
Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	PR/37/20/SA
Contact Officer:	Scott Allan	Contact No:	01475 712764
Subject:	Recovery Plans – Community and Corporate		

1.0 PURPOSE

- 1.1 The purpose of this report is for the Committee to note the contents of the Community Recovery Plan, approve expenditure requirements associated with it, noting that it will be considered by the Alliance Partnership in October and approve the Corporate Operational Recovery Plan.

2.0 SUMMARY

- 2.1 During the initial stages of Covid, the Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants.
- 2.2 Following the easing of initial lockdown the Council through its Civil Contingency role led a Community Recovery process through engagement with our many partners and the business and third sector communities. The attached document titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde. Some actions are approved and will commence now, others are operational and will require co-ordinated action at a government level.
- 2.3 The Partnership Recovery Plan is due to be considered by Inverclyde Alliance on 5 October 2020. It is being brought to this Committee today for information but also to approve expenditure for short term actions amounting to £180,000 as follows:
- £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 2.4 In terms of Inverclyde Council's operational positions there has been an unprecedented change in service delivery models. This has been in response to government directions in respect of complete lockdown followed by phased easing over the last few months. It is a testament to the dedication and resilience of employees that services have been maintained throughout. The organisation is however delivering services very differently to what was considered normal in January this year.
- 2.5 The Corporate Management Team has been planning for recovery since May 2020 and the attached document at a strategic level, captures the key actions which are being progressed to facilitate further new operating models in respect of Scottish Government advice on lockdown, through to a return to a 'new' normal. The Committee is asked to approve this plan.

3.0 RECOMMENDATIONS

3.1 Committee is recommended to:

- (i) Note the Partnership Recovery Plan.
- (ii) Approve expenditure proposed in the Partnership Recovery Plan of £180,000.
- (iii) Approve the Corporate Operational Recovery Plan.

Scott Allan
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 During the initial stages of Covid, the Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants. With respect to the preparation and delivery of meals, the Council produced over 25,000 meals directly, delivered 48 tonnes of food as food packages and commissioned a further 5,000 food bags from the third sector. Across the voluntary sector over 21,000 meals were prepared, coordinated by CVS Inverclyde. The Council also implemented a Humanitarian Assistance Centre to support those shielding and otherwise vulnerable.
- 4.2 Following the easing of initial lockdown the Council through its Civil Contingency role led a Community Recovery through engagement with our many partners and the business and third sector communities. The attached document titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde. Some actions are approved and will commence now, others are operational and will require co-ordinated action at a government level.
- 4.3 In terms of Inverclyde Council's operational positions there has been an unprecedented change in service delivery models. This has been in response to government directions in respect of complete lockdown followed by phased easing over the last few months. It is a testament to the dedication and resilience of employees that services have been maintained throughout. The organisation is however delivering services very differently to what was considered normal in January this year.
- 4.4 The Corporate Management Team has been planning for recovery since May 2020 and the attached document at a strategic level, captures the key actions which are being progressed to facilitate further new operating models in respect of Scottish Government advice on lockdown, through to a return to a 'new' normal. The Committee is asked to approve this plan.

5.0 PROPOSALS

- 5.1 The Partnership Recovery Plan is due to be considered by Inverclyde Alliance on 5 October 2020. Development of the Plan has involved structured engagement with the community as well as an Elected Members' Sounding Board. It is being brought to this Committee today for information but also to approve expenditure for short term actions amounting to £180,000 as follows:
 - £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 5.2 The thematic proposals of the Humanitarian Action Plan include:
 - Listening to Communities
 - Planned and Co-ordinated Support
 - Develop Wellbeing Services and Support
 - Improve Communication with Communities
- 5.3 The aim of the Economic Recovery Plan is to ensure that the maximum level of support is available to local business, the employees are retained in local businesses and that focus is provided to ensure that recovery of our economy is paramount. The thematic proposals of the Economic Action Plan include:

- Engage with business community
- Maximise support to business
- Address long term unemployment
- Address housing inequalities
- Keep Communities Safe

5.4 The recovery plan to address Education, Culture and Sport will be to ensure every member of the community will have their own journey and it is important to recognise the role that lifelong learning, culture and sport play in that recovery process, especially the impact on health and wellbeing. The thematic proposals of Education, Culture and Sport include:

- Ensuring the needs of all learners are met
- Maximising digital opportunities
- Ensure sport culture and the art play a vital role in the recovery process
- Review funding process to ensure recovery

5.5 The actions within this plan build on existing community planning structures and ensure that Inverclyde Alliance 3 strategic priorities; Population, Inequalities and Environment Culture and Heritage are considered.

The Corporate Operational Recovery Plan sets out at a strategic level the actions the Council needs to take to in the coming weeks and months to deliver services in the medium to long term. Significant focus will be needed on budget matters. This is in the context of changed spend and income due to Covid but also uncertainty over local government settlements in years to come. Human Resource and Information and Technology systems will be a major challenge across the Council moving forward. Changed working practices have been introduced to deal with Covid in the short term and this will be evolved to fit with Government guidance of further lockdown easing combined with optimum benefit for the Council and our employees. It is the case that flexible working practices will enhance work life balancing in the future but will also increase resilience should there be further episodes of lockdown.

