'Poverty, Inequality and COVID-19', full details of which can be accessed at www.improvementservice.org.uk. The report provides a brief summary of some of the issues and highlights the potentially disproportionate impact of the pandemic on those already experiencing inequalities due to health, education, housing, transport and domestic violence. COVID-19 has had more of an impact on certain groups including people with disabilities, minority ethnic communities, vulnerable children and adults.

"Many people on low incomes work in key worker roles and will be more exposed to the virus than those who can work from home. People on low incomes are also less likely to own a car and more likely to be reliant on public transport to travel to work or access services." Poverty, Inequality and COVID-19.

Low earners are seven times as likely as high earners to work in a business sector that is shut down according to the Institute of Fiscal Studies. Given the known links between attainment and deprivation, it is particularly important that all providers of education continue with their highly effective work to ensure high attainment and achievement and to reduce the poverty related attainment gap. In Inverclyde learning and achievement is seen as so much more that which takes place in school buildings. This plan aims to build on the excellent family, community and partnership work that already

underpins education and learning in Inverclyde. This includes adult learners as well as our young people. Through our partnership working we hope to further increase employability pathways, especially for our young people.

Impact on the economy

The UK economy contracted by 20.4% in April, the largest monthly fall since records began. The Organisation for Economic Co-operation and Development (OECD) has said that the UK economy is likely to slump by 11.5% in 2020, outstripping falls in other developed economies of Germany, France, Spain and Italy. Historically the impact of recession on Inverclyde is that it tends to run deeper and for longer than the rest of Scotland. HMRC produced data showing that more than 600,000 workers in the UK lost their jobs between March and May of this year and while it is too early to identify figures in Inverclyde, the number of individuals claiming unemployment benefits in the Glasgow metropolitan city region increased to 7.1%.

The count for those receiving universal credit in Inverclyde has increased by 2,119 between March and May 2020. This number includes an increase of over 500 recipients receiving in-work benefit.





Aim, objectives and principles of this partnership recovery plan

Aim

The aim of this plan is to document the established partnership structure and arrangements for recovery from the COVID-19 pandemic for Inverclyde.

Objectives

The objectives of this plan are:

- To consider Inverclyde's response to the pandemic and any learning for the future.
- To provide support for recovery on behalf of the Inverclyde Alliance and to assist partners' decision-making processes.
- To outline the overall recovery strategy for Inverclyde; including humanitarian, economic and education, culture and sport.
- To ensure that relevant stakeholders, especially the communities affected, are involved in the recovery process.
- To confirm the integrated structure for the recovery process, including the recovery working group and sub-groups.
- To establish the system by which recommendations and actions of the sub-groups are progressed.
- To identify the long-term outcomes linked to the Local Outcome Improvement Plan (LOIP) through the development of action plans.

Principles

The planned actions have been established based on the following principles:

- The response should be system wide, recovery and renewal requires all parts of the system to work together to meet the challenges.
- There should be a clear and consistent framework and the plan must be rooted in The Scottish Government 'route map'.
- The approach to recovery should promote collaboration across all sectors and communities in Inverclyde.
- There should be clear actions with specific timeframes.
- All actions and measurements should link to the Local Outcome Improvement Plan (LOIP).

