

I refer to the agenda for the meeting of the Policy & Resources Committee to be held on Tuesday 14 September 2021 at 3pm and attach a report as undernoted which was not available on the day of issue.

ANNE SINCLAIR  
Interim Head of Legal Services

**UNDERNOTE**

2. **Covid-19 Update with Recovery Plans**  
Report by Interim Service Director Environment & Economic Recovery

Enquiries to – **Colin MacDonald** – Tel 01475 712113

---

|                         |   |                        |                          |
|-------------------------|---|------------------------|--------------------------|
| <b>Report To:</b>       | <b>Policy &amp; Resources Committee</b>                                     | <b>Date:</b>           | <b>14 September 2021</b> |
| <b>Report By:</b>       | <b>Interim Service Director<br/>Environment &amp; Economic<br/>Recovery</b> | <b>Report No:</b>      | <b>PR/16/21/MM</b>       |
| <b>Contact Officer:</b> | <b>Martin McNab</b>   | <b>Contact<br/>No:</b> | <b>01475 714246</b>      |
| <b>Subject:</b>         | <b>Covid-19 Update With Recovery Plans</b>                                  |                        |                          |

---

## 1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on actions taken to mitigate the risks around the Covid-19 outbreak and to report on items requiring Committee approval or scrutiny under the expedited procedures.

## 2.0 SUMMARY

2.1 This report updates members on a number of specific areas of work in addressing the Covid-19 pandemic including the vaccination strategy. It does not cover all service related issues, for example education delivery, as the majority of these will be reported through the appropriate service committee.

2.2 Section 5 of the report covers workforce issues, Section 6 updates on progress on the Hybrid Working Strategy, Section 7 on Vaccination and Section 8 on testing, Sections 9 and 10 update on the action plans for the Organisational Recovery Plan and the Partnership Recovery Plan which are attached as Appendices 1 and 2. Section 11 of the report gives updates on Covid funding streams administered by the Council.

2.3 Section 12 of the report updates on actions taken to support refugee resettlement in Inverclyde including the proposal to develop plans to resettle up to a further 28 Afghan families in Inverclyde.

## 3.0 RECOMMENDATIONS

3.1 That members note the actions taken to date to mitigate the effects of the Covid-19 outbreak in Inverclyde.

3.2 That members note the update to the Organisational Recovery Action Plan attached at Appendix 1.

3.3 That members note the progress on the Partnership Recovery Action Plan as detailed in Appendix 2

3.4 That the committee agrees to the development of plans to resettle up to a further 28 Afghan families in Inverclyde.

**Martin McNab**  
**Interim Head of Public Protection & Covid Recovery**

## 4.0 BACKGROUND

- 4.1 Since the last update to the Committee in August case numbers in Inverclyde, together with the rest of Scotland, have continued to grow reaching a new all-time high at the end of August of over 1200 cases per 100k per week. At the time of writing this report case numbers were standing at 1095 cases per 100k per week. The increases appear to have been driven by a combination of increased social mixing following the move to “beyond 0” combined with increased mixing brought about by the return of schools. Significant numbers of cases are occurring amongst our young people and this is also leading to both teaching and support staff having to self-isolate.
- 4.2 Vaccinations have also continued moving on to the 16-17 age group. Uptake does seem to decline as we go down the age groups but, at the time of writing, uptake in this age group was better in Inverclyde than in Scotland as a whole. An all members briefing was held on 3<sup>rd</sup> September on the autumn flu and Covid booster programme which is shortly to commence and the scale of the latter may be clearer by the time of the Committee.

## 5.0 WORKFORCE ISSUES

- 5.1 The issues in terms of workforce availability and confidence are crucial. Officers from Organisational Development, Policy & Communications are in contact with COSLA colleagues relative to workforce statistics, illness/absence rates, working from home, etc. This information is being collated at a national level and is helping to inform discussions between senior leaders in SOLACE, COSLA and the Scottish Government regarding the impact of COVID-19 on service provision, and the key staffing issues that require some form of national consideration.

### 5.2 Employee attendance

Information is being gathered on a daily basis by managers across the Council. This allows managers to assess resource implications for delivering essential services and also to maintain contact and support those unable to attend work.

- 5.3 The table below provides approximate absence levels council wide and within some of our key essential service areas, as at 3<sup>rd</sup> September 2021:

|   |  |
|---|--|
| <b>Council</b>  |  |
| <b>Historic average absence rate (%) (Pre Covid-19 to give a baseline comparator)</b>   | 4.3%   |
| <b>Absence rate on 3 September 2021 (%)</b><br>(This includes all those employees reporting sick, those isolating, those absent with caring responsibilities and shielding at home unable to work from home).<br><b>Please note that this excludes employees working from home.</b> | <p>Council Wide 6.8%</p> <p><u>Essential Services Breakdown (% of Service Area)</u></p> <p>Home Care 11.0%</p> <p>Other HSCP 7.1 %</p> <p>Waste Management 5.8%</p> <p>Facilities 4.8%</p> |