All three Directorates are working collegiately to address the challenges of changed operating models, changed operating models across our partners and suppliers and increased costs from suppliers and contractors. Our local economy and community has changed due to Covid and this is requiring a comprehensive review of our strategic policies and priorities. It is also the case that the Councils governance has had to change to cope with Covid in the short term and consideration is being given to how governance, especially in respect of Committee structures will look in the future.

The Corporate Operational Recovery Plan will be progressed over the coming months and updates on progress provided to Committee at a strategic level as appropriate.

6.0 IMPLICATIONS

6.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Covid	Various	2020/21	£180,000		Funded from Reserves set aside for Covid 11.8.20

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

There are no legal implications arising from this report.

6.3 Human Resources

There are no human resources implications arising from this report.

6.4 Equalities

Equalities

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

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

(b) Fairer Scotland Duty

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

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

	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
✓	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
✓	NO

6.5 Repopulation

There are no repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 None.

8.0 BACKGROUND PAPERS

8.1 None.



Inverclyde Alliance



COVID-19

Partnership Recovery Plan



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Foreword

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

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

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

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

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



Councillor Stephen McCabe

Leader of the Council and Chairman of the Inverclyde Alliance





Background

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

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

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

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



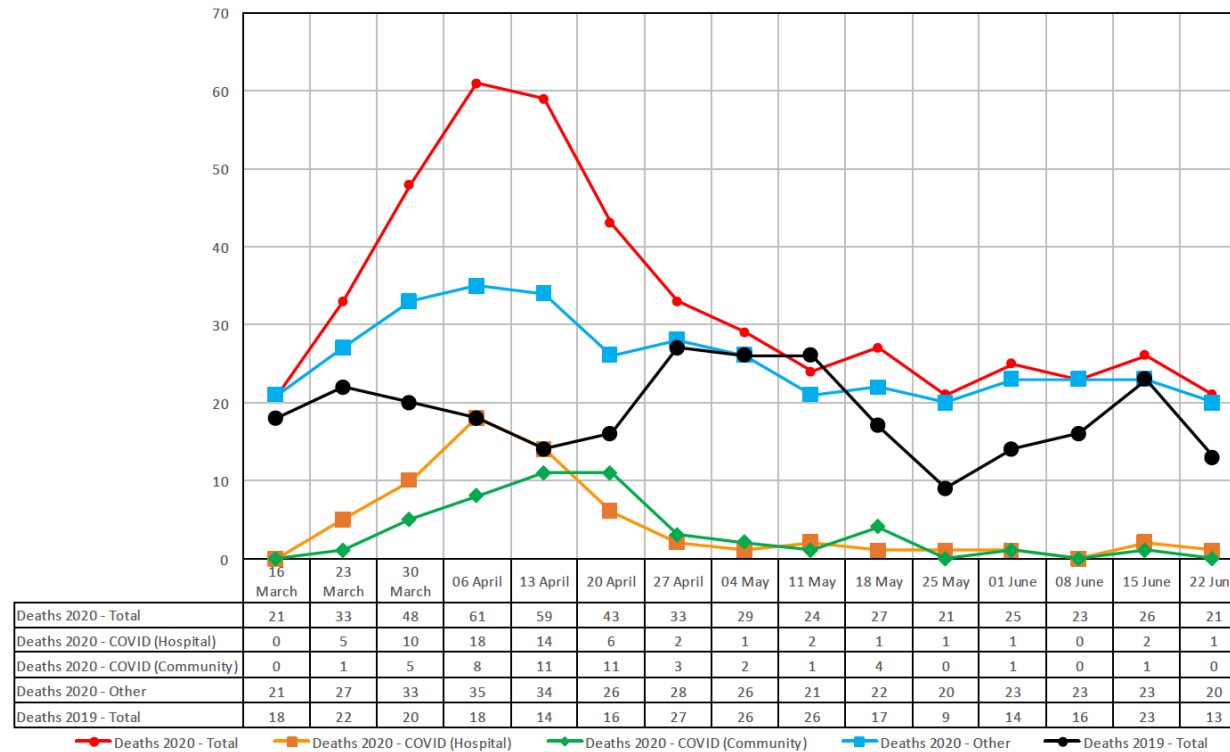


Inverclyde’s recovery from COVID-19 and the unique challenges faced

Impact of COVID-19

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

Deaths attributed to COVID-19 in Inverclyde





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

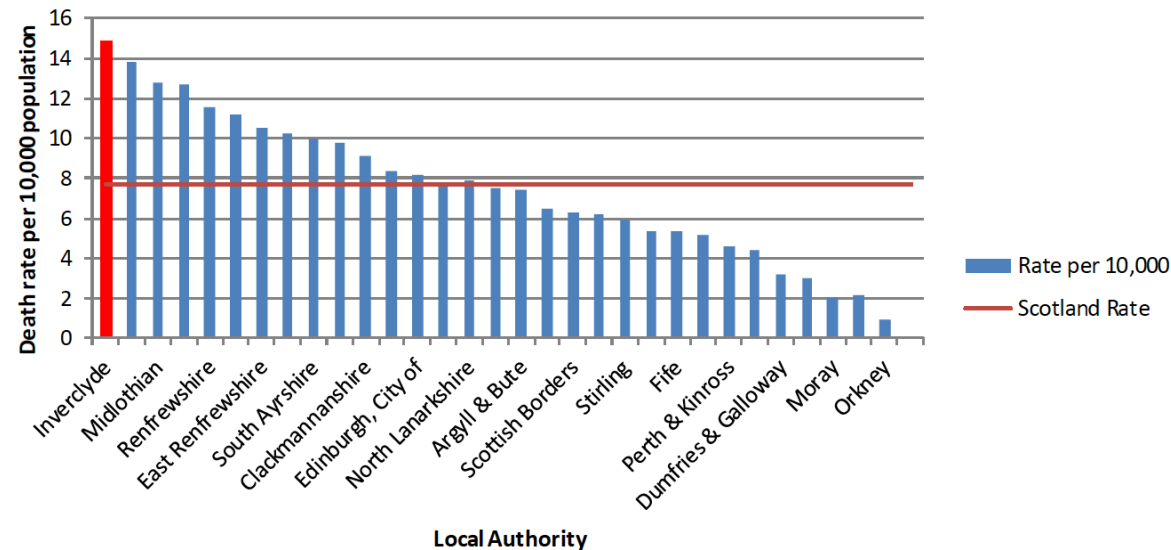
Comparative death rates attributable to COVID-19

