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| Report To: | Policy & Resources Committee | Date: | 25 May 2021 |
| Report By: | Interim Service Director Corporate Services and Organisational Recovery | Report No: | PR/08/21/MM |
| Contact Officer: | Martin McNab | Contact No: | 01475 714246 |
| Subject: | Recovery Action Plans | | |

1.0 PURPOSE

1.1 The purpose of this report is to seek approval for the proposals for funding from the Council's Covid Recovery Fund and to bring the Organisational and Partnership Recovery Action Plans to the Committees attention.

2.0 SUMMARY

2.1 The proposals for spend from the Council's £4m Covid Recovery Fund are attached at Appendix 1. These proposals are supported by the Members' Budget Working Group. Approval is sought from the Committee for these spending proposals.

2.2 The Corporate Management Team have developed an Organisational Recovery Action Plan whilst Officers and partners have been working on an updated Action Plan for Partnership Recovery. Subject to Committee approving the spending proposals in Appendix 1 the final action plans are attached as Appendices 2 (Organisational) and 3 (Partnership).

2.3 The Organisational and Partnership Action Plans will be the centrepieces of updated Organisational and Partnership Recovery Plans which will be brought for approval to the full Council meeting and Alliance Board meeting in June 2021.

3.0 RECOMMENDATIONS

3.1 That the Committee approves the proposals for spend against the Covid Recovery fund contained in Appendix 1 and agrees to allocate a further £500,000 from the Covid Fund to the Recovery Action Plans.

3.2 Subject to recommendation 3.1 that the Committee approves the Organisational Recovery Action Plan at Appendix 2.

3.3 Subject to the relevant proposals in Appendix 1 being approved that the Committee notes the Partnership Recovery Action Plan at Appendix 3 which will go to the June Alliance Board for approval.

Martin McNab
Interim Head of Service – Public Protection & Covid Recovery

4.0 BACKGROUND

- 4.1 Members will recall that a report was brought to the September 2020 Policy & Resources Committee presenting the Organisational Recovery Plan for approval and the Partnership Recovery Plan for noting. Many of the actions from the plans were short or medium term and have been progressed. This, together with the setting aside of £4 million in the 2021-22 budget for Covid Recovery, means that it is an appropriate time to replace the plans.
- 4.2 Since the 2021-22 budget was agreed in March, officers have been working to refresh the action plans of both plans through an Organisational Recovery Group and, in the case of the Partnership Recovery Plan, through the three working groups reporting to the overall Recovery Working Group. This has resulted in the proposals for investment in Recovery contained in Appendix 1. These have been agreed by the Corporate Management Team and are supported by the Member's Budget Working Group and are presented to the Committee for approval.
- 4.3 If Committee approve the proposals in Appendix 1 they are asked to approve the Organisational Recovery Action Plan in Appendix 2 and to note the Partnership Recovery Action Plan in Appendix 3. The full Organisational Recovery Plan will then be brought to the June Council meeting for approval and the Partnership Recovery Plan will be taken to the June Alliance Board for approval.

5.0 GOVERNANCE

- 5.1 Once the action plans are approved, targets and key critical successes will be set where possible against each outcome. Lead officers will provide updates to monitor hard and soft outcomes of the relevant interventions on a regular basis. A quarterly progress report on the Organisational Recovery Plan will be submitted to the Policy and Resources Committee on a quarterly basis, commencing September 2021, with similar reporting frequency to the Alliance Board for the Partnership Plan. The overall spending plan will be reported alongside the Organisational Recovery Plan to Policy and Resources.

6.0 IMPLICATIONS

6.1 Finance

The Council agreed to allocate £4million towards Covid Recovery. Having considered the Action Plans the MBWG would support the allocation of a further £500,000 from the Covid Fund in order to deliver the full list of proposals in Appendix 1.

| Cost Centre | Budget Heading | Budget Years | Proposed Spend this Report £000 | Virement From | Other Comments |
|---------------------|----------------|--------------|------------------------------------|---------------|--|
| Covid Recovery Fund | Various | 2021-23 | £4,500 | | Includes a £450k unallocated contingency |

Annually Recurring Costs/(savings)

| Cost Centre | Budget Heading | With effect from | Annual net impact £000 | Virement From | Other Comments |
|-------------|----------------|------------------|---------------------------|---------------|----------------|
| N/A | | | | | |

6.2 Legal

There are no immediate legal issues arising from this report.

