

## Members' Library Service Request Form

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Document Title	COVID 19 – East Lothian Recovery & Renewal

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Designation	Chief Executive
Date	01/06/20

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**REPORT TO:** Members' Library Service

**MEETING DATE:** 1 June 2020

**BY:** Head of Council Resources

**SUBJECT:** COVID 19 – East Lothian Recovery & Renewal

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## **1 PURPOSE**

- 1.1 This report is intended to provide Councillors with confirmation of important preliminary steps taken in respect of the council's preparedness for the recovery from the COVID 19 pandemic crisis.

## **2 RECOMMENDATIONS**

- 2.1 Councillors are asked to note the report and supporting Terms of Reference and Framework documents as formally approved by the Chief Executive.

## **3 BACKGROUND**

- 3.1 Early in the response phase to the current crisis, the Chief Executive asked that in conjunction with Douglas Proudfoot, Head of Development, I commence making preliminary arrangements that would support the recovery phase of the COVID 19 emergency.
- 3.2 Since then, an East Lothian Recovery and Renewal Co-ordination Group has been established and is now meeting regularly on an internal, council-only basis although arrangements are currently in hand to stand up the group in formal multi-agency mode within the next week or so.
- 3.3 Early work has been influenced by relevant civil contingencies statutory provisions including the Civil Contingencies Act 2004 and good practice promoted within the Scottish Government publication "Preparing Scotland – Recovering from Emergencies in Scotland", a critical guiding light. In accordance with these provisions, it is the Local Authority who is responsible for leading upon the recovery phase.
- 3.4 An initial Terms of Reference (ToR) for the East Lothian Recovery and Renewal Coordination Group (RRCG) has been prepared and approved that includes details of the group's purpose, composition, arrangements for stand-up and stand-down and signals the need to develop a supporting framework that will help guide and co-ordinate recovery and renewal

activity across the county for the foreseeable future. The approved ToR are attached as Appendix 1.

3.5 The initial Framework has also now been completed and approved and is attached as Appendix 2.

3.6 It is important to note that although approved, both the ToR and the RRCG Framework are designed to be flexible and responsive and it is anticipated that they will change to best suit the circumstances prevailing at any given time.

3.7 The RRCG Framework includes a set of strategic aims and objectives, a list of 'Action Cards' for the five key areas of the community and business in East Lothian that have been most affected by COVID 19. This list will be dynamic and will evolve with supporting sub-structures as circumstances dictate. Each Key Area will be led by a member of the Council Management Team and where possible, efforts will be made to recognise and call upon established support groups and mechanisms that may already be in place e.g. the key activity area for Economy will be led by Douglas Proudfoot, Head of Development and supported through the existing Connected Economies Group. The other key activity areas are as follows:

- Communities – Lead Officer Sharon Saunders, Head of Communities & Partnerships
- Health & Social Care – Lead Officer Iain Gorman, Head of Operations, East Lothian Health and Social Care Partnership
- Education & Children's Services – Lead Officer Lesley Brown, Acting Head of Education
- Environment & Infrastructure – Lead Officer Tom Reid, Head of Infrastructure

3.8 It is anticipated that through the Chief Executive, regular progress reports will be shared with Councillors throughout the recovery phase.

#### **4 POLICY IMPLICATIONS**

4.1 There are no direct policy implications associated with the report recommendation although it is anticipated that recovery and renewal activity may result in significant policy alterations for both the Council and other stakeholders. Any such policy implications will be subject to the appropriate governance and approval arrangements of each organisation.

## **5 INTEGRATED IMPACT ASSESSMENT**

- 5.1 The subject of this report will have significant impacts upon equality, the environment and economy and although there are no direct implications associated with the report recommendation, impact assessment will be major feature of the work undertaken by the Key Activity areas flagged earlier in this report.

## **6 RESOURCE IMPLICATIONS**

- 6.1 Financial – although there will potentially be very significant resource implications for all key stakeholders and organisations involved in recovery, there are no direct financial implications at this stage.
- 6.2 Personnel – no direct implications associated with this report.
- 6.3 Other – there will be significant resource implications supporting the many aspects of recovery and renewal work outlined in the RRCG Framework and where possible, these will be contained within existing approved budgets and staffing levels.

## **7 BACKGROUND PAPERS**

- 7.1 Preparing Scotland – Recovering from Emergencies in Scotland: Scottish Government – November 2017

Appendix 1: Terms of Reference (ToR) for the East Lothian Recovery and Renewal Coordination Group

Appendix 2: Approved Version 1 of Framework

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<b>DESIGNATION</b>	Head of Council Resources
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<b>DATE</b>	29 May 2020

The East Lothian Council (ELC) Recovery and Renewal Co-ordinating Group (RRCG) is a Sub-Group of the East Lothian Council COVID 19 Oversight Group.



**COVID 19 is very different to the majority of emergencies East Lothian Council (ELC) has dealt with and exercised. Therefore, recovery will not be as straightforward as, for instance, recovering from flooding, severe weather and/or utility failure. Recovery from COVID 19 may take many years and the ELC Recovery and Renewal Co-ordinating Group (RRCG) will require to remain flexible and responsive to any new challenges that emerge as the process progresses.**

Recovery is the process of rebuilding, restoring and rehabilitating a community, including business for the local economy, following a disruptive incident. It should be considered from the outset, alongside the Council's internal response to any incident. COVID 19 is such a disruptive incident.

Renewal may well be part of this process as it is believed the impacts of COVID 19 in several areas, particularly the economy, will be so severe that recovery will not be an option, and will be replaced with new opportunities and/or replacement initiatives.

## **Terms of Reference**

### **Purpose of the ELC COVID 19 RRCG**

East Lothian Council will take the lead for recovery and renewal in East Lothian, working with partner agencies and other relevant organisations, and will:

- provide direction to ELC staff and key partners in order to provide coordinated management to recover/renew from COVID 19;
- maintain awareness and oversight of recovery implications and actions being taken by partner agencies and other organisations;
- consider and assess recovery implications of national decisions and what action is needed to assist and support most effective recovery;
- advise on public communications to assist the provision of reassurance and advice to the public to facilitate recovery/renewal; and
- be alert to all risks as the recovery and renewal process progresses.

### **Chair**

The ELC COVID 19 RRCG will be chaired by Jim Lamond (Bronze), Head of Council Resources and will be supported by Douglas Proudfoot, Head of Development. Tactical decisions will be made by Sharon Saunders (Silver), Head of Communities and Partnerships. Strategic decisions will be made by Monica Patterson, Chief Executive of East Lothian Council (Gold).

When it has been decided that the Response phase is over, Sharon Saunders will stand down as Silver within East Lothian Council and Jim Lamond will fulfil this tactical command.

### **Group composition**

Membership of the ELC COVID 19 RRCG will include appropriate representation from all of the organisations deemed relevant to the recovery process. Membership of the ELC RRCG will include representation from the following:

- ELC
- ELC Health & Social Care Partnership
- NHS Lothian

- Business links as appropriate
- Police Scotland
- Other groups, partners and stakeholder representation as appropriate

It should be noted that advice and guidance will be sought from the east Regional Resilience Partnership (RRP) group and Lothian & Borders (L&B) Local Resilience Partnership (LRP) group.

The ELC COVID 19 RRCG will invite organisations and subject matter experts to contribute as required.

The group will require secretarial support. All formal meetings will be noted and such documents uploaded onto Resilience Direct (RD).

## **Stand-up**

Recovery should begin at the earliest opportunity following an emergency and run concurrently with other activities. The ELC COVID 19 RRCG was established and held its first meeting on 2 April 2020.

Initially a partial stand-up will be necessary with the chair and one or two others assessing implications of local decisions and what action is required to assist recovery, including the need for the wider group to be established.

Partner agencies should be notified ASAP of the formation of the ELC COVID 19 RRCG. However, this must be weighed against issuing the wrong signals to the public that the response phase for COVID 19 is over.

The Chair of the ELC COVID 19 RRCG should participate in, or be represented at, the East Lothian Council COVID 19 Oversight meeting. The Chair of the COVID Oversight meeting, the Head of Communities & Partnerships (Silver) will provide regular updates on recovery to the ELC Chief Executive (Gold). However, once this response group stands down, the Chair of the RRCG will provide these updates as Silver.

The Chair of the RRCG will also provide regular updates to the East Lothian Council, Council Management Team (CMT).

## **Stand-down**

The ELC COVID 19 RRCG will be closed once there is no longer the need for regular coordination in this area. It should be noted that recovery from COVID 19 may well be a long term process that will most likely continue for several months or even years.

## **ELC, COVID 19, RCG Framework**

The ELC, RRCG Framework will provide a structured and approved framework to be followed. This Framework is a living document and will change to suit the circumstances at the time. It will be version controlled.

The RRCG Framework includes a set of strategic aims and objectives, a suggested format of meeting agenda, and a list of 'Action Cards' for the areas of the community and business in East Lothian that have been most affected by COVID 19. This list will be dynamic and will evolve as circumstances dictate.

The RRCG Framework will be approved by the ELC Chief Executive (Gold) following consideration by the Council Management Team (CMT). Future versions of the RRCG Framework will be similarly approved.

## **Reporting Arrangements**

RRCG minutes will be lodged in Resilience Direct.

Due to the likely extended duration of the recovery period, the RRCG Framework will be updated to take account of changes in formal reporting arrangements as the Recovery and Renewal phase progresses.

**EMERGENCY  
PLANNING**



**East Lothian**  
Council

# **COVID 19**

## **Recovery & Renewal Coordinating Group (RRCG) Framework**

20 May 2020

Version	Date	Details of Changes	Made by:
1.0	20 May 2020	First full version	ELC Recovery & Renewal Coordinating Group

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# 1. COVID 19 Recovery and Renewal Introduction

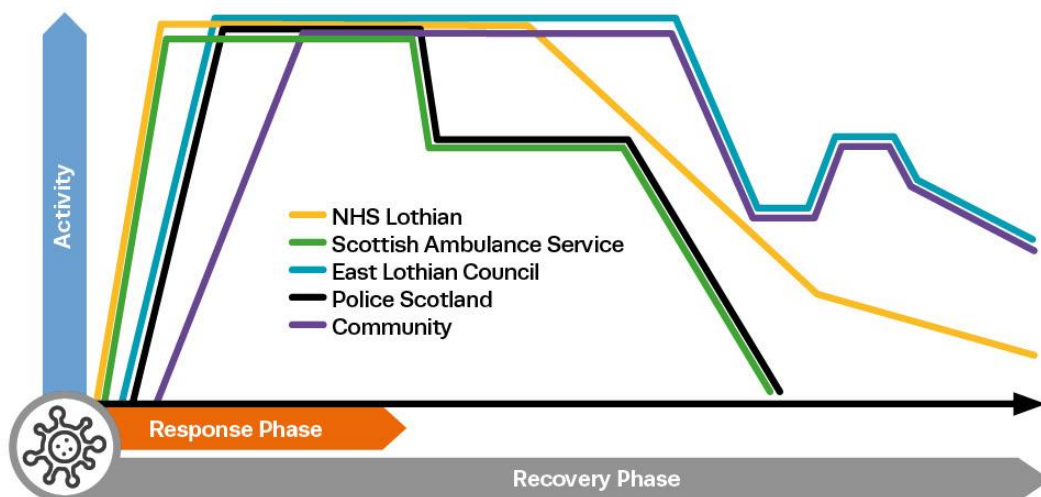
Recovery is the process of rebuilding, restoring and rehabilitating a community, including business for the local economy, following a disruptive incident. It should be considered from the outset, alongside the council's internal response to any incident. COVID 19 is such a disruptive incident.

