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<b>Report To:</b>	<b>Inverclyde Council</b>	<b>Date:</b>	<b>10 June 2021</b>
<b>Report By:</b>	<b>Interim Service Director Corporate Services and Organisational Recovery</b>	<b>Report No:</b>	<b>IC/05/21/MM</b>
<b>Contact Officer:</b>	<b>Martin McNab</b>	<b>Contact No:</b>	<b>01475 714246</b>
<b>Subject:</b>	<b>Organisational Recovery Plan</b>		

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## **1.0 PURPOSE**

1.1 The purpose of this report is to seek approval for the Organisational Recovery Plan 2021-22.

## **2.0 SUMMARY**

2.1 The Policy & Resources Committee of 26 May approved the Council's spending proposals for organisational and partnership recovery and the Organisational Recovery Action Plan.

2.2 This report seeks approval for the overall Organisational Recovery Plan 2021-22 which incorporates the approved action plan. The plan is attached at Appendix 1. The risk register for the plan is attached at Appendix 1A for members' information.

2.3 Those actions in the Partnership Recovery Plan which required Council funding were also approved at the May Policy & Resources Committee. The Partnership Recovery Plan goes to the Alliance Board on 14 June for approval and is attached at Appendix 2 for noting by members.

## **3.0 RECOMMENDATIONS**

3.1 That the Council approves the Organisational Recovery Plan for 2021-22.

3.2 That the Council notes the Partnership Recovery Plan for 2021-22.

## 4.0 BACKGROUND

- 4.1 The Council budget approved in March 2021 set aside £4m for Covid Recovery. The delivery of recovery actions to utilise this funding is set out in the Organisational and Partnership Recovery 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. Proposals for investment in recovery both at an organisational level and for the community were approved at the May Policy & Resources Committee. This has allowed the attached Organisational Recovery Plan to be completed for approval.
- 4.3 It is intended that any incomplete actions in the plan going into 2022-23 will be incorporated into the Corporate Directorate Improvement Plans for 2022-25. For this reason the Recovery Plan only covers the financial year 2021-22.
- 4.4 The Partnership Recovery Plan will be presented for approval at the 14 June meeting of the Alliance Board. It is attached at Appendix 2 for members noting.

## 5.0 ORGANISATIONAL RECOVERY PLAN

- 5.1 The plan highlights a number of achievements since the 2019-20 plan. These are detailed on page 8 of the plan and include amongst others:
- The delivery of remote learning in Inverclyde schools
  - The distribution of 1200 laptops to young people in secondary schools
  - The delivery of the helpline to assist those self-isolating and those in need
  - The establishment of the community pantry
  - The delivery of £23m of business grants
  - The Council's workforce refresh scheme
- 5.2 The Action Plan contains 8 high level outcomes in 5 subjective areas together with 3 directorate specific outcomes as below:
- Workforce
  - Property
  - Technology
  - Corporate Governance
  - Business Continuity
  - HSCP
  - Education & Communities
  - Environment & Regeneration

Each outcome has a number of actions below it. Updates on progress will be provided to the Policy & Resources Committee from September onwards.

## 5.0 IMPLICATIONS

### 5.1 Finance

Proposals for investment in recovery were approved at the May 2021 Policy & Resources Committee. There are no new financial implications arising from this report.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/(savings)

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

**5.2 Legal**

There are no immediate legal issues arising from this report.

**5.3 Human Resources**

There are no HR issues arising from this report.

**5.4 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

**5.5 Repopulation**

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

**6.0 CONSULTATIONS**

6.1 The Corporate Management Team has been consulted on and approved the plans.

## **7.0 BACKGROUND PAPERS**

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

Recovery Action Plans, Policy & Resources Committee 25 May 2021 **PR/08/21/MM**

Covid-19

Organisational Recovery Plan  
2021 - 22

Appendix 1



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Health and Social  
Care Partnership



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## Foreword

At the time of writing, Covid-19 has gone past its one-year anniversary since the World Health Organisations (WHO) declared it a Pandemic.

The country has also marked the anniversary of the first nation-wide lockdown.

For many it was a time of reflection looking back at a year which has been truly unprecedented in our lifetime.

For public services like Inverclyde Council and our Health and Social Care Partnership (HSCP), that looking back has been coupled with looking ahead to how we support our communities through recovery and beyond.

Last year we produced two 'Recovery Plans' one an organisation plan and another on how the council and HSCP and a range of other partners through Inverclyde Alliance will support recovery.

This document is a follow up to that original Organisational Recovery Plan and should be read alongside a new version of the Partnership Recovery Plan.

They both build on that work and they map out how we will support our area through recovery from a starting point where the vaccinations programme is starting to show the way out of the Pandemic.

In this plan you will find a range of actions aimed at supporting community and business recovery.

They include how we will support our services to be more agile and in some cases delivering services differently.

It aims to encourage more resilience throughout support for recovery with more jobs opportunities using our position as the largest employer in Inverclyde to lead the way as part of our Inverclyde works jobs and employability programme.

Learning the lessons from Covid-19 means recognising that some areas will need more investment including our capacity to do more activity online and being more digital.

It includes additional support for families by bringing forward universal free school meals for primaries four to seven.

Helping to make sure as an organisation we are protecting our employees and customers while still delivering high quality accessible services will be key priorities.

The council has three directorates covering the vast range of services delivered locally.

This Recovery Plan sets out the actions each of these Directorates singularly and together will deliver to continue to support Inverclyde towards, through and beyond recovery from the worst effects of Covid-19.



**Aubrey Fawcett**  
Chief Executive, Inverclyde Council



## Background

The 2020 Organisational Recovery Plan detailed how Inverclyde Council had responded to the initial wave of the Covid-19 pandemic. Since then we have obviously proceeded through a number of stages of easing and re-imposition of restrictions as the infection rate across the country has ebbed and flowed.

In general Inverclyde Council services have dealt well with these changes and have taken on a number of additional duties as new aspects of the national response have been implemented. These have included increased business support being administered by the council and supporting the roll out of the vaccination programme. Some of the key achievements since the last plan are detailed on page 8 of the plan.

The main focus of this recovery plan however is on the actions required to make Inverclyde Council a more modern and flexible organisation, building on our experience of responding to the pandemic. These actions are detailed from page 12 onwards.

