



Inverclyde Alliance

AGENDA ITEM NO: 6

Report To:	Inverclyde Alliance Board	Date:	18 January 2021
Report By:	Aubrey Fawcett Chair of Programme Board	Report No:	
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	Covid 19 Partnership Recovery Update		

1.0 PURPOSE

1.1 The purpose of this report is for the Alliance Board to consider the updates to the Partnership Recovery Plan Action Plans.

2.0 SUMMARY

2.1 The Alliance Board will recall the Partnership Recovery Plan brought before its October meeting. This has now been updated to include additional comments provided and is attached at Appendix 1. Appendix 2 is the update to the three recovery action plans, Humanitarian, Economic and Education, Culture, Leisure & Sport, for the Alliance Board's consideration.

2.2 Understandably, some aspects of the Recovery Plan have progressed more than others as all partners have focused on the response phase to the Pandemic with the second wave of infection and more recent issues arising from the new genetic variant of the virus. Regardless of this however there remains a need to focus on the medium and long term recovery actions that will support the communities and residents of Inverclyde.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Alliance Board:

- a) Notes the updated Recovery Plan addendum.
- b) Notes the updates to the three action plans.

Aubrey Fawcett
Chair, Programme Board
Chief Executive, Inverclyde Council

4.0 BACKGROUND

4.1 The Alliance Board was advised previously of the various multi-agency responses to the first wave of the pandemic. Currently many of those responses have resumed to a greater or lesser extent in order to deal with the second wave. The response has not necessarily been the same as in the first wave as the continuation of services, including education has meant that the situation has been nearer to business as usual than in the spring lockdown. Nevertheless a number of services have been required to step up, albeit often in a slightly different form. The Humanitarian Assistance Centre for example has focussed more on Isolate & Support rather than Shielding.

There has also more recently been a significant response from partners to the issue of planning for and delivering the first stages of the vaccination programme.

5.0 RECOVERY STRUCTURE

5.1 The three recovery sub-groups detailed below have continued to meet in the period since the plan was brought before the Alliance Board. The overall Recovery Working Group has also met and has further meetings scheduled in the New Year. The updated action plans from the three sub-groups are included in Appendix 2 for the Alliance Board's consideration.

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

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 Covid 19 Partnership Recovery Plan – Alliance Board 5 October 2020



Inverclyde Alliance

APPENDIX 1



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.