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

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

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

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





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

Impact of inequalities

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

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

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

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

Impact on the economy

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

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





Aim, objectives and principles of this partnership recovery plan

Aim

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

Objectives

The objectives of this plan are:

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

Principles

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

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

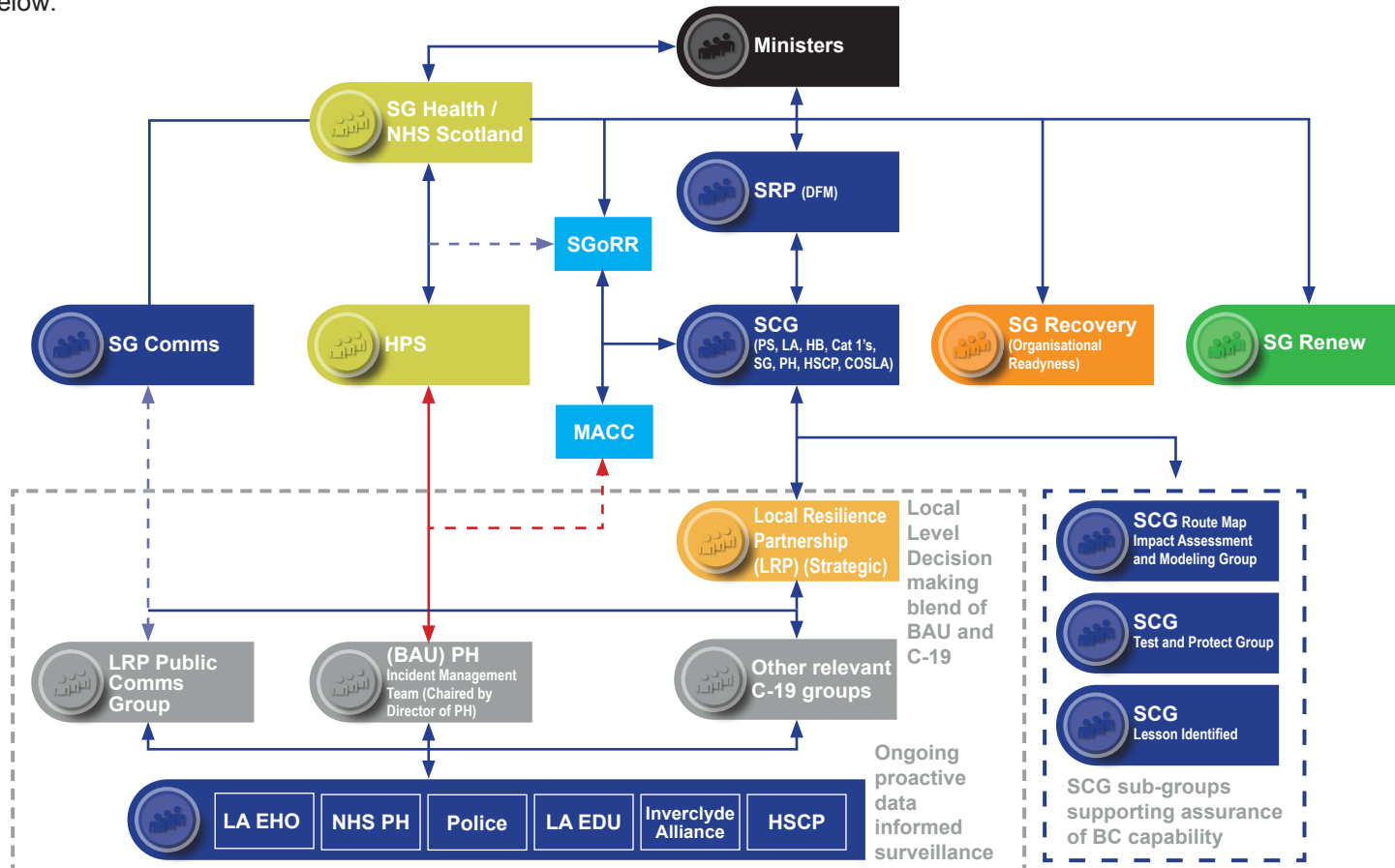




Recovery partnership structure, remit and governance

Regional/national recovery partnerships structure

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

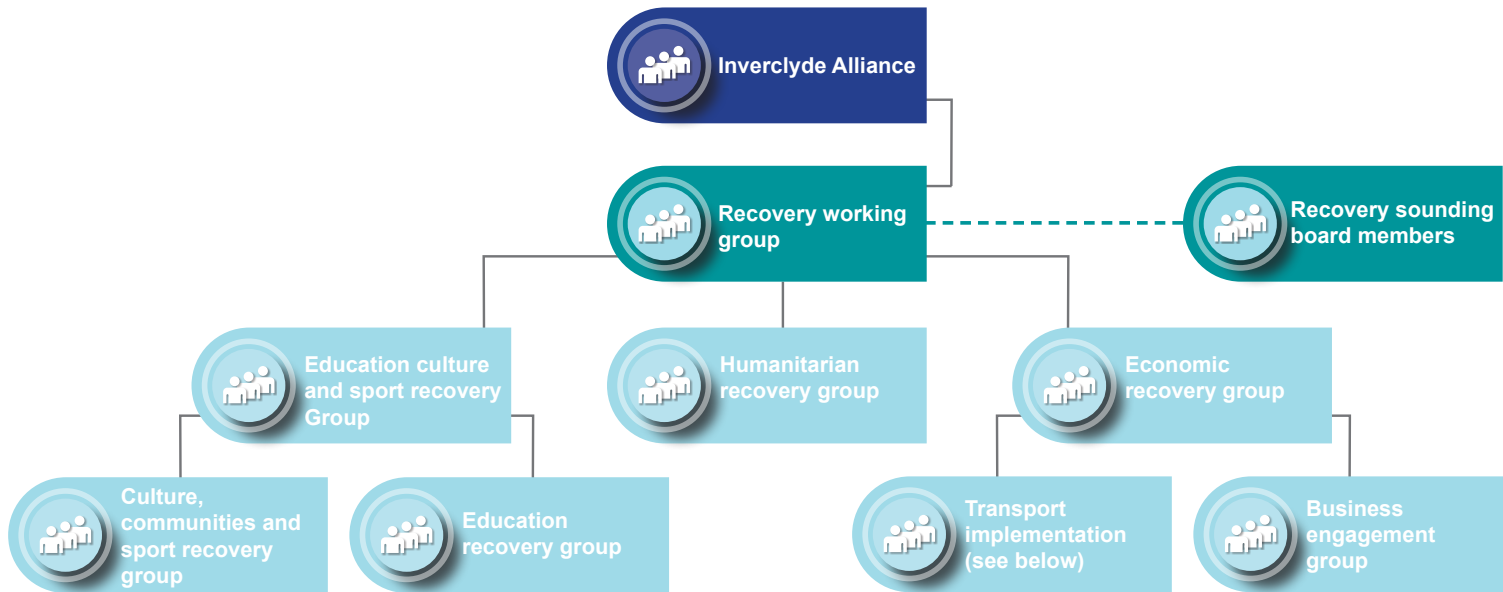




Recovery partnership structure, remit and governance

Inverclyde's recovery structure

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





Recovery partnership structure, remit and governance

Recovery working group

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

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

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

Elected members input (members' recovery sounding board)

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





Recovery partnership structure, remit and governance

Recovery working group sub-groups

Remit, structure and governance

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

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

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

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





Recovery action plans

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

Humanitarian recovery plan

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

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

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

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

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

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS

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





Recovery action plans

Economic recovery plan

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

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

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

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

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





Recovery action plans

Education, culture and sport recovery plan

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

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

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS

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



COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





COVID-19 Partnership Recovery Plan

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





Conclusion

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