Some of these actions will be completed in the lifetime of the plan but it is likely that a number will continue and the intention is that these will be captured in the normal improvement planning process for the council from 2022 onwards.





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

### Impact of Covid-19

The Organisational Recovery Plan approved in September 2020 detailed many of the impacts of the initial wave of Covid-19 on the community and Inverclyde Council. The subsequent wave of Covid-19 peaked in Inverclyde at the end of December 2020 through to January 2021. The impact was initially very severe in terms of the numbers of cases with Inverclyde briefly having the highest infection rate in Scotland at over 580 cases per 100k. There were a number of contributory factors to this including the new (Kent) variant arriving in Inverclyde at a point just before Christmas when hospitality settings had reopened. Fortunately although the rate peaked at a very high level it also declined more rapidly in Inverclyde than in many adjacent areas.

The new lockdown implemented on 26 December 2020 obviously required a number of services to step back up to support the community as had been the case earlier in the year. It also coincided with the roll out of vaccinations, initially to care home residents and health and social care staff but quickly extending to other groups.

Inverclyde Council, working closely with colleagues in NHSGGC, was also involved in the roll out of asymptomatic testing using lateral flow devices to health and social care settings and schools and then to the wider population through the provision of a testing centre.

The new lockdown involved the majority of pupils being returning to distance learning. This was followed by a phased return of pupils to school culminating in a full return from 19 April 2021 with all of the attendant logistical planning required to accomplish this.

The changes in restrictions in both directions since the last recovery plan has obviously also entailed a great deal of contact to support the community and businesses through the process including the administration of significant sums in both discretionary and non-discretionary business grants.





## Inverclyde in comparison with the rest of Scotland

### Comparative death rates attributable to Covid-19

The 2020 Recovery Plan highlighted the significant impact of the first wave of the pandemic with Inverclyde having the highest death rate in Scotland through that first wave. Although the area has tragically suffered many more deaths in the second wave these have been at a relatively lower level than in the majority of other areas. For comparison the death rate in the “second wave” in Inverclyde was 11.77 per 100k of population. This placed us 13th out of the 32 Scottish local authorities and at a lower level than all of the other local authorities in the Greater Glasgow and Clyde Health Board area. Overall since the start of the pandemic Inverclyde has suffered a death rate of 27.26 per 100k, the second worst level in the country as a whole.

The reasons for the lower rate in the second wave are not entirely clear however the fact that the rate in Inverclyde, although peaking at a very high level, declined very rapidly means that the overall number of infections in the second wave will have been lower than many other areas. The reasons for the decline are not yet known but factors may include an increased willingness of the population to abide by restrictions given our previous experience and the relatively good availability of testing.

The fact that the 11 worst affected areas in terms of the overall death rates since March 2020 are in the West of Scotland bears out many of the observations in the 2020 Organisational Recovery Plan regarding the impact of inequalities on the progress of the pandemic.





## Impact on the economy

There can be no doubt that the Covid-19 pandemic has had an enormous impact on both the public and private sectors. In the case of the former record borrowing has been required to mitigate some of the impacts of Covid-19 and to finance the response.

In the case of the private sector the full impact will not be known for some time however the impact of successive lockdowns on businesses has obviously had a significant effect on both the long term viability of many businesses and the business models of many more.

In support of businesses Inverclyde Council has, at the time of writing dispersed over £23 million in various business support payments over and above the support given by Non Domestic Rates relief in 2020/21 and 2021/22. Plans for further support for the business sector are contained in the Partnership Recovery Plan.



## Organisational achievements since the 2020 Recovery Plan

### Service delivery

The 2020 plan was written at a time when the Country had emerged from the first lockdown and was looking forward to continued incremental recovery. As we are now all aware the impact of new variants has since led to a variety of restrictions from the tiered regime in the autumn of 2020 through to the lockdown imposed on 26th December 2020 from which we are gradually emerging at the time of writing.

Throughout this many normal services have been delivered and the council and partners have delivered the following additional work streams:

#### Education, Culture and Sport

- The delivery of remote learning, including the recording of lessons for the West Online School.
- The successful phased opening of educational, cultural and sport buildings.
- 1200 laptops distributed to young people in secondary schools.
- The adaptation of services e.g. library services to online and home delivery of books.
- Grants to Voluntary Organisations funding in place to ensure the financial sustainability of clubs.

#### Humanitarian

- 7 days a week helpline implemented where Inverclyde residents can access everything from food and medicine to health and wellbeing advice.
- Contact with 99.6% of those shielding to ensure they have all support they require.
- Over 2000 people referred from the Test and Protect line for humanitarian support.
- Community pantry in Grieve Road established with over 300 members.
- Extensive consultation with the community through community and 3rd sector partners.

#### Economy

- Hardship/Closure Grants - £2.07m of grants awarded to 413 local businesses.
- Taxi Assistance 314 grants allocated to a total of £511k.
- Discretionary Fund - 42 grants allocated amounting to £208k. In addition, a raft of smaller schemes continue to operate and provide smaller levels of support.
- Workforce Refresh scheme introduced in the Council.
- £2.42m top up grants to eligible businesses.
- Advisory programme of visits to all relevant businesses as we proceed through reopening of the economy.



### Vaccination

A major aspect of the recovery process to date has been through the ongoing delivery of the vaccination programme. The HSCP and Inverclyde Council have worked with the Health Board on the delivery of the programme. The HSCP has delivered vaccinations to care home residents with Inverclyde being the first Scottish Local Authority area to complete the second dose delivery to this group. The HSCP has also delivered vaccination to the household and supported the delivery of vaccination to the over 75s and clinically extremely vulnerable by local GP practices.

Inverclyde Council, together with Inverclyde Leisure, has set up mass vaccination sites at both Greenock and Port Glasgow Town Halls in partnership with Greater Glasgow and Clyde Health Board.





## Objectives of this 2021 Organisational Recovery Plan

### Aim

This 2021 plan focusses on continuing to support council services to deliver more on the longer term aspects of recovery with the action plan containing a number of priorities aimed at making the council a more agile organisation going forward.

### Principles

The organisational 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;
- The plan 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 enhance workforce relations through full engagement with employees and Trade Unions.