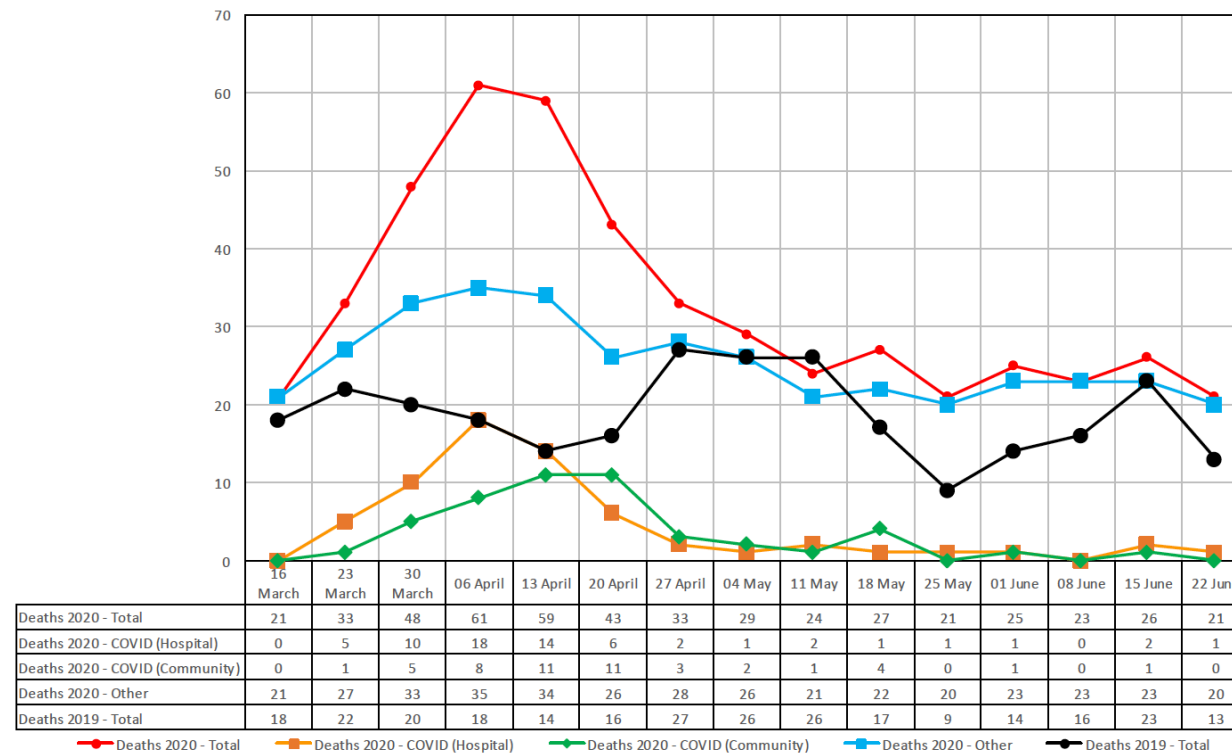


Inverclyde's recovery from COVID-19 and the unique challenges faced

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

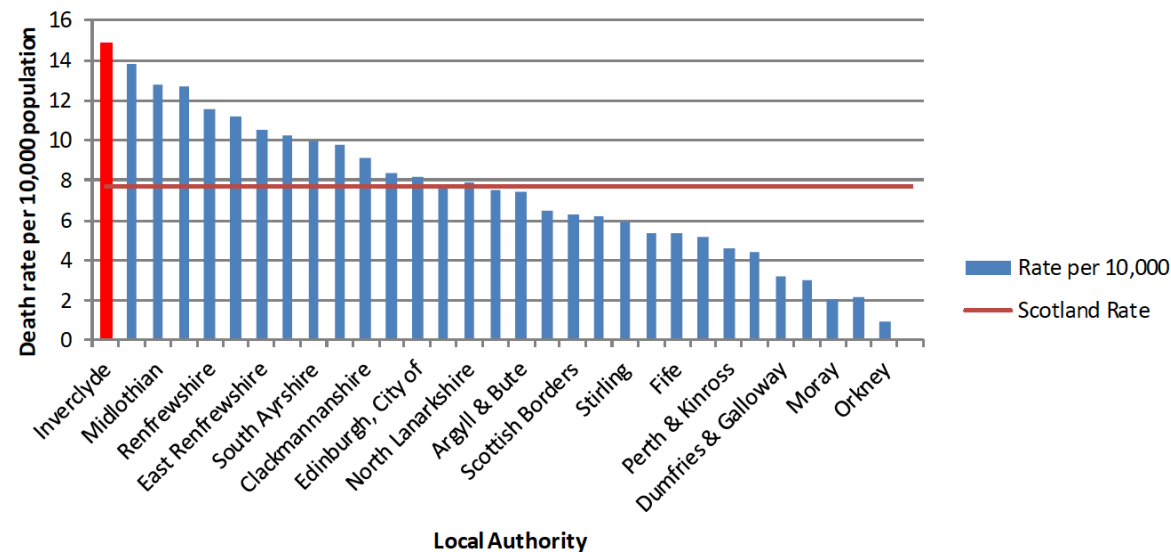
Comparative death rates attributable to COVID-19

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).