- 5.4 The table below provides a comparison of absence levels across the Council over the past year which have been reported to this Committee:

|                   | 16.7.20 | 5.8.20 | 9.9.20 | 17.11.20 | 19.1.21 | 5.2.21 | 12.3.21 | 12.04.21 | 07.05.21 | 02.06.21 | 23.07.21 | 03.09.21 |
|-------------------|---------|--------|--------|----------|---------|--------|---------|----------|----------|----------|----------|----------|
| <b>Council</b>    | 7.5%    | 7.5%   | 7.7%   | 6.1%     | 7.6%    | 6.6%   | 6.4%    | 6.0%     | 5.2%     | 5.0%     | 5.6%     | 6.8%     |
| <b>Home Care</b>  | 7.8%    | 8.0%   | 7.9%   | 5.0%     | 12.0%   | 11.2%  | 8.7%    | 7.1%     | 6.7%     | 5.4%     | 7.1%     | 11.0%    |
| <b>Other HSCP</b> | 6.3%    | 6.1%   | 6.2%   | 4.2%     | 3.6%    | 3.9%   | 3.7%    | 3.0%     | 2.5%     | 2.5%     | 3.5%     | 7.1%     |
| <b>Waste Mgt</b>  | 9%      | 8.9%   | 8.6%   | 8.0%     | 9.5%    | 10.7%  | 8.9%    | 8.7%     | 7.9%     | 5.9%     | 6.8%     | 5.8%     |

|                   |      |      |      |      |      |      |      |      |      |      |      |      |
|-------------------|------|------|------|------|------|------|------|------|------|------|------|------|
| <b>Facilities</b> | 4.5% | 4.6% | 5.1% | 4.6% | 8.0% | 5.9% | 7.2% | 7.2% | 3.1% | 3.2% | 3.0% | 4.8% |
|-------------------|------|------|------|------|------|------|------|------|------|------|------|------|

5.5 The table above highlights that absenteeism amongst employees has risen in recent weeks. This increase is mainly due to a significant increase in Covid related absences with employees either having confirmed Covid 19, symptoms of Covid 19 or are self-isolating as a contact. While the requirement for a 10 day self-isolation period has reduced for those who are contacts and double vaccinated there can still remain a 3 to 4 day period of self-isolation while the staff member books a test and awaits results.

5.6 The table in 5.4 is in the same format as in previous reports to enable ready comparison. Members will obviously be aware however that the recent surge in cases has had a particular impact on the education service. Large numbers of cases in young people have also translated to increased numbers of teachers and other school staff having to self-isolate. All efforts are being put towards keeping schools open and avoiding disruption to education as far as is possible. As a general principle classes will not be sent home unless staffing issues reach the point where the service cannot be safely delivered.

## **6.0 HYBRID WORKING STRATEGY**

6.1 In the 2 February 2021 Covid 19 Update Report members were informed that as part of the Recovery Strategy HR Policies around home and flexible working would be reviewed, in light of the ongoing crisis and lessons learned, with full engagement with our trade union colleagues. A Draft Hybrid Working Strategy has been developed in consultation with the Organisational Recovery Group and Unions. A final draft was approved by CMT on 2 September 19 August 2021. The necessity for homeworking for a large number of employees, for all or part of their working week, came very suddenly as a result of lockdown to support arrangements for physical distancing in council offices and to comply with the Scottish Government's Guidance. Many colleagues who have been able to work from home, have told us that they would like to retain some aspects of the experience post-pandemic.

6.2 The Hybrid Working Strategy is a 12 month Pilot to with the aim of modernising and improving service delivery at the same time giving employees the opportunity to explore different work-styles with their manager which may support and improve their own wellbeing and work life balance. Staff will be office based for a minimum of 50%. This is to facilitate team working, staff development, employee wellbeing and regeneration. The exact balance will vary depending on the role and responsibilities. This will require careful planning, engagement by managers with staff on working patterns, as the need to deliver services, and our organisational performance is paramount. The implementation date for the Pilot will be finalised by CMT, in line with a review of infections rates and emerging Government Guidance. Sessions with ECMT and managers to get feedback, and communication with employees on work styles, will proceed over the next few weeks however, pending implementation date. The 12 month Pilot will have 3 and 6 monthly review within the Pilot Period.

## **7.0 VACCINATION STRATEGY**

7.1 An all members briefing was held on 3<sup>rd</sup> September on planning for the winter flu vaccination programme. Planning has been in the expectation of delivery of flu vaccinations together with a Covid booster. At the time of writing however there is as yet no clear decision from JCVI on whether Covid boosters will be recommended for any other than a small subset of those particularly at risk owing to their immune status. Winter flu vaccinations will commence in week commencing 20<sup>th</sup> September with the primary delivery being from Greenock and Port Glasgow Town Halls. Additional clinics will be run in other venues as required. The HSCP will deliver flu vaccination, and Covid boosters as required, to the housebound and care home residents. A dedicated team will also carry out flu vaccinations in schools.