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

The plan has a focus on 3 key areas:

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





Appendix A - recovery working group terms of reference

Purpose of the recovery working group

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

Role of the recovery working group

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

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

Chair and secretariat

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

Group membership

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





Appendix B - members' recovery sounding board terms of reference

Name of group

The recovery sounding board – members.

Composition

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

Role

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

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

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

Frequency of meetings

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

Quorum

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

Reporting procedures

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



COVID-19

Organisational Recovery Plan





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Foreword

All of us are aware that we have been living and working in unprecedented times and that the coronavirus pandemic continues to affect every one of us.

The impact of Covid-19 on Inverclyde has been well documented with council and health and social care services responding from the earliest stages to support the community through the pandemic.

During the national lockdown period council and health and social care services continued to operate to support the community with a particular focus on delivering essential services to support the area and vulnerable members of the community. We face significant challenges in navigating the uncertainties that Covid-19 has created and in rebuilding our public services and the local economy.

There are hundreds of examples of support throughout the early stages of the pandemic, during the lockdown and moving through each of the 'phases' set out by the Scottish Government.

Council employees staffed childcare hubs to ensure that key workers across Inverclyde were able to continue working to keep those essential services going.

While some recycling services were limited the council's general waste services were increased to weekly to ensure households were supported during the lockdown period.

As schools were closed as part of the nationwide lockdown, council staff stepped up to ensure that children entitled to school meals continued to receive them.

Social care services have, from the early days of the pandemic, moved to a different model of delivery. What did not change was the dedication of a range of staff to care for and protect vulnerable members of our towns and villages including young people in need

of child protection support or older people in need of homecare support.

Until the world is clear of Covid-19, business, community and public services will be unlikely to return to what was normal business before. The organisational recovery plan allows sufficient flexibility to enable preparation and response to future waves of Covid-19 activity.

This organisational recovery plan should be read in conjunction with the partnership recovery plan created as part of the Inverclyde Alliance response to working towards recovery.