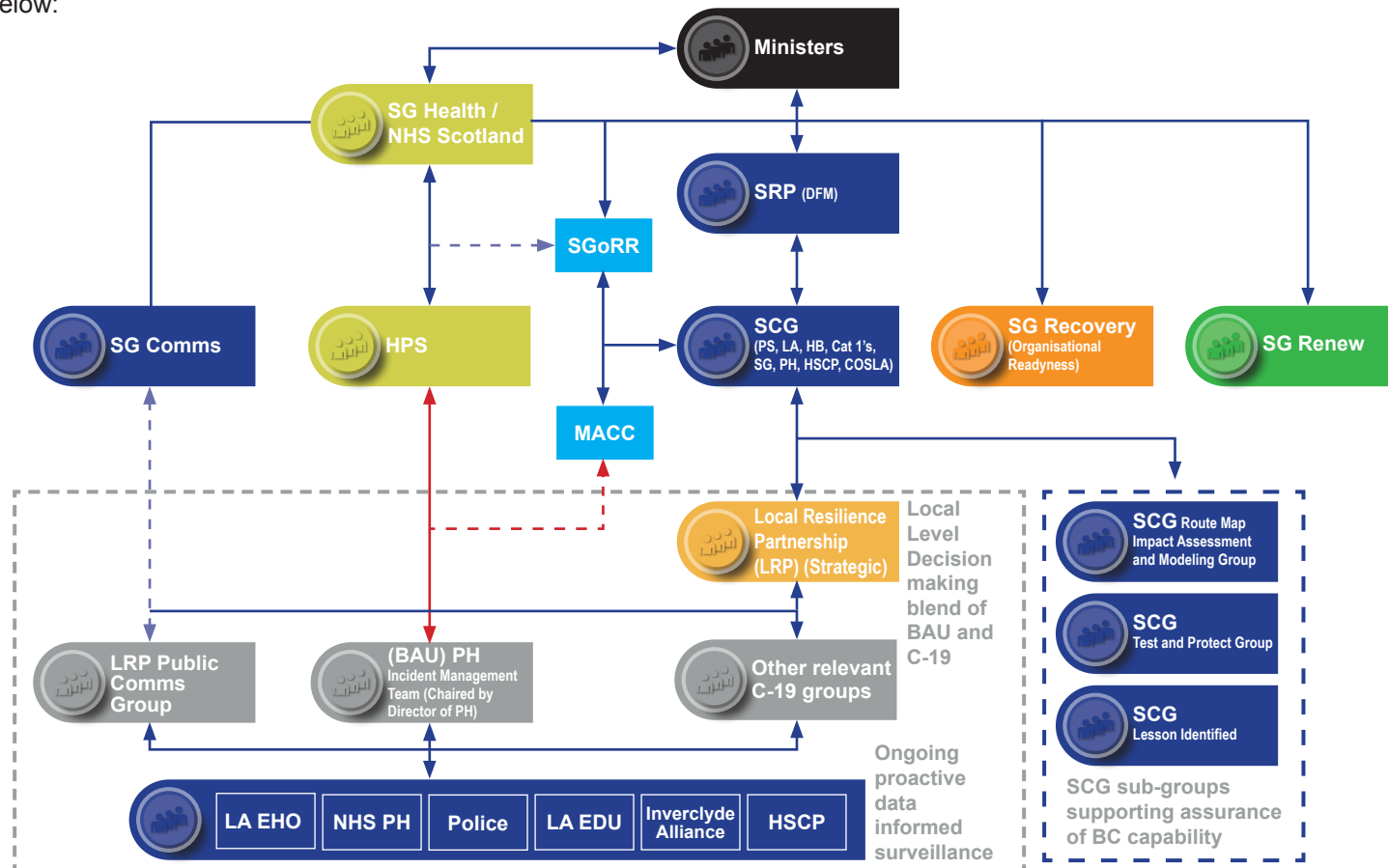




Recovery partnership structure, remit and governance

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:

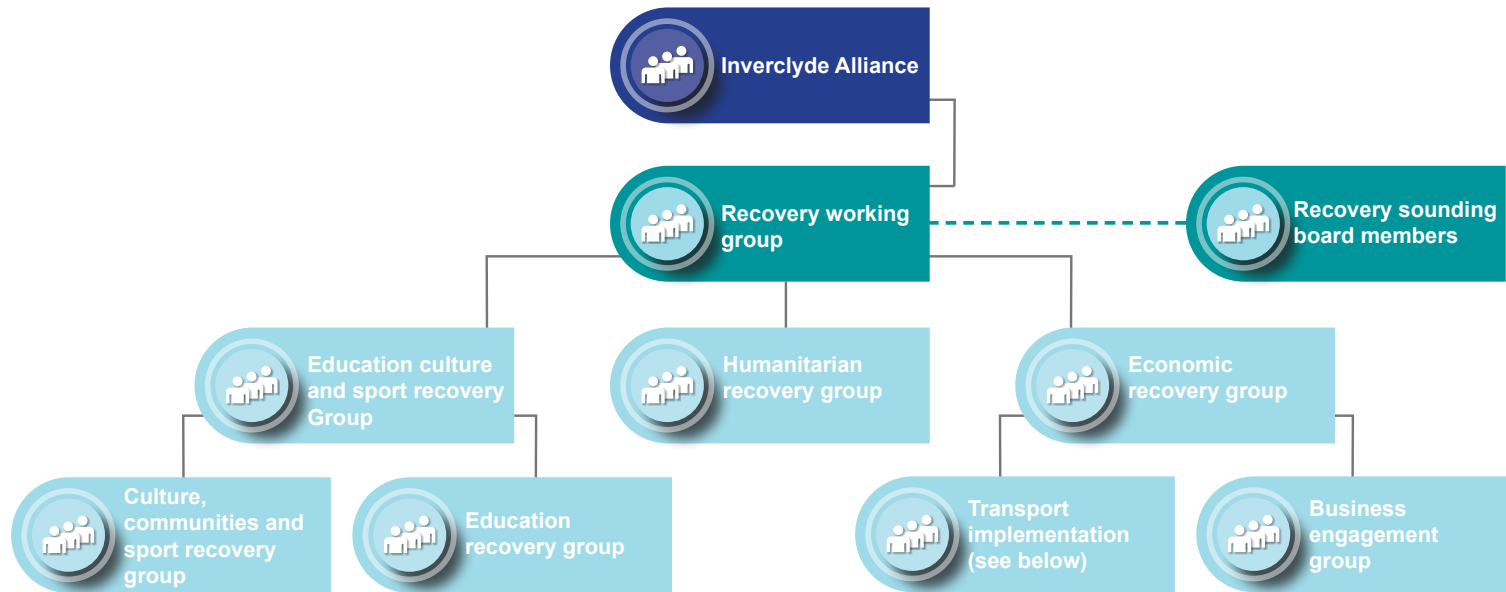




Recovery partnership structure, remit and governance

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 depute 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.