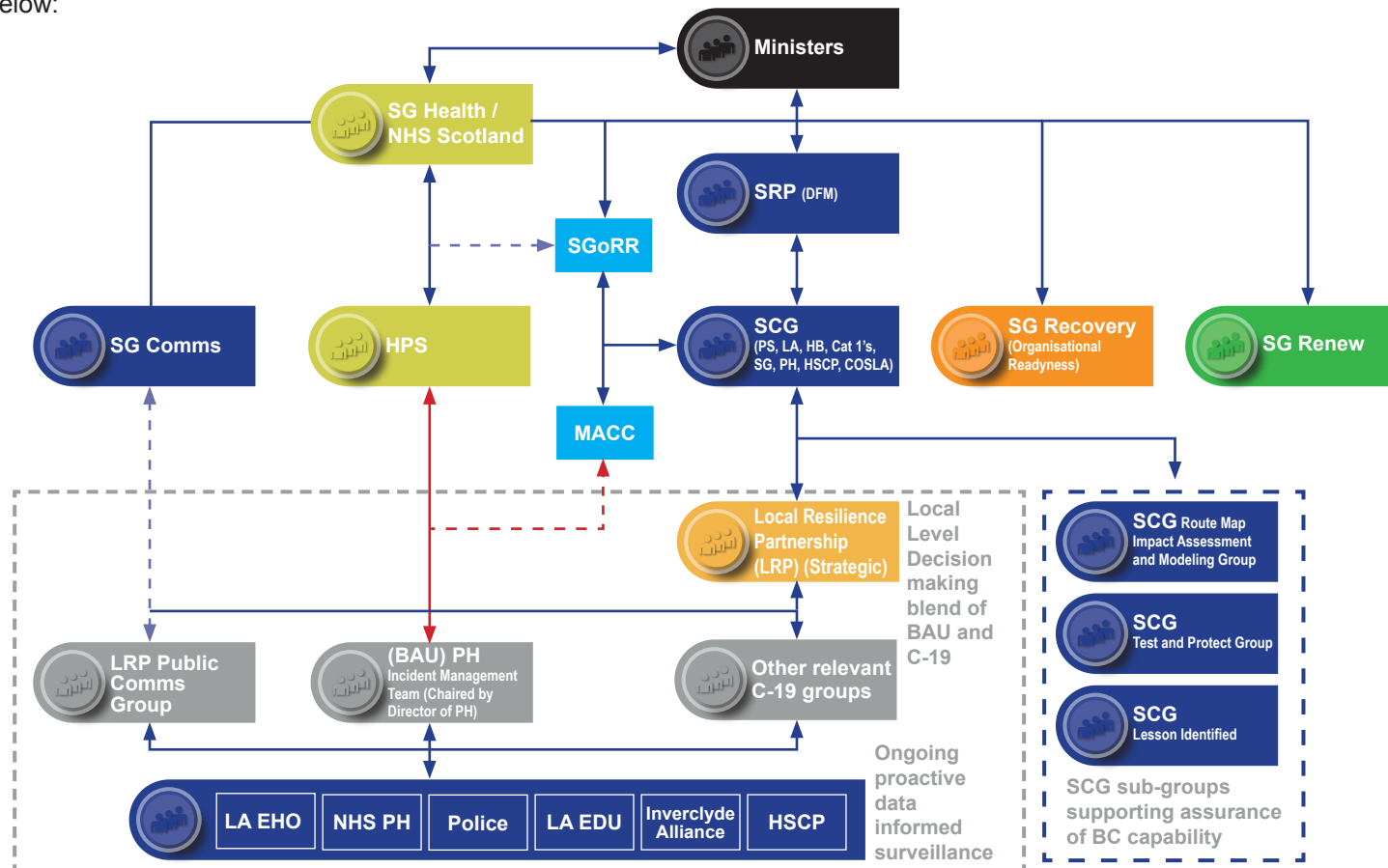




Recovery partnership structure, remit and governance

Regional/national recovery partnerships structure

Any local plan is produced within the context of Scotland's National Performance Framework, wider ongoing work at the Glasgow City Region level and our LOIP. The Inverclyde partnership recovery structure feeds into a wider regional/national governance structure, as illustrated below:

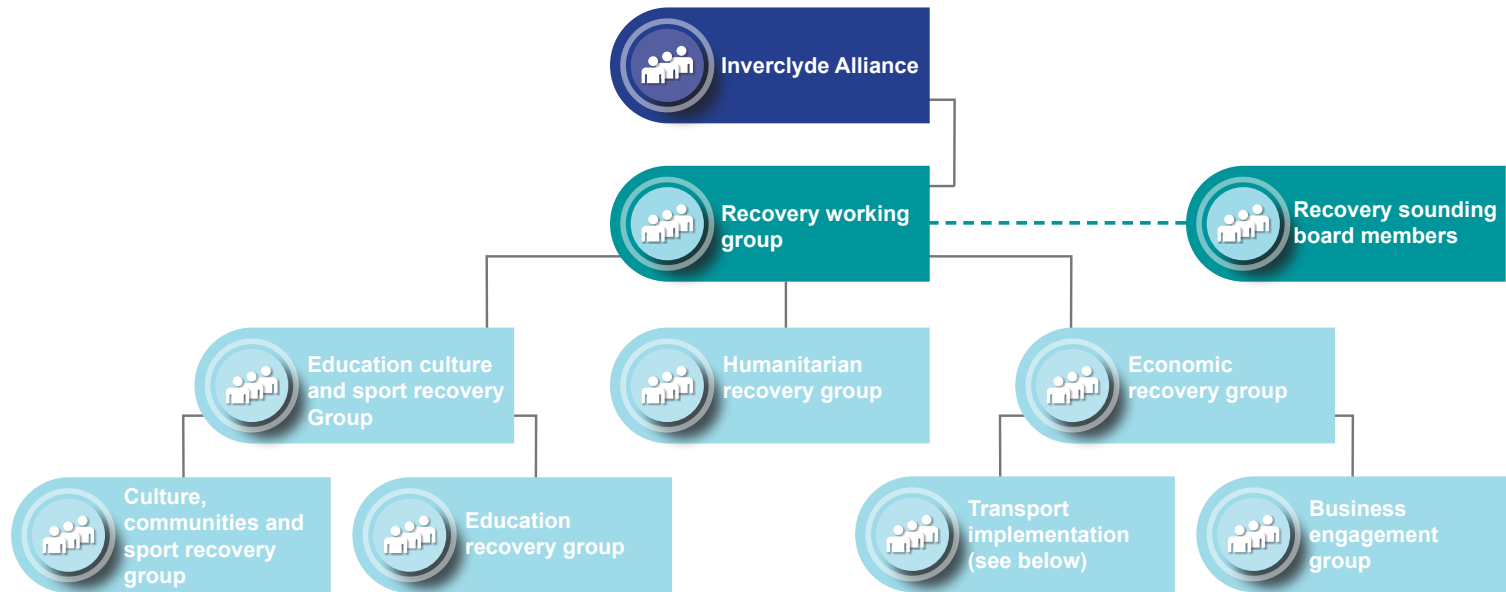




Recovery partnership structure, remit and governance

Inverclyde's recovery structure

Effective planning by our partners is crucial to meet the needs of the Inverclyde population. This includes an understanding of the needs of the population, the economy and our communities. We must understand our assets which will help us align resources to best meet the needs of the people of Inverclyde. The act of aligning resources, restarting the economy and stimulating growth all play a significant role in delivering positive outcomes for people. Planning takes place through the recovery working group and 3 sub-groups: education, culture and sport; economic and humanitarian.