Renewal may well be part of this process as it is believed the impacts of COVID 19, in several areas, particularly the economy, will be so severe that recovery will not be an option and be replaced with new opportunities new operating models and/or replacement initiatives.

Usually, the primary focus of any recovery process is returning communities and businesses back to normality. This could and almost certainly will be a 'new' normality related to the huge impact COVID 19 has had and will have, on communities and business.

The recovery and renewal from COVID 19 will be led by East Lothian Council (ELC), as is normal practice under the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005, supported by partner agencies. This ELC COVID 19 Recovery and Renewal Framework provides the basic framework, and key considerations through which the council's recovery and renewal activity should be coordinated.

The illustration below shows how the agencies involved with the response to COVID 19 change to deal with the long-term recovery and renewal from this virus. It highlights that NHS Lothian were the first agency to become involved closely followed by East Lothian Council and of course the communities. Police Scotland are involved with the response but they are not so involved with the recovery and renewal. The Scottish Ambulance Service (SAS) work hand in hand almost with NHS Lothian. It is clear that COVID 19 is unlike the many emergencies ELC deals with. In normal circumstances its involvement with the response phase would be a supporting role changing to lead agency for the recovery. For COVID 19, East Lothian Council has been involved with the response to the virus from a very early stage and will take the lead for the recovery and renewal phase that may last several years. The impact on the council is significant.



Recovery and Renewal from COVID 19 provides an opportunity to include Climate Change as a key activity to allow sustainable change to take place in a 'Green Recovery' context.

## 2. The Key Principles of Recovery and Renewal

- Successful recovery and renewal is best achieved when early consideration is given, in tandem with incident response;
- The Local Authority assumes the lead for recovery and renewal; Civil Contingencies Act
- Successful recovery and renewal requires affected communities to be the focus of coordinated activity, and are

consulted and involved throughout the process;

- Short, medium and long term objectives for the recovery and renewal process should be set and regularly reviewed;
- Community involvement, involving key stakeholders such as residents, local businesses and community leaders in the decision-making process will enhance recovery and renewal;
- Recovery and renewal arrangements should be flexible to meet the diverse needs of the affected community;
- Recovery and renewal can offer the opportunity to go beyond a return to normality, and achieve generation and long-term economic development for affected communities. For example, with respect to the council's workforce and new ways of working, to deliver some statutory services it may be that such practices offer opportunities and benefits;
- Recovery and Renewal should include the principles of a sustainable and Green Recovery providing the opportunity to 'build back better'; and
- The recovery and renewal phase of an incident continues until the disruption has been rectified, service delivery has returned to normal levels, and the needs of those involved have been met.

### 3. Recovery and Renewal Strategy: COVID 19

#### Aim

To return East Lothian to normality, or a new normality, with East Lothian Council taking the lead working with partner agencies and all other relevant stakeholders.

#### Key objectives:

- An **Impact Assessment** (covering impacts on the Economy, Community, Health and Social Care, Education & Children's Services and the Environment & Infrastructure) will be carried out as soon as possible to establish a baseline of impacts. This analysis will be regularly updated through the process of recovery and renewal. For factors likely to be included in an Impact Assessment, see **Appendix A**;
- East Lothian Council and its partner responders will work closely with all stakeholders in the community (including residents, community leaders, elected members and businesses) in the recovery and renewal process;
- Economy, Community, Health and Social Care, Education & Children's Services and Environment & Infrastructure networks will be established and maintained as a priority, drawing upon existing groups where relevant and available;
- A comprehensive framework of support to business will be established in relation to the immediate and longer-term impacts of COVID 19.
- Early consideration will be given to the opportunities for long term regeneration and economic recovery and renewal of affected communities;
- Regular communication will be maintained with stakeholders in all key areas. Where appropriate, guidance on recovery and renewal will be issued through communication channels such as the council website.
- Detailed and auditable records of any financial activity will be maintained by East Lothian Council. Available funding streams to aid the recovery and renewal process should be utilised where possible.

An exit strategy will be formulated that ensures recovery and renewal actions undertaken are sustainable and contribute to the long-term recovery and renewal of affected communities from COVID 19.

### 4. Activation and Governance of the ELC COVID 19 Recovery and Renewal Coordinating Group

The East Lothian Council (ELC) COVID 19 Recovery and Renewal Coordinating Group (RRCG) was established and activated on 2<sup>nd</sup> April 2020. The RRCG is chaired by Jim Lamond (Bronze), Head of Council Resources. The chair will be supported by Douglas Proudfoot, Head of Development. The RRCG is the operational decision-making body for the

recovery and renewal process. Tactical decisions will be made by Sharon Saunders (Silver), Head of Communities and Partnerships. Strategic decisions will be made by Monica Patterson (Gold), Chief Executive of East Lothian Council.

The chair of the ELC RRCG will regularly update Sharon Saunders (Silver) on specific and general matters of recovery and renewal. The chair of the RRCG will also provide regular updates to the East Lothian Council, Council Management Team (CMT).

Jim Lamond will become Silver for East Lothian Council once the Response phase has ended.

The structure is displayed in a flowchart as at **Appendix B**.

Preliminary meetings of the ELC RRCG are already taking place but a suggested ELC RRCG Meeting Agenda is provided at **Appendix C** for when these move onto a more inclusive, multi-agency basis. A Recovery and Renewal Coordination Group Action Card showing the suggested initial tasks<sup>1</sup> for the RRCG to complete can be found in **Appendix D**.

### **RRCG Membership**

Membership of the ELC RRCG will include appropriate representation from all of the organisations deemed relevant to the recovery and renewal process. Membership of the RRCG will include representation from:

- East Lothian Council (ELC);
- ELC Health & Social Care Partnership;
- NHS Lothian;
- Business and employability links as appropriate;
- Police Scotland; and
- Other community groups, agencies and stakeholders as appropriate.

It should be noted that advice and guidance will be sought from the East of Scotland Regional Resilience Partnership (RRP) group and the Lothian & Borders (L&B) Local Resilience Partnership (LRP) group. The RRP and LRP will share information with, and follow guidance from, the Scottish Strategic Coordination Group (SCG).

### **Elected Members**

Elected Members can play a vital role in the recovery and renewal process. Elected members can be seen as a focus for community concerns and have significant knowledge that may prove invaluable in the recovery and renewal phase. An Action Card for Elected Members can be found at **Appendix E**.

## **5. Key Areas of Recovery and Renewal for COVID 19**

The process of recovery and renewal can be divided into five key areas, all of which must be addressed in order to achieve a successful outcome.

### **Five Key Areas:**

- **Economy**

This may include: assisting business through the ongoing issues associated with COVID 19 lockdown then re-establishing business activity through release of lock down in a phased and incremental fashion; ensuring that national, regional and local plans and the work of government, local government, stakeholders and partner agencies are aligned to facilitate a strong and healthy recovery and renewal; a need for co-ordinated focus on employability, overseeing job matching

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<sup>1</sup> Several tasks suggested have already been completed whilst compiling this Framework.

arrangements and skills sectors ensuring positive employability outcomes and addressing poverty; identifying and engaging specifically with key sectors and geographies like our town centres and rural areas ensuring interventions that rebuild and renew; utilising technology and data driven innovation to strengthen the local economy and build future resilience strengthening future Business Continuity arrangements; and maximising financial assistance and securing inward investment.

An Economy 'Action Card' can be found at **Appendix F**.

- **Community**

This may include: public consultation and involvement in the reconstruction process; Identifying what communities require and support they need and indeed what normal will look like (this will cover areas like health, social care, Education & Children's Services covering pre-school, school and FE, housing, re-establishing social infrastructure, welfare and psychological care and support for those involved in the incident, etc.); and building on community capacity and voluntary/third sector networks and resources to sustain community engagement and cohesion, and to support addressing inequality.

A Community 'Action Card' can be found in **Appendix G**.

- **Health & Social Care**

This will include re-scoping all provision in terms of an altered delivery model where face to face contact is no longer the preferred means of communication. In light of this all direct care will need to be risk assessed and appropriate Personal Protective Equipment (PPE) provided. All health and care provision which does not require face-to-face contact will need to be delivered by telephone or telepresence. Assessment of needs, vulnerability and potential high risk situations will need to be carefully considered and appropriate assurance mechanisms will need to be put in place. There will need to be particular focus on the medium to long term assurance for areas covered by public protection. In addition, the commissioned care home and home care provision will be subject to additional scrutiny and the operations implications of this scrutiny will need oversight. Finally, the realistic operational capacity of all services will need to be considered in light of TTIS (Test, Trace, Isolate and Support). Alternations of service will have been implemented under emergency arrangements, however, medium to long term provision will likely need further engagement.

A Health and Social Care 'Action Card' can be found at **Appendix H**.

- **Education & Children's Services**

This will include following national advice and building public and community confidence in the reopening of schools buildings. It will require close working with parents/carers, children and staff, and broader communities to ensure a coordinated response that focuses on the best interests of children, families and staff. The focus is likely to be on a 'blended approach', with some in-school learning and the continuation of distance learning. Positive lessons on the use of digital will be important to build on. Work with partners including other council service areas and third sector will be essential to ensure the continued support to families and staff. There will be a need for broader support for children, families and staff who may have faced significant hardship and trauma and this will require a coordinated approach working with partners including Children's Services, partners in Health and the third sector.

Re-opening of early learning and childcare settings will include working with local authority nursery staff and private and voluntary sector providers, including childminders, both in terms of business support and funding arrangements and practical advice and guidance. It may include work with national organisations such as the Care Inspectorate and Scottish Social Services Council (SSSC).

Strong strategic partnership working will be essential to mitigate the impact of additional disadvantage, inequality, deprivation and trauma that the crisis has caused for vulnerable children, young people, and their families. Integrated and coordinated responses to understanding and addressing the physical and mental health impacts on vulnerable families will be required.