Appendix C - Humanitarian Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Keep Communities Safe	More young people will be engaged in services that divert them from substance misuse and have an increased awareness of premature deaths	Engage and divert young people from substance misuse Engage with the most vulnerable in our communities who are at the highest risk of premature death to encourage engagement with existing support services	Alcohol and Drug Partnership (incorporating Police Scotland)	2023	
	More people will be encouraged to provide information about drugs and serious and organised crime	There will be an increase in engagement with communities to encourage information regarding criminal activity, people concerned about the drug supply network and victims of serious and organised crime Victims of anti-social behaviour, violence and disorder will be supported	Police Scotland	Throughout 20/21 and 21/22	





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Communication with and support for Communities	Communities will be informed and able to access relevant information on the third sector community	Inverclyde Life website will be available across all organisations in the third sector community	CVS Inverclyde	Throughout 20/21 and 21/22	
		People living in the Greenock East and Central locality will be supported to engage in the locality planning process	CVS Inverclyde	Throughout 20/21 and 21/22	
		The third sector community and organisations will be represented as part of the local Inverclyde Recovery programme	CVS Inverclyde	Throughout 20/21 and 21/22	
	Communities will feel supported and listened to and able to be involved in democratic decision making.	Local Governance Review will be implemented through working with COSLA, to take forward place-based work to road-test approaches for public engagement on the future of community decision-making	Scottish Government	During 20/21	
	People and staff living and working in Inverclyde will know how to ensure that their home is safe from fire and hazards	Build on the "Home Safety" and work with partners to provide a holistic "Safe and Well" approach to the safety of all Inverclyde residents	Scottish Fire and Rescue Service	Throughout 20/21 and 21/22	
People living in Inverclyde will receive a consistent message that supports the safety of communities	Support key Public Protection and Safety messaging across Inverclyde	Scottish Fire and Rescue Service	Throughout 20/21 and 21/22		





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Supporting people who are marginalised and vulnerable in communities	People who are at increased risk of contracting respiratory infections will be supported	Implementation and expansion of the Test and Protect centres	Inverclyde HSCP/NHS GGC	During 20/21	
		Develop respiratory pathways to support COVID, Flu type symptoms			
	Housing standards will be improved in the social rented housing sector	Support people with long term conditions. Including Smoking Cessation	Inverclyde HSCP/NHS GGC	By March 20/21 and 21/22	
		Invest in housing standards and energy efficiency	Riverclyde Homes	Throughout 20/21 and 21/22	
		Support tenants to maximise welfare benefits	Riverclyde Homes/HSCP		
		Improve partnership working with the Homeless services, HSCP, Inverclyde Council and RCH to meet the demand for temporary flats for homeless households. Implementation of Rapid Rehousing Transition Plan and development of the Housing First Approach	Riverclyde Homes/HSCP/ Council	Throughout 20/21 and 21/22	
		Roll out of Language Matters training to from line staff to challenge the stigma associated with alcohol and drug use	Alcohol Drugs Partnership (ADP)/NHS GGC	During 20/21	





LONG TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
	People in Inverclyde have access to a purpose built health centre that meets their needs	Creating state of the art community hub (Greenock Health Centre) offering advice and support to community	Inverclyde HSCP/NHS GGC		
	Eligible Children and Families will receive benefits and payments	Families in Inverclyde will soon benefit from the Scottish Child Payment - a new benefit to increase family incomes and reduce child poverty. It will pay £10 per week for each eligible child in a family, every four weeks, beginning with families with children under 6, and will be upgraded annually in line with inflation	Scottish Government	During 20/21	
		Scottish Government will aim to start taking applications for under 6s in November 2020 and for first payments to be made to eligible families from the end of February 2021. Despite the delays and pressures caused by COVID-19, that is a delay of only two months to our original timetable	Scottish Government	Throughout 20/21 and 21/22	