6.3 Human Resources

There are no HR issues arising from this report outwith those included in the Action Plans.

6.4 Equalities

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

| | |
|---|--|
| | YES (see attached appendix) |
| X | 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. |
| X | 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. |
| X | NO |

6.5 Repopulation

Repopulation of Inverclyde will potentially be impacted on by the success of the areas recovery from Covid 19.

7.0 CONSULTATIONS

7.1 The Corporate Management Team and the Members' Budget Working Group have been consulted on the proposals.

8.0 BACKGROUND PAPERS

8.1 Recovery Plans – Community and Corporate, Policy & Resources Committee 15 September 2020 **PR/37/20/SA**

Covid Recovery Plans
Financial Implications of Options

| Plan/Theme | Issue | One off Cost £000 |
|-------------|---|------------------------|
| O5 | Enhanced Cleaning - Buildings (net extra cost) 2021/22 | 286 |
| O5 | Additional Cleaning Materials /Sanitiser/Wipes 2021/22 | 100 |
| O5 | Cornalees/Lunderson Bay Cleaning Toilets - 12 months | 13 |
| O5 | Helpline Continuation - 12 months | 45 |
| O5 | Increased Occ Health Provision - 24 months | 30 |
| O5 | Additional HR Support to Services - 24 months | 95 |
| O5 | Additional ICT Service Desk Technicians - 18 months | 105 |
| O5 | Extra Temporary Capacity - Pottery Street Depot | 100 |
| | | <hr/> 774 <hr/> |
| ECS 1 | Extra Duke of Edinburgh Opportunities- 2 years | 200 |
| ECS 1 | Earlier implementation of Universal P4-7 School Meals | 192 |
| ECS 3 | Lighting, Gourock Amphitheatre | 45 |
| ECS 3 | Launch of Sports Strategy | 10 |
| ECS 3 | Signage for Rankin Park | 10 |
| ECS 3 | Large Outdoor Festival in 2022 | 350 |
| ECS 3 | Allocation to Localities for Recovery Events | 120 |
| ECS 3 | Small Grants/Waivers to support small groups restarting | 10 |
| ECS 4 | Marketing Post & Support for Discover Inverclyde - 2 Years | 220 |
| ECS 4 | Contribution to City Region Marketing Campaign - 2 Years | 50 |
| | | <hr/> 1207 <hr/> |
| HW 1 | Establish Inverclyde Cares Board & Memorial | 40 |
| HW 1 | Provide passess for leisure access for physical activity | 50 |
| HW 1 | Support participation in groups and to re-engage with communities | 60 |
| HW 1 | Develop Food to Fork project to promote Growing Strategy | 30 |
| HW 2 | Develop Wellbeing Campaign | 35 |
| | | <hr/> 215 <hr/> |
| ER1 | Rent Relief Scheme | 150 |
| ER1 | Town Centre Promotion/Events | 200 |
| ER1 | Support for Digital Marketing | 150 |
| ER1 | Import/Export/Access to Stock Support | 50 |
| ER1 | Extension to Discretionary Grants Scheme | 500 |
| ER1 | Extension to Pay and Display suspension - 12 months | 349 |
| ER2 | Investment in Clyde Muirshiel Park | 250 |
| ER2 | Investment in Council Parks to encourage outdoor activity | 200 |
| | | <hr/> 1849 <hr/> |
| Contingency | 10% Contingency for new initiatives/increased costs | 400 |
| | | <hr/> 4445 <hr/> <hr/> |

29/4/21

Appendix 2

| | | Organisation 1 - Workforce Flexible/Motivated/Effective Workforce | | | | |
|-------------------------------------|--------------------------------------|--|---|------------------|---------------------------|--|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O1.1 | Review key HR Policies | Review and revise : Agile Working Policy and Procedures including any impacts on Family Friendly Policy, Terms & Conditions and Health & Well Being Policies | Head of Organisational Development, Policy and Communications | Sep-21 | Existing | Health & Well Being Strategy, ICT Strategy, 02 Property |
| | | Approval of revised policies and financial implications factored into the 2022/23 Revenue Budget | Head of Organisational Development, Policy and Communications | Sep-21 | Tbc 2022/23 Budget | 2022/23 Revenue Budget Asset Management Plan(Offices) |
| O1.2 | Training & Support | Training and Support requirements and funding requested as part of the 2022/23 Budget | Head of Organisational Development, Policy and Communications | Nov-21 | Tbc 2022/23 Budget | People and OD Strategy, Health and Well Being Strategy |
| O1.3 | Flexible Working Hours Scheme | Review options for the operation of flexible working hours scheme | Head of Organisational Development, Policy and Communications | Sep-21 | Existing | Family Friendly/ Terms and Conditions Asset Management Plan (Offices) |
| What will success look like? | | Flexible, motivated and effective workforce. Reductions in sickness and reduced turnover in key positions . | | | | |