Recovery partnership structure, remit and governance

Recovery working group

A recovery working group, the overall group responsible for recovery chaired by the council's Chief Executive, has been established to coordinate the partnership's recovery activity. It is the strategic decision-making body for the recovery process (see recovery working group terms of reference in appendix A). The recovery working group has established a core membership and can co-opt additional members as and when appropriate.

Following its formal establishment in May 2020, the recovery working group has started the following initial key tasks:

- Determining the level of recovery activity required and specific areas of focus.
- Development of a recovery plan.
- The requirement for the establishment of sub groups to take forward considerations specific to an area of coordinated activity.
- Setting processes in place to monitor the action plans from each sub group.

Elected members input (members' recovery sounding board)

Central to the recovery process is input and guidance from elected members. To facilitate this within the recovery partnership structure, a members' recovery sounding board has been established. The sounding board is an informal advisory group advising the Chief Executive, who chairs the recovery working group, and is not a decision-making body. It is a working group of members. Its remit is to consider the outputs of the recovery working group. The terms of reference for the group is detailed in appendix B.





Recovery partnership structure, remit and governance

Recovery working group sub-groups

Remit, structure and governance

Three sub-groups have been established to focus on recovery activities across key areas:

- The humanitarian recovery group's role is to engage with communities learning from their experience and coordinate recovery. It is responsible for ensuring that vulnerable people are supported. It is chaired by the Chief Officer of the Inverclyde Health and Social Care Partnership - a deputy chair from the third Sector has also been appointed (Chief Executive, CVS Inverclyde).
- The economic recovery group's role is to understand the commercial and economic pressures across Inverclyde through engaging with our business partners and wider business community. This is achieved through two forums; the first is a strategic partnership of the third sector, West College Scotland, Scottish Government, Scottish Enterprise, Federation of Small Businesses, Inverclyde Chamber of Commerce and River Clyde Homes and the second involves representatives from all sectors of the business community. It is chaired by Corporate Director of Environment, Regeneration and Resources. Transport recovery structures have been built up at a Glasgow city region level and Inverclyde Council will participate in these and feed any required actions back to the economic recovery group.

- The education, culture and sport group is split into two reporting groups. Both are chaired by Inverclyde Council's Corporate Director of Education, Communities and Organisational Development. The role of the education recovery group is to ensure a coordinated approach to recovery for all learners and families. The role of the culture and sport reporting group is to ensure that sport and culture is at the heart of the recovery process.

All three sub-groups have developed multi-disciplinary action plans which detail the short and long term actions to support recovery and renewal. Each action plan is monitored by the recovery working group.





Recovery action plans

Each of the three recovery working group sub groups have developed detailed action plans to guide the activity of the Alliance's partners as we move forward, these are detailed below.

Humanitarian recovery plan

The humanitarian group aims to support community recovery, engage communities and build on the work of the inequalities work stream of the Local Outcome Improvement Plan (LOIP).

The sub group has been established to capture and nurture the kindness and compassion shown and experienced during COVID-19 by communities and to explore how we continue to protect those who are vulnerable.

The group of individuals deemed clinically vulnerable has had special status and have been asked to stay at home to keep themselves safe (shielded). A pipeline of support has been developed during the pandemic to help individuals with shopping, food, prescriptions, escorts and repairs. Any move forward needs to consider how we continue to support this group.

The kindness and compassion that has poured out from the people of Inverclyde has been remarkable. People have blossomed through helping one another, both those who have volunteered and those who have felt cared for by neighbours and communities. Building on the work coordinated by CVS, a new social movement 'Inverclyde Cares' is being developed to promote, kindness and

compassion. It is a partnership between services and communities and creates opportunities for acts of kindness. Communities have demonstrated through the pandemic their resilience and capacity to look after each other. Their local knowledge and understanding of their needs has been vitally important. Individuals, third sector groups and others across Inverclyde have supported the response to the COVID-19 pandemic. Going forward the development of locality groups supported by the third sector, and the council will be pivotal to understanding and responding to communities needs. CVS Inverclyde has worked alongside other third sector organisations to recruit volunteers. The Inverclyde Community Action Response Group (ICARG) communication platform has built knowledge and understanding of local services promoting the work of over a dozen organisations.

This extraordinary community response has been financially supported through our community grants. Organisations in Inverclyde have benefitted from more than £700,000 worth of grants from the Scottish Government's various funding streams. In moving into recovery and renewal we will want to build on both the kindness and compassion of our communities and their willingness to engage with and support the delivery of council services. We recognise of course that as we start to return to a new normal and more people return to their jobs, the capacity and willingness of the community volunteers to continue current levels of support may reduce. We will continually learn and reflect and use the active community involvement experienced during COVID-19 to be a springboard for locality planning.