LONG TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
		Scottish Government will aim to start taking applications for under 6s in November 2020 and for first payments to be made to eligible families from the end of February 2021. Despite the delays and pressures caused by COVID-19, that is a delay of only two months to our original timetable	Scottish Government	Throughout 20/21 and 21/22	
		Together with the support already in place through the Best Start Grant and Best Start Foods, this will offer families on low incomes over £5,200 of financial support by the time their first child turns six (with up to £4,900 available for second and subsequent children and there will be no arbitrary limits on the number of children who can be supported	Scottish Government	Throughout 20/21 and 21/22	





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Strong Resilient Partnerships	Services and organisations in Inverclyde will work better together to support the local community	The Local Fire Plan will set out how SFRS will deliver its services within Inverclyde	Scottish Fire and Rescue Service	During 20/21	
		The Regional Transport Strategy will inform the delivery of public transport for Inverclyde	Strathclyde Passenger Transport	Throughout 20/21 and 21/22	
		By working in partnership we will deliver Glasgow City Region strategic priorities	Scottish Enterprise	Throughout 20/21 and 21/22	
	People will be encouraged to participate in more physical activity through partnership working	Development and roll out of social prescribing to improve physical and mental wellbeing	Inverclyde HSCP/NHS GGC	Throughout 20/21 and 21/22	
		Development and Implementation of the Inverclyde Green Connections Network project	NatureScot	Throughout 20/21 and 21/22	





Appendix C - Economic Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Specific Actions	Who (Lead Organisation)	Date/ Timescale	Financial implications
Business Support	Local businesses are sustained and operating efficiently	Scottish Enterprise will maximise Support to businesses through existing interventions	Scottish Enterprise	Throughout 20/21 and 21/22	
		Business in Inverclyde will have access to the guidance and support to enable them to confidently reopen	Scottish Enterprise	Throughout 20/21 and 21/22	
		Scottish Enterprise will fully understand the impact of Covid on national and regional companies and their supply chain	Scottish Enterprise	Throughout 20/21 and 21/22	
		Local businesses will receive more training from the expansion of the Flexible Workforce Development Fund	West College Scotland	Throughout 20/21 and 21/22	
	The self-employed community will be supported by DWP Work Coaches	Upskill, Learning and Development for Work Coaches Work in partnership to develop new and innovative programmes to meet this needs of the community	Department for Work and Pensions (DWP)	Throughout 20/21 and 21/22	





LONG TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
	Grant and Community Funding opportunities will be promoted to support community recovery	Work with partners to explore and promote funding opportunities through welfare reform programme	DWP	xx Throughout 20/21 and 21/22	
		DWP Flexible Support Funding will be maximised and bespoke provision will meet the needs of our customer	DWP	Throughout 20/21 and 21/22	
		Current projects including Traffic Management Systems, Pedestrian Crossing Accessibility Improvements, Port Glasgow Access Improvements, Programme for Inverclyde will be implemented	Strathclyde Passenger Transport	Throughout 20/21 and 21/22	
	Regions will be strong and resilient	Focus on the delivery of existing pipeline of company, sector and place projects by viewing outcomes through a regional lens including the emerging Clyde Mission	Scottish Enterprise	Throughout 20/21 and 21/22	
		Scottish Government will be focussing on, and working with Inverclyde Council and other partners to take forward the Clyde Mission to make the Clyde and engine of sustainable and inclusive growth for the city, the region and Scotland	Scottish Government	Throughout 20/21 and 21/22	



LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Addressing Housing Inequalities and Population priorities	People in Inverclyde and new residents will have access to new social rented homes as part of the population plan	Construction of 500 new homes Housing led regeneration e.g. Eastern Gateway Masterplan, Greenock and Port Glasgow Masterplans	Riverclyde Homes	Throughout 20/21 and 21/22	
		Develop housing-led regeneration plans for neighbourhoods experiencing a decline in desirability	Riverclyde Homes	Throughout 20/21 and 21/22	
		Build on the success of the pilot nomination agreement with the Scottish Refugee council by encouraging more people to settle in Inverclyde	Riverclyde Homes/HSCP	Throughout 20/21 and 21/22	
Addressing economic decline	Providing jobs for local people through procurement	Develop local companies such as Home Fix	Riverclyde Homes	Throughout 20/21 and 21/22	
		Establish Community Wealth Building processes in Greenock East and Central	CVS Inverclyde	Throughout 20/21 and 21/22	