7.2 As of 8<sup>th</sup> September 86.4% of over 18s in Inverclyde had received two doses of Covid vaccine. This includes well over half of 18-29 year olds with 78.8% of that age group having received 1 dose and 57.7% having received both doses versus national figures for Scotland of 75.1% and 55.7%. In addition 68.3% of 16-17 year olds had received a first dose against a national figure of 60.6%.

## **8.0 TESTING**

- 8.1 The increase in cases has put significant strain on the testing system. As a result of this the drive through testing facility at Parklea which operated every second day has been replaced with a seven days a week service for a period. The Crawfordsburn walk in facility continues to operate. Access to testing is essential to allow positive cases to be identified and limit the spread from undiagnosed cases and asymptomatic contacts.
- 8.2 The asymptomatic testing offer in Inverclyde continues to be centred on Boglestone Community Centre. Kits for testing at home are now also available at the majority of community pharmacies in Inverclyde as well as from Boglestone and Crawfordsburn.

## **9.0 ORGANISATIONAL RECOVERY PLAN**

9.1 The August update to the Organisational Recovery Action Plan is attached at Appendix 1. Members will note that the Hybrid Working Strategy referred to in Outcome 1 is covered in section 6 above. The action plan has lead officer updates with highlights as follows:

### **9.2 Workforce**

- A draft Hybrid Working Strategy has been taken to the unions and CMT for consultation as noted in section 6 above
- Proposals to amend the flexible working hours scheme are incorporated in the Strategy

### **9.3 Property**

- The Campus floor plan has been assessed to identify pressure areas pending a wider return of staff.
- Minor improvements to the Pottery Street Depot to facilitate staff distancing are being scoped by Technical Services

### **9.4 Technology**

- Procurement of MS Office 365 was completed in August 2021
- Funding is being identified for the Whiteboard/Digital Strategy and will be reported to Committee in due course

### **9.5 Corporate Governance**

- An officer group chaired by the Interim Service Director has commenced the review of the key governance documents
- The budget process has commenced via Committee/MBWG/JBG/CMT with an initial review of previous savings options and potential pressures

### **9.6 Business Continuity**

- The new HR advisor funded from the recovery fund is in post
- Additional Servicedesk technicians have been recruited

### **9.7 HSCP**

- The IJB Strategic Plan was agreed at the June IJB meeting
- Day Centre provision paper due to CMT/IJB September 2021, October Health & Social Care Committee.
- Access 1st model developed - agreed by Strategic Plan Group and will be brought to IJB in September for Adult Service and in November for Children's Services
- Staff Wellbeing Plan agreed by June IJB and Staff Partnership Forum.

### **9.8 Education & Communities**

- Temporary teachers have been appointed to support pupils with gaps in learning

- Progress on the Whiteboard/Digital Strategy is as noted in 9.4 above

## 9.9 Environment & Regeneration

- Job vacancies continue to be advertised locally under the “Inverclyde Works” branding
- The Wage Subsidy programmes to employers continue and recruitment to the Council’s MA, Graduate and Kickstart programmes are underway.

## 10.0 PARTNERSHIP RECOVERY PLAN

10.1 The Partnership Recovery Plan is attached at Appendix 2 for members’ attention. The current update will be submitted to the next meeting of the Alliance Board. Progress highlights are as follows:

### 10.2 Education, Culture and Sport

- Recovery teachers have been recruited and are in place across the schools
- The initial feedback and evaluation from the Summer of Fun is that it was a huge success.
- Extra staff are being recruited for Duke of Edinburgh
- A Creative producer and activities co-ordinator have been appointed and a programme steering group set up to develop the culture and arts programmes
- Plans to develop the MELIORA are underway and an implementation group has now been set up with partners and work will develop to discuss ideas for local events with localities
- The council is currently recruiting, as part of the Covid recovery funding, a new temporary tourism officer who will focus on supporting the tourism Inverclyde group priority areas.
- Recruitment to the position of events officer (part time) to provide support for town centre retailers and regeneration forums is underway
- The Queens Platinum Jubilee celebrations will link into the ongoing recovery initiatives and planned Meliora events. This will include:
  - Lighting of the Lyle Hill Beacon on Thursday 2 June 2022 connecting with places across the UK, Channel Islands, Isle of Man, UK Overseas Territories and Capital Cities of the Commonwealth.
  - A bid for city status
  - Tree planting linked to the Queen’s Green Canopy.

It is expected that as other initiatives to celebrate the Platinum Jubilee, such as the Big Jubilee Lunch which encourages street parties, will have individual guidance developed and it is proposed that these are encouraged by distributing the guidance to community councils, community groups, churches and other local organisations to encourage the community to celebrate and to take part.

### 10.3 Health and Wellbeing

- The Inverclyde Cares Programme is in place and a development session has taken place with 40 partners.
- A meeting with the Scottish Government has been arranged in September to access additional funding for memorials.
- Additional Community Connector posts within YourVoice have been advertised.
- Criteria for access to funding to support activity/ sport is being developed in partnership with third sector. These include
  - Access to equipment;
  - Access to Community funding for activity programmes
  - Purchase of gym/ leisure passes.
- Further extension to the horticulturist support capacity in place within the community with support to enable food preparation & cooking plans
- The Wellbeing Campaign has been developed across 3rd sector and communities and is due to begin October/November.
- A Social Worker for early interventions for schools has been recruited.