The focus on early and effective intervention and the GIRFEC (Getting it Right for Every Child) response will be critical in meeting children's needs, keeping children included in East Lothian schools and communities. This was a priority before the crisis and will be critical as we move towards recovery. Partner agencies must be ready to meet the increase in demand for services while re-focusing on preventive approaches. The development of the new Children's Strategic

Partnership Plan 2020-2023 will be the vehicle for ensuring statutory services are targeted at areas of greatest need and make best use of collective resources.

An Education & Children's Services 'Action Card' can be found at **Appendix I**.

- **Environment & Infrastructure**

This may include Roads, Transportation, Landscape & Amenity Services, Waste Management, Property & Facilities Management, Environmental Health, Food Safety, Trading Standards, Animal Safety services, and the Climate Change Officer. Impacts from COVID 19 have resulted in less air pollution and reduced greenhouse gas emissions partly due to extensive travel restrictions. Other positive impacts have included reduced energy consumption, and increased walking and cycling. There are opportunities for a 'Green Recovery', to learn lessons from the new ways of working and travelling that have arisen due to COVID 19, and support the transition to a low carbon economy and low carbon lifestyles for the longer term that will enable us to continue to tackle the Climate Emergency.

An Environment & Infrastructure 'Action Card' can be found at **Appendix J**.

### Sub-groups

Recovery Coordinating Group, Sub-groups *may* be established in these areas of activity to facilitate effective coordination of these elements of recovery. **Action Cards** have been produced to assist officers tasked with identifying and progressing recovery relating specifically to these themes, and are illustrated in this guidance as **stated above**.

### Support for the 5 Key Areas:

- **Communications**

Providing clear, concise and timely information – in the right place – will be of prime importance to our customers, partners and stakeholders. As we progress through recovery and renewal, our audiences will need to be involved and engaged with a clear understanding of any changes to service which impact on their lives. Our communications channels will need to be agile and adaptable in ensuring information can be cascaded and shared in the most accessible way to all of our customers and stakeholders. Ongoing collaboration with our partners will be required to ensure we are mutually supportive and working together to ensure alignment of messaging and information sharing on a county-wide basis.

A Communications 'Action Card' can be found at **Appendix K**.

- **Equalities**

The legal requirement to undertake **Impact Assessment** comes from the Equality Act 2010. This requires us to consider the impact of our decisions on those with protected characteristics. The impact of inequality and discrimination is complex and can lead to poorer outcomes for those from these groups.

The Equality Act also requires us to actively consider how we can reduce the inequalities of outcome caused by socio-economic disadvantage when making strategic decisions. This is known as the Fairer Scotland Duty. The work of the East Lothian Poverty Commission highlighted that poverty can be a compounding factor in people's negative experiences and lead to significant inequality in health, educational attainment and employment.

East Lothian Council is also a 'Corporate Parent'. This means that when a child goes into care the council has the responsibility to promote the wellbeing of our looked after children. We know that some looked after young people do achieve positive outcomes. Unfortunately, for most care experienced young people, the outcomes are much less positive and significant under achievement and life chances are largely reduced.

Guidance on carrying out Integrated Impact Assessments is available on the council's intranet

A multi-agency Poverty Working Group will prepare an action plan to set out the actions that the council and Community Planning partners will undertake to mitigate the negative impact of the COVID 19 emergency and response on poverty in East Lothian.

An Equalities 'Action Card' can be found at **Appendix L**.

- **Council Resources**

Providing appropriate support to all key areas will remain critical in ensuring decisions are based on appropriate and informed professional advice and support services. Ensuring a coordinated response to recovery will be complex, and there is a need for decisions and emerging strategies to be outward looking and cross sector, appreciate and respond to associated risks, have in place a sound governance framework which is underpinned by a clear legal framework and effective procurement practices. They must also be informed by a clear understanding of the related financial implications, maximisation of all available funding streams and leveraging any funding that supports economic recovery and our renewal strategies across the county. Where appropriate, all Recovery and Renewal Key Activities will also be supported by professional HR policies and advice as well as technical support and advice from an ICT perspective.

A Council Resources 'Action Card' can be found at **Appendix M**.

## 6. Financial Recovery and Renewal

It is essential that, as a consequence of COVID 19, all efforts are made to comprehensively access the full range of financial assistance available to East Lothian Council, communities and business within East Lothian and that all sectors, and organisations within them, ensure that cost implications are properly logged. This will be important for each and every organisation with regard to any potential insurance, government or other funding source claim that should be made. The importance of well-disciplined and accurate record keeping in this respect cannot be over-stated.

### Government Support

Both UK and Scottish Governments have already mobilised unprecedented levels of financial support in response to the COVID 19 crisis and it is anticipated this will continue to extend and evolve over the coming months and even years to come. The majority of this funding is not being directed via Local Authorities and there is an imperative that all affected organisations seek to maximise any national support that is on offer to help ensure that it has the best possible chance to survive and renew. The Bellwin scheme is an established, government supported discretionary scheme although it has already been suggested by COSLA that it is unlikely the scheme will be invoked for COVID 19.

## 7. Handover from Response to Recovery and Renewal

To ensure that all agencies are aware of the implications and arrangements for a handover from response to recovery and renewal a formal meeting should be held at the earliest stage possible. However, due to the complexities of COVID 19 it is difficult to say when a handover should take place. NHS Lothian take the lead for COVID 19 response and the recovery and renewal process led by the council will most likely continue in tandem with the response to COVID 19 as there will not be a clear cut off period as experienced in the majority of emergencies, such as severe flooding or a large explosion/fire.

## 8. Ending the Recovery and Renewal Process

The decision to end the recovery and renewal process will be taken by the Chief Executive (Gold) of East Lothian Council after advice is provided by the chair of the ELC RRCG Bronze, Jim Lamond, in consultation with ELC RRCG Silver, Sharon Saunders, taking into account the needs of affected stakeholders such as the community and businesses. This process should be clearly communicated to partner agencies. However, it may be several years before the recovery and renewal

process for East Lothian is completed. This framework envisages review points of 12, 18 and 24 months where assessment of the status of Recovery and Renewal would be undertaken. This assessment will inform the consideration of any decision to end the process itself.

## 9. Evaluation and De-Brief of Recovery and Renewal Phase

It is essential that a formal debrief takes place once the Recovery and Renewal process has been completed. This is important to allow information on the multiple aspects of the recovery and renewal process to be shared across the many agencies involved in both the recovery and renewal and the response process and to allow agencies to build upon any issues that arose and to carry out the necessary reviewing of Frameworks, processes and protocols within the areas affected.

A final debrief report should be produced which captures all these issues and addresses them accordingly. If appropriate, consideration will be given to interim debriefs.