LONG TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
	Co-ordinate an emergency workforce development programme with responsibility for setting a regional skills programme that cuts across business, educational institutions, SDS and councils.	<p>We will continue to work with Inverclyde Council, West College Scotland and others to ensure that learning and skills provision in Inverclyde meets the needs of employers</p> <p>Ensure that our response is evidence based, to continue to offer Labour Market Insights that provide regional and sectoral insights as well as an analysis of UK and Scotland trends and responses</p> <p>We will continue our commitment to youth employment including apprenticeships. We will look to safeguard work-based learning opportunities for young people in Inverclyde</p> <p>Establish a Glasgow City Region Active Labour Market Programme for over 25s, to quickly help the newly unemployed back into work and continue to support those furthest from the labour market</p>	Skills Development Scotland (SDS)	Throughout 20/21 and 21/22	





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
	Continue to maximise the potential of the workforce through engagement with young people, older workers and disadvantaged groups with a focus on apprenticeships, youth employment, people at risk of or experiencing redundancy and those who require to reskill or upskill	<p>To support workers in Inverclyde facing redundancy quickly find their way back into employment, along with our partners, we will establish an enhanced package of PACE support</p> <p>We will work with partners to establish a Youth Guarantee that ensures that young people in Inverclyde (25 and under) have the help they need to find or keep an apprenticeship or other job, or to access and progress in college, university or other training.</p> <p>Work with government to establish a Major Green Recovery Job Development Programme (e.g. an energy efficiency retrofit programme to create meaningful local jobs and cut carbon emissions)</p>	Skills Development Scotland (SDS)	Throughout 20/21 and 21/22	





Appendix C - Education Culture and Sports Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Ensure the needs of all our learners are met	There will be an improvement in digital technology and digital skills of the learners engaged with West College Scotland	Amend the curriculum to meet the specific employment needs of the region and provide an enhanced package of learning to meet the needs of those unemployed or at risk of unemployment	West College Scotland	Throughout 20/21 and 21/22	
	The attainment gap will be addressed for our learners	Work with partners to provide in work learning and upskilling to improve employment prospects of individual who engage with our services	West College Scotland	Throughout 20/21 and 21/22	
	Investing in the Attainment Challenge	Support schools across Inverclyde to support children and young people. Additional investment to help support Inverclyde's specific plans for care experienced children and young people	Scottish Government	Throughout 20/21 and 21/22	In 2020-21 Scottish Government is investing a further £6.03 million in Inverclyde through the Attainment Scotland Fund, which includes £2.40 million Pupil Equity Funding Along with £3.47 million through the Challenge Authority Funding and £168,000
	Provision of a new local college campus that meets the needs of our local learners	Work with Scottish Funding Council to try and progress with a business case for a new build campus at East India Dock	West College Scotland	During 20/21	



Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	StatusUpdate	RAG Status
SHORT TERM ACTIONS							
Listening to communities experiences	Feedback from communities	Social media campaign questionnaire	Your Voice		Core HSCP budget and partner budgets	Survey undertaken and feedback to recovery groups supported prioritisation of the plan	Green
	Communities help to shape future priorities	Develop online localities group	Your Voice/ Inverclyde Council	June - August 2020		First online locality planning took place in Port Glasgow however there is a delay in developing further virtual locality groups due to Covid	Amber
		Lock down exhibition	Inverclyde Council/ 3rd Sector	December 2020		Lockdown exhibition is available online	Green
		Review locality plans	Inverclyde Council			All locality plans are in place and require locality groups to be established to review	Red
Plan coordinated 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	Council help line remains in place	Green
	Volunteer support is coordinated	CVS Inverclyde volunteer coordinator recruited	CVS Inverclyde	July - September 2020	Core HSCP budget	Volunteer coordinator recruited to CVS	Green
	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	Campaign on social media has taken place	Green
	Review pipelines of support such as food/transport	Short life working group on food insecurity to scope/	CVS Inverclyde/Bellville/ Branchton	July 2020	£120k from Food Fund	All pipelines support reviewed by short life working group and additional	Green

		consider how to meet needs	Foodbank/ Salvation Army			projects funded through anti-poverty monies	
	Develop services for food insecurity	Work to establish food pantry	Food Pantry Scotland	December 2020	£60k within anti-poverty funding	Slight delay Trust contracted to deliver the Food Pantry at Grieves Road. It is expected to be operational in the early 2021	Amber
Wellbeing	Develop wellbeing services to support people	Offer individual support	3 rd Sector	Ongoing	Supported by The Big Lottery funding	Additional individual support available through a number of agencies	Green
	Ensure psychological support available	Distress brief intervention (DBI) available across Inverclyde	HSCP	October 2020	HSCP/Health Board core budgets	In place	Green
	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	In place	Green
		Remembrance programme	Compassionate Inverclyde/Ardgowan Hospice, Inverclyde Council Bellville Garden	Ongoing	£40k to be included in September P&R funding request	Short life working number of initiatives including benches and a dedicated space.	Green
		Support to staff in health and social care isolation through PROMIS website	HSCP	September 2020	Scottish Government	Wellbeing plan in place launched of Caring Cuppa on St Andrews Day. Training being delivered across Inverclyde	Green
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	In place-project coordinator appointed.	Green
		Culture support		October 2020	Funded by The Big Lottery funding	Kindness campaign being run throughout Inverclyde	Green