The Council Helpline remains open 7 days a week to support people self-isolating.

### 10.4 Economic

- Three interventions have been deployed under the furlough scheme ranging from £5k to £25k.
- The rent relief scheme has been promoted by economic development officers to potentially affected businesses.
- The closing date to recruit the economic development officer (Town Centres) has now closed with an appointment imminent,
- Three enquiries are being supported through Brexit/Covid intervention.
- The pay and display suspension is programmed to remain in place till the end of the financial year
- The working group has considered a series of projects to improve the facilities within Clyde Muirshiel and these works have now been instructed.
- Proposals on the Park upgrade works will be presented to the Council's Environment and Regeneration Committee.
- Jobs Recovery Plan has now commenced with a range of interventions
- An inception meeting on the economic business case activity is scheduled for September 24th

## **11.0 FINANCE UPDATE**

- 11.1 Low Income Pandemic Payments - 7111 LIPP payments (£924,430) have been paid since July 2021. 6774 have been paid by BACS and 337 opted for a credit to their Council Tax Accounts. By mid-September credits will be processed to the Council Tax accounts of the 2558 who did not respond to the application form exercise with 103 late applicants processed by the end of the month. In all the Council will have paid 9772 LIPP payments amounting to £1,270,360 by the end of September.
- 11.2 Self-Isolation Support Grant payments. The Council continues to experience a significant increase in applications for the £500 SISG payments. This is in line with all areas of Scotland and is requiring employees to be diverted from core tasks within the Benefits Team to assess applications and make payments. The Scottish Government is reviewing aspects of the eligibility criteria but has indicated that payments will remain in place for as long as self-isolation is a requirement. Over the last 8 weeks 350 payments totalling £175,000 have been made.
- 11.3 Retail/Hospitality /Leisure NDR Relief- Whilst eligible applications can continue to be made for the Scottish Government funded NDR relief scheme in 2021/22 most applications have been processed. NDR Relief totalling £3.66 million has been applied to Inverclyde based businesses for the current financial year.

## **12.0 INVERCLYDE SUPPORTING REFUGEE RESETTLEMENT**

- 12.1 Since 2015 Inverclyde has provided resettlement opportunities to 33 families from the Syrian and Vulnerable Children resettlement schemes. When, in April 2021, the UK Government launched the latest Afghan Locally Engaged Staff (LES) Relocation Scheme, Inverclyde responded without delay by offering accommodation and support.
- 12.2 Most recently 6 Afghan families consisting of 33 individuals have arrived in Inverclyde and are supported by the HSCP and wider council services .It is worthy of note that these families are receiving warm support from the people and communities of Greenock and Port Glasgow where they have settled.
- 12.3 At the same time as offering ongoing support to refugees from earlier resettlement schemes, it is proposed that Inverclyde extend our offer of support and resettlement opportunities to a further 6 families before the end of October 2021 and agreement is given to develop plans to commit to support further Afghan families up to a total of 28 families. This will involve an offer of support and resettlement to as many as 140 individuals fleeing the humanitarian crisis of their home country.
- 12.4 A financial support package is provided in respect of each individual who is part of the resettlement arrangements. Should members agree with the proposed plan to offer support at the level outlined above a more detailed report will be progressed via CMT as to how services will be developed and deployed to ensure adequate support arrangements are in place.

## **13.0 IMPLICATIONS**

### 13.1 Finance

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 |
|-------------|----------------|--------------|---------------------------------|---------------|----------------|
|             |                |              |                                 |               |                |
|             |                |              |                                 |               |                |

Annually Recurring Costs/(savings)

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

### Legal

13.2 None

### Human Resources

13.3 The Head of Organisational Development, Human Resources and Communications has been consulted on the contents of this report.

### 13.4 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                                  |

### **Repopulation**

13.5 There are no impacts on repopulation arising from this report.

### **14.0 CONSULTATIONS**

14.1 The Corporate Management Team has been consulted on this report.

### **15.0 BACKGROUND PAPERS**

15.1 None

## APPENDIX 1 - Organisational Recovery Action Plan

| Organisation 1 - Workforce<br>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 Mangement Plan (Offices) |
| O1.4   | Vaccinations                  | 1000 Flu vaccinations to be bought for employees to provide protection for employees and service users.   | Head of Organisational Development, Policy and Communications | Nov-21?   | £15,000            | Steven to complete   |
| <b>Lead Officer Update</b>   |                               | Agile Working Policy - a Draft Hybrid Working Strategy has been to organisational Recovery Group and CMT and to Unions for Consultation. A further Draft was submitted to CMT on 19 August 2021 and after incorporating comments will be presented again to Unions for comment. Re Felexible Working Hours Scheme - proposals to amend scheme have been incorporated into Hybrid Working Strategy |   |           |                    |  |
| <b>What will success look like?</b>                                  |                               | Flexible, motivated and effective workforce. Reductions in sickness and reduced turnover in key positions .   |   |           |                    |  |