Appendix 2

| | | Organisation 2 – Property Efficient use of property and medium term investment decisions which reflect Best Value. | | | | |
|-------------------------------------|--|--|-----------------------------------|------------------|---------------------------|-------------------------------|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O2.1 | Office AMP | Identify areas for investment in the Campus based on decisions around key HR Policies and new ways of working | Interim Head of Property Services | Oct-21 | Existing for proposals | O1 Workforce O3 Technology |
| | | Identify costs and timescales and secure increased funding via the 2022/23 Budget | Interim Head of Property Services | Dec-21 | Tbc 2022/23 Budget | 2022/23 Budget |
| O2.2 | Depots and other Council Property | Identify modifications required based on the new ways of working | Interim Head of Property Services | Oct-21 | Existing for proposals | O1 Workforce O3 Technology |
| | | Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications | Interim Head of Property Services | Dec-21 | Tbc 2022/23 Budget | 2022/23 Budget |
| What will success look like? | | Offices that better reflect the needs of the business and provide flexible working environments. Potential identification of surplus space | | | | |

Appendix 2

| Organisation 3 – Technology Sustainable ICT investment programme driven by Strategic decisions around workforce, technology and governance. | | | | | | |
|--|----------------------------|---|---|-----------|--------------------|---|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O3.1 | Digital Strategy 2021/24 | Approval of a Revised 2021/24 Digital Strategy | Interim Service Director Corporate Services & Organisational Recovery | May-21 | Existing | ICT Strategy 2021/24 |
| | | Develop specific resourced proposals for consideration as part of the 2022/23 Budget | ICT Service Manager | Dec-21 | Tbc 2022/23 Budget | O1 Workforce O2 Property 2022/23 Budget |
| O3.2 | Education Digital Strategy | Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid | Head of Education | Sep-21 | Existing | Education Service Improvement Plan |
| | | Develop specific resourced proposals for consideration as part of the 2022/23 Budget | Head of Education | Nov-21 | Tbc 2022/23 Budget | ICT Strategy 2021/24 2022/23 Budget |
| O3.3 | ICT Strategy 2021/24 | Approval of a Revised 2021/24 ICT Strategy | Interim Service Director Corporate Services & Organisational Recovery | May-21 | Existing | Digital Strategy 2021/24 |
| | | Implement Office 365 (including MS Teams) | ICT Service Manager | Aug-21 | Existing | O1 Workforce O4 Governance |
| | | Quantify increased funding requirement for expanded and improved ICT estate | ICT Service Manager | Oct-21 | Tbc 2022/23 Budget | O1 Workforce O2 Property 2022/23 Budget |
| | | Identify key systems requiring replacement during the ICT Strategy timeframe and secure funding as part of the 2022/23 Budget | ICT Service Manager | Dec-21 | Tbc 2022/23 Budget | O1 Workforce 2022/23 Budget |
| What will success look like? | | An ICT infrastructure which meets the needs of the organisation and is sustainably funded | | | | |

Appendix 2

| Organisation 4 – Corporate Governance Council Structure & Governance processes that reflect learning from Covid, Council Priorities and the opportunities afforded by technology. | | | | | | |
|--|---|--|--|------------------|---------------------------|--|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O4.1 | Revise Key Governance Documents | Review and revise Scheme of Delegation, Standing Orders, Financial Regulations in light of the new ways of working | Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery | Dec-21 | Existing | Review of Committees O5 Council Structure |
| | | Deliver training on revised Documents to all parties | Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery | Mar-22 | Existing | |
| O4.2 | Committee Review | Report on interim Committee delivery proposals | Interim Service Director Corporate Services & Organisational Recovery | Jun-21 | Existing | Business Continuity Recovery |
| | | Proposals for longer term format of Committees | Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery | Sep-21 | To be Confirmed | O2 Property O3 Technology Revision of key Governance Documents |
| O4.3 | Planned Restructure 2022 | Current interim Structure to be reviewed, proposals approved and implemented | Chief Executive | Apr-22 | Tbc 2022/23 Budget | Best Value Audit post 2022/23 |
| O4.4 | New Scottish Government Priorities | Review Programme for Government of new Scottish Government and reflect in new structure | Chief Executive | Dec-21 | Existing / New SG Funding | Corporate Plan |
| O4.5 | 2022/23 Budget | Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme | Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery/CMT | Mar-22 | Existing | Corporate Plan Covid Recovery Plans |
| What will success look like? | | Revised Structure and Updated Governance documents which reflect Council priorities ,the new ways of working and opportunities afforded by technology. Committees which give equality of access and make use of the technology available | | | | |