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	Resilience Network established by CVS. Volunteer training and support in place	Green
Co-ordinate support requests to Community Fund	Develop fully costed proposals	Coordinate funding applications	CVS Inverclyde/ Inverclyde Council	August 2020	N/A	Community Fund agreed by Education and Community Committee	Green
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	Inverclyde Life website developed. A communication group in place	Green
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	Ongoing Campaign in place	Green
	Promote health promotion including alcohol, drugs messaging	Alcohol and Drugs Partnership	HSCP	Ongoing		Social Media Campaign in place	Green
	Promote Safe/Well fire safety	Media Campaign Falls Programme	Fire and Rescue Council	December 2020	Police Scotland/Scottish Fire and Rescue Service budget	Ongoing Campaign in place	Green
	Communicate government advice	Council	Council	Ongoing		Communication plan in place	Green
	Promote Trace/Contact	Develop trace/contact process	NHS	June 2020	Health Board	Part of Inverclyde's Communication plan	Green
Communication Communities	Develop platform for feedback	Develop online locality planning	Your Voice/ Inverclyde Council	August 2020	Funded by The Big Lottery funding	Port Glasgow Locality Group has met	Amber further work to develop virtual localities
	Share best practice across Inverclyde and learn from others in UK	Develop website	CVS Inverclyde	September 2020		Inverclyde Life Website in place	Green

	Good communication with communities	Clear communication plan	Inverclyde Council	July 2020	Existing council core budgets	In place	Green
LONG TERM ACTIONS							
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	Status Updates	RAG Status
Wellbeing	Wellbeing services continue to support people	Offer individual support	3 rd Sector	Ongoing	Funded by The Big Lottery funding	In place however subject to review	Green
	Ensure psychological support continues to be available	Distress Brief Intervention (DBI) available across Inverclyde	HSCP	August 2020	HSCP/Health Board, within current budgets	In place	Green
		Plan for primary care access to DBI support	Primary Care - HSCP	October 2020		In place	Green
Keep communities safe	Promote public protection message	Social media campaign Public Protection	Police Scotland / Fire and Rescue	Ongoing	Within current budget	In place	Green
	Promote health promotion including alcohol, drugs	Alcohol and Drugs Partnership	HSCP			In place	Green

Economic Recovery Action Plan – Status Update

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	Status Update	RAG Status
SHORT TERM ACTIONS							
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	Meeting taking place. Business sounding group agreed to engage by e mail and meet infrequently.	G
	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	Strategic opportunities largely understood but progress interrupted by second wave.	A
	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	Over 1500 businesses contacted by phone	G
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	Posts agreed. Links with 'Jobs Fund'	G
	Extension of furlough scheme for Inverclyde businesses	Lobby for extension to furlough scheme	All	September 2020	Existing partners core budgets	National furlough scheme now extended	G
	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	Inverclyde Furlough scheme agreed and funded from anti poverty allocation	G
Maximise support to businesses	National loan fund availability to	Local Inverclyde specific loan fund from former West of	Inverclyde Council	October 2020	Former WoISLF funds to £200k	Complete	G

through existing interventions	Inverclyde businesses	Scotland Loan Fund (WofSLF)					
	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	Extension to NDR done. National Investment Bank may meet objectives of less onerous lending – to be determined	G
		NDR relief – offer Inverclyde businesses extension to rates relief		See long term projects	Amount to be determined – bid against 2021/22 budget	Waiting on guidance nationally	A
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	£637k bid against Anti-Poverty fund for 2020/21. Further bids against future budgets – see long term projects	Funding agreed for 20/21. Future bids dependent on 21/22 budget	G
		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 	Significant increase in flats delivered. Work ongoing to quantify future needs and cost implications based on revised homeless projections	G
Keep communities safe	SG policy	Clarity on social distancing measures – seek				Detailed guidance has been issued by government across all sectors and is	G

		clarity on social distancing measures for all business spaces (in context that guidance is consistently being revised)				updated in line with Tier system.	
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	Communication is ongoing through business sounding group and Chamber of Commerce.	G
		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	Ongoing interaction with groups across Scotland and publications is informing on national position	G
		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	Brief being prepared for study	G

LONG TERM ACTIONS							
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	Status Updates	RAG Status
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	As above – National Investment Bank may contribute to this role.	G
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	£5.9m job fund prepared and to be submitted as part of budget process.	G
		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		