| Organisation 2 – Property<br>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 Technology O3 |
|   |                                   | 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 Technology O3 |
|   |                                   | 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             |
| <b>Lead Officer Update</b>  |                                   | Initial Campus floor plan interrogation commenced prioritising areas of pressure in connection with phased return of staff. Wider Campus floor plan works will follow. Minor depot improvement work being scoped by Technical services. |                                   |           |                        |                            |
| <b>What will success look like?</b>   |                                   | Offices that better reflect the needs of the business and provide flexible working environments. Potential identification of surplus space  |                                   |           |                        |                            |

| <b>Organisation 3 – Technology</b><br><b>Sustainable ICT investment programme driven by Strategic decisions around workforce, technology and governance.</b> |                                       |  |   |           |                    |   |
|--|---------------------------------------|--|---|-----------|--------------------|---|
| Outcome  | Development Area                      | Actions/Milestones   | Who is Responsible  | Timescale | Resources Required | Links to Other Plans                          |
| O3.1   | Digital Strategy 2021/24              | Revised 2021/24 Digital Strategy approved at P&R Committee   | 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<br>O2 Property<br>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<br>2022/23 Budget        |
| O3.3   | ICT Strategy 2021/24                  | Revised 2021/24 ICT Strategy approved at P&R Committee   | 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<br>O4 Governance                 |
|  |                                       | Quantify increased funding requirement for expanded and improved ICT estate.   | ICT Service Manager   | Oct-21    | Tbc 2022/23 Budget | O1 Workforce<br>O2 Property<br>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<br>2022/23 Budget                |
| O3   | ICT Strategy - Core ICT AMP           |  |   |           |                    |   |
| O3   | ICT Strategy - New Core Systems SWIFT |  |   |           |                    |   |
| <b>Lead Officer Update</b>   |                                       | Procurement of Office 365 completed August 2021<br>Digital Strategy/ICT Strategy approved May 21.<br>Regular meetings taking place between Education, ICT and Property services re Whiteboards/Digital Strategy. Funding being identified and will be reported to Committee. |   |           |                    |   |
| <b>What will success look like?</b>  |                                       | An ICT infrastructure which meets the needs of the organisation and is sustainably funded  |   |           |                    |   |

| <b>Organisation 4 – Corporate Governance</b><br><b>Council Structure &amp; Governance processes that reflect learning from Covid, Council Priorities and the opportunities afforded by technology.</b> |                                    |  |  |           |                           |   |
|--|------------------------------------|--|--|-----------|---------------------------|---|
| 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 & 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 to 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    | Up to £32k/year           | O2 Property<br>Technology<br>Revision of key Governance Documents<br>O3 |
| O4   | Council Structure Review           |  |  |           |                           |   |
| 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 Service Director Corporate Services & Organisational Recovery/CMT                            | Mar-22    | Existing                  | Corporate Plan<br>Covid Recovery Plans                                  |
| <b>Lead Officer Update</b>   |                                    | Officer Group chaired by Interim Service Director set to commence the review of the key Governance Documents.<br>Initial report on Committee delivery approved and follow up report due September Council. Committees now non-socially distanced hybrid in approach.<br>New Chief Executive appointed and in post September 2021.<br>Budget process commenced via Committee/MBWG/JBG-CMT having an initial review of previous savings options and potential pressures. |  |           |                           |   |
| <b>What will success look like?</b>  |                                    | Revised Structure and Updated Governance documents which reflect Council priorities, the new ways of working and opportunities afforded by technology.<br>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<br>Other to March22 | <b>Net Cost Schools £150k<br/>Other Buildings £136k</b>                              | 01 Workforce Property 02   |
|   |   | Cost of materials including sanitiser, wipes PPE etc.   | Head of Culture, Communities & Educational Resources                                   | For 2021/22                            | <b>£100K net based upon 20/21 outturn</b>  | 01 Workforce Property 02   |
|   |   | Extra cleaning required to open all public conveniences from 26 April   | Head of Culture, Communities & Educational Resources                                   | For 2021/22                            | <b>£13k</b> for Cornalees & Lunderson Bay and Battery Park                           | Partnership Recovery Plans   |
| O5.2  | Continuation of Helpline for 21-22                                  | Continuation of Helpline 21-22 - Mon -Sat - Agreed  | Interim Head of Service - Public Protection and Covid Recovery                         | For 2021/22                            | <b>£45K total 21/22</b><br>£42K Salary (45 hours pw at grade 5)<br>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 2021/22                            | <b>£30k</b>  | 01 - Workforce   |
|   |   | Additional HR Advisor to Support Services   | Head of Organisational Development, Policy and Communications                          | Implem-ent- ed                         | <b>£ 95k Salary - two year</b>   | 01 - Workforce   |
| O5.4  | ICT Support for Continued Home Working/ Blended Learning            | 2 additional Servicedesk technicians for 18 months  | ICT Service Manager  | Jun-21                                 | <b>£105k (18 month cost)</b>   | 01 Workforce<br>03 - Technology  |
| O5.5  | Phased return of employees to Offices & Depots                      | Phased return plan approved by CMT.   | CMT  | From Jun-21                            | <b>£100k(Depot)</b>  | 01 - Workforce<br>02 Property<br>03 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 |
| <b>Lead Officer Update</b>  |   | O5.1 is ongoing. Cornalees & Lunderson Bay toilets open as are the toilets at Battery Park. Approval given to keep Battery Park open until March 2022 using existing funding. O5.2 delivery of helpline continues and the model for this will be reviewed as the circumstances and referral pattern develop. O5.3 in hand with new HR adviser having started on 16th August. O5.4 interviews complete and offers made. Start dates tbc. O5.5 CMT agreement to remain at status quo until the implementation of flexible working policy. SI for foundations at Pottery Street complete but further work required to investigate structure of existing unit before building warrant can be submitted. O5.6 ongoing. |  |  |  |  |
| <b>What will success look like?</b>   |   | Continued delivery of services including reopening schools and support for home working through 21-22   |  |  |  |  |
| <b>Organisation 06 - HSCP</b><br><b>HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs.</b><br><b>Inverclyde Health &amp; Social Care staff are supported to improve their wellbeing.</b> |   |   |  |  |  |  |
| 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  |
| <b>Lead Officer Update</b>  |   | The IJB Strategy Plan was agreed at 21st June IJB. Day Centre provision paper due to CMT/IJB September 2021, October Health & Social Care Committee. Staff Wellbeing Plan agreed by June IJB and Staff Partnership Forum.   |  |  |  |  |
| <b>What will success look like?</b>   |   | <ul style="list-style-type: none"> <li>• Services effected delivered</li> <li>• Waiting lists reduced</li> <li>• Staff sickness reduced</li> <li>• Staff recruitment improved</li> <li>• HSCP will be delivered effectively and services resume in full.</li> </ul>   |  |  |  |  |