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|---|--|--|-----------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Listening to communities experiences | Feedback from communities | Social media campaign questionnaire | Your Voice | | Core HSCP budget and partner budgets |
| | Communities help to shape future priorities | Develop online localities group | Your Voice/ Inverclyde Council | June - August 2020 | |
| | | Lock down exhibition | Inverclyde Council/ 3rd Sector | December 2020 | |
| | | Review locality plans | Inverclyde Council | | |
| Plan co-ordinated support to those who are shielded or carers | Telephone support/triage remains in place | Council telephone line remain in place and data base developed | Inverclyde Council | | £35k within covid cost allowance |
| | Volunteer support is co-ordinated | CVS Inverclyde volunteer coordinator recruited | CVS Inverclyde | July - September 2020 | Core HSCP budget |
| | More 'hidden carers' are identified and referred for ongoing information, support and advice. | Adapt carer awareness training to online delivery to partners | Inverclyde Carers Centre | | Within Inverclyde Carers Centre budget |
| | Review pipelines of support such as food/transport | Short life working group on food insecurity to scope/ consider how to meet needs | CVS Inverclyde/Bellville/ Branchton Foodbank/ Salvation Army | July 2020 | £120k from Food Fund |
| | Develop services for food insecurity | Work to establish food pantry | Food Pantry Scotland | December 2020 | £60k within anti-poverty funding |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|---|---|---|------------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Wellbeing | Develop wellbeing services to support people | Offer individual support | Mind Mosaic | Ongoing | Supported by The Big Lottery funding |
| | Ensure psychological support available | Distress brief intervention (DBI) available across Inverclyde | HSCP | October 2020 | HSCP/Health Board core budgets |
| | Bereavement services for those who died during COVID-19 | Plan for primary care access to support | Primary care – HSCP | October/ November 2020 | HSCP/Health Board core budgets |
| | | Remembrance programme | Compassionate Inverclyde/Ardgowan Hospice, Inverclyde Council Bellville Garden | Ongoing | £40k to be included in September P&R funding request |
| | | Support to staff in health and social care isolation through PROMIS website | HSCP | September 2020 | Scottish Government |
| Develop neighbour/kind culture to support wellbeing across Inverclyde | Develop social movement to harness, coordinate and support 'Inverclyde Cares' | Programme board established 'Inverclyde Cares' | HSCP/CVS Inverclyde | July 2020 | Funded by The Big Lottery funding |
| | | Culture support | | October 2020 | Funded by The Big Lottery funding |
| Co-ordinate / co-operation between all key services | Promote the role of 3rd sector and communities | Develop volunteering opportunities | Compassionate Inverclyde/CVS Inverclyde/ Inverclyde Community Development Trust | Ongoing | Funded by The Big Lottery funding |
| Co-ordinate support requests to Community Fund | Develop fully costed proposals | Coordinate funding applications | CVS Inverclyde/ Inverclyde Council | August 2020 | N/A |
| Provide a wide range of support | Review support available and support good communication to ensure it is easily accessible | Website social media | CVS Inverclyde/ 3rd Sector/ Inverclyde Council | October 2020 | Funded by The Big Lottery funding |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|----------------------------------|---|--|-----------------------------------|-------------------|---|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Keep communities safe | Promote public protection message | Social media campaign Public Protection | Police Scotland/Fire and Rescue | June 2020 | Police Scotland/Scottish Fire and Rescue Service budget |
| | Promote health promotion including alcohol, drugs messaging | Alcohol and Drugs Partnership | HSCP | Ongoing | |
| | Promote Safe/Well fire safety | Media Campaign Falls Programme | Fire and Rescue Council | December 2020 | Police Scotland/Scottish Fire and Rescue Service budget |
| | Communicate government advice | Council | Council | Ongoing | |
| | Promote Trace/Contact | Develop trace/contact process | NHS | June 2020 | Health Board |
| Communication Communities | Develop platform for feedback | Develop online locality planning | Your Voice/ Inverclyde Council | August 2020 | Funded by The Big Lottery funding |
| | Share best practice across Inverclyde and learn from others in UK | Develop website | CVS Inverclyde | September 2020 | |
| | Good communication with communities | Clear communication plan | Inverclyde Council | July 2020 | Existing council core budgets |





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS

| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
|------------------------------|--|---|-----------------------------------|-------------------|---|
| Wellbeing | Wellbeing services continue to support people | Offer individual support | Third sector providers | Ongoing | HSCP. Funded by The Big Lottery funding |
| | Ensure psychological support continues to be available | Distress Brief Intervention (DBI) available across Inverclyde | HSCP | August 2020 | HSCP/Health Board, within current budgets |
| | | Plan for primary care access to DBI support | Primary Care - HSCP | October 2020 | |
| Keep communities safe | Promote public protection message | Social media campaign Public Protection | Police Scotland / Fire and Rescue | Ongoing | Within current budget |
| | Promote health promotion including alcohol, drugs | Alcohol and Drugs Partnership | HSCP | | |





Recovery action plans

Economic recovery plan

This plan is our response to COVID-19; the aim is to ensure that the maximum level of support is available to local businesses, that employees are retained in local businesses and that focus is provided to ensure that the recovery of our economy is paramount. It has been produced in partnership with the private sector.