Monica Patterson  
Chief Executive

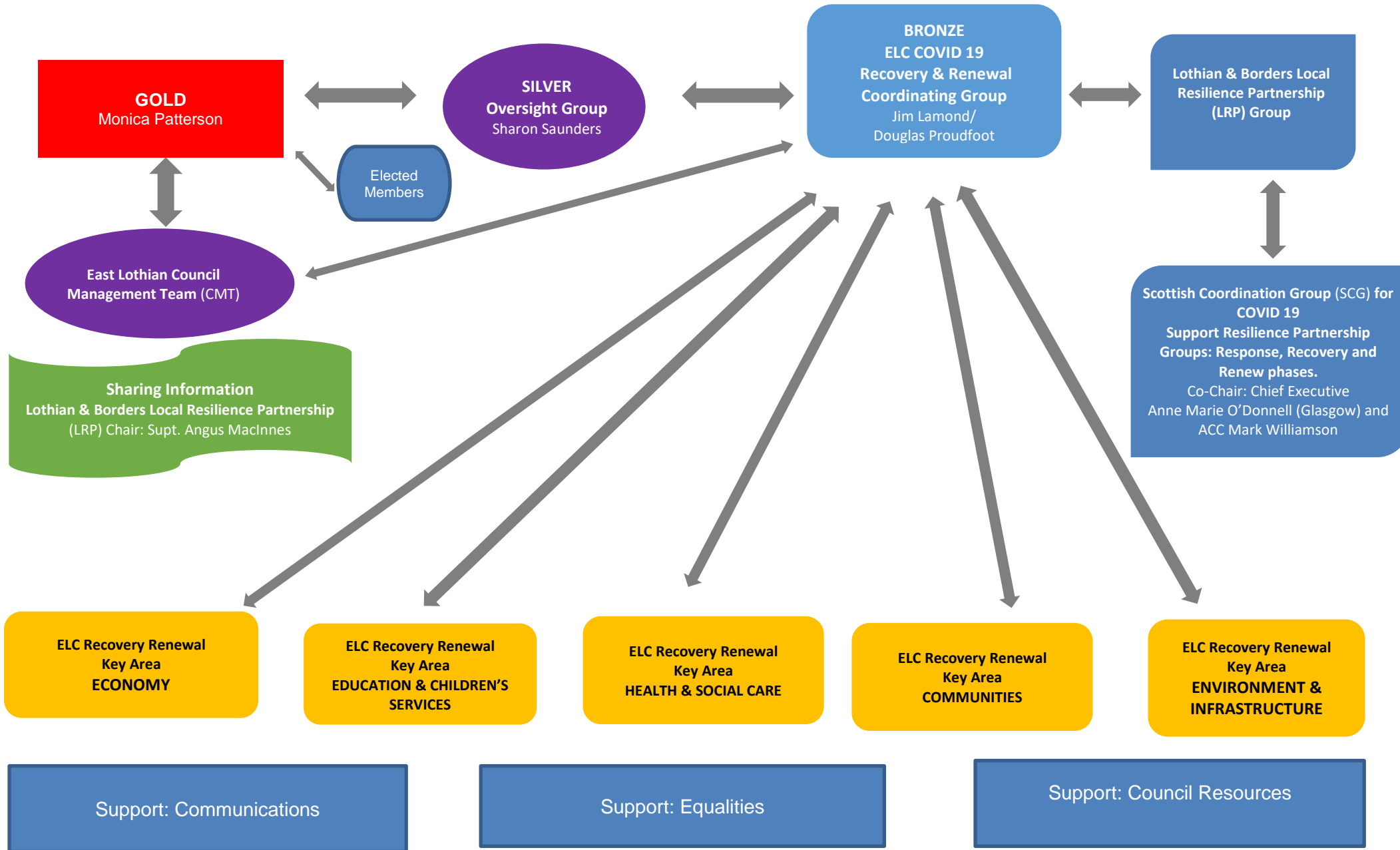
# **APPENDICES**



## Appendix A – Impact assessment through to monitoring and evaluation

	Recovery and Renewal Step	Process	What it involves	Who is Impacted upon
1	Define the situation	ELC RRCG to define the situation and decide who should take 'ownership' of the recovery and renewal process. Who is best placed to lead on recovery and renewal for this area?	Establish a picture of what and who has been affected and to what extent. Is it an Economic, Community or Environmental situation?	<b>Economy</b> Local business
2	Assess the impacts	The group assigned to lead on the area of recovery and renewal should assess all impacts.	What has been impacted upon? Use data, expert's advice and guidance available. Who has been impacted by what and is it 'recoverable'? Impacts on vulnerable people, establishments, business, and the environment must be considered.	<b>Community</b>
3	Identify goals and options	The group assigned to lead on the area of recovery and renewal should identify goals and options and bring these to the ELC RWG for agreement. The RWG will look at all goals and options to ensure they fit in with the overall strategy and are achievable.	Create SMART goals. There must be an emphasis on 'achievable'. Is it a goal to return to a previous 'normality' or to a new position? Engage with interested stakeholders such as communities, business etc. dependent on recovery and renewal under discussion.	Education & Children's Services Physical Impacts (including individuals' health, housing and financial needs) Waste Psychological Impacts (personal and community) Deaths
4	Evaluate options	Analysis completed by lead group taking all evidence into account.	Involve all stakeholders including communities in the evaluation of recovery and renewal options. Consider cost, effectiveness, capacity, timescales, reputational damage and public concern.	Community Cohesion Health & Social Care Partnership
5	Decision-making	Clear decision-making processes in place.	Stakeholders, including the community, involved must agree. Community engagement is key. Decisions must be documented. If a decision is made not to progress any recommendation this also must be documented.	<b>Education &amp; Children's Services</b>
6	Implementation of Recovery and Renewal Strategy	Follow the East Lothian Council Recovery and Renewal framework. Have strong reporting programme and schedule meetings for updates on progress.	Document rationale for decisions including priority of recovery and renewal options. Communicate decisions to stakeholders including timescales, costs, and expected outcomes. Maintain transparency throughout decision-making and implementation.	<b>Environment &amp; Infrastructure</b>
7	Monitor and evaluate	To be confirmed by the ELC RRCG.	A long term monitoring programme is needed to evaluate the success of the recovery and renewal strategy. Establish and agree recovery and renewal milestones with the community and other stakeholders. These could be short, medium, or long-term targets.	Public Health Environmental Health Food Safety Trading Standards Public Spaces

# Appendix B – ELC Command/Activity Structure for COVID 19 Recovery & Renewal Coordinating Group



## Appendix C – ***Suggested Agenda for Initial/Early Recovery & Renewal Coordinating Group Meeting (Multi Agency)***

**Time:** [to be inserted] **Date:** [to be inserted] **Venue:** [to be inserted]

**Attendees:** [to be inserted]

1.	<b>Introductions</b>
2.	<b>COVID 19 overview</b>
3.	<b>Recovery &amp; Renewal overview</b>
4.	<b>Recovery &amp; Renewal Coordinating Group Strategic Aim and Objectives</b>
5.	<b>Recovery &amp; Renewal Coordinating Group Terms of Reference</b>
6.	<b>Recovery &amp; Renewal Coordinating Group membership (any additional membership)</b>
7.	<b>Requirement to establish Sub-Groups</b>
8.	<b>Impact Assessment tasks for Sub-Groups:</b> <ul style="list-style-type: none"> <li>• Identify concerns in priority order</li> <li>• Identify actions to be taken as a matter of urgency</li> <li>• What information is required from incident responders?</li> <li>• What (if any) additional membership is required on sub-groups?</li> <li>• What support is required for other Recovery &amp; Renewal sub-groups?</li> </ul>
9.	<b>Schedule of future RRCG meetings</b>

## Appendix D – Recovery and Renewal Coordinating Group Action Card

The following is an outline of the initial tasks for the Recovery & Renewal Coordinating Group. It should be noted that several of these tasks have already been completed.

Action	Task	Complete	Date
1.	Confirm appointment of Chair and Deputy Chair for sustainability	✓	020420
2.	Confirm Secretariat	✓	220420
3.	Agree/endorse terms of reference for Recovery & Renewal Coordinating Group	✓	070520
4.	Agree the ELC COVID 19 Recovery & Renewal Framework including the Strategic Aim and Objectives	✓	200520
5.	Stand up multi-agency Recovery & Renewal Coordinating Group		
6.	Determine if Recovery & Renewal Sub-Groups need to be established and, if so, who will be the Chair of each group		
7.	Agree reporting mechanisms for the sub-groups		
8.	Commission/instruct Initial Impact Assessment to establish full situational awareness, and agree how the assessment will be regularly reviewed		
9.	Agree communication and reporting protocols between Recovery & Renewal Coordinating Group, and Recovery & Renewal Sub-Group Chairs		
10.	Strategically oversee the process to ensure the basic principles of Recovery & Renewal are met and that the needs of all are considered throughout		

## Appendix E – Elected Members’ Action Card

Elected members can play a vital role in the recovery and renewal process. Elected members can be seen as a focus for community concerns, and have significant local knowledge that will prove invaluable in the recovery and renewal phase.

Action	Task	Complete
1.	<b>Participate in active work-stream roles fulfilling key community and stakeholder linkages as appropriate e.g. Connected Economy Group</b>	
2.	<b>Focus for community concerns</b>	
3.	<b>Identify problems and vulnerabilities in their community that may require priority attention and feed this into the relevant Recovery &amp; Renewal Sub-Group</b>	
4.	<b>Utilise knowledge bank of local personalities and resources</b>	
5.	<b>Encourage and support Recovery &amp; Renewal teams coordinating within their community</b>	
6.	<b>Enhance local community liaison</b>	
7.	<b>Contact people affected to advise and provide reassurance</b>	
8.	<b>Consider, at an early stage, recommendations from the Recovery &amp; Renewal Coordinating Group on the strategic choices including normalisation and regeneration to any affected area</b>	
9.	<b>Assist the media in relaying messages to the community (following established policy guidelines)</b>	
10.	<b>Assist with VIP contacts/visits</b>	
11.	<b>Liaise with other elected representatives</b>	
12.	<b>Assist and support debrief sessions with the community</b>	

## Appendix F – Economy Action Card

### THE EAST LOTHIAN CONNECTED ECONOMY PARTNERSHIP – CONNECTED ECONOMY GROUP (CEG)

Economic Development Strategy strategic goals – sustain and re-grow existing, and support new, **BUSINESSES** and **JOBS**

**COVID 19 – Plan for Economic Response, Reset & Restart, Recovery & Renewal.**

**Headings of Business, Destination Marketing, Town Centres, Rural and Employability**

**Objectives:**

- To identify the key issues affecting businesses and business sectors during and post-COVID 19 outbreak;
- To maximise financial support from UK Government (UKG), Scottish Government (SG), Agencies and other funding sources to affected businesses and individuals;
- To put in place range of, and promote other, support mechanisms and advice for businesses;
- To promote understanding of an incremental relaxation of COVID 19 restrictions and work across the council and partnership to enable businesses to open as quickly and appropriately as possible and to adapt to a ‘new normal’; and
- To reset and raise awareness of East Lothian as a safe visitor destination and secure location for inward investment.

**Impact Assessment Requirement:** Data analysis to assess extent of COVID 19 impacts and to aid the targeting of interventions as well as monitoring and reviewing outcomes.

	<b>ACTION</b>	<b>WHO</b>	<b>TIMESCALE</b>	<b>RESOURCES</b>	<b>ANTICIPATED OUTCOME</b>
	<b>RESPONSE &amp; RESET</b>				
	<b>Business</b>				
	Maximising financial assistance to businesses and individuals and securing inward investment	CEG partners	From April 2020	Staff team and partner input	Optimised financial support from UKG, SG, Agencies and other funding sources to affected businesses and individuals helping establish the platform to move forward.
	Develop and update web information for businesses on practices, funding and support. Continue business survival advice.	Economic Development (ED) with partners	From March 2020, ongoing	Staff team and partner input	Widespread awareness of options and opportunities

	Promote available support via networks, social media and web	ED with partners	From March 2020, ongoing	Staff team and partner input	Widespread awareness of options and opportunities
	Communications – promotion of case studies and examples	All	From March 2020, ongoing	Staff team and partner input	Enhanced awareness of opportunities and promotion of service and economy
	1-1 support to local businesses seeking to diversify or restructure	Business Gateway (BG)	From March 2020, ongoing	BG	Options explored and taken forward if feasible
	Intelligence-gathering of needs of, and implications for, businesses	Mid & East Lothian Chamber of Commerce (MELCC) for CEG, all partners	From April 2020	Staff team and partner input	For influencing and lobbying, identifying gaps in business support
	Analysis of sectoral implications – e.g. Tourism, F&D, Rural, Town Centres	All	From April 2020	Staff team and partner input	To aid understanding of needs and inform development of any bespoke support and future approach
	<b>Destination Marketing</b>				
	Highlight web info to all businesses, including tourism, supplemented by Visit Scotland (VS) and STA guidance	ED/VS	From March 2020 and updated	ED, partners, tourism industry groups	Access to funding support and guidance, especially in relation to bookings and cancellations
	Intelligence-gathering via tourism industry groups and other networks	ED, VS and partners	From April 2020, ongoing	Staff team and partner input	Engagement - golf, attractions, Food & Drink (F&D), other. Ensuring consistent messaging to business community, identifying needs, helping consider options
	Ongoing liaison with VS to understand and align with their future approach	ED	Ongoing	ED/VS	Ensuring VS approach aligns with Visit East Lothian (VEL), intelligence on future approach and business issues
	Marketing of East Lothian as destination post-COVID 19	ED/VEL	From April 2020	Staff team	Focus on imagery and destination post-COVID 19 to retain and enhance awareness of East Lothian
	Engagement with town centre stakeholders/trader associations/retail ensuring guidance clear and supporting	ED	From April 2020	ED, other council services, Connected Communities, CEG	Begin to make most of interest in shop local ethos, ensure clear guidance on operating

	alternative mechanisms, e.g. social distancing, food safety/protective services, shop local, social media marketing			partners	
	<b>Employability</b>				
	Supporting employability for those young people and adults who may be experiencing unemployment and/or job uncertainty	East Lothian Works (ELW)	Ongoing	ELW, external funding	Open for business messaging, continued engagement with young people and adults and with businesses
	Establish Triage service to respond to individuals seeking employment	ELW	Launched May 2020	ELW with partners	Responsive service in line with need
	Promotion of Job Matching Service (City Deal project)	Corporate Communication & Policy (CCP)	April 2020	Integrated Regional Employability & Skills (IRES) (City Deal)	Promotion to networks and engagement with service
	Engagement with other portals and agencies – e.g. My World of Work (MWoW), tourism, rural	ELW	April 2020	ELW	Wider promotion of opportunities and engagement with those promoting job openings
	Planning for the senior phase in secondary and whether work with partners, training providers and access to college will be possible	ELW/Education/Edinburgh College	April 2020	ELW/ Education Schools/Edinburgh College	Consider transitions/courses/promotion/links to businesses
	<b>Sectoral Sub Groups</b>				
	Establish Sectoral Sub-Groups, see below	CEG and partners	May 2020	CEG and partners	To enhance intelligence-gathering and analysis of need, develop bespoke support where required and feasible
	<b>RECOVERY – ECONOMIC RESTART</b>				
	<b>Ref SG and UKG protocols,</b>				