| <b>Organisation 07 - Education &amp; Communities -</b><br>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        |
| ECS 1.1  | Return to attendance in buildings   | Schools and Early Years establishments physically open   | Head of Education                         | April -21 - Dec 21 | Core   | IC Organisational plan      |
|  |   | College establishing blended and on campus learning provision  | WCS                                       | April 21 - June 22 | Core   |                             |
| 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   |
| 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. | Director of Education                     | July/August 21     | SG funding - expected (Further details needed) |                             |
| 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 Funding20                         | O3 Technology               |
| 07.3   | Free School Meals   | Earlier implementation of Universal P4-7 School Meals  | Director of Education, Communities and OD | Aug 21 - June 22   | Recovery Funding up to £192k                   | Childrens Service Plan/CDIP |
|  |   | College - ensuring all students are equipped with equipment and skills to ensure that they can access online and blended learning. Ensuring digital support is in place                        | WCS                                       | April 21 - June 22 |  |                             |
|  |   | SDS - to provide support for families on my WOW ??? Possible better in employability   | SDS                                       |                    |  |                             |
| Lead Officer Update  | 7.1 All measures in place. Temporary teachers appointed. Recent guidance and additional money allocated to secure 14 permanent teachers and 7 permanent PSAs. Options currently being explored.<br>7.2 Regular meetings continue to take place between Education, ICT and Property Services. Paper to be taken to CMT September. Working through phasing of whiteboards and possible funding sources at the moment. |  |   |                    |  |                             |
| What will success look like?   | Young people will be provided with support to catch up on any missed learning supported by appropriate technology.  |  |   |                    |  |                             |

| <b>Organisation 08 - Environment &amp; Regeneration</b> |  |   |  |                    |                                 |                                    |
|---|--|---|--|--------------------|---------------------------------|------------------------------------|
| Outcome   | Development Area   | Actions/Milestones  | Who is Responsible   | Timescale          | Resources Required              | Links to Other Plans               |
| ECS 1.1   | Return to attendance in buildings  | Schools and Early Years establishments physically open                                | Head of Education  | April -21 - Dec 21 | Core                            | IC Organisational plan             |
|   |  | College establishing blended and on campus learning provision                         | WCS  | April 21 - June 22 | Core                            |                                    |
| 08.1  | 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 |
| Lead Officer Update                                     | Job vacancies continue to be advertised locally and shared with local employability partners under the branding 'Inverclyde works'. The Wage Subsidy programmes to employers continue and recruitment to the Council's MA, Graduate and Kickstart programmes are underway. |   |  |                    |                                 |                                    |
| 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.   |   |  |                    |                                 |                                    |