Unemployment in Inverclyde before COVID-19 remained stubbornly above the West of Scotland average. HMRC produced data showing that more than 600,000 workers in the UK lost their jobs between March and May of this year and whilst it is too early to identify figures in Inverclyde, the number of individuals claiming unemployment benefits in the Glasgow metropolitan city region increased to 7.1%. The latest Office of National Statistics (ONS) figures show that unemployment in Scotland is up to 4.6%, up 1.1% from the previous quarter. Unemployment rose by 30,000 to 127,000 between February and April as lockdown hit the labour market. The Office of the Chief Economics Advisor estimates unemployment could take 3 to 6 years to recover to pre-crisis levels in Scotland.

The count for those receiving universal credit in Inverclyde has increased by 2,119 between March and May 2020. This demonstrates the susceptibility of low paid workers. The count includes an increase of over 500 recipients receiving in-work benefit. Within the Glasgow metropolitan city region Inverclyde has had the lowest percentage of staff furloughed while Renfrewshire remains the highest.

Inverclyde has historically suffered from depopulation and a key objective reflected in the Local Outcome Improvement Plan (LOIP) is to reverse population decline. An action plan is in place and outcomes are reported to the Inverclyde Alliance. A key element of the plan includes promoting Inverclyde to business and visitors. Discover Inverclyde, an integrated website encompassing all of Inverclyde's attractions was launched to coincide with the easing of lockdown.

Our economic recovery group has oversight of the action plan and seeks to use both public and private sector partners to influence policy both at a local level and nationally. The plan seeks to ensure that access to transport for our workforce is not a barrier to employment and engages with a wide variety of businesses from a broad range of sectors, representing businesses across Inverclyde. The challenges facing local businesses will be heard and shared in order that we ensure that the impact on the economy of Inverclyde from COVID-19 is minimised.





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|---|--|---|-------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Engagement with business community, third sector and Inverclyde Alliance Partners | Full understanding of business needs for recovery | Regular monthly meetings with business community through business representatives forum | Inverclyde Council/ business representatives | September 2020 | Existing Inverclyde Council core budgets |
| | Full understanding of strategic opportunities for business recovery | Regular six weekly meetings with strategic partners including 3rd sector representatives, West of Scotland College, Inverclyde Chamber of Commerce | Partners | August 2020 | Existing core budgets |
| | Understanding of the status of a wide range of Inverclyde businesses | Carry out business feedback survey – telephone survey | Inverclyde Council | August 2020 | Existing Inverclyde Council core budgets |
| Maximise support to businesses through existing interventions | Additional businesses supported (numbers to be determined following business contact) | Increase business support function – engage additional business development advisors | Inverclyde Council | September 2020 | £120k for 2 posts for 18 months funded from existing earmarked reserve |
| | Extension of furlough scheme for Inverclyde businesses | Lobby for extension to furlough scheme | All | September 2020 | Existing partners core budgets |
| | Support to 20 staff for 50% of 6 months wages to £6,250 max | Inverclyde furlough scheme operated by the council for specific sectors separate from national scheme | Inverclyde Council | September 2020 | £125k funded from Inverclyde Council anti-poverty funding |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|--|---|--|-------------------|---|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Maximise support to businesses through existing interventions | National loan fund availability to Inverclyde businesses | Local Inverclyde specific loan fund from former West of Scotland Loan Fund (WofSLF) | Inverclyde Council | October 2020 | Former WofSLF funds to £200k |
| | Inverclyde extension to NDR relief scheme | Loan fund relaxation – seek SG/National Government support for loan fund with less onerous credit status than current schemes | Inverclyde Council | February 2020 | Existing Inverclyde Council core budgets |
| | | NDR relief – offer Inverclyde businesses extension to rates relief | | | See long term projects |
| Addressing long-term unemployment | Maintain Inverclyde count differential to equal pre-COVID-19 | Continue to deploy employability scheme Minimise unemployment – working with 3rd sector to maximise intervention | 3rd Sector/ Inverclyde Council | July 2020 | £533k bid against Anti-Poverty fund for 2020/21. Further bids against future budgets – see long term projects |
| | | Bid for additional funds as part of budget setting process | Inverclyde Council | February 2020 | See longer term actions |
| Addressing housing inequalities | Increase in housing allocations to those in homeless accommodation | Registered Social Landlords to re-engage homeless – work with landlords to re-open activity during the recovery period | Inverclyde Council/ Registered Social Landlords in Inverclyde | August 2020 | <ul style="list-style-type: none"> • 43 extra TFA flats – £159k for one off costs • 18 flats for early release of prisoners over and above the 43 TFA – £63k repairs payments to River Clyde Homes and £66k one off costs to set the flats up |
| Keep communities safe | SG policy | Clarity on social distancing measures – seek clarity on social distancing measures for all business spaces (in context that guidance is consistently being revised) | | | |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|--|--|--------------------|-------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Communication with business communities, commercial and educational sectors | Strengthened contact and communication with all business sectors. Targeted support to people who experience digital exclusion due to circumstances | Develop platform for feedback including online communication and engagement with Inverclyde Chamber of Commerce and Federation of Small Businesses | Inverclyde Council | September 2020 | Existing Inverclyde Council core budgets |
| | | Share best practice across Inverclyde and learn from others in UK – regular engagement with GCR, SLAED SOLACE | Inverclyde Council | September 2020 | Existing Inverclyde Council core budgets |
| | | Explore digital inclusion measures such as making WiFi available to disadvantaged individuals | Inverclyde Council | September 2020 | Included in education, culture and sport plan |
| | | Good communication with communities – clear communication plan | Inverclyde Council | October 2020 | Existing Inverclyde Council core budgets |
| Addressing economic and population decline | Growing local economy and stabilised population | Prepare an economic case for special status for Inverclyde | Inverclyde Council | December 2020 | £60k allowance included in September funding request |