The partnership recovery plan sets out the overarching structure of recovery, how council and HSCP recovery groups connect and it shows the detailed short and long term actions to aid recovery.

This plan highlights how the council's three directorates will work together to ensure Inverclyde Council and Inverclyde Health and Social Care Partnership (HSCP) is moving towards recovery of public services and continuing to support Inverclyde

The unprecedented response of our staff and local citizens to the challenge of Covid-19 has been both innovative and compassionate. Despite the terrible impact the virus has had, the response across the Inverclyde Community and from our services has been and continues to be phenomenal, and provides a solid foundation upon which to build towards a new future.



Aubrey Fawcett
Chief Executive, Inverclyde Council



Background

On 23 March 2020, Scotland was placed into lockdown as a response to the worldwide Covid-19 pandemic. Almost all council buildings closed, including schools and early years' establishments. Civil Contingency arrangements were activated and we moved to provide essential services only.

The Covid-19 pandemic within Inverclyde had a significant impact on communities many of which were already struggling. A significant part of the council's focus during the pandemic has been on supporting those communities both directly and via partnerships with others. During the immediate lockdown phase the council and HSCP supported communities through direct food deliveries, particularly to those with vulnerable children. In total over 30,000 meals were supplied by Education services including meals for vulnerable children and hot meals for those in receipt of home care who would have previously had assistance with meal preparation.

The council set up a Humanitarian Aid Centre focussing support for those shielding or otherwise vulnerable and a wide range of services were delivered both directly by council staff and via volunteers co-ordinated by CVS Inverclyde. Over 350 emergency food deliveries were made by Public Protection staff to those Shielding or otherwise vulnerable in support of this.

The council and HSCP also focussed during the lockdown and immediate post lockdown phase on ensuring that essential services, for example residual waste collection and support for vulnerable children and adults continued throughout. The HSCP also changed its service delivery model to focus purely on both existing essential services and new services required by the pandemic through the implementation of a hub delivery model.

In the background a wide variety of services continued to deliver albeit in many cases through completely changed operating models; for example Home Care was delivered with the assistance of volunteers from the wider workforce; schools continued to deliver modified distance lessons; planning services continued to function; customer services remained in operation; registrars and burial and cremation services continued under very difficult circumstances together with a host of other services across both the council and the HSCP.

On 23 April 2020, the Scottish Government published "A Framework for Decision Making" outlining its approach and consideration as we plan as a country to come out of lock down. The process has been gradual, phased and evidence based. The latest version of this Route Map is accessible at:

<https://www.gov.scot/collections/coronavirus-covid-19-scotlands-route-map/>

This recovery plan focusses on the main strategic and longer term actions required to strengthen the council and HSCP over the coming months and years including those required to support longer term changes to the council's operations precipitated by the pandemic. It should be noted however that much of the operational level recovery has been ongoing in tandem with the Scottish Government's Route Map.

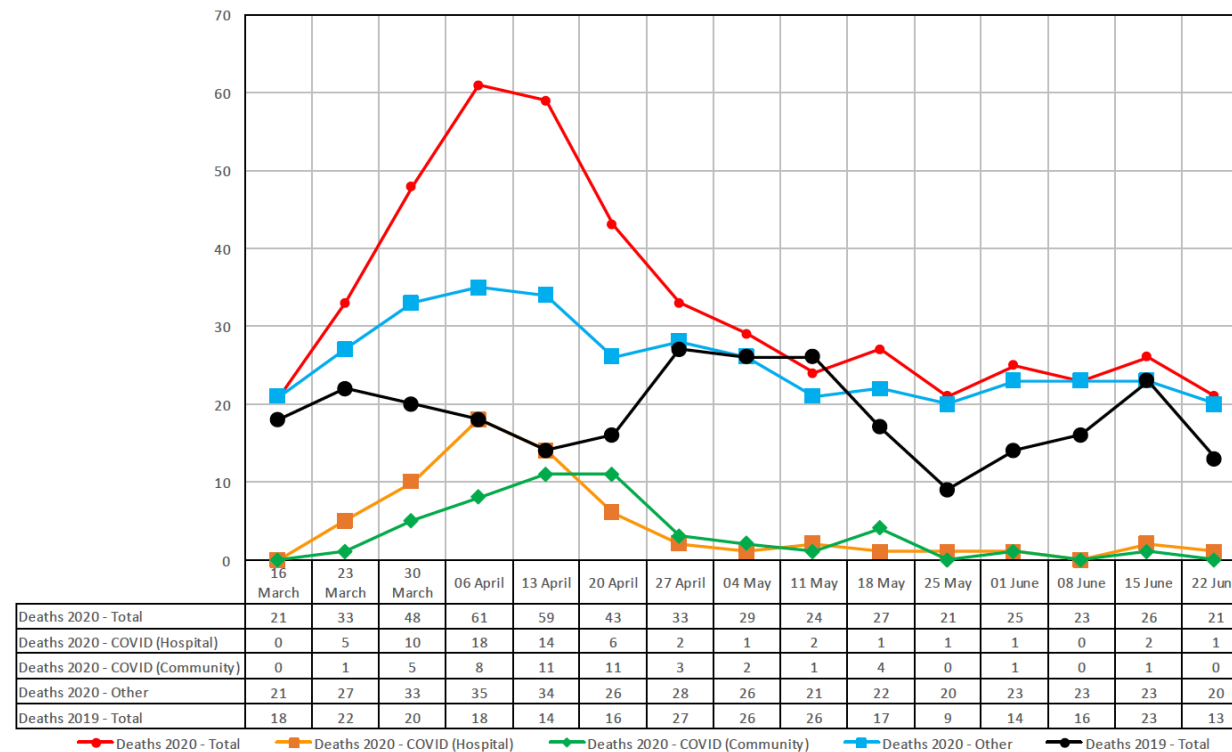


Inverclyde's recovery from COVID-19 and the unique challenges faced by the council as a corporate organisation

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 06 April with 26 deaths. The table below shows the chronological impact during the pandemic.