| Organisation 05 - Business Continuity Medium Term Outcomes to Support Service Continuation 21/22 | | | | | | |
|---|--|---|--|--|--|---|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O5.1 | Additional Cleaning | Enhanced cleaning required to June 2022 | Head of Culture, Communities & Educational Resources | Schools To June 22 Other to March22 | Net Cost Schools £150k Other Buildings £136k | 01 Workforce 02 Property |
| | | Cost of materials including sanitiser, wipes PPE etc. | Head of Culture, Communities & Educational Resources | For 2021/22 | £100K net based upon 20/21 outturn | 01 Workforce 02 Property |
| | | Extra cleaning required to open all public conveniences from 26 April | Head of Culture, Communities & Educational Resources | For 2021/22 | £13k for Cornalees & Lunderson Bay | Partnership Recovery Plans |
| O5.2 | Continuation of Helpline for 21-22 | Continuation of Helpline 21-22 - Mon -Sat | Interim Head of Service - Public Protection and Covid Recovery | For 2021/22 | £45K total 21/22 £42K Salary (45 hours pw at grade 5) Plus £3K supplies | Health & Well Being Recovery Plan |
| O5.3 | HR Support for Employees | Increased Occupational Health Provision | Head of Organisational Development, Policy and Communications | For 2021/23 | £30k | O1 - Workforce |
| | | Additional HR Advisor to Support Services | Head of Organisational Development, Policy and Communications | Jun-21 | £ 95k Salary - two year cost | O1 - Workforce |
| O5.4 | ICT Support for Continued Home Working/ Blended Learning | 2 additional Servicedesk technicians for 18 months | ICT Service Manager | Jun-21 | £105k (18 month cost) | O1 Workforce O3 - Technology |
| O5.5 | Phased return of employees to Offices & Depots | Phased return plan approved by CMT. | CMT | From Jun-21 | £100k(Depot) | O1 - Workforce O2 Property O3 Technology |
| O5.6 | Phased return to Schools and other public facing Council properties | Phased return plan approved by CMT. | CMT | Jun-21 | Contained in existing budget | Health & Well Being Recovery Plan. Education,Leisure & Culture Recovery Plan |
| What will success look like? | | Continued delivery of services including reopening schools and support for home working through 21-22 | | | | |

| Organisation 06 - HSCP HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs. Inverclyde Health & Social Care staff are supported to improve their wellbeing. | | | | | | |
|---|-------------------------|---|--|-------------|-------------------------|---------------------------------|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O6.1 | Service Delivery | Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan. | Corporate Director, Health & Social Care Partnership | Jun-21 | No resource requirement | IJB Strategic Plan |
| | | Day Centre provision is reviewed and new model developed in line with social distancing guidance. | Head of Health & Community Care | Aug-21 | Within existing budget | IJB Strategic Plan |
| | | Waiting list will be addressed by expansion of Access 1st and Request for Assistance Team so that Access to services is easy, well signposted, people receive the right service at the right time. | Head of Health & Community Care/Head of Service, Childrens & Criminal Justice Services | Sep-21 | £500k (IJB Reserves) | IJB Strategic Plan |
| O6.2 | Staff Wellbeing | Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce | Corporate Director, Health & Social Care Partnership | By March 22 | £50k (existing) | Links to Interim Workforce Plan |
| What will success look like? | | <ul style="list-style-type: none"> • Services effected delivered • Waiting lists reduced • Staff sickness reduced • Staff recruitment improved • HSCP will be delivered effectively and services resume in full. | | | | |