Our Organisational 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

The plan is being brought to the Policy and Resources Committee in line with the Governance arrangements established for the 2020 Recovery Plan. This 2021 plan however contains a number of actions which may outlive the lifespan of the plan involving as they do longer term proposals which will impact on the future shape of Inverclyde Council.

It is intended that any actions outstanding at the end of the period covered by this plan, effectively the financial year 2021-22, will be incorporated into the appropriate Corporate Directorate Improvement Plans (CDIPs) or the IJB Strategic Plan for the period 2022-25 which will be developed in the course of the year. These actions will then be monitored by the appropriate service committees going forward.





## COVID-19 Organisational Recovery Plan 2021 - 22

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### Organisation 1 - Workforce - Flexible/Motivated/Effective Workforce.

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





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### 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
02.1	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	October 21	Existing for proposals	01 Workforce 03 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget	Interim Head of Property Services	December 21	Tbc 2022/23 Budget	2022/23 Budget
02.2	Depots and Other Council Property	Identify modifications required based on the new ways of working	Interim Head of Property Services	October 21	Existing for proposals	01 Workforce 03 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications	Interim Head of Property Services	December 21	Tbc 2022/23 Budget	2022/23 Budget
<b>What will success look like?</b> <b>Offices that better reflect the needs of the business and provide flexible working environments. Potential identification of surplus space.</b>						



## COVID-19 Organisational Recovery Plan 2021 - 22

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### 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
03.1	Digital Strategy 2021/24	Approval of a revised 2021/24 Digital Strategy	Interim Service Director Corporate Services and 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	December 21	Tbc 2022/23 Budget	01 Workforce 02 Property 2022/23 Budget
03.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid-19	Head of Education	September 21	Existing	Education Service Improvement Plan
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	Head of Education	November 21	Tbc 2022/23 Budget	ICT Strategy 2021/24 2022/23 Budget
03.3	ICT Strategy 2021/24	Approval of a revised 2021/24 ICT Strategy	Interim Service Director Corporate Services and Organisational Recovery	May 21	Existing	Digital Strategy 2021/24
		Implement Office 365 (including MS Teams)	ICT Service Manager	August 21	Existing	01 Workforce 04 Governance
		Quantify increased funding requirement for expanded and improved ICT estate	ICT Service Manager	October 21	Tbc 2022/23 Budget	01 Workforce 02 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	December 21	Tbc 2022/23 Budget	01 Workforce 2022/23 Budget

What will success look like?

**An ICT infrastructure which meets the needs of the organisation and is sustainably funded.**



## COVID-19 Organisational Recovery Plan 2021 - 22

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### Organisation 4 - Corporate Governance - Council Structure and Governance processes that reflect learning from Covid-19, council priorities and the opportunities afforded by technology.

Outcome	Development area	Actions/milestones	Who is responsible	Timescale	Resources required	Links to other plans
04.1	Revise Key Governance Documents	Review and revise Scheme of Delegation, Standing Orders, Financial Regulations in light of the new ways of working  Deliver training on revised Documents to all parties	Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery  Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery	December 21  March 22	Existing  Existing	Review of Committees O5 Council Structure
04.2	Committee Review	Report on interim Committee delivery proposals  Proposals for longer term format of Committees	Interim Service Director Corporate Services and Organisational Recovery  Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery	June 21  September 21	Existing  To be Confirmed	Business Continuity Recovery  O2 Property O3 Technology Revision of key Governance Documents
04.3	Planned Restructure 2022	Current interim Structure to be reviewed, proposals approved and implemented	Chief Executive	April 22	Tbc 2022/23 Budget	Best Value Audit post 2022/23
04.4	New Scottish Government Priorities	Review Programme for Government of new Scottish Government and reflect in new structure	Chief Executive	December 21	Existing / New SG Funding	Corporate Plan
04.5	2022/23 Budget	Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme	Interim Service Director Corporate Services and Organisational Recovery/CMT	March 22	Existing	Corporate Plan Covid Recovery Plans
<p><b>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.</b></p>						



## COVID-19 Organisational Recovery Plan 2021 - 22

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### Organisation 5 - 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
05.1	Additional Cleaning	Enhanced cleaning required to June 2022  Cost of materials including sanitiser, wipes PPE etc.  Extra cleaning required to open all public conveniences from 26 April	Head of Culture, Communities and Educational Resources  Head of Culture, Communities and Educational Resources  Head of Culture, Communities and Educational Resources	Schools to June 22. Other to Mar 22  For 2021/22  For 2021/22	Net Cost Schools £150k Other Buildings £136k  £100K net based upon 20/21 outturn  £13k for Cornalees and Lunderson Bay	01 Workforce 02 Property  01 Workforce 02 Property  Partnership Recovery Plans
05.2	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 and Well Being Recovery Plan
05.3	HR Support for Employees	Increased Occupational Health Provision  Additional HR Advisor to Support Services	Head of Organisational Development, Policy and Communications  Head of Organisational Development, Policy and Communications	For 2021/23  June 21	£30k  £95k Salary - two year cost	01 Workforce  01 Workforce
05.4	ICT Support for Continued Home Working/ Blended Learning	2 additional Servicedesk technicians for 18 months	ICT Service Manager	June 21	£105k (18 month cost)	01 Workforce 03 Technology
05.5	Phased Return of Employees to Offices and Depots	Phased return plan approved by CMT	CMT	From Jun-21	£100k (Depot)	01 Workforce 02 Property 03 Technology
05.6	Phased Return to Schools and Other Public Facing Council Properties	Phased return plan approved by CMT	CMT	June 21	Contained in existing budget	Health and Well Being Recovery Plan Education, Leisure and Culture Recovery Plan
<b>What will success look like?</b>						
<b>Continued delivery of services including reopening schools and support for home working through 21-22.</b>						



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### Organisation 6 - HSCP - HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs. Inverclyde Health and Social Care staff are supported to improve their wellbeing.

Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
06.1	Service Delivery	Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan	Corporate Director, Health and Social Care Partnership	June 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 and Community Care	August 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 and Community Care/Head of Service, Children's and Criminal Justice Services	September 21	£500k (IJB Reserves) Subject to approval from IJB	IJB Strategic Plan
06.2	Staff Wellbeing	Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce	Corporate Director, Health and Social Care Partnership	By March 22	£50k (existing)	Links to Interim Workforce Plan
<b>What will success look like?</b> <b>HSCP will have delivered safe effective and efficient services and staff will feel supported in their wellbeing.</b>						



## COVID-19 Organisational Recovery Plan 2021 - 22

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### Organisation 7 - Education and 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	03 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	Children's Service Plan/ CDIP
<p><b>What will success look like?</b></p> <p><b>Young people will be provided with support to catch up on any missed learning supported by appropriate technology.</b></p>						



## COVID-19 Organisational Recovery Plan 2021 - 22

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### Organisation 8 - Environment and Regeneration

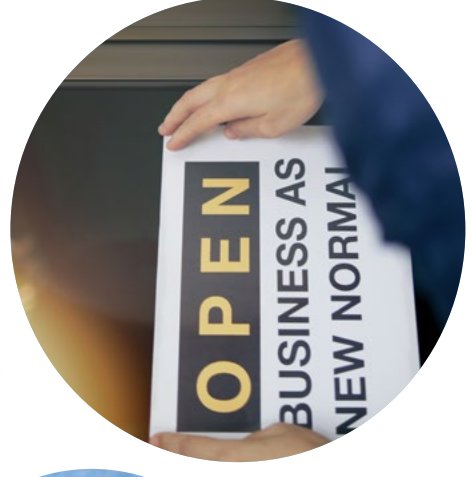
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
08.1	Job Recovery Plan	Delivery of over 200 employment opportunities within the council and wider community	Interim Service Director Environment and Economic Recovery	March 23	£6.0 million (Already approved)	OD and HR Strategy Economic Recovery
<b>What will success look like?</b> <b>Increased opportunities for young people and those from SIMD areas. Cost effective service delivery which benefits from sharing best practice.</b>						



## Conclusion

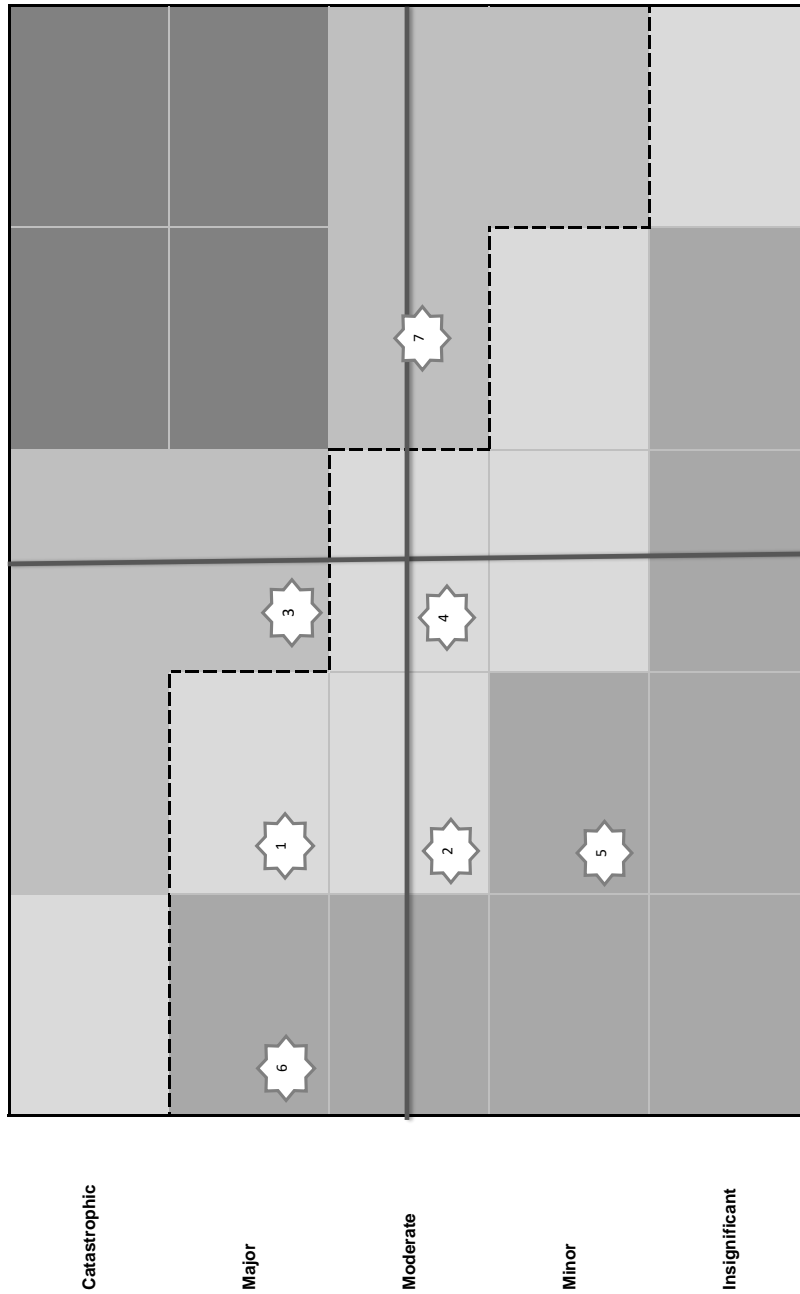
The conclusion to the initial 2020 Organisational Recovery Plan highlighted the unprecedented impact of Lock Down on our society and flagged the possibility of subsequent waves of infection with concomitant increases and easing of restrictions. Clearly our experience since September 2020 has very much reflected that. Hopefully the vaccination programme will reduce, even if it cannot eliminate, the risk of further future lockdowns. It is likely however that there will be a need for ongoing contact tracing and potentially regular vaccination boosters to deal with the threat of new variants of the virus.

This plan recognises the ongoing changes to ways of working brought about by the Covid-19 pandemic and the actions in the plan are focussed on, wherever possible, building on the positive aspects which will make Inverclyde Council a more agile organisation. The council's workforce has shown great flexibility in responding to the various challenges arising from the pandemic and will no doubt need to continue to do so as we progress.





Risk Register Review Date: Apr-21  
 Risk Map: Organisational Recovery Plan



Current Risk Score	L	
	I	L
4	2	8
3	2	6
4	3	12

Risk 1: Financial Risk: Financial pressures and uncertainty in the current climate pose a threat to the Council's ability to support the strategic priorities for recovery and the delivery of key actions.