	<b>support, guidance and economic levers</b>				
	<b>Business</b>				
	Continue engagement with businesses and industry groups and ensure communication and information clear as to restart (likely to be incremental release of lockdown arrangements with differing sectoral impacts)	CEG, ELC, partners		ELC, partners	To ensure businesses are clear as to operating protocols. To ensure that CEG members are aware of business needs and concerns. To encourage businesses to feedback.
	Raise awareness of importance of Business Continuity Planning	ELC		ELC	To promote BCP and provide training/support where required
	Business Gateway start-up service - identify demand for new types of businesses	BG		BG	To assess types of businesses starting up and use this intelligence for planning and lobbying purposes
	<b>Destination Marketing</b>				
	Develop (restart) marketing plan for East Lothian and support development of town/community marketing approaches	ELC/VEL		ELC/VEL	Develop appropriate marketing campaign for East Lothian and templates for communities and industry groups
	Continue engagement with VS and industry groups to identify marketing and business need	ELC/VS		ELC/VS	To ensure that approaches are aligned and be informed by demand and need
	<b>Employability</b>				
	Identify investment projects and offer recruitment and training support	ELW/Skills Development Scotland (SDS)/Department of Work & Pensions (DWP)		ELW/SDS/DWP	Maximise local jobs from new employers
	Intelligence-gathering of new businesses and skills needs	ELW/BG		ELW/BG	Review BG starts and see where demand focused
	Promote new opportunities and	ELW/SDS		ELW/SDS	Identify sectoral opportunities, promote

	develop support to exploit these				these and develop training offers
	Assess demand and take up of temporary employability services and develop longer-term offer accordingly	ELW with partners		ELW, partners	Identify where employability best supported for businesses and potential employees
	<b>RECOVERY &amp; RENEWAL</b>				
	<b>Business</b>				
	Utilising technology and data driven innovation to strengthen the local economy and build future resilience strengthening future Business Continuity arrangements.	ED / City Deal	From April 2020	Staff team and partner input	Enabling future growth and increased market share. Building business resilience and strengthening business continuity.
	Resilience				
	<b>Destination Marketing</b>				
	Resilience				
	<b>Employability</b>				
	Resilience				

#### GROUP & SUB-GROUP STRUCTURE:

##### OVERARCHING BUSINESS RECOVERY GROUP – CONNECTED ECONOMY GROUP

Represented: ELC staff, ELC Elected Member(s), Business Gateway, Scottish Enterprise, Federation of Small Businesses (FSB), Chamber, DWP (others?)

##### EAST LOTHIAN TOURISM/MARKETING RECOVERY & RENEWAL SUB GROUP

Represented: ELC staff, ELC Elected Member(s), Business Gateway, VisitScotland, Scotland's Golf Coast, East Lothian Tourism Attractions Group, Food & Drink East Lothian

##### TOWN CENTRE RECOVERY & RENEWAL SUB GROUP

Represented: ELC Staff, ELC Elected Member(s), Traders Association Representatives, Community Council Representatives

##### EMPLOYABILITY RECOVERY GROUP

Represented: ELC Economic Development and EL Works Staff, ELC Elected Member(s), SDS, DWP, The Edinburgh College

## RURAL RECOVERY GROUP

Represented: ELC Staff, ELC Elected Member(s), NFUS, Tyne/Esk LEADER programme

## THE EAST LoTHIAN PARTNERSHIP ECONOMIC DEVELOPMENT STRATEGY 2012-22, refreshed 2018

### Strategic Goals:

- **BUSINESSES:** To increase the number of businesses in East Lothian with growth potential.
- **JOBS:** To increase the proportion of East Lothian residents working in and contributing to East Lothian's economy.

### Five strategic objectives:

- To be the best-connected place in Scotland to set up and grow an innovative business
- To be Scotland's leading coastal, leisure, and food & drink destination
- To explore and develop regional opportunities to support economic development and to encourage study, work, investment and spend in East Lothian
- To provide high quality employment pathways for East Lothian's workforce
- To become Scotland's most sustainable and digitally-connected local economy

## Appendix G – Community Action Card

The Community Sub-Group should look to collect and represent the feeling of the community including business affected by COVID 19.

### Potential considerations:

- Canvas the community affected by COVID 19 to gauge feelings
- Explore role and funding of Third Sector/Voluntary Sector
- Develop initiatives that assist and inform the community
- Assist with the delivery of the Community Impact Assessment
- Assist with the setting of the recovery and renewal strategy and goals

### Potential areas for action:

- Bring community concerns to the attention of the ELC Recovery & Renewal Coordinating Group
- Develop initiatives to inform and engage the community and that will be of assistance to it in recovery and renewal and ongoing empowerment and capacity-building
- Revitalisation of community learning and development and capacity-building
- Focus on youth work
- Focus on support for the elderly
- Engage with the community throughout the recovery and renewal process
- Consider the community's interests in the context of the overall recovery and renewal aims and objectives

### Likely challenges:

- Return of full provision of groceries
- Education & Children's Services issues
- Emotional and mental health impacts
- Impact of increased deaths on families and community
- Food shortages
- Benefits and grants
- Language considerations
- Sustaining community cohesion and compassion built during the COVID 19 outbreak – increasing community and individual resilience and capacity

### Thematic Stakeholders:

In addition to East Lothian Council staff, additional agencies likely to be involved in this element of the recovery and renewal process include:

- Private Sector Housing Representatives
- Community members
- Health representatives
- Voluntary Sector representatives
- Local business representatives
- Local Elected Members
- Area Partnership Chairs
- Chair of EL Association of Community Councils
- Connected Communities Service representatives
- Community Planning Officer Representatives

## Action Card - Community:

Questions	Actions
<ul style="list-style-type: none"> <li>• Who needs and receives help?</li> <li>• What are the impacts on provision of education?</li> <li>• Has a public helpline been set up?</li> <li>• Has a COVID 19 support group been formed?</li> <li>• How do we engage community partners and rest community planning and priority setting informed by the 'new normal' post-response and into recovery and beyond?</li> <li>• Are members of the affected community involved in the decision-making process? Connected Communities including Resilient Communities?</li> <li>• How do we sustain community cohesion and compassion?</li> <li>• How do we build on community empowerment and capacity built during the COVID 19 outbreak?</li> <li>• How do we support the Third Sector/Voluntary Sector to sustain active service provision and secure external funding?</li> <li>• How do we reset understanding of poverty and inequality and deploy resources accordingly?</li> <li>• Are interpretation services required?</li> <li>• What opportunities exist to promote health and wellbeing in the recovery and renewal stage, and which translate into longer-term health improvement in the community and reassurance regarding the return of COVID 19?</li> <li>• What are the main concerns of the community?</li> <li>• What community initiatives are already underway?</li> </ul>	<ul style="list-style-type: none"> <li>• Identify need based on a new strategic needs analysis for community planning and onward service priorities/delivery</li> <li>• Review community service provision, assets and realign digital, physical and human resources to meet need</li> <li>• Publicise changes to any services during a period of disruption</li> <li>• Establish those most at risk and assess the impact on individuals/ establishments</li> <li>• Provide psychological support</li> <li>• Assess impacts upon education</li> <li>• Support arrangements for funerals</li> <li>• Recognise impacts on faith groups</li> <li>• Financial assistance for loss of income/displacement</li> <li>• Assistance with insurance claims and legal aid</li> <li>• Establish a Community Recovery &amp; Renewal Group?</li> <li>• Support anniversaries and memorials</li> <li>• Promote community self-sustainability</li> <li>• Promote community confidence</li> <li>• Recommend criteria for provision of services to those in need</li> <li>• Review youth work provision</li> <li>• Review community supports for the elderly/isolated/marginalised groups</li> <li>• Promote resilience and capability i.e. move away from dependency e.g. on food parcels</li> </ul>

<ul style="list-style-type: none"><li>• What essential services have been affected?</li><li>• How are community tolerances affected e.g. noise, nimby-ism, social gatherings, use of outdoor space</li></ul>	
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## Appendix H – Health & Social Care Action Card

### Potential considerations:

- Long term safety of care homes and care at home sectors
- Feasible delivery of services using non face-to-face contact
- Long term rehabilitation needs of post-COVID 19 East Lothian residents
- Social care needs in post-COVID 19 environment
- Monitoring of statutory functions

### Potential areas for action:

- Provide urgent access to healthcare and or support
- Allocate welfare tasks to agencies
- Collate data on affected persons
- Prepare health monitoring and protection strategy
- Support implementation of Test, Trace, Isolate and Support (TTIS)
- Maintain health service and establish necessary additional services
- Ensure the public are informed of any health implications
- Assist in informing the community of progress
- Coordinate the provision of practical and personal assistance and support for those directly or indirectly affected by the emergency
- Enable easy access to the required support/assistance to the affected community
- Bring together all of the agencies with a role in caring for people
- Establish role for oversight of care home and home care settings
- Create stakeholder links for rapid engagement on significant service changes
- Create urgent access service for mental health needs in primary care

### Likely challenges:

- Physical/emotional and mental health impacts
- Health service provision
- Contractors and commissioned services
- Third Sector organisation
- Care home stability
- Delivery of strategic change
- Financial management

### Thematic Stakeholders:

In addition to East Lothian Council Health & Social Care Partnership group, Legal/Democratic, and Housing staff, additional agencies likely to be involved in this element of the recovery and renewal process include:

- NHS Lothian
- Scottish Ambulance Service
- Voluntary Sector
- Benefits Agencies
- Local Elected Members
- Community Groups
- Local Business representatives
- Utilities

**Action Card - Health & Social Care**

**\*\*\*to be populated\*\*\***

Questions	Actions
•	•



## Appendix I – Education & Children’s Services Action Card

### Potential considerations:

- Consider direction and guidance from Scottish Government (SG) on phased reopening of schools and early learning and childcare. Develop a new blended approach to education including reopening schools and distance learning.
- Develop a local plan that sets out the key principles and operating model for reopening schools
- Work with partners to plan how best to continue to provide emergency childcare whilst also opening schools e.g. partner providers, out of school care groups.
- Consider how best to consult and engage children, parents and staff and community to build confidence.
- Provide advice and guidance on curriculum, learning and teaching approaches and where possible utilise Education Scotland advice.
- Work with Head Teachers (HTs) to consider additional support for children including those facing disadvantage e.g. through use of Pupil Equity Fund (PEF) to provide additional resource.
- Work with private and voluntary sector in reopening early learning and childcare settings and provide advice and guidance on operating models.
- Work with college, training providers, local businesses and national organisations such as Skills Development Scotland (SDS) to plan support for young people moving on from school and to support employability.
- We do not yet have the full picture about what has been happening to vulnerable families as a result of the pandemic. However, we must consider that for vulnerable families and care-experienced young people, this crisis is causing trauma – financial and emotional – which will impact on their capacity to meet their own needs and lead to an increased need for and reliance on services now and in the future.
- Consider financial and human cost modelling of the impact of increasing levels of poverty, family trauma and the attainment gap on the life chances of vulnerable children and young people.
- Strengthening the role of the council and statutory partners in the strategic and collaborative leadership of equalities, VAWG and domestic abuse agendas to mitigate the impact of the pandemic on current and future adult safety and child protection.