Appendix 2

| Organisation 07 - Education & Communities - Gaps in learning and experiences will be addressed. Young people will benefit from improved use of technology to enhance their learning. | | | | | | |
|---|-----------------------------------|--|---|--------------------|-------------------------------------|-----------------------------|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| 07.1 | Schools Education | Additional Temporary Resources to support pupils with any gaps in learning or experiences | Head of Education | April 21 - June 22 | £1.515 million (SG Grant) | Attainment Challenge Plan |
| 07.2 | Education Digital Strategy | Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid | Head of Education | April 21 - June 31 | Potential SG Funding 2022/23 Budget | O3 Technology |
| 07.3 | Free School Meals | Earlier implementation of Universal P4-7 School Meals | Director of Education, Communities and OD | Aug 21 - March 22 | Recovery Funding up to £192k | Childrens Service Plan/CDIP |
| What will success look like? | | Young people will be provided with support to catch up on any missed learning supported by appropriate technology. | | | | |

Appendix 2

| Organisation 08 - Environment & Regeneration | | | | | | |
|--|-------------------|--|--|-----------|---------------------------------|---------------------------------------|
| Outcome | Development Area | Actions/Milestones | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| O8.1 | Job Recovery Plan | Delivery of over 200 employment opportunities within the Council and wider Community. | Interim Service Director Environment and Economic Recovery | Mar-23 | £6.0 million (Already approved) | OD & HR Strategy Economic Recovery |
| What will success look like? | | Increased opportunities for young people and those from SIMD areas. Cost effective service delivery which benefits from sharing best practice. | | | | |

| High Level Outcomes for: Education, Culture and Sport | | ECS1 - All young people in Inverclyde have a successful return to their education and any gaps in attainment or experiences are addressed | | | | | |
|---|---|---|-----|--|------------------------|--|---|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ECS 1.1 | Ensuring that guidelines continue to be followed for a safe return to education | Schools, Early Years establishments and WCS ensure all risk assessments are in place and national guidance is followed. College establishing blended and on campus learning provision for all students - including the school college partnership | | Head of Education/WCS | April -21 - August 22 | Core | IC Organisational plan |
| ECS1.2 | Attainment gap continues to reduce | The attainment challenge continues to address gaps in educational attainment through targeted interventions. | | Head of Education | April 21 - June 22 | Core | IC Organisational plan/Attainment Challenge plan/Service Improvement plan |
| | | Recovery teachers and support is in place in all establishments - including a process to quality assure use of allocation | | Head of Education | April 21 - June 22 | SG funding /1140 | IC Organisational plan/Attainment Challenge plan/Service Improvement plan |
| | | Recovery programmes at all levels are in place - including the school college partnership programme and WCS | | Head of Education/WCS | April 21 - June 22 | WCS Deferral funding. Education recovery funding | IC organisational plan |
| ECS1.3 | Summer of fun | A summer programme is in place to give young people and students opportunities for experiential activities. This is in addition to all other summer programmes that would normally take place. | | Corporate Director Education, Communities & Organisational Development | July/August 21 | SG funding - expected (Further details needed) | Childrens Services Plan |
| ECS 1.4 | Free School Meals | Earlier implementation of Universal P4-7 School Meals | | Corporate Director Education, Communities & Organisational Development | Aug21 to March 22 | Recovery Funding up to £192k | Childrens Service Plan/CDIP |
| ECS 1.5 | Duke of Edinburgh and increased outdoor experiences | Ensure that Duke of Edinburgh Opportunities and outward bound type activities are available to all secondary pupils. Not only to catch up with missed experiences during COVID-19 but also to provide extra opportunities to support Mental Health | | Service Manager Communities | June 2021 - March 2023 | Recovery Funding £200K | CLD Strategic Plan |
| What will success look like? | | Every Young person in Inverclyde will have had the opportunity to catch up on missed experiences. The Attainment gap linked to deprivation will continue to be reduced and young people will be provided with support to catch up on any missed learning. | | | | | |