Risk 2: Strategic Risk: Strategic Planning and Performance Management. Factors of this risk include: The Council's organisational recovery plan does not look beyond the immediate recovery period and does not take account of the medium and longer term priorities; performance measures are

Risk 3: People Risk: Organisational Capacity and Resilience. Factors of this risk include: The Council does not effectively implement policies and strategies around new ways of working and does not manage the return to work in a way that addresses the concerns of employees and Trades Unions.

Risk 4	Technological Risk: Factors of this risk include: The Council does not take advantage of technological advances eg extending digital services, home and remote working in order to modernise its services.	3	3	9
Risk 5	Operational/Continuity Risk: Factors of this risk include: the Council does not future proof emergency planning arrangements should the Council return to a response phase in the future; additional costs are not identified and factored into contingency budget planning arrangements.	3	2	6
Risk 6	Strategic Risk: Leadership and Governance. Factors of this risk include: strong leadership is not in place to drive organisational recovery and support organisational direction and decisions; the Council does not restore full democratic governance including a full cycle of committee meetings; the Council's key governance policies and procedures do not reflect new ways of working.	4	1	4
Risk 7	Strategic Risk – risks associated with the implementation of all plans if there is a 3rd or future waves of Covid	3	4	12

Proposed Mitigations	What?	Who?	Review Date	Target Risk Score		
				I	L	Score
Risk 1	The organisational recovery plan has a number of specific actions at outcomes 1, 2, 3, 4, 5 and 7 which require relate to relevant funding being confirmed through 22/23 budgets. Updates will be provided through regular budget reporting framework. The need for continued extra funding in 2022/23 and beyond will be assessed as part of the development of the 2022/23 Budget	Chief Financial Officer	30/11/2021			0
Risk 2	The organisational recovery plan has a number of success measures articulated for each outcome (1 to 8). Performance indicators will be developed to report on the success measures on a regular basis.	Corporate Director ECOD	31/07/2021			0
Risk 3	The organisational recovery plan has a number of specific actions at outcomes 1, 2, 3, 5, 6, 7 and 8 which relate to ensuring operational capacity and resilience as the Council moves through the recovery phase. Success measures have been determined and performance indicators will be developed to report on the achievement of the success measures on a regular basis.	Head of OD, Policy and Communications	31/07/2021			0
Risk 4	The organisational recovery plan has a number of specific actions at outcome 3 which relate to embracing technology as the Council moves through the recovery phase. Success measures have been determined and performance indicators will be developed to report on the achievement of the success measures on a regular basis.	CMT	31/12/2021			0
Risk 5	The organisational recovery plan has a number of specific actions at outcomes 1, 3, 4, 5 and 6 which relate to refining and updating emergency planning arrangements going forward and ensuring these are costed. Performance indicators will be developed to report on the success measures on a regular basis.	Head of Public Protection and Covid Recovery	31/07/2021			0
Risk 6	The organisational recovery plan has a number of specific actions at outcome 4 which relates to leadership and governance. Performance indicators will be developed to report on the success measures for the outcome on a regular basis.	Chief Executive	31/07/2021			0
Risk 7	The organisational recovery plan will be reviewed on a regular basis and any specific new actions to mitigate the impact will be added. Performance indicators will be developed to report on the success measures for the outcome on a regular basis.	CMT	31/10/2021	3	2	6



Inverclyde Alliance

Appendix 2

Covid-19

Partnership Recovery Plan

2021 - 22





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Inverclyde Alliance

## Foreword

At the start of the pandemic Inverclyde was hit harder than most by the worst effects of the pandemic.

Too many in our community have and continue to mourn the loss of a loved one.

As the country and, hopefully with international co-operation, the rest of the world start to emerge through the pandemic we have two important jobs going forward.

The first is to never forget the effect of this virus on our community and the people we came to rely on to see us through it.

The second is to use that knowledge to build a fairer, stronger more resilient community.

The Inverclyde Alliance at its heart is about partners working together.

Sometimes that working together is natural and easy. Sometimes it is not.

Sometimes partners, even public sector agencies, have competing demands.

The Alliance is the place where we take those challenges and turn them into action aimed at supporting Inverclyde to be fairer, stronger and more resilient.

Here in Inverclyde we should be proud of what we have seen with public services, the third sector, businesses and individuals coming together to care for, support and protect Inverclyde.

We should also recognise the strengths we have in our area.

When the country has been in lockdown with limitations in travelling it is our local services and businesses that we relied on. It is our local volunteers and community groups who got out to support vulnerable people.

It also helped to focus our attention on what we have right on our doorstep that other areas may not.

We are one of the few areas of our size with a hospital with an intensive care unit, and with new investment in health services with a brand new health centre opening recently.

We also have easy access to town centre shopping and leisure opportunities that many people have either discovered for the first time or re-discovered.

This Partnership Recovery Plan aims to build on the strengths we have in our area and seeks to build that fairer, stronger more resilient Inverclyde.

I would encourage you to read this plan in partnership with the Inverclyde Council organisational recovery plan to see how organisations are coming together to show that Inverclyde cares and that Inverclyde works.



**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 open. Civil Contingency arrangements were activated and we moved to provide essential services only.

Following that initial wave and the gradual move out of lock down The Inverclyde Alliance approved a Partnership Recovery Plan in the autumn of 2020. At that time it was hoped that the country would continue to emerge from the impact of the pandemic and its associated lock down. As we now know cases rose over the autumn of 2020 albeit not as rapidly in Inverclyde as in many other areas. The subsequent arrival of the "Kent" variant at a time when Inverclyde had moved to Tier 2 of the Scottish Government's restriction levels brought about a very rapid rise in cases, with Inverclyde briefly having the highest level in Scotland, and a new lock down.

The possibility of this had been identified in the 2020 plan however the process of recovery has continued, assisted since the end of 2020 by the rollout of the vaccination strategy. This plan builds on our experience since 2020, updates on achievements since then, and is built around a new and more developed set of action plans.