### Potential areas for action:

- Practical considerations and planning for re-opening school buildings working with FES and other council services.
- Work with school leadership teams to create local plans that include support for children, families and staff.
- Develop engagement, communication and consultation with parents and wider community to build confidence and give assurance around continued education provision.
- Educational Psychology service to develop support materials for children and advise of support for staff.
- Consider specific advice and guidance needed to support children with Additional Support Needs - work with key partners involved in the child’s planning process including NHS, Children’s Services and third sector partners.
- Produce a plan for the reopening of early learning and childcare settings that has local authority, private and voluntary sector as key partners.
- Coordinated approach across community planning partnership services to extend their communication with East Lothian residents and ensure people feel safe and confident to ask for help and confide in what is happening/happened for them. This will be necessary to mitigate some of the effects of the pandemic further down the line. People of East Lothian need to be able to speak and get support 24/7 – not from a national helpline but from something local that can plug them into a resource.

- Potential to set up “well person/wellbeing clinics” which would have to be non-threatening and could assure us at least there was some monitoring happening in the wider community. Need to identify and support those who are struggling financially and plug them into community resources and advice services to mitigate the financial impacts as early as possible.
- Develop plans to target the known population of vulnerable children and young people to reduce the educational and social inequalities experienced as a result of the school closures. Implement the new GIRFEC pathway to ensure services are identifying need and responding effectively. The trusted adult model or named person model is an area for development.
- Consideration of physical health (some personal neglect and neglect of children will be occurring) and mental health needs will be significant and integrated approaches between council, primary care and adult and children’s mental health services will be required.
- Establish a safe workforce plan for staff who require to be office-based

### **Challenges:**

- Planning for national direction and guidance on reopening of schools alongside what can be decided at a local level.
- Building confidence in children, staff, parents and communities that it is safe for children to return to school.
- Reopening schools whilst still providing emergency childcare and distance/digital learning – same staff and same buildings.
- Need for each school to work with its community to come up with bespoke solutions – may lead to issues of consistency, quality and confusion. Capacity to support each school individually.
- Capacity of other service areas and partners to cope with the demands of reopening schools and early learning settings on their work.
- Supporting staff and children who may have experienced bereavement and trauma, been unwell or who may be very concerned/anxious about returning to school.
- Financial costs of the crisis may impact disproportionately on vulnerable children and families and the services that work with them. Small third sector services that statutory services rely on may not be sustained. Services that were unable to meet demand previously may become stretched too far/have unsafe levels of unmet need.
- Ensuring that professional social work practice of assessing need and managing risks and needs is of a good enough standard if we cannot quickly return to face-to-face contact with children and families.
- Possibility that some third sector providers may not return to face-to-face contact with vulnerable children and families which will impact on our capacity to keep families together.
- Anticipating the workforce impact of TTIS – for example, on school staffing and in key areas such as Lothian Villa residential house.
- Managing the workload with a cohort of staff who have underlying health conditions and will need to remain at home.

### **Thematic Stakeholders:**

- Scottish Government (specific reference to SG Education Recovery Group and associated work streams)
- Education Scotland
- Neighbouring authorities as part of the South East Improvement Collaborative
- Care Inspectorate
- Elected members
- Area Partnerships and local communities
- Private and Voluntary early learning and childcare providers
- Council staff, parents and pupils
- Trade Unions/Professional Associations
- Scottish Children’s Reporter’s Administration
- Who Cares Scotland?

- East Lothian
- STRiVE and third sector providers
- Champion's Board
- NHS Lothian
- Police Scotland

### Action Card - Education & Children's Services

Questions	Actions
<ul style="list-style-type: none"> <li>• Are school buildings ready to open?</li> <li>• Will they be able to open fully or only in part?</li> <li>• Do HTs have a plan for phased/full access?</li> <li>• What impact is there on class sizes and space in the building?</li> <li>• How will secondary schools organise year groups and BGE/senior phase?</li> <li>• Do schools need individual timetables for year stages?</li> <li>• What opportunities are there to do things differently?</li> <li>• Will we have enough staff to cover all areas?</li> <li>• What will be the impact on the education service and school's budget?</li> <li>• How can we continue to enhance and develop the 'digital offer' through home learning and future curriculum delivery?</li> <li>• How can we work with partners to support continued learning?</li> <li>• What support do we need for children and young people? How will we plan for that across all schools?</li> <li>• Are all teachers able to return? What is the impact of absence on supply?</li> <li>• Are support staff able to return?</li> <li>• What advice and direction are Trade Unions/Professional Associations giving to their members which will impact on their return to work?</li> <li>• Are specialist provisions ready to reopen? What is in place to ensure social distancing and support for staff providing personal care?</li> <li>• How will staff plan to assess</li> </ul>	<ul style="list-style-type: none"> <li>• Work with school staff and partners including the Scottish Government and Education Scotland to develop a clear plan that supports the blended approach to learning and the phased reopening of schools.</li> <li>• Work with Infrastructure/FES staff on reopening of buildings</li> <li>• Work with HT to plan reopening and recovery and provide advice and guidance as required.</li> <li>• Plan approach to engagement, consultation and communication with children, staff, parents and communities that provides accurate information and seeks to build confidence,</li> <li>• Review availability of staff and ensure sufficient staff to bring groups of children back to school.</li> <li>• Schools to review their use of PEF to provide additional support.</li> <li>• Educational Psychologists to develop a support plan for children and staff and provide advice and guidance.</li> <li>• Develop revised approaches to supporting children with additional support needs including those in specialist provisions. Work with key partners to ensure packages of support are in place.</li> <li>• Provide dedicated support to private and voluntary sector nurseries to support their reopening and operation.</li> <li>• Schools to work with partners to plan for those vulnerable school age and nursery children to support their re-engagement</li> <li>• Review approach to attendance and exclusions using new SG guidance to ensure support is in place for those young people who require most help. Support needs to be put in place derived from both social work and educational resources.</li> <li>• Positive educational discrimination plans should be developed.</li> <li>• Multi-agency planning for individual children must be promoted, supported and protected across services.</li> <li>• The refreshed GIRFEC multi-agency pathway</li> </ul>

<p>children's progress and seek to plan for many varying needs across each class?</p> <ul style="list-style-type: none"> <li>• How will we work differently with child's planning partners to support children's needs?</li> <li>• What do we need to do collectively to meet the needs of our more vulnerable children and young people?</li> <li>• Are private and voluntary nurseries able to reopen? What impact has there been on their businesses? Are they able to offer the number of places required at this time?</li> <li>• How do we manage the transition of vulnerable children back to school?</li> <li>• How do we support those young people who have disengaged completely from school?</li> <li>• How do we ensure that the attainment gap for vulnerable children is not widened further?</li> <li>• How will we know whether children have experienced abuse during the lockdown restrictions if we cannot return to face-to-face contacts at an adequate level?</li> <li>• How do we mitigate the impact of the courts being closed on permanence plans for children?</li> <li>• When the economic effects of the pandemic start filtering through to an increase in demand for social support for families (who were previously coping), what services will be available to meet this (new) need?</li> <li>• It is highly likely that as children return to being seen by universal services, the demand for a social work service/child protection response will escalate. How do we ensure that demand can be met?</li> <li>• Will additional / specialist resources be required to support</li> </ul>	<p>must be implemented and supported in order to reduce referrals to children's services.</p> <ul style="list-style-type: none"> <li>• Forward-planning to acknowledge that extra resources will be required to meet the extra demand caused by new cohort of those who find themselves in poverty and debt. Working as a council and with the third sector to address these hardships.</li> <li>• Budget is not currently sufficient to address the needs of our current clients – the provision of IT equipment needs to become a central function.</li> <li>• Digital opportunities to connect with families virtually must be easily available and accessible by all stakeholders.</li> <li>• A separate recovery working group which can link in with our commissioned services and practitioners could be set up immediately to help inform the council recovery plan more fully.</li> </ul>
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<p>the emotional/mental health needs of vulnerable young people?</p> <ul style="list-style-type: none"><li>• How can we be confident that we are addressing the recovery needs of our clients within our own service adequately?</li></ul>	
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## Appendix J – Environment & Infrastructure Action Card

Environment & Infrastructure requirement to respond to the challenges of COVID 19 and develop opportunities to revitalise and reset asset management, transportation, leisure, open space, transport and waste management practice across the county.

Service	Strategic Plan	Lead Officer
Road Services	Transport Strategy	A Stubbs
Waste Services	National Waste Strategy	B Moffat
Transportation		B Moffat
Engineering and Building Control		P Iannetta
Strategic Asset and Capital Plan Management	Asset Strategy	E Reid
Facility Management		V Sanal
Climate Change	Climate Change Strategy	J Lothian
Protective Services		L Crowther

COVID 19 – Plan for Environmental & Infrastructure Reset and Restart, Recovery and Renewal.

Headings of Transport and Active Travel, Assets, Open Space and leisure, Climate Change, Public Protection and Service Support

### Objectives:

- To identify the key issues affecting assets, access and use of open space including leisure, transport and active travel, climate change and sustainability, public protection and service support to council services within Education and asset based provision including partner organisations.
- To maximise financial support from UK Government (UKG), Scottish Government (SG), Agencies and other funding sources.
- To put in place range of and promote other mechanisms and advice
- To promote understanding of an incremental relaxation of COVID 19 restrictions and work across the council and partnerships to enable a return to a 'new normal' with enhanced benefits brought from COVID 19 such as reduced travel, reduced pollution, flexible working, etc.
- To reset and raise awareness of East Lothian as a safe place to live and work and as a visitor destination

**Impact Assessment Requirement:** Data analysis to assess extent of COVID 19 impacts across strategic service areas and to aid the targeting of interventions as well as monitoring and reviewing outcomes.