Education, Culture and Sport Recovery Action Plan – Status Update

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	StatusUpdate	RAG Status
SHORT TERM ACTIONS							
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	Establishment improvement plans now in place. Recent input at Heads of establishments meeting identifying next steps	Green
	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	Particular focus this term on attendance and officer used to give detailed daily updates. The focus has changed to take an in depth look at attendance and an attendance conference was held at the beginning of November.	Amber
	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	West College Scotland are working in partnership with SDS to help with programme and course design.	Amber
		Work with partners to create employability pathways for young people (link to economic	All	August - December 2020	Included in economic recovery plan as part of the young persons employability proposal		

		recovery plan)					
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	Lap tops now in place and being distributed. Digital sub-group meeting to identify best use of resources	Amber
	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	This is progressing very well and Clickview and West Online School now in place. This will take time to complete and expected completion date is now summer 21	Amber
		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	Digital sub-group has been meeting to identify gaps – needs and suitable resources.	Amber
	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 have embraced digital platforms and this has proved to be very popular	Green
		Libraries pilot click and collect approach	Libraries	June - October 2020	Existing Inverclyde Council core budget	Click and collect programme in place	Green

<p>Ensure sport, culture and the arts play a vital role in the recovery process for Inverclyde</p>	<p>Revise and adapt the events programme to take into account recovery post COVID-19</p>	<p>Cultural partnership to meet to revise the types of events that will now be held over the next year</p>	<p>Inverclyde Cultural Partnership (including Tourism Inverclyde)</p>	<p>June - December 2020</p>	<p>£80k funding request to September P&R Committee</p>	<p>Although this will be ongoing throughout 21 examples of this are: Online Galoshans Beacon online programme Festive Film rather than pantomime</p>	<p>Green</p>
		<p>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</p>	<p>Inverclyde Cultural Partnership (including Tourism Inverclyde)</p>	<p>March - December 2020</p>	<p>Grant funding in place</p>	<p>Successful cultural partnership meeting. Stories Frae the street has been collated and boards are being made up. It was hoped to have the exhibition at the end of the year but this is now inappropriate.</p>	<p>Green/amber</p>
	<p>Ensure all culture and leisure facilities are opened as soon as possible - subject to government guidance.</p>	<p>Ensure short term financial sustainability of Inverclyde Leisure/Beacon Arts Centre for 2020/21</p>	<p>Inverclyde Leisure/ Beacon Arts Centre/ Inverclyde Council</p>	<p>September 2020</p>	<p>Latest estimate is £1.1 million including £400k from Inverclyde Leisure reserves</p>	<p>All facilities open as soon as allowed to do so. Recent guidance has meant that several facilities eg. Indoor bowling/adult football cannot open</p>	<p>Red</p>
		<p>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</p>	<p>Each venue</p>	<p>August - December 2020</p>	<p>No costs</p>	<p>Detailed plans to be in place by December</p>	<p>Green</p>

		of working e.g. producing own shows					
	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	Revised – all school pupils given a commemorative medal at the end of the year.	Green
		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	Not at the stage to consider legacy art work	Red
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	Website launched. Tourism strategy underway.	Green Amber
		Review the culture strategy in line with the recovery process	Inverclyde Cultural Partnership	August - December 2020	Existing Budgets	Meeting of cultural partnership to adapt plans and identify projects	Green
	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		Red
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	Paper taken to Committee to allocate funding to clubs who are suffering financial hardship. Context changed	Green
		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	Bids in place with a high success rate.	Green
		Liaise with all	All	Ongoing	Existing core budget	Ongoing	Green

		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					
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	Furlough fully utilised where possible and scheme being revised to take into account more flexibility.	Green
	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	2 listening events held to seek people's views of COVID experience. Regular meeting with Youth Council Council wellbeing questionnaire	Green
Keep Communities Safe	Promote public protection messages (link to Inverclyde Cares)	Social media campaigns	All	June - December 2020	Existing core budgets		Green
	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 sector guidance continually shared and plans adapted	Green

	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	Risk assessments in place and best practice shared	Green
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	Regular meetings with stakeholder groups in all sectors	Green
	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	Collegiality amongst sectors has been a positive aspect of the pandemic	Green
	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		
LONG TERM ACTIONS							
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications	Status Updates	RAG Status
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	DYW project funding being allocated straight to schools initially rather than through DYW workers	Amber

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 2021/22b Budget bid, £75k		Amber
	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		Amber
		Continue to develop an Inverclyde sports strategy	Inverclyde Council/ Sport Scotland/ Third Sector	July 2020 onwards			Red
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		Amber
		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		Amber