Inverclyde Alliance

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

### Impact of Covid-19

The 2020 Partnership Recovery Plan detailed the particular impact of the pandemic through the death rate suffered in Inverclyde which was at that time the highest in Scotland. Inverclyde experienced an earlier rise in Covid-19 deaths and suffered a higher overall death rate than any other area in Scotland.

As was highlighted in the 2020 plan, areas with similar levels of deprivation to Inverclyde across the United Kingdom had suffered significantly higher death rates than better off areas. The particular reasons for the death rate in Inverclyde being so much worse than other areas was explored with the most likely reasons being an earlier onset in Inverclyde with the pandemic being well established before the initial lock down was imposed together with the pandemic being overlain on an already high burden of disease and inequality in the community.

Since then we have obviously suffered a second wave of infection. Although the area has tragically suffered many more deaths in the second wave these have been at a relatively lower level than in the majority of other areas. For comparison the death rate in the "second wave" in Inverclyde was 11.77 per 100k of population. This placed us 13th out of the 32 Scottish local authorities and at a lower level than all of the other local authorities in the Greater Glasgow and Clyde Health Board area. Overall since the start of the pandemic Inverclyde has suffered a death rate of 27.26 per 100k, the second worst level in the country as a whole. It is worth noting that all of the worst affected areas have relatively similar levels and the majority are in the West of Scotland.

The reasons for the lower rate in the second wave are not entirely clear however the fact that the rate in Inverclyde, although peaking at a very high level, declined very rapidly means that the overall number of infections in the second wave will have been lower than many other areas. The reasons for the decline are not yet known but factors may include an increased willingness of the population to abide by restrictions given our previous experience and the relatively good availability of testing.

### Impact of inequalities

The pandemic has impacted on individuals and communities in differing ways and to differing levels. It has become apparent that communities; families and individuals who already faced significant inequalities caused by deprivation; low income; physical and mental health issues; have been more severely impacted by the pandemic and in effect, the inequalities that they previously faced have now been exacerbated.

The 2020 plan also highlighted the potential impact of the pandemic on attainment. Clearly many of the economic and social aspects affecting attainment will have been exacerbated by the pandemic. Significant and recurring interruptions to normal schooling will have contributed to inequalities of educational access which, although much has been done to try to mitigate their effects, may take a long time to resolve even where this is possible.



## Impact on the economy

There can be no doubt that the Covid-19 pandemic has had an enormous impact on both the public and private sectors. In the case of the former record borrowing has been required to mitigate some of the impacts of Covid-19 and to finance the response.

In the case of the private sector the full impact will not be known for some time however the impact of successive lockdowns on businesses has obviously had a significant effect on both the long term viability of many businesses and the business models of many more.

The UK economy contracted by 20.4% in April 2020 which was the largest monthly fall since records began. The Organisation for Economic Co-operation and Development (OECD) reported in March 2021 that the UK economy slumped 9.9% by the end of 2020, higher than many of our European neighbours although lower than what was first forecast. The Office of National Statistics (ONS) has reported in May 2021 that the UK reported growth in GDP in Q3 (July to Sep) 2020 as restrictions were previously eased however the rate of growth was still lower than pre-pandemic rates. The ONS reports that UK unemployment rate rose from 4% in March 2020, to a peak of 5.1% in Dec 2020 and 4.9% by the end of Feb 2021. HMRC reports that 4.7m jobs were furloughed at the end of Jan 2021.

As stated in previous reports, Inverclyde has historically seen a deeper and longer impact of recession than the rest of Scotland.

The count for those receiving universal credit in Inverclyde has increased by 2,648 between March 2020 and March 2021. In September 2021 it is likely that there will be a further increase with the end in the Furlough Scheme. The count also includes an increase from March 2020 and March 2021 of over 600 recipients receiving in-work universal credit.

In support of businesses the chas, as of May 2021, dispersed over £23 million in various business support payments over and above the support given by Non Domestic Rates relief in 2020/21 and 2021/22. Plans for further support for the business sector are contained in the Economic Action Plan.

Inverclyde Council has also joined together with West Dunbartonshire and Argyll and Bute Councils to commission consultants to prepare an economic case to present to the Scottish and UK Governments for special support post Covid. All three areas have significant issues in common affecting their areas around depopulation and economic decline. To assist with the research required, the City Region's Intelligence Hub has undertaken a socio economics challenges review facing three council areas and the Fraser of Allander Institute is being commissioned to review this work.





The 1st Recovery Plan - 2020-21 set out with partners to support communities in the early stages of recovery. A number of key achievements which undoubtedly helped to mitigate some of the impacts of Covid-19 on our communities are as follows:

### **Education, Culture and Sport**

- The delivery of remote learning, including the recording of lessons for the West Online School.
- The delivery of childcare and in school provision for the children of key workers and families who required extra support
- The successful phased opening of educational, cultural and sport buildings.
- 1200 laptops distributed to young people in secondary schools.
- Funding secured from Creative Scotland for an Inverclyde Culture Consortium additionally the Beacon has secured funding from the Garfield Weston Culture Fund.
- The adaptation of services e.g. library services to online and home delivery of books.
- Grants to Voluntary Organisations funding in place to ensure the financial sustainability of clubs.
- The production of online shows and also online fitness activities.
- A legacy medal delivered to every pupil at an Inverclyde Authority school and the online Christmas production filmed in Inverclyde viewed by approximately 14,000 people.

### **Humanitarian**

- Seven day a week helpline implemented where Inverclyde residents can access everything from food and medicine to heat and wellbeing advice.
- 470 referrals to CVS Inverclyde for support.
- Contact with 99.6% of people shielding to ensure they have all support they require.
- 2140 people referred from the Test and Protect line for humanitarian support.
- 23,500 support calls by Your Voice and Compassionate Inverclyde to people who were isolated.
- Community pantry in Grieve Road established with over 300 members.
- Extensive consultation with the community through partnership working Regular Food share sites established across Inverclyde.

### **Economic**

- £23m of business grants paid as of May 2021.
- Hardship/Closure Grants - £2.07m of grants awarded to 413 local businesses.
- Taxi Assistance 314 grants allocated at a total value of £511k.
- Discretionary Fund – 42 grants allocated covering £208k. In addition, a raft of smaller schemes continue to operate and provide smaller levels of support.
- Workforce Refresh scheme introduced in the council.
- Inverclyde Furlough Scheme established.
- £2.42m top up grants to eligible businesses.