COVID-19 Partnership Recovery Plan

| LONG TERM ACTIONS | | | | | |
|--|--|--|--|-------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Maximise support to businesses through existing interventions | National Loan fund availability to Inverclyde businesses | Longer term loan fund relaxation – seek SG/National Government support for loan fund with less onerous credit status than current scheme | Inverclyde Council | 2021/23 | Existing Inverclyde Council core budgets |
| Addressing long-term unemployment | Maintain Inverclyde count differential, to equal pre-COVID-19 | Minimise unemployment – working with 3rd sector to maximise intervention | 3rd Sector/ Inverclyde Council | 2021/22 | 2021/22 budget bid £750k |
| | | Additional employability activities | Inverclyde Council | 2021/22 | As above |
| Addressing housing inequalities | Increase in housing allocations to those in homeless accommodation | Registered social landlords to re-engage homeless – to provide accommodation in the long term investment and letting strategies | Inverclyde Council/ Registered Social Landlords | 2021/22 | Links to roll-out of the rapid rehousing transition plan. 2021/22 Budget bid – amount to be determined |
| | | Updated local housing strategy to reflect projected demand in homeless accommodation | Inverclyde Council/ Registered Social Landlords | 2021/22 | Existing core budgets |





Recovery action plans

Education, culture and sport recovery plan

This is the community recovery plan for Inverclyde for education, culture and sport as we move towards the recovery stage of services in the context of COVID-19. Every member of the community will have their own journey through these extraordinary times and many will have felt the loss of close families and friends. We cannot underestimate the human and emotional impact that COVID-19 has had on our communities and will continue to have for years to come.

It is also vitally important that Inverclyde recognises the significant role that lifelong learning, culture and sport play in the recovery process, especially the impact on emotional health and wellbeing. The impact of COVID-19 on the culture and leisure industry will be huge and financially some organisations may struggle to survive. However, if we want to ensure repopulation and promote Inverclyde as an excellent place to live and to work then the culture and leisure industry needs to thrive and to maximise opportunities for growth. As Scotland opens up post COVID-19 the simple task of reconnecting through a team sport or a game of bowls could help people who may be struggling with social isolation. The Local Outcome Improvement Plan for Inverclyde has environment, culture and sport as one of the three strategic priorities. This is because, prior to COVID-19 the importance of culture and sport was fully recognised as a strong attribute of a thriving community.

The planning process for recovery will not be linear. External events may overtake any plans and we simply cannot foresee what the future holds. We can however, work together in a systematic way to move things forward at a pace that achieves the best outcomes for our community, the community can manage, makes the best use of the resources available to us and achieves the best outcomes for every citizen of Inverclyde.





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|---|---|---|--|---------------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Ensuring the needs of all learners are met | A recovery curriculum is in place to support families in Inverclyde | All establishments revise their improvement plans to take account of the curriculum post COVID-19. This will include a particular focus on health and wellbeing | Schools, early years establishments, college | August - December 2020 | Existing core budgets |
| | Attainment gap continues to reduce | The family learning part of the 'attainment challenge' programme is adapted to meet the needs of learners as they return to their place of learning | Attainment challenge strategic group | August - December 2020 | Existing attainment challenge funding |
| | Developing the Young Workforce is revised to take into account employment opportunities post COVID-19 | West College Scotland works with partners to identify the skills pipeline needed for future employment | West College Scotland | September - December 2020 | Existing core budgets |
| | | Work with partners to create employability pathways for young people (link to economic recovery plan) | All | August - December 2020 | Included in economic recovery plan as part of the young persons employability proposal |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--|--|---|-----------------------------|------------------------|---|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Making sure digital opportunities are maximised across education, culture and sport | Ensure high quality digital learning opportunities are available in schools and establishments | Education – digital sub group identify the needs of learners for blended learning | Education digital sub group | August - December 2020 | £414k within existing education flexibilities funding and £433k Scottish Government funding. Young Scot Funding |
| | Online learning is best used to support all learners within Inverclyde | School/college partnership and some consortium arrangements are delivered online | All | August - December 2020 | Existing core budget |
| | | Council community learning and development (CLD) services and partners – identify the digital learning gaps of adult learners. CLD work with partners to identify digital inclusion opportunities (link to Inverclyde Supports) | CLD/partners | August - December 2020 | £60k Bid against 2020/21 Anti Poverty Fund |
| | A blended approach of activities fully uses online/ digital opportunities | Libraries, museums, theatres and sports centres enhance digital platforms for blended approaches and share best practice | All | August - December 2020 | Existing core budget |
| | | Libraries pilot click and collect approach | Libraries | June - October 2020 | Existing Inverclyde Council core budget |