Deaths attributed to Covid-19 in Inverclyde

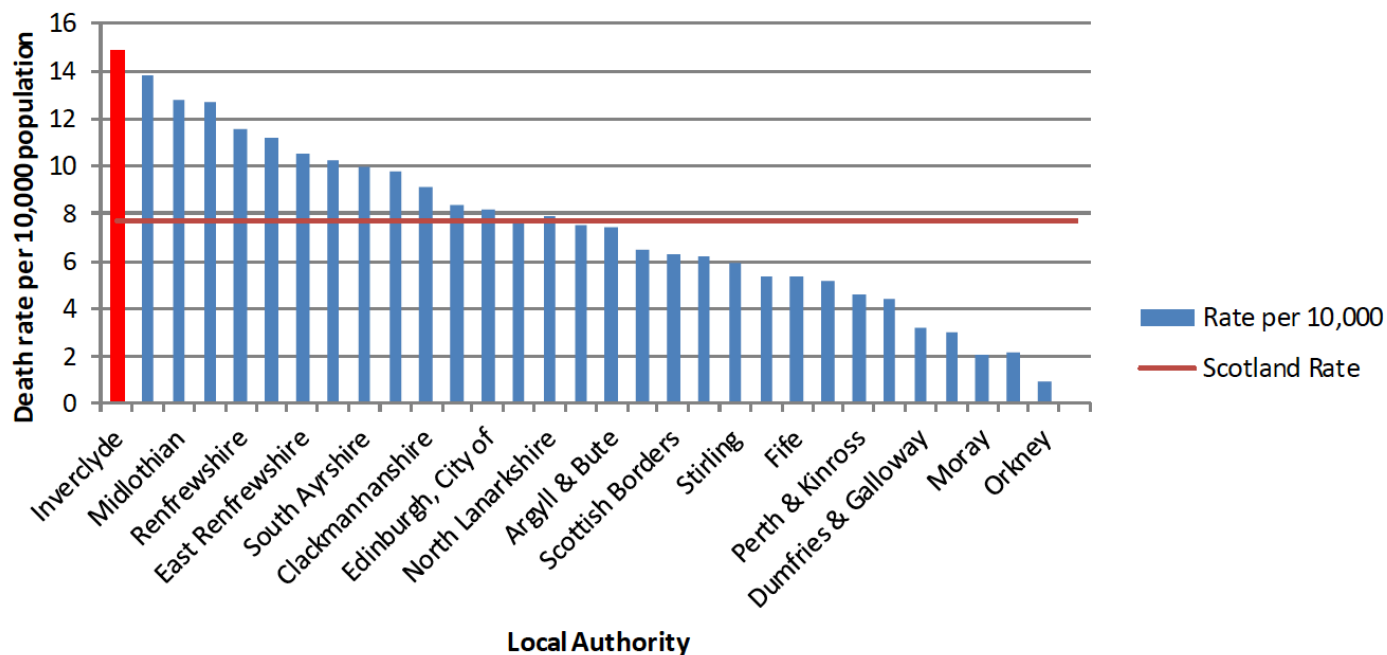




Inverclyde in comparison with the rest of Scotland

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 are 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. This reflects the fact that it is more likely that people living in deprived communities are more likely to have underlying health conditions associated with inequalities. 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 outbreaks, inequalities have clearly played a significant part in the level of illness and death in Inverclyde.

Fairness, dignity and human right are key principles that have to underpin our responses to the pandemic are, to a greater extent, being felt by everybody. However, they have not all 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 recovery. Traditionally, Inverclyde has high numbers of people with long term health conditions and a high number of people were asked to shield. As the largest employer in the area Inverclyde Council is impacted by this and our corporate recovery strategy is sensitive to our unique issues.

Care Homes across Inverclyde have worked tirelessly to provide good quality safe person centred care during throughout the pandemic. The higher number of deaths has impacted on the care homes in many ways, the emotional cost of the high number of death has been a source of deep sadness across staff groups.

The care home organisations have struggled to fill vacancies due to higher death rate.

The HSCP put in place measures to help sustainability across the older people care homes sector by the short term purchase of 50 beds to offer intermediate placements for people being discharged from hospital. This agreement has assisted the care homes to partly stabilise and sustain their financial position during the Covid-19 pandemic.

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. Inverclyde has some of the highest deprivation in Scotland. 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.

Through the initial response phase to the early recovery phase the impact inequalities and support for our most vulnerable communities have been priorities for the council and HSCP. This can clearly be seen through the support given to vulnerable children in education hubs, the delivery of food and prepared meals, the Humanitarian Assistance Centre and the work done by child and adult protection services throughout the lockdown and its immediate aftermath.

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 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 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.