<b>ACTION</b>	<b>WHO</b>	<b>TIMESCALE</b>	<b>RESOURCES</b>	<b>ANTICIPATED OUTCOME</b>
<b>RESPONSE &amp; RESET</b>				
<b>Transport &amp; Active Travel</b>				
Management of road, parking, footpath and sustainable transport links relevant to COVID 19 – access to open space and parking, social distancing within public space and business support related to access and queuing	Roads SG Sustrans Multi-Agency Task Force ELC working group on Spaces for People	From April 2020	Staff team and partner input	Spaces for People plan – gradually increased access to open space, town centres and support to encourage use of walking, cycling and public transport.
Public Transport	Transportation and Partners	From April 2020, ongoing	Staff team and partner input	Work towards rebuilding public confidence and use of public transport – communications and signage
Home to School Transport, Assisted Transport	Transportation and Partners	From April 2020, ongoing	Staff team and partner input	Work with suppliers to use resource to support hubs and food deliveries. Develop a collaborative plan to re-establish transport across contract and statutory provision
<b>Assets</b>				
Provide guidance and support on asset utilisation and recommissioning offices, schools, public buildings, leisure centres	SACPM Team	From April 2020, ongoing	Staff Team	Support home working and reduced requirement for asset-led service provision Guidance for asset interior redesign for social distancing Pathfinder projects on move from office services to hub Support for Education and partners Capital Plan project re-evaluation and in build restart with impact assessment
<b>Open Space &amp; Leisure</b>				
Management and maintenance of	Amenity Team	From April 2020	Staff team and	Access to leisure and recreation/exercise



Open Space provision			partner input	
Recommissioning of car parks and coastal/rural access	Multi-Agency Team	May 2020	Staff team and partner input	Access to leisure and recreation/exercise
Enjoy	SLC & Enjoy	June 2020	Staff Team and Enjoy	Phased reopening of facilities and classes
<b>Climate Change</b>				
Build on opportunity to improve utilisation of assets and reduce footprint including a reduction in energy consumption	J Lothian & SACPM Team	From April 2020, ongoing	Staff member and partner input	Home/mobile/flexible working and reduced need for asset based activity Move to virtual office Asset reduction
Sustainable travel and stay local – benefits of exercise/shop/work local	J Lothian & Spaces for People	From May 2020 ongoing	Staff member and partners	Increased use of walking and cycling, public transport, fleet vehicles and promotion of locally based activity
<b><i>Please also refer to 'Climate Change' table below</i></b>				
<b>Public Protection</b>				
Enforcement and promotion of social distancing and COVID 19 Guidance	PP Team and partners	From April 2020 ongoing	Staff Members and partners	Advice, guidance and enforcement

#### **GROUP & SUB GROUP STRUCTURE:**

OVERARCHING RECOVERY GROUP – Infrastructure Managers Group

Represented: ELC staff

EDUCATION

Represented: ELC staff

CAG/CIAMG

Represented: ELC Staff

Multi-Agency Task Force – Coast & Open Space Management

Represented: ELC staff – Roads, SLC, Police Scotland, Safer Communities, Emergency Planning

## Environment and Infrastructure Action Card

### Engineering & Building Standards

Questions	Actions
<ul style="list-style-type: none"> <li>• Is a strategy required for re-commissioning Buildings?</li> <li>• Costs for recovery – will existing capital and revenue budgets remain?</li> <li>• How will we catch up on servicing and statutory compliance when lockdown is lifted?</li> <li>• If we have been able to operate without particular buildings for this period of time – do we really need them?</li> <li>• Will there be a surge in Building Standards applications following lockdown and high demand for warrants with ongoing staff shortages?</li> </ul>	<ul style="list-style-type: none"> <li>• Working on re-commissioning plans based on SFG 30.</li> <li>• Alter budgets to suit circumstances when outcome of overall budgetary situation is known.</li> <li>• Working with contractors to plan servicing schedules for various areas of servicing and compliance.</li> <li>• Review working methods and alternative means of carrying out tasks including home and electronic working with touchdown areas, etc.</li> <li>• Use current lockdown period to catch up on warrant applications whilst construction has ceased.</li> </ul>

## Sport, Countryside & Leisure

Questions	Actions
<ul style="list-style-type: none"> <li>• Has a strategy been decided on?</li> <li>• Costs for recovery?</li> </ul> <p>Open space recovery?</p> <p>Fly-tipping?</p> <p>Garden aid?</p> <p>Amenity nursery?</p>	<ul style="list-style-type: none"> <li>• Plans</li> <li>• Mitigation</li> </ul> <p>The re-introduction of grass cutting in public open spaces by 27 April 2020 will assist the speed of overall recovery of this activity. Costs are contained within staff and machinery core budgets. Spraying and weed control will require ongoing remedial work.</p> <p>Private works have also been started week beginning 27 April 2020. An adjustment in the bills will be put in place, potentially a circa 10% reduction to account for the missed numbers of cuts.</p> <p>Fly-tipping is taking place and being dealt with as core activity when on public land. Private landowners are and will be responsible for any increased fly-tipping on their private land.</p> <p>Garden Aid is suspended. When it is confirmed that it is appropriate to recover garden aid activity. We have a plan in place to introduce the seasonal staff to recover and deliver this activity / need. We have kept seasonal applicants 'warm' on hold during the COVID 19 period with the aim of being able to move on recruitment and reintroduction of garden aid with a 2 week window. [HR will be needed as per new arrangements that no new staff can start prior to receiving a contract].</p> <p>Work on the following seasons order generally starts in October. This season's work was well under way when lockdown occurred. We currently have almost our full plant numbers in place to be ready for the last week in May first week in June. After this period the plant quality and viability will reduce.</p> <p>The value of these plants are around £65,000 if they were to be purchased from a commercial grower.</p> <p>If restrictions are not lifted and they cannot be</p>



## Facilities Management

### Potential considerations:

- Mothballed buildings to be prepared for stakeholders and service delivery
- Deep cleaning of FMS facilities across the county
- Staffing capacity to meet all service needs
- Primary and secondary school catering, cleaning, janitorial
- Homes for older people
- Reinstate public toilet facilities
- Managing LETS during recovery phase
- 1140 hours expectations
- Loss of income
- Managing the publics expectations/communication

### Potential areas for action:

- Resources to meet service needs and food safety compliant
- Loss of income impact and budget expectations
- Recruitment to support and meet service needs – gaps
- Review of staffing due to sickness absence levels at the time

### Likely challenges:

- Staffing levels to meet stakeholder service needs
- Social Distancing in the work place
- Following national guidelines
- Sourcing PPE
- Service capacity
- Supplier capacity
- Cost impact
- Suppliers remaining financially solvent
- Supply chain impact – increase in costs
- Procurement – lack of supply options

### Action Card - Environment and Infrastructure

Questions	Actions
<ul style="list-style-type: none"> <li>• Has a strategy been decided on?</li> <li>• Costs for recovery?</li> <li>• Will our suppliers/contractors still be available?</li> <li>• Will additional staffing support be available?</li> <li>• How will staff holiday leave impact services?</li> <li>• Will cost recovery for internal service provision be budgeted on full recovery or partial?</li> <li>• Will capital budgets be protected or rolled over if unable to complete spend during FY?</li> <li>• Service expectations – if unable to meet objectives what would be the impact?</li> <li>• How can we ensure our staff are able to sustain the change/impact of recovery?</li> <li>• How can we ensure our staff are resilient to new ways of working?</li> <li>• Will budgets be reconfigured?</li> </ul>	<ul style="list-style-type: none"> <li>• Plans</li> <li>• Mitigation</li> <li>• Supplier Support</li> <li>• Flexibility on holiday roll over</li> <li>• Budget reconciliation to include COVID 19 impact</li> <li>• Realistic expectations on services to deliver in relation to KPI's</li> <li>• Short-term and long-term strategy for services</li> <li>• Staff input</li> </ul>

### Strategic Asset & Capital Plan Management

Questions	Actions
<ul style="list-style-type: none"> <li>• Has a strategy been decided on?</li> <li>• Costs for recovery?</li> </ul>	<ul style="list-style-type: none"> <li>• Plans</li> <li>• Mitigation</li> </ul>
<b>PPP</b>	
<ul style="list-style-type: none"> <li>• PPP buildings all being maintained as per the contract – what will be the lead-in time to ensure they are ready for occupation? What will be the timescale and guidance from Scottish Government regarding resumption of Education?</li> </ul>	Plan for re-occupation of PPP buildings with Education & Children's Services and other services.
<ul style="list-style-type: none"> <li>• Team Manager – Schools Estate &amp; PPP Project liaising with Education and other services/groups regarding access to PPP buildings – what will the continuing access requirements be?</li> </ul>	Assess continuing access requirements with Education and other services.
<ul style="list-style-type: none"> <li>• Team Manager – Schools Estate &amp; PPP Project liaising with Finance and PPP Provider regarding the financial implications of COVID 19 on ELC income (e.g. moratorium on deductions, reduced lets, energy reconciliation). What will be the overall effect on income?</li> </ul>	Assess overall impact of COVID 19 restrictions on PPP contract – operational and financial.

<b>Projects</b>	
<ul style="list-style-type: none"> <li>Design work for capital projects ongoing – construction sites closed and team liaising with contractors regarding delay and restart. When will construction sites be allowed to re-open and what will the Scottish Government restrictions be?</li> </ul>	Plan for re-commencement of work on construction sites with contractors. Assess impact of COVID 19 restrictions on programmes for capital projects.
<ul style="list-style-type: none"> <li>What has been the effect of COVID 19 on development and roll projections? What effect will this have on capital projects?</li> </ul>	Liaise with Education, Finance, Planning Obligations Officer and other services regarding effects and re-plan capital programme.
<ul style="list-style-type: none"> <li>Will the outlook for services e.g. Education have any effect on the briefing requirements for projects? Co-location of public services with Education, intergenerational interaction, continued social distancing?</li> </ul>	Liaise with Education and other services regarding effects and assess.
<ul style="list-style-type: none"> <li>What will be the new date for roll-out of the 1140 hours early learning and childcare programme postponed by the Scottish Government?</li> </ul>	Liaise with the Scottish Government and Education regarding proposed timescales and assess effects on infrastructure.
<ul style="list-style-type: none"> <li>Quantity Surveying team liaising with Finance, Procurement and Legal regarding payments to contractors and suppliers during restrictions.</li> </ul>	Assess impact of COVID 19 restrictions on cost and procurement of capital projects. Report additional costs to Finance, Procurement and Scottish Government.
<ul style="list-style-type: none"> <li>Clerk Of Works team providing support to vulnerable tenants for Housing. What is the demand for continued support?</li> </ul>	Liaise with Housing to plan.
<ul style="list-style-type: none"> <li>SACPM Projects Team progressing housing adaptations for vulnerable tenants. What will the return to a full programme of Housing adaptations look like? What will the Scottish Government restrictions be?</li> </ul>	Liaise with Housing to plan.
<ul style="list-style-type: none"> <li>'Business As Usual' moves and 'New Ways of Working' projects suspended. What will the 'new normal' look like? How can we assist planning for the whole council to take advantage of the opportunities presented by the current remote working across all teams? How can this help us rationalise the property assets? Is 'New Ways of Working' still appropriate? Will there be any continuing restrictions imposed by the Scottish Government?</li> </ul>	Liaise with Head of Infrastructure and other services to plan a return to working after the restrictions are lifted by the Scottish Government. Think about options in a radical way.
<b>Estates</b>	
<ul style="list-style-type: none"> <li>Estates Team processing 'rent holidays' for commercial tenants and supporting local businesses.</li> </ul>	Assess impact of COVID 19 restrictions on Estates workload and commercial properties. Assess overall financial impact and report to Finance/CMT.