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS

| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
|--|--|--|---|------------------------|---|
| Ensure sport, culture and the arts play a vital role in the recovery process for Inverclyde | Revise and adapt the events programme to take into account recovery post COVID-19 | Cultural partnership to meet to revise the types of events that will now be held over the next year | Inverclyde Cultural Partnership(including Tourism Inverclyde) | June - December 2020 | £80k funding request to September P&R Committee |
| | | Adapt some current programmes/initiatives to take into account lock down due to COVID-19 Stories Frae the Street – includes stories from the lockdown and recovery process | Inverclyde Cultural Partnership(including Tourism Inverclyde) | March - December 2020 | Grant funding in place |
| | Ensure all culture and leisure facilities are opened as soon as possible - subject to government guidance. | Ensure short term financial sustainability of Inverclyde Leisure/Beacon Arts Centre for 2020/21 | Inverclyde Leisure/ Beacon Arts Centre/ Inverclyde Council | September 2020 | Latest estimate is £1.1million including £400k from Inverclyde Leisure reserves |
| | | Inverclyde Leisure/Beacon Arts Centre/Inverclyde Council – action plans in place towards phase 4 recovery programme. Beacon Arts Centres to identify appropriate outdoor events that can be held and revise ways of working e.g. producing own shows | Each venue | August - December 2020 | No costs |
| | Young people have an event to celebrate their achievements through COVID-19 | Year of Young People legacy event has a particular focus on COVID-19 | CLD | November 2020 | Existing earmarked reserve £40k |
| | | Young people are given a sum of money to design and create a legacy piece of art work/project (link to community memorial?) | CLD | November 2020 | Possible use of £10k external funding |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|---|--|--|--|------------------------|---|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Promote Inverclyde as a place to visit and live (link to repopulation) | Inverclyde tourism strategy is revised and refreshed post COVID-19 | Launch the Discover Inverclyde website | Tourism Inverclyde group/ corporate communications and tourism | July 2020 | Existing earmarked reserve £50k |
| | | Review the culture strategy in line with the recovery process | Inverclyde Cultural Partnership | August - December 2020 | Existing Budgets |
| | Build upon the positive impact and culture of exercise (link to spaces for people) | Develop an Inverclyde sports strategy creating sports hubs | Inverclyde Council/ Sports Scotland/ Third Sector | August - December 2020 | Council core budget - possible funding from Sports Scotland |
| Review processes and funding arrangements in place to ensure funding is available for recovery | All plans will have fully costed proposals | Review grants to voluntary organisations (GTVO) process for clubs to ensure sustainability | Inverclyde Council | September 2020 | Existing core GTVO budget |
| | | Link with national organisations to maximise and apply for new funding opportunities | CVS Inverclyde/ Inverclyde Council/ Inverclyde Leisure/ Beacon Arts Centre | Ongoing | Existing core budget |
| | | Liaise with all funding organisations (such as Scottish Government/ Funding Council/ Sport Scotland/ Creative Scotland/ Inverclyde Council) to ensure the sustainability of education, culture and sport in Inverclyde | All | Ongoing | Existing core budget |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|---|---|--|-----------------|---------------------------|------------------------|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Employees and community buy in to the recovery process | Make sure that human resources are in place to take forward plans and that fair terms and conditions are in place for employees | Employment conditions fully understood by all and maximised where appropriate. Including recruitment of additional staff, use of casual staff and furlough schemes | All | March - December 2020 | £53k in covid costs |
| | Establish communication platforms to gauge the needs and views of the wider community | Surveys, questionnaires and user groups are in place to gauge opinions of all stakeholders. | All | September - December 2020 | Existing core budgets |
| Keep Communities Safe | Promote public protection messages (link to Inverclyde Cares) | Social media campaigns | All | June - December 2020 | Existing core budgets |
| | Communicate government advice | Continually monitor sector guidance and link with sector groups to communicate government advice | Sector specific | June - December 2020 | Existing core budgets |
| | All re-opening of establishments are fully risk assessed in line with latest advice | Undertake risk assessments. Produce videos for establishments e.g. schools/leisure centres/theatres on user journey | Sector specific | June - December 2020 | Existing core budgets |





COVID-19 Partnership Recovery Plan

| SHORT TERM ACTIONS | | | | | |
|--------------------|---|--|---|----------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Communication | Clear communication channels set up for employees and service users | Ensure regular contact with appropriate unions Meet with stakeholder groups Communications to employees | Sector specific | June - December 2020 | £53k in covid costs |
| | Learn from best practice across the country | Regular meetings with sectors e.g. college networks, regional improvement collaborative, Skills Development Scotland/ Sport Scotland/Creative Scotland/Visit Scotland/ Scotland's Food and Drink | Sector specific | June - December 2020 | Existing core budgets |
| | Further develop Inverclyde Life website and Discover Inverclyde | Online updates provide updates to service users | CVS Inverclyde/ Inverclyde Life/ Corporate Communications/ Discover Inverclyde | July 2020 | Community fund/existing core budgets/repopulation earmarked reserves |