The council has worked to support businesses both by the administration of the Scottish Government business grant schemes and by supporting businesses to reopen through business advice, support from licensing and regulatory advice and assistance. In all of these efforts the focus has been on enabling businesses to resume safely and minimise the risks to both staff and the public. Policies and processes have been changed where necessary to assist both businesses and the delivery of essential services for example by suspending parking charges up until the end of 2020.





Aims, objectives and principals of this strategic operational recovery plan

Aim

The aim of the plan is to document the corporate actions required across the council to deliver services in the context of the degree of lock down easing set by government. The plan seeks to address the pressures across the organisation created by Covid-19 ranging from the impact on our people to pressures on budgets. It seeks to define our strategy into the longer term. The manner in which Inverclyde Council operates in the future will be significantly different influenced by recent events.

Principles

The Corporate Recovery plan is based on the following principals:

- Corporate recovery is consistent with the Scottish Government 'route map' out of Covid-19,
- The plan is 'corporate' and involves collegiate working across all parts of the council,
- It is clear and concise with measurable time specific outcomes,
- It aligns with the Corporate Plan.
- The plans places people at the heart of our recovery.

Objectives

The objectives of this plan are:

- To restore services across the council to pre-Covid levels whilst complying with government directives on working methods and embracing positive change that has come about due to Covid, such as flexible working,
- To strategically plan for the short, medium and long term with respect to all service areas,
- To restore fully accessible governance across the council and committees,
- To revise financial plans to reflect both Covid expenditure pressures combined with potential changed local government settlements at a national level,
- To enhance work force relations through full engagement with employees and Trade Unions.

Our Strategic Operational Recovery Plan will set a direction for the corporate management of the council for years to come and will impact on all of our Corporate Policies.



Recovery structure, remit and governance



This plan is being brought to the Policy & Resources Committee which will have overall responsibility for monitoring the recovery plan with actions attributed to corporate directors and their services being monitored and reported through the CRMT and CMT. It is likely however for practical purposes that individual actions will also be reported through the relevant Corporate Development Improvement Plan which will additionally be monitored by the relevant service committee.

The actions in this recovery plan are the major strategic actions arising from the Covid-19 pandemic. The individual directorates also have lengthy and detailed operational recovery plans dealing with the scaling up of services and the return to a more normal service delivery model. These have been in operation since May this year with a significant proportion of the recovery actions completed. These have included the significant planning for schools returning in August, the resumption of recycling services and the return of non-critical HSCP services. Many of the recovery actions carried out thus far have involved cross service actions with inputs from a number of different services.



Strategic overview of council operational recovery

ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Front line services, customer facing services	Changed operating model due to social distancing and PPE requirements. (interim arrangements in place across most service areas in respect of phase 2/initial phase 3 lock down easing)	Develop and implement operating models compliant with phase 3 lock down easing Move to phase 4 operating model in line with guidance at that time	Corporate directors, relevant heads of service	August 2020 – early 2021 in respect of phase 3 From early 2021 in respect of phase 4	Cost for 2020/21 included in covid allowance Costs for 2021/22 to be identified as part of the 2021/23 budget
Corporate ICT	Working methods and IT requirements across the council have changed due to issues such as home/remote working, blended learning in schools etc	Develop revised ICT strategies to support operating model through phase 3 and thereafter into phase 4 lock down easing. Consider resilience within strategy associated with potential future reversion to lock down	Corporate director environmental, regeneration and resources/chief financial officer	Updated strategy to committee late 2020	Initial costs included in Covid allowance Ongoing costs will be identified in the revised ICT strategy
Civil contingency planning	Preparing for Winter (all actions associated with pandemic)	Contingency for resurgence of Covid across all service areas	All corporate directors	August 2020	Costs to be confirmed
2021/23 revenue budget	Requirement for Inverclyde Council to agree a budget for 2021/23	Budget strategy taken through the MBWG and full council which addresses the pressures identified in the recovery plan	Chief financial officer	March 2021	Latest 2021/23 funding gap is £10.7million before Covid pressures
Council governance through committee process, elected member interaction.	Revised operating model compliant with phase 3 lock down easing is based on webex meetings. This excludes members of the public and affects committee dynamics.	Develop strategy to move to phase 4 lock down easing involving a resumption of physical meetings which are publically accessible.	Head of legal and property services	Summer 2021 (after Summer recess) subject to approval at full council on 24 September	Contain in existing budgets



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Delivery of capital programme through 2020/21 and 21/22 (including City Deal projects)	Operating models of Inverclyde Council teams, consultancies and contractors have changed to reflect social distancing resulting in reduced efficiency and increased costs Slippage in 2020/21 has been considerable due to lockdown	Review programme of capital expenditure through 2020/21 and 2021/22 to reflect realistic timescales	Corporate director, environment regeneration and resources	August 2020 in respect of profiling capital programme (including preliminary assessment of cost implications)	£2.744million cost increase approved August P&R committee
		Review cost estimates in respect of changed contractors operating methods and supply chain costs		August 2020 – March 2021 – committee reporting of progress against revised phasings/budgets	
		Implement strengthened management processes to oversee costs and timescales		March 2021 – approval of the 2021/24 capital programme.	
Economic strategy	Unemployment locally predicted to be much higher due to Covid, poverty will increase, local firms will face different pressures, growth sectors likely to be different moving forward (ie cruise ship decommissioning)	Interim economic strategy to be produced reflective of current phase 3 lock down easing conditions	Corporate director, environment regeneration and resources	October 2020	Within existing resources
		Further revised economic strategy to reflect phase 4 lock down easing, in synergy with City Region strategy		March 2021	
Procurement strategy	Third sector organisations and local contractors and suppliers will be at the forefront of community recovery and will need support through procurement in line with 'Local Wealth Building'	Review existing procurement spend and roles of third sector and agree actions to improve performance, capability and capacity	Corporate director, environment regeneration and resources	June 2021	To be confirmed