## Appendix 2

| 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)   | Children's 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                     | Children's 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  |
| <b>What will success look like?</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>Progress Update</b>                                |   | 1.1 Successful return to school and following revised government guidance.<br>1.2 recovery teachers have been recruited and are in place. School PEF plans are being revised to ensure recovery is taken into account. 1.3 the initial feedback and evaluation from the Summer of Fun is that it was a huge success. 1.5 Extra staff are being recruited for Dof E. |     |  |                        |  |   |

| <b>High Level Outcomes for: Education, Culture and Sport</b> |                         | <b>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</b>  |            |                           |                    |                               |   |
|--|-------------------------|---|------------|---------------------------|--------------------|-------------------------------|---|
| <b>Outcome</b>   | <b>Development Area</b> | <b>Actions/Milestones</b>   | <b>RAG</b> | <b>Who is Responsible</b> | <b>Timescale</b>   | <b>Resources Required</b>     | <b>Links to Other Plans</b>                       |
| <b>ECS 2.1</b>   | <b>Curriculum</b>       | 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 |
| <b>ECS 2.2</b>   | <b>Digital Strategy</b> | 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                                 |
| <b>What will success look like?</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>Progress Update</b>                                       |                         | 2.1 the service improvement plan will be taken to Education and Communities committee in August. 2.2 Engagament has taken place with schools and other services about digital strategy and this is being finalised. 2.2 College continues to follow national guidance and providing support for online learning |            |                           |                    |                               |   |

| 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 and Physical Activity 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 restart  |     | 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   |     |   |                  |                        |  |
| Progress Update                                       |  | 3.1 A Creative producer and activities co-ordinator have been appointed and a programme steering group set up. The first batch of artist callouts for freelance artsits have been set up. 3.2 the sports and physical activity strategy is being taken to the September Alliance Board for approval. 3.3 Awaiting outcome of funding bid for Green Connections. 3.3 Paper taken to policya and resources and Education and Communities outlinging the 3 main projects for the MELIORA. An implementation group has now been set up with partners. 3.4 Next step is to discuss ideas for local events with localities |     |   |                  |                        |  |



| 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<br>Corporate<br>Communication,<br>Tourism and H&S | June 21 -<br>June 23 | Recovery funding £220K | Health and wellbeing;<br>Sports Strategy;<br>Environment and<br>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 -<br>June 23 | Recovery funding £50k  | Environment and<br>Regeneration  |
| What will success look like?                          |                       | Increased tourists visit Inverclyde.   |     |   |                      |                        |  |
| Progress Update                                       |                       | <p>The council is currently recruiting, as part of the covid recovery funding, a new temporary tourism officer in the council's communications, tourism and health &amp; safety service. The post, supported by the wider team, will focus on supporting the tourism Inverclyde group priority areas. The group includes representatives from the local tourism sector with recently expanded membership including accommodation and hospitality providers and the Inverclyde Chamber of Commerce.</p> <p>Recent tourism and destination marketing activity include the creation of new digital video content for consumers and businesses as part of Scottish Food and Drink fortnight and a partnership currently underway with the Greenock Telegraph to create a food and drink magazine for circulation in the newspaper and in local venues to support and promote the sector.</p> <p>New town and village marketing video content is being finalised in partnership with Scotland's Towns Partnership to provide marketing content to encourage visitors, aligned to the 'discover' theme and call to action.</p> <p>The high profile promotion of Inverclyde's walking and cycling routes in partnership with Newsquest as part of the Scottish Walking and Cycling Magazine circulated in The Sunday Herald, in a range of local newspapers and in retailers across the west of Scotland.</p> <p>Plans are also being developed to create a new cruise industry event, in partnership with The Inverclyde Tourist Group and the discover Inverclyde website <a href="http://www.discoverinverclyde.com">www.discoverinverclyde.com</a> content continues to be developed with new pages in place for the rangers service from Clyde Muirshiel, updated content for walks and cycling routes</p> <p>The council's communications, tourism and health and safety service is currently recruiting to the position of events officer (part time) to provide support for town centre retailers and regeneration forums (where they are in place) to create new and support existing town and village events to encourage footfall.</p> <p>The council chairs the Glasgow City Region Tourism and Destination Marketing Portfolio Group and has included, as part of its tourism recovery, a budget to contribute to joint marketing across the city region.</p> <p>The offer has been made at the most recent portfolio group meeting and council areas are currently reviewing their budget and capacity to contribute. If they are able to joint marketing would be developed and officers will ensure it is aligned to one or more of the seven tourism actions set out in this report.</p> <p>If city region partners are unable to support joint marketing, the budget, as set out in the tourism recovery plan, would revert back to support local marketing activity.</p> |     |   |                      |                        |  |