Appendix 3

| High Level Outcomes for: Education, Culture and Sport | | ECS2 - Educational establishments have taken forward the lessons learned from COVID-19 to provide an improved and more flexible curriculum - especially with regard digital provision | | | | | |
|--|-------------------------|--|------------|---------------------------|--------------------|-------------------------------|---|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ECS 2.1 | Curriculum | The curriculum has been adapted to ensure a focus on health and wellbeing and to explore different ways of learning and teaching | | Head of Education | April 21 - June 22 | PEF/Attainment Challenge/1140 | Service Improvement Plan/CDIP/organisational plan |
| ECS 2.2 | Digital Strategy | Agree an ambitious educational digital transformation strategy which will take place over the next 10 years | | Head of Education | April 21 - June 31 | Budget process from 22/23 | Organisational Recovery plan |
| | | College - ensuring all students are digitally equipped and given the skills and support to ensure that they can access online and blended learning. | | WCS | April 21 - June 22 | WCS core fund | WCS Recovery Plan |
| What will success look like? | | All learners in Inverclyde benefit from a curriculum and approaches to learning that is progressive and has learned lessons from the experiences of COVID 19 | | | | | |

| High Level Outcomes for: Education, Culture and Sport | | ECS 3 - Inverclyde has held a series of arts, cultural and sporting events to promote the area - especially the outdoors. The events will promote both physical and mental health and wellbeing | | | | | |
|---|--|--|-----|---|------------------|------------------------|--|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ECS 3.1 | Culture recovery | Culture Collective - a series of cultural activities held in the community to support COVID 19 recovery | | Head of Educational Resources Culture and Communities | Sep-22 | Creative Scotland | LOIP (new action) |
| | | Money for lights for Gourock Amphitheatre to support events linked to Culture Collective | | Interim Head of Property Services | Dec-21 | Recovery Funding £45k | LOIP |
| ECS 3.2 | Sports recovery | Sports and physical activity strategy will be resumed post COVID -19. Launch of Strategy | | Head of Educational Resources Culture and Communities | Jul-21 | Recovery Funding £10k | CDIP |
| | | Signage for Rankin Park to promote tennis and biking areas | | Interim Head of Property Services | Sep-21 | Recovery Funding £10k | Sports Strategy |
| | | Undertake development phase of the Green Connections Programme, Initially focussing on five priority project areas, knitted together by NCN75, the Programme aims to progress previous strategy work to detailed design, costing and delivery stages. | | Nature Scot | June 21-Dec 22 | Bid to Sustrans | LOIP (but not yet progressed because of funding) |
| ECS 3.3 | Hold an outdoor festival May/June 2022 (MELIORA) | Establish working group to bid for further funding and links across Inverclyde. Festival of the outdoors to be held May/June 2022. Big IL event. Any money for charity to be raised for the Inverclyde Community fund to fund projects. | | Corporate Director Education, Communities and OD | June 21-Aug 22 | Recovery Funding £350k | Link to Economic town centre events bid |
| ECS 3.4 | Supporting Community | Allocation of money to localities for recovery events | | Head of Educational Resources Culture and Communities | June 21-Aug 22 | Recovery Funding £120k | LOIP/CLD Strategic Plan |
| | | Small grants and waiver of fees to support small organisations to resart | | CVS | June 21-March 22 | Recovery Funding £10k | LOIP |
| What will success look like? | | A large event has taken place that has helped to promote Inverclyde beyond its borders and also has raised morale through a focus on health and the environment. A series of events has taken place as part of a co-ordinated strategy to improve mental and physical health and wellbeing through culture and the arts. Employment opportunities have been created linked to both culture and sport | | | | | |

| High Level Outcomes for: Education, Culture and Sport | | ECS 4 - Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion | | | | | |
|---|-----------------------|---|-----|---|----------------------|------------------------|--|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ECS4.1 | Tourism and marketing | Tourism and visitor marketing support and delivery to embed the 'discover Inverclyde' call to action and co-ordinate tourism and visitor promotion to further increase profile through place marketing by creation of a two year marketing/tourism post and associated marketing budget (£150K); support for the work of Inverclyde tourism group as the front face of tourism in Inverclyde for visitors and cruise passengers (£30K) and the creation of new interpretation and marketing material, aligned to 'discover Inverclyde' call to action for a range of locations including Lunderston Bay, Greenock Cut, and the new Cruise Visitor Centre (£40K) | | Service Manager Corporate Communication, Tourism and H&S | June 21 - June 23 | Recovery funding £220K | Health and wellbeing; Sports Strategy; Environment and Regeneration |
| | | Contribution to support city region-wide marketing campaigning with a funding allocation of £25K per year for two years contingent on other areas contributing funding to support wider marketing. If no opportunities available across wider city region funding would revert back to support additional Inverclyde-led or local partnerships tourism marketing. | | Chief Executive | June 21 - June 23 | Recovery funding £50k | Environment and Regeneration |
| What will success look like? | | Increased tourists visit Inverclyde. | | | | | |