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Key Inverclyde Council policy strategy and governance documents to be reviewed	<p>Key strategic policy and governance documents will require to be revisited as the implications of Covid in the medium to long term become better understood</p> <p>This will have implications on how services are delivered in the future and what will be achieved</p>	<p>Review all key strategic and governance documents to identify implications of Covid including phase 3 and 4 lock down easing</p> <p>Amend where necessary and seek appropriate approvals</p>	All corporate directors	October 2020 – June 2021	Within existing resources
Service collaboration with West Dunbartonshire (and potential collaboration with East Dunbartonshire)	<p>Changed operating models associated with Covid, especially flexible and remote working, bring opportunities to collaborate to a greater extent and drive efficiencies</p>	<p>Revise strategic plans for collaboration in context of Covid operating models and develop proposals for wider shared management/ services</p>	Chief Executive/ corporate directors	<p>Proposals report – January 2021</p> <p>Implementation from April 2021</p>	Any financial implications will be detailed in the Business Case
Education delivery across primary and secondary schools	<p>Interim operating model in place reflecting phase 3 lock down easing with capacity to move to blended learning if necessary</p>	<p>Develop agile model for school accommodation and teaching to align with phase 4 with provision for reversion to lock down if necessary</p>	Corporate director education, communities and organisational development	December 2020	Costs and potential funding sources to be identified
ICT provision in respect of disadvantaged pupils	<p>Equity of access to ICT at home is mixed. The situation is complex to evaluate</p>	<p>Strategy to ensure all pupils have appropriate remote access to ICT</p>	Corporate director of education, communities and organisational development	March 2021	£434,000 grant received for 1200 devices and connectivity



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Leisure and culture	Challenging financial situation across Inverclyde Leisure, the Beacon and other facilities	Develop with partners strategies and business plans in response to changed trading conditions with identified support from Inverclyde Council	Corporate director of education, communities and organisational development	January 2021	Initial impact included in Covid allowance. Future cost pressures to be identified as part of the 2021/23 budget
Human resources	HR policies are evolving in line with changed working practices and revised government guidance, associated with Covid	Review all HR policies and procedures in respect of changed operating models (in consequence of the pandemic), government guidance and ICT strategy and provide psychological support to employees	Corporate director of education, communities and organisational development	March 2021	To be confirmed
Community recovery	Inverclyde council has worked in partnership with third sector and community groups across Inverclyde This has significantly contributed to service delivery during Covid. The partnership has agreed a partnership recovery plan which will assist Inverclyde in emerging from Covid	Review role of third sector, communities and Inverclyde Council moving forward into phase 4 lock down easing to identify future roles and potential increase involvement in service delivery	Corporate director of education, communities and organisational development and corporate director of Health and Social Care Partnership	March 2021	£200,000 From the anti-poverty fund to continue projects /assist with resilience
Health and Social Care Partnership Delivery across Inverclyde	Increasing contact and operational capability across all service areas in line with government guidance	Develop and implement operating models to meet backlogs	Corporate director, Health and Social Care Partnership	August 2021 – February 2022	Within local mobilisation plan



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Civil contingency planning HSCP	Good plans for winter including ensure vaccination programme in place for flu or Covid vaccine if required	A plan for flu in place and plan for resurgence in place	Corporate director, Health and Social Care Partnership	October 2021 – February 2022	Within local mobilisation plan
Commissioning strategy	Support to third sector to recovery for pandemic	Sustainability for 3rd independent care providers including payments. PPE support to provider	Corporate director, Health and Social Care Partnership	March – September 2021	Within local mobilisation plan
Care homes	Sustainability of and support for care homes	Care home assurance and governance in place to monitor the situation Sustainability payments to ensure financial stability	Corporate director, Health and Social Care Partnership	March 2020 - October 2021 March 2020 - October 2020	Within local mobilisation plan



Conclusion

Covid-19 has had an unprecedented impact on every aspect of life. 'Lock down' is a concept which has never before been experienced in the country. The impact on people, services and the economy has been dramatic. Since March 2020, the degree of restrictions placed on people and organisations has been significant as Government seeks to manage the pandemic. Emergence from lock down has been a complex and challenging process. Guidance from government has changed consistently, often on a daily basis as the science has developed. It is also the case that the country is still in a pandemic and whilst lock down is being progressively eased, it is possible that local areas could revert to lock downs at any time.

Operating a large complex organisation is extremely challenging in these circumstances. It is a tribute to our employees across the council that most services have continued where Government has allowed. Restoring ways of working across the council to the situation pertaining before Covid-19 in the coming weeks, months and years will be a significant challenge. Every element of council service is operating differently compared to the situation before March this year. This includes health and social care services, education, all front line services and office based services. The challenge will be creating new operating models which fit with government guidance, support our people and meet the needs of our customers. Our operating models will reflect the stage of Covid management determined by Government at that time.

The pace of change has never been faster in Inverclyde Council and this will continue. Our Corporate Recovery Strategy will be our guidance through this process.