<ul style="list-style-type: none"> <li>Estates Team processing licences for utility companies to enable essential works to progress. What will be the continuing workload from this?</li> </ul>	Liaise with utility companies at a high level to establish likely future workload.
<ul style="list-style-type: none"> <li>Some Estates services suspended – when can these activities resume?</li> </ul>	Plan for re-commencement of services suspended within Estates team.
<b>General Team Management</b>	
<ul style="list-style-type: none"> <li>What have been the lessons learned from the enforced period of remote working? What will a return to ‘a new normal’ look like? What will be the Scottish Government programme and restrictions for the next period during the pandemic?</li> </ul>	Plan for SACM team to return to working from ELC offices. Liaise with Head Of Infrastructure and other services regarding the ‘bigger picture’.

## Roads

Questions	Actions
<p>1) As Roads Authority we have responsibility for maintenance of the Road Network within East Lothian Council. Given current restriction and uncertainty of how long these will extend there is a real risk that we cannot properly maintain and renew the road network. If we are unable to do so the condition will deteriorate. This will then increase the cost to repair/maintain and renew the road network will increase as we move forward. We take a report annually to PPRC titled “Roads Asset Management - Annual Status and Options Report”. This report presents a summary of the council’s road assets. It:</p> <ul style="list-style-type: none"> <li>Describes the status of the asset, its current condition, and performance;</li> <li>Defines the value of the assets;</li> <li>Details the service that the asset and current budgets are able to provide; and</li> <li>Presents the options available for the future.</li> </ul> <p>In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Transport Infrastructure Assets, road assets are split in to 6 distinct Asset Groups: Carriageways; Footways and Cycleway; Street Lighting Status; Structures; Traffic Management Status and Street Furniture. It basically sets out estimated value of asset, condition and as officers we make a recommendation of investment to be in place to either keep the steady state our improve condition of asset going forward. This feeds into budget setting. To put in perspective I have been putting a capital bid of £9m for the last two years just to deal</p>	<p>1) Need to try to deliver as much of our capital programme of work once restrictions are lifted. However, this may be extremely challenging</p> <p>2) Invest in contactless payment at costal carpark to reduce risk of virus spreading via coinage. Approx. £20k to upgrade all pay and display machines.</p>



<p>with street lighting. We got £2m across road services to cover all road assets. This just gives you a perspective at the level of risk for ELC.</p> <p>Given current COVID 19 pandemic and restrictions. If we are unable to maintain/renew the road network and associated assets, the condition will deteriorate and this will increased capital and revenue costs going forward if we want a reasonable good road network.. How you want to capture this in a corporate risk register is not straight forward and I welcome a chat to discuss to agree how we can do this.</p> <p>2) Predicted impact of the COVID 19 pandemic on income generation and costs associated with delivering and maintaining services during this time.</p> <p>Four areas for example of business in the Asset and Regulatory Team covering:</p> <ul style="list-style-type: none"> <li>• Decriminalise Parking enforcement (DPE) and coastal car parking income</li> <li>• Roads (Scotland) Act 1984, Road Traffic Regulation Act 1984, and the New Roads and Street Works Act 1991 (NRSWA) as well as Inspections and Fixed Penalty Notices.</li> <li>• Electric Vehicle Charge point income</li> <li>• Road Construction Consent – inspection and monitoring activities</li> <li>• Costs for recovery</li> </ul>	
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## Waste

Questions	Actions
<ul style="list-style-type: none"> <li>• Has a strategy been decided on dealing with waste? Costs for catch-up with waste disposal?</li> </ul>	<ul style="list-style-type: none"> <li>• Catch up on waste disposal</li> <li>• Media attention to strategy for waste.</li> </ul>

## Protective Services

### Potential Considerations:

- Social Distancing Legislation enforcement as lockdown eases in accordance with the 4E's – engage, explain, encourage and then enforce.
- Helping deliver TTIS (Test, Trace, Isolate and Support) as it rolls out across the country – Contact Tracing.
- Giving Professional Advice to local businesses regarding the prevention of Infectious Diseases and the use of Control Measures as businesses change their procedures.
- Giving advice as required to Recovery and Renewal Co-ordinating Group, CMT, council services in relation to Infection Control Measures and current national advice e.g. in relation to the Road Services 'Spaces for People' project.
- Providing ELC with Business Concerns regarding SD and how businesses are adapting to new ways of working.
- Pre COVID 19 pandemic, some Environmental Health staff have powers under Public Health (PH) legislation, so we may be asked and/or have to use these powers whether that be in relation to COVID 19 or some other notifiable disease as prescribed in PH legislation.
- Loss of income
- Managing expectations of both local businesses and our partner agencies with regards to some of our normal statutory duties being, in effect, suspended. These agencies include HSE, FSS, SEPA, DWQR, DWP, Police and also internal council sections such as Licensing.
- BREXIT - Depending upon the Brexit deal, and with the current shortage of qualified EH and TS staff, we may have to help with allowing businesses both to export their food and also examine incoming imported food.
- Provision of advice to local businesses, customers regarding scams, cancellation of holidays, feeding stuffs, weights and measures etc.

### Potential Areas for Action

- Resources to meet customer expectations
- Providing a 'pack', in association with Economic Development, for local businesses re SD guidance.
- Providing Communications with up to date guidance/advice in relation to a
- Public Health Scotland and the 'app' – liaising with health boards, national agencies, IT and Communications re the roll out of this app.
- Liaising with ELC, especially Connected Communities, re support for people who are required to self-isolate.

### Likely Challenges

- Maintain current staffing levels, depending upon ELC Finances
- Complying with Statutory Requirements
- Recommencing routine inspections re Food, H&S, TS as the lockdown eases.
- Recommencing the Loving Life project.
- Managing Customer Expectations
- Adopting to new Ways of Working, and trying to keep up staff Morale/Mental Health

## Climate Change

<ul style="list-style-type: none"> <li>• Public expectation that recovery planning is undertaken in a sustainable way that ensures we continue to tackle the Climate Emergency, which is still the biggest threat facing us over the long term – how will we do that?</li> <li>• Polls have shown that people want to see Climate Change tackled with the same urgency as Coronavirus.</li> <li>• We have an approved Climate Change Strategy in place, and we are still in a declared state of ‘Climate Emergency’ in East Lothian. What are the lessons learned from the current crisis that will aid a Green Recovery and tackling the Climate Emergency in the longer term?</li> <li>• How do we achieve the key recommendations by the Committee on Climate Change (CCC) to the Scottish Government for a ‘green recovery’ from COVID 19, to aid an economic recovery that is in line with Scotland’s statutory net-zero targets and help to rebuild Scotland with a stronger economy and increased resilience?</li> </ul> <p>In summary, the CCC has recommended that the Scottish Government “prioritises actions according to six principles for a resilient recovery:</p> <ol style="list-style-type: none"> <li>1. Use climate investments to support the economic recovery and jobs</li> <li>2. Lead a shift towards positive long-term behaviours</li> <li>3. Tackle the wider ‘resilience deficit’ on climate change</li> <li>4. Embed fairness as a core principle</li> <li>5. Ensure the recovery does not ‘lock-in’ greenhouse gas emissions or increased climate risk</li> <li>6. Strengthen incentives to reduce emissions when considering fiscal changes”</li> </ol> <ul style="list-style-type: none"> <li>• We await the publication of the Scottish Government’s Climate Change Plan Update, which the Scottish Government’s Climate Change Secretary has indicated will contribute, in due course, to “a green recovery for Scotland”.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners including the Scottish Government to set out an Action Plan for a sustainable and ‘Green Recovery’ from COVID 19, that seeks to build on the lessons learned and ‘new ways of working’, both for the council and the wider East Lothian</li> <li>• For example, this may include: travelling less; increased walking &amp; cycling; home working; digital working/remote working including virtual meetings e.g. Skype; the importance &amp; benefits of local greenspaces; review of use of and need for buildings/offices over the longer term/energy savings</li> <li>• Shopping locally and supporting local supply chains and locally grown food have important benefits to tackling climate change, reducing emissions, and preparing for climate change impacts</li> <li>• Opportunities for a sustainable and ‘Green Recovery’ for the longer term, including reduced energy use; energy from renewable sources; utilisation of renewable technologies by businesses; business supply chain and diversification opportunities; transport opportunities; use of and need for buildings, particularly as we change the way we work; community resilience planning for the longer term impacts of climate change; enhancing the natural environment and working with nature.</li> </ul>
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## Appendix K – Support: Communications Action Card

### Potential considerations:

- Develop overall Communications Strategy in line with the Recovery and Renewal Strategy
- Ensure involvement of all stakeholders
- Ensure a consistent and single overall message is delivered
- Maintain a proactive approach to the sharing of information across appropriate channels to relevant audiences
- React to any negative stories or misinformation
- Ensure the affected community is kept informed throughout the recovery and renewal process

### Potential areas for action:

- Ensure that the public, stakeholders and media are fully informed and consulted throughout the entire recovery and renewal process
- If necessary, advise and inform the communications outputs of other Sub-Groups
- Address any local, regional and national communications issues
- Inform the Recovery and Renewal Coordinating Group of communications/media issues
- Prepare strategic advice on public communications
- Identify the key groups and individuals affected by the emergency, response and recovery and renewal
- Prepare joint statements as required by the Recovery & Renewal Coordinating Group
- Ensure all staff and elected members are briefed to ensure the correct messages are delivered
- Ensure all staff and elected members are informed throughout the recovery and renewal process
- React appropriately to any negative media stories or misinformation
- Maintain links with partner organisations to ensure co-ordination of public messaging across East Lothian and consistency of key messages

### Likely challenges:

- Addressing any potential for misinformation
- Handling reactive social media work
- Need to provide messages in multiple languages
- Providing messages to particularly vulnerable/hard to reach communities
- Effective media liaison
- Limited capacity for web development and graphic design

### Thematic Stakeholders:

Additional agencies likely to be involved in this element of the recovery and renewal process include:

- Police Scotland
- NHS