| High Level Outcomes for: Health and Wellbeing | | HW 1 - The Inverclyde community is supported to reconnect socially to recover from the impact of COVID. | | | | | |
|---|---|---|-----|-------------------------------------|---------------------|---------------------------------------|--|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| HW1.1 | Creating a social movement that promotes kindness and neighbourly communities | Establish Inverclyde Cares Programme Board .Potential to link with SG Commemorating Covid 19 fund for memorials | | Corporate Director/CO HSCP | June 21- March 2022 | IJB funding and Recovery Funding £40k | HSCP Strategic Plan |
| | | Listening to communities, establishing communication/engagement. | | Service Manager CLD and Communities | June 21- March 2022 | IJB | LOIP and CLD 3 year strategy |
| HW1.2 | Supporting people to reconnect who have remained at home during COVID | Additional investment in community connectors to support people to join groups, re-engage with communities. | | Your Voice | June 21- March 22 | Recovery Funding £60k | HSCP Strategic Plan |
| | | Community Connectors provide passes for leisure for access to physical activity | | Corporate Director/CO HSCP | June 21- March 22 | Recovery Funding £50k | Health and Wellbeing |
| | | Development of Food to Fork to promote gardening inline with food growing strategy. | | HSCP/3rd sector | June 21 - March 22 | Recovery Funding £30k | Food Growing Strategy as part of Community Empowerment Act |
| What will success look like? | | People across Inverclyde more active supporting their recovery from COVID and promoting wellbeing. | | | | | |

| High Level Outcomes for: Health and Wellbeing | | HW2 - The Inverclyde community is supported emotionally to recover from the impact of COVID | | | | | |
|---|-----------------------|--|-----|---|---------------------|-----------------------------|--|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| HW2.1 | Mental Health Support | Target school aged children to access counsellors and mental wellbeing support in schools and promotion through the curriculum | | Head of Education | April 21 - June 22 | Scottish government funding | Appendix 3 Children's Services Plan |
| | | Provide referral pathways for all children, young people and families to access early intervention mental wellbeing support | | Service Manager Children & Families, Specialist Children's services | April 21 - June 22 | Scottish government funding | Children's Services Plan |
| | | Develop training for early year practitioners to support families in the early years | | Early years QIM | April 21 - June 22 | Early years funding | Children's Services Plan |
| | | Develop Trauma informed training and practice for professionals working with children and families | | Principal Educational Psychologist/MH Programme Board | April 21 - June 22 | Core | Children's Services Plan |
| | | Implement Staff Wellbeing Plan across all Health & Social Care Workforce | | Corporate Director/CO HSCP | Mar-22 | IJB £50K | Interim Workforce Plan |
| | | Develop a Wellbeing Campaign to ensure communities know where to go to access the right support and the right time | | 3rd sector-TBC | April 21 - June 22 | Recovery Funding £35k | LOIP/Strategic Plan |
| HW2.2 | Early Intervention | Develop consistently high early intervention for children and young people through early help to ensure children and young people get the right support at the right time. | | Head of Education/Head of Children and Families | April 21 - June 23 | Anti Poverty fund | Children's Services Plan |
| | | Council Helpline remains available to support community members who are isolating due to COVID | | Interim Head of Public Protection&Recovery | April 21 / March 22 | Council Recovery Plan | Council Organisational Plan |
| What will success look like? | | All families and young people are supported by a joined up approach to services providing support for mental health and other interventions. Elements of the Children's Services plan will have been prioritised to provide support for COVID recovery | | | | | |