| <b>High Level Outcomes for: Health and Wellbeing</b> |  | <b>HW 1 - The Inverclyde community is supported to reconnect socially to recover from the impact of COVID.</b>   |            |                                     |                     |  |  |
|--|--|--|------------|-------------------------------------|---------------------|--|--|
| <b>Outcome</b>                                       | <b>Development Area</b>  | <b>Actions/Milestones</b>  | <b>RAG</b> | <b>Who is Responsible</b>           | <b>Timescale</b>    | <b>Resources Required</b>                    | <b>Links to Other Plans</b>                                |
| <b>HW1.1</b>   | <b>Creating a social movement that promotes kindness and neighbourly communities</b> | 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 <b>Recovery Funding £40k</b> | 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                               |
| <b>HW1.2</b>   | <b>Supporting people to reconnect who have remained at home during COVID</b>         | Additional investment in community connectors to support people to join groups, re-engage with communities.  |            | Your Voice                          | June 21- March 22   | <b>Recovery Funding £60k</b>                 | HSCP Strategic Plan  |
|  |  | Community Connectors provide passes for leisure for access to physical activity  |            | Corporate Director/CO HSCP          | June 21- March 22   | <b>Recovery Funding £50k</b>                 | Health and Wellbeing                                       |
|  |  | Development of Food to Fork to promote gardening inline with food growing strategy.  |            | HSCP/3rd sector                     | June 21 - March 22  | <b>Recovery Funding £30k</b>                 | Food Growing Strategy as part of Community Empowerment Act |
| <b>What will success look like?</b>                  |  | People across Inverclyde are actively supported in their recovery from Covid and their wellbeing is promoted.  |            |                                     |                     |  |  |
| <b>Progress Update</b>                               |  | 1. Inverclyde Programme in place, a development session has taken place with 40 partners. A short life working group with community member led by Compassionate Inverclyde met on 18th August. A meeting with the Scottish Government has been arranged in September to access additional funding for memorial. 2. All 6 local groups meet virtually and 2 local groups meeting virtually in September. 3. Additional Community Connector posts advertised. 4. Criteria for access to funding to support activity/sport is being developed in partnership with third sector - three strands of funding: -Access to equipment -Community funding -gym/ leisure passes. 5. Extension of horticulturist support, food prep & cooking plan |            |                                     |                     |  |  |

| 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  | 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.  |     | Principal Educational Psychologist/MH Programme Board               | April 21 - June 22  | Core                         | Children's Services Plan/IJB Strategic 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  | <b>Recovery Funding £35k</b> | 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                 |
| <b>What will success look like?</b>           |                       | People across Inverclyde feel supported emotionally in their recovery from Covid 19.  |     |   |                     |                              |   |
| <b>Progress Update</b>                        |                       | HW2.1 - (1) 124 referrals for 20/21 for Wellbeing Service for children. HW2.1 (2) A Wellbeing Campaign has been developed across 3rd sector and communities due to begin October/November. HW2.2 Social Worker for early interventions for schools recruited. HW2.2 Helpline remains open 7 days a week to support people self isolating. |     |   |                     |                              |   |

| High Level Outcomes for: Economic Recovery |   | ER1 - The Inverclyde Community is supported Economically to recover from the impact of 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 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 |
| 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.  |     |  |                        |   |                          |
| Progress Update                            |   | Three interventions have been deployed under the furlough scheme ranging from £25k to £5k.The rent relief scheme has been promoted by economic development officers to potentially affected businesses. Recruitment of the part time town centre event post is underway and discussions are ongoing with traders and Town Centre regeneration Forums. The closing date to recruit the economic development officer (Town Centres) has now closed with an appointment imminent, promotion of the digital marketing support will fall to this individual however any inquiries will be dealt with by existing economic development staff. Three enquiries are being supported through the Brexit /Covid intervention. Whilst a number of UK / Scottish Government schemes remain openwe have exhausted most of the eligible client base interventions, it is in the coming weeks / months that the importance of the Councils schemes will prevail. The pay and display suspension is programmed to remain in place till the end of the financial year |     |  |                        |   |                          |

| 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.   |     |   |                       |  |                                       |
| Progress Update                            |   | The working group has considered a series of projects to improve the facilities within Clyde Muirshiel and these works have now been instructed. Proposals on the Park upgrade works will be presented to the next meeting of the Environment and Regeneration Committee. |     |   |                       |  |                                       |

| <b>High Level Outcomes for: Economic Recovery</b> |                               | <b>ER3 - The Inverclyde community is supported into employment to recover from Covid 19 Jobs Recovery</b>   |            |  |                       |                           |                             |
|---|-------------------------------|---|------------|--|-----------------------|---------------------------|-----------------------------|
| <b>Outcome</b>                                    | <b>Development Area</b>       | <b>Actions/Milestones</b>   | <b>RAG</b> | <b>Who is Responsible</b>                        | <b>Timescale</b>      | <b>Resources Required</b> | <b>Links to Other Plans</b> |
| <b>ER 3.1</b>                                     | <b>Job Recovery Plan</b>      | 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           |
| <b>ER 3.2</b>                                     | <b>Economic Business Case</b> | Joint Commissioning of Economic business case via City Region Intelligence Hub  |            | Chief Executive                                  | April 2021-March 2022 | £25k (already approved)   | Economic Recovery           |
| <b>What will success look like?</b>               |                               | 210 Individuals employed within the Council and wider community   |            |  |                       |                           |                             |
| <b>Progress Update</b>                            |                               | Works have begun or are about to begin in all of the interventions within the Jobs recovery Plan - detailed activity reports will be provided to the Councils Environment and Regeneration Committee. An inception meeting on the economic business case activity is scheduled for September 24th |            |  |                       |                           |                             |