## Aim, objectives and principles of this partnership recovery plan

### Aim

The aim of this plan is to document the actions taken and proposed through partnership working to recover from the Covid-19 pandemic.

### Objectives

The objectives of this plan are as follows:

- To update the overall Inverclyde recovery strategy for health and wellbeing, the economy, and education, culture and sport.
- To ensure that effort and resources are focused on where they are most required.
- 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 (RWG) and the sub groups which will continue for 2021/22.
- To identify how the long-term outcomes will link into the Local Outcome Improvement Plan (LOIP) from 2022 onwards.

### Principles

The planned actions have been 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.
- The approach to recovery should promote collaboration across different sectors and communities in Inverclyde.
- There should be clear actions with specific timeframes.
- All actions and measurements will link to the Local Outcome Improvement Plan (LOIP) and from 2022 onwards be incorporated in the newly revised LOIP.



Inverclyde Alliance

## Recovery partnership structure, remit and governance

### Inverclyde's Recovery Structure

Effective planning by Inverclyde Council and its Alliance partners is crucial to meet the needs of the Inverclyde population. This includes an understanding of the needs of the population, the economy and different 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. Learning from our experience in the delivery of the 2020 Partnership Recovery Plan and process, planning for the 2021 plan is now focussed on three principal areas:

- Education, Culture and Sport
- Health and Wellbeing
- The Economy

### Recovery Working Group (RWG)

The 2021-22 recovery process will be overseen by a Recovery Working Group consisting of Alliance partners and chaired by the Chief Executive of Inverclyde Council. The RWG will be responsible for reporting on the recovery process to the Alliance Board throughout 2021-22.

It is intended that any longer term recovery actions remaining beyond 2021-22 will be incorporated into the Local Outcome Improvement Planning process from 2022 onwards. Some of the actions for which the Council is the lead partner will also be monitored through the Council's Directorate Improvement Planning process from 2022 onwards.

### Elected Members Input (Members' Recovery Sounding Board)

Central to the recovery process is input and guidance from Elected Members for Inverclyde Council. To facilitate this within the recovery partnership structure, a Members' Recovery Sounding Board has been established. The Sounding Board is an informal advisory group to advise the Chief Executive, who chairs the Recovery Working Group. Its remit is to consider, review, recommend and advise on the outputs of the Recovery Working Group. The Sounding Board is a working group of Members and it is not a decision-making body. Meetings of the Sounding Board are not held in public.



## Recovery Plan Actions 2021-22

Recovery action plans for the three principal areas: Education, Culture and Sport; Health and Wellbeing (formerly Humanitarian); and the Economy are detailed below:

### **Education, Culture and Sport**

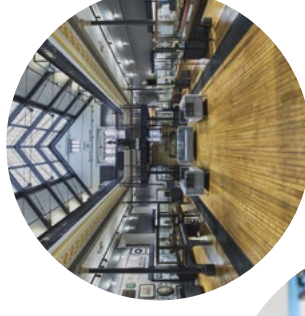
This priority is supported by four high level outcome areas which sets out a range of actions to support children and families by ensuring a successful return to education; addressing attainment gaps and learning the positive lessons from Covid-19 to develop the curriculum, particularly around digital approaches. In addition a focus on using arts, cultural and sporting events through improved tourism marketing to promote the area - especially the outdoors.

### **Health and Wellbeing**

This priority is supported by two high level outcomes which focus on actions needed to reconnect people socially and emotionally to help recovery from Covid-19. This in response to the feedback from communities around social isolation and increased focus on mental health and wellbeing issues.

### **The Economy**

This priority is supported by three outcomes which focus on actions supporting local businesses to recovery from Covid-19 with a range of grants and enabling local people to be supported into employment developments.





## Recovery Plan Actions 2021-22

### Education, Culture and Sport

- **ECS OUTCOME 1** – All Young People in Inverclyde have a successful return to their education and any gaps in attainment or experience are addressed
- **ECS OUTCOME 2** – Educational establishments have taken forward the lessons learned from Covid-19 to provide an improved and more flexible curriculum – especially with regard to digital provision
- **ECS OUTCOME 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
- **ECS OUTCOME 4** – Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion





## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 1 - High Level Outcomes for Education, Culture and Sport						
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	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
ECS 1.2	Attainment gap continues to reduce	The attainment challenge continues to address gaps in educational attainment through targeted interventions.  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	Core	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
ECS 1.3	Summer of fun	Recovery programmes at all levels are in place - including the school college partnership programme and WCS	Head of Education	April 21 - June 22	SG funding /1140	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
ECS 1.4	Free School Meals	Earlier implementation of Universal P4-7 School Meals	Corporate Director Education, Communities & Organisational Development	July/August 21	WCS Deferral funding. Education recovery funding	IC organisational plan
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	Corporate Director Education, Communities & Organisational Development	August 21 to March 22	SG funding - expected (Further details needed)	Children's Services Plan
			Service Manager Communities	June 2021 - March 2023	Recovery Funding up to £192k	Children's Service Plan/ CDIP
					Recovery Funding £200K	CLD Strategic Plan
<b>What will success look like?</b>						
<b>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.</b>						



## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 2 - High Level Outcomes for Education, Culture and Sport						
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	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 College - ensuring all students are digitally equipped and given the skills and support to ensure that they can access online and blended learning	Head of Education  WCS	April 21 - June 22  April 21 - June 22	Budget process from 22/23  WCS core fund	Organisational Recovery plan  WCS Recovery Plan
<b>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.</b>						
What will success look like?						



## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

### ECS OUTCOME 3 - High Level Outcomes for Education, Culture and Sport

**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	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 Money for lights for Gourrock Amphitheatre to support events linked to Culture Collective	Head of Educational Resources Culture and Communities Interim Head of Property Services	September 22 December 21	Creative Scotland Recovery Funding £45k	LOIP ( new action) LOIP
ECS 3.2	Sports and Physical Activity recovery	Sports and physical activity strategy will be resumed post Covid -19. Launch of Strategy Signage for Rankin Park to promote tennis and biking areas	Head of Educational Resources Culture and Communities Interim Head of Property Services	July 21 September 21	Recovery Funding £10k Recovery Funding £10k	CDIP Sports Strategy
ECS 3.3	Hold an outdoor festival May/June 2022 (MELIORA)	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 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	Nature Scot Corporate Director Education, Communities and OD	June 21 - December 22 June 21 - August 22	Bid to Sustrans Recovery Funding £350k	LOIP (but not yet progressed because of funding Link to Economic town centre events bid
ECS 3.4	Supporting Community	Allocation of money to localities for recovery events Small grants and waiver of fees to support small organisations to restart	Head of Educational Resources Culture and Communities CVS	June 21 - August 22 June 21 - March 22	Recovery Funding £120k Recovery Funding £10k	LOIP/CLD Strategic Plan 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.**





## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 4 - High Level Outcomes for Education, Culture and Sport						
Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
EC4.1	Tourism and marketing	<p>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)</p> <p>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</p>	Service Manager Corporate Communication, Tourism and H&S	June 21 - June 23	Recovery funding £220K	Health and wellbeing; Sports Strategy; Environment and Regeneration
			Chief Executive	June 21 - June 23	Recovery funding £50k	Environment and Regeneration
<b>What will success look like?</b> <b>Increased tourists visit Inverclyde.</b>						



## Recovery Plan Actions 2021-22

### Health and Wellbeing

- **HW OUTCOME 1** – The Inverclyde community is supported to reconnect socially to recover from the impact of Covid -19
- **HW OUTCOME 2** – The Inverclyde community is supported emotionally to recover from the impact of Covid-19





## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

HW OUTCOME 1 - High Level Outcomes for Health and Wellbeing						
The Inverclyde community is supported to reconnect socially to recover from the impact of COVID-19						
Outcome	Development Area	Actions/Milestones	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 2022	Recovery Funding £60k	HSCP Strategic Plan
		Community Connectors provide passes for leisure for access to physical activity	Corporate Director/CO HSCP	June 21 - March 2022	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 2022	Recovery Funding £30k	Food Growing Strategy as part of Community Empowerment Act
<b>People across Inverclyde are actively supported in their recovery from COVID and their wellbeing is promoted.</b>						



## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

HW OUTCOME 2 - High Level Outcomes for Health and Wellbeing						
The Inverclyde community is supported emotionally to recover from the impact of COVID-19						
Outcome	Development Area	Actions/Milestones	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	Children's Services Plan
		Provide referral pathways for all children, young people and families to access early intervention mental wellbeing support	Service Manager Children and 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	Principal Educational Psychologist/MH Programme Board	April 21 - June 22	Core	Children's Services Plan/ IJB Strategic Plan
HW2.2	Early Intervention	Implement Staff Wellbeing Plan across all Health and Social Care Workforce	Corporate Director/CO HSCP	March 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
		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-19	Interim Head of Public Protection and Recovery	April 21 / March 22	Council Recovery Plan	Council Organisational Plan
<b>People across Inverclyde feel supported emotionally in their recovery from Covid 19.</b>						
<b>What will success look like?</b>						



## Recovery Plan Actions 2021-22

### Economic Recovery

- **ER OUTCOME 1** - Support local businesses to recover from Covid-19.
- **ER OUTCOME 2** – The Inverclyde community is supported to become more physically active to recover from Covid-19
- **ER OUTCOME 3** – The Inverclyde Community is supported into employment to recover from Covid-19





## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ER OUTCOME 1 - High Level Outcomes for Economic Recovery						
The Inverclyde community is supported economically to recover from the impact of Covid-19						
Outcome	Development Area	Actions/Milestones	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 and 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 and 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 and 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 and 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 and 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 and 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 and 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



## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

<b>ER OUTCOME 1 - High Level Outcomes for Economic Recovery</b>						
<b>The Inverclyde community is supported economically to recover from the impact of Covid-19</b>						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
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 West College Scotland	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 West College Scotland	April 21 - March 22	£450k (West Region) approved	Business Recovery Scheme
ER 1.11	Workforce Development	Working with the Council maximise job opportunities for local people within NHS Greater Glasgow & Clyde.	Director of Human Resources & Organisational Development NHS GGC	June 21 - March 23	£25k Core funding	Business Recovery Scheme
ER 1.12	Workforce Development	Develop a wraparound programme with Inverclyde Council to provide job coaching to support employment in NHS Greater Glasgow & Clyde.	Director of Human Resources & Organisational Development NHS GGC	June 21 - March 23	£25k Core funding	Business Recovery Scheme
ER 1.13	Workforce Development	Provide 10 additional job coaches to the Inverclyde offer from DWP.	Customer Service Leader WS IA&B DWP	April 21 - March 22	DWP Core Funding	Business Recovery Scheme
<b>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.</b>						



## COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

<b>ER OUTCOME 2 - High Level Outcomes for Economic Recovery</b>						
<b>The Inverclyde community is supported to become more physically active to recover from Covid-19</b>						
Outcome	Development Area	Actions/Milestones	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 21 - March 22	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 21 - March 22	Recovery Funding- £200k	Sports Strategy, Health and Wellbeing
<b>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.</b>						
<b>What will success look like?</b>						





<b>ER OUTCOME 3 - High Level Outcomes for Economic Recovery</b>						
<b>The Inverclyde community is supported to become more physically active to recover from Covid-19</b>						
Outcome	Development Area	Actions/Milestones	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 and Economic Recovery	April 21 - March 22	£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 21 - March 22	£25k (already approved)	Economic Recovery
<b>What will success look like? 210 Individuals employed within the Council and wider community.</b>						



## Conclusion

It is likely that the recovery phase from the pandemic will continue to be long. For the 2021-22 plan we are in a better position than we were during previous recovery planning with the ongoing roll out of the vaccination programme, albeit there remains concern around the risks from new variants. It is important that the whole of Inverclyde continues to work in partnership for the longer term and therefore the action plans from this Recovery Plan will eventually align with the Local Outcome Improvement Planning process from 2022 onwards.

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 actions within this plan build on existing Community Planning structures and ensure that Alliance priorities on population, environment, culture heritage; economy and inequalities are considered.

The 2021-22 plan builds on the hard work undertaken to date and reflects the vital role communities will continue to play in the collective response to the pandemic, and the pivotal role strong partnership working will play in helping Inverclyde through recovery.