| High Level Outcomes for: Economic Recovery | | ER1 - Support local Businesses to recovery from Covid 19 | | | | | |
|--|---|---|-----|--|------------------------|---|--------------------------|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ER 1.1 | Furlough Extension | Provide support to the business community to extend the Furlough scheme where they have been unable to reopen. | | Interim Service Director Environment & Economic Recovery | April 21 - April 22 | Core (former West Scotland Loan Fund) (Capped at £175K) | Business Recovery Scheme |
| ER 1.2 | Rent Relief Scheme | Create a rent relief scheme for business who are unable to meet their legal commitments to provide significant importance to the economy. | | Interim Service Director Environment & Economic Recovery | April 21 - April 23 | Recovery Funding £150k | Business Recovery Scheme |
| ER 1.3 | Town Centre Promotion | Create three events in each location to promote Town Centre Activity in Kilmacolm, Port Glasgow, Greenock and Gourock for local traders. | | Interim Director Environment & Economic Recovery | June 21 - March 23 | Recovery Funding £200k | Local Development Plan |
| ER 1.4 | Digital Marketing | Provide support to local businesses to ensure that their Marketing Strategy online is fit for purpose. | | Interim Director Environment & Economic Recovery | June 21 - March 23 | Core + Recovery Funding - £150k | Business Recovery Scheme |
| ER 1.5 | Impact of Brexit and Covid on Stock | To provide specialist support to local businesses to remove barriers to gaining access to stock affected both by Covid and Brexit including import and export advice. | | Interim Director Environment & Economic Recovery | April 21 - March 22 | Recovery Funding - £50k | Business Recovery Scheme |
| ER 1.6 | Extension to Discretionary Grant Scheme | To extend discretionary grant scheme support beyond existing Scottish Government intervention. | | Interim Director Environment & Economic Recovery | April 21 - March 22 | Recovery Funding - £500k | Business Recovery Scheme |
| ER 1.7 | Business Support Schemes | To continue the delivery of the Scottish Government Business Support Schemes | | Interim Service Directors Regen&Planning/Corporate Services &Org. Recovery | April 21- March 22 | Scottish Government Funding | Business Recovery Scheme |
| ER 1.8 | Town Centre Parking | Extension of Pay and Display suspension in town centre car parks | | Head of Roads and Environmental Shared Services | May 21-March 22 | Recovery Funding £349k | Business Recovery Scheme |
| ER 1.9 | Workforce Development | Provision of fully subsidised training to eligible large and small orgs. to up-skill/ re-skill their existing workforce. Training will enable employers to address key skills gaps within their workforce;allow them to become more productive and efficient, as well as helping with recovery. | | Assistant Principal: Enterprise and Skills | April 21 - December 21 | £1m (West Region) | Business Recovery Scheme |
| ER 1.10 | Workforce Development | Provide support to local businesses to train their staff via a Modern Apprenticeship (MA) gaining industry experience, skills, workplace training and recognised vocational qualifications | | Assistant Principal: Enterprise and Skills | April 21 - March 22 | £450k (West Region) approved | Business Recovery Scheme |
| What will success look like? | | The impact of Covid on the business community of Inverclyde is minimised whilst the support for individual businesses is maximised. | | | | | |

| High Level Outcomes for: Economic Recovery | | ER 2 - The Inverclyde community is supported to become more physically active to recover from Covid 19 | | | | | |
|--|---|---|-----|---|------------------------|--|---------------------------------------|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ER 2.1 | Investment in Clyde Muirshiel Regional Park | Provide Investment to the existing facilities at Lunderston Bay, Cornalees and Path infrastructure to promote physical activity and healthy pastimes. | | Interim Head of Property Services | April 2021- March 2022 | Recovery Funding - £250k (Naturescot £72k) | Sports Strategy, health and wellbeing |
| ER 2.2 | Investment in Council Parks Estate | Upgrade facilities at Kilmacolm, Coronation and King Street Parks to support outdoor activities | | Head of Roads and Environmental Shared Services | April 2021- March 2022 | Recovery Funding- £200k | Sports Strategy, Health and Wellbeing |
| What will success look like? | | Given the increased demands on our outdoor spaces, during Covid this investment will future proof the facilities in the short to medium term ensuring they remain accessible to the people of Inverclyde. | | | | | |

| High Level Outcomes for: Economic Recovery | | ER3 - The Inverclyde community is supported into employment to recover from Covid 19 Jobs Recovery | | | | | |
|--|------------------------|--|-----|--|-----------------------|-------------------------|----------------------|
| Outcome | Development Area | Actions/Milestones | RAG | Who is Responsible | Timescale | Resources Required | Links to Other Plans |
| ER 3.1 | Job Recovery Plan | Delivery of 210 employment opportunities within Inverclyde Council and the wider Community. | | Interim Director Environment & Economic Recovery | April 2021-March 2022 | £6m (already approved) | Economic Recovery |
| ER 3.2 | Economic Business Case | Joint Commissioning of Economic business case via City Region Intelligence Hub | | Chief Executive | April 2021-March 2022 | £25k (already approved) | Economic Recovery |
| What will success look like? | | 210 Individuals employed within the Council and wider community | | | | | |