COVID-19 Partnership Recovery Plan

| LONG TERM ACTIONS | | | | | |
|--|--|---|--|---------------------|--|
| Theme | Outcomes | Action | Who | Anticipated dates | Financial implications |
| Ensuring the needs of all learners are met | Developing the Young Workforce is revised to take into account employment opportunities post COVID-19 | Work with partners to create employability pathways for young people | Developing the Young Workforce/schools/Skills Development Scotland/ college | Academic year 20/21 | Contained in economic recovery plan proposals |
| Promote Inverclyde as a place to visit and live (link to repopulation) | Inverclyde tourism strategy and action plan is impacting on an enhanced visitor experience to Inverclyde | Provide support for local tourism and hospitality businesses | Tourism Inverclyde group/ Corporate Communications/ Scotlands Food and Drink/ Visit Scotland | July 2020 onwards | Potential 2021/22 Budget bid, £75k |
| | Build upon the positive impact and culture of exercise (link to spaces for people) | Review the culture strategy in line with the recovery process | Inverclyde Cultural Partnership | July 2020 onwards | Starts in July 2020 but will be ongoing |
| | | Continue to develop an Inverclyde sports strategy | Inverclyde Council/ Sport Scotland/ Third Sector | July 2020 onwards | |
| Ensure sport, culture and the arts play a vital role in the recovery process for Inverclyde | Ensure all culture and leisure facilities continue to operate sustainably | Work in collaboration with Inverclyde Leisure to provide a sustainable community sports and leisure offer | Inverclyde Leisure/ Inverclyde Council/ Community Learning and Development | July 2020 onwards | Costs subject to submission of Inverclyde Leisure's business plan. Potential 2021/22 budget bid. Sustainability for sector beyond March 2021 |
| | | Ongoing implementation of action plan | Beacon Arts Centre | July 2020 onwards | Costs subject to submission of the Beacon Arts Centre business plan. Potential 21/22 Budget bid. Sustainability for sector beyond March 21 |





Conclusion

It is anticipated the recovery phase from the pandemic will be long, and timescales are uncertain. Any immediate response to the impact of COVID-19 will be taken by the recovery working group and its sub-groups and will align with the LOIP strategies for repopulation, culture/arts and inequalities. This plan recognises the economic impact of the COVID-19 pandemic, the associated impact of lockdown measures and the profound and long lasting effect of the pandemic on local communities, particularly those individuals and families living in poverty. Wellbeing features highly on the renewal agenda both for individuals and communities. The planning process reflects the vital role communities have played in the collective response to the pandemic and their pivotal role in helping Inverclyde through recovery.

The actions within this plan build on existing community planning structures and ensure that our priorities on repopulation, arts/culture and inequalities are considered.

The plan has a focus on 3 key areas:

- **Supporting our vulnerable communities**
- **Reigniting our communities commitment to lifelong learning, culture and sport**
- **Supporting the recovery of the economy, including support for local businesses and visitor attractions**





Appendix A - recovery working group terms of reference

Purpose of the recovery working group

- To be the strategic decision-making body for the COVID-19 recovery phase, able to give a broad overview and represent each agency's interests and statutory responsibilities.
- To provide visible and strong leadership during the recovery phase.
- To take advice from the recovery working groups 3 sub groups and the members' sounding board, decide the strategy and ensure its implementation and the rebuilding of public confidence.
- To ensure the coordination and delivery of consistent messages to the public and media.

Role of the recovery working group

- To feed in recovery issues to the Inverclyde Alliance and the relevant partner organisations decision making processes, and to the Scottish Government via the national COVID-19 Strategic Coordinating Group (SCG).
- To set the overall recovery strategy for Inverclyde, including humanitarian, economic and education, culture and sport.
- To ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To jointly agree appropriate sub-groups as required and commensurate to the partnership's resources.
- To produce a recovery impact assessment, capturing the key issues to be addressed.
- To co-ordinate the recommendations and actions of the sub-groups and monitor progress.
- To monitor financial matters.

- To agree long-term exit strategy criteria and timescales, where appropriate.
- Identify and address any other issues that fall outside the scope of the working groups.
- To provide reassurance and advice to the public to facilitate recovery.

Chair and secretariat

The group is chaired by Inverclyde Council's Chief Executive or nominated director. The secretariat function is provided by the civil contingencies service. The role of the secretariat is to maintain records of all minutes of all meetings and provide the basis for monitoring completion of actions.

Group membership

- Inverclyde Council Chief Executive (or nominated Corporate Director) (Chair)
- Inverclyde Council Corporate Directors
- Police Scotland Area Commander
- NHS GG&C representative
- Inverclyde Council - Chief Financial Officer
- Communities and the Voluntary Sector (CVS Inverclyde) representative
- Business representative
- Registered Social Landlord (RSL) representative
- Inverclyde Council resilience management team chair
- Inverclyde Council Corporate Communications representative
- Secretariat (Civil Contingencies Service)





Appendix B - members' recovery sounding board terms of reference

Name of group

The recovery sounding board – members.

Composition

The recovery sounding board – members will have cross party membership from across the council.

Role

The sounding board is a working group of councillors and meetings will not be held in public. It will consider outputs of the recovery working group and the primary sub-groups reporting to that including consideration of the minutes of those groups and any reports or other outputs from the groups to the Inverclyde Alliance.

The sounding board will also provide input on items on the agenda of forthcoming recovery working group meetings.

The group is an informal advisory group advising the Chief Executive who chairs the recovery working group. It is not a decision making body.

Frequency of meetings

Meetings shall be held at the same frequency as the overall recovery working group and will generally be held in the preceding week to allow input on agenda items to be made timeously.

Quorum

As this is an informal advisory group there is no requirement for it to be quorate.

Reporting procedures

Following each meeting an action note will be circulated to all members of the council and to the recovery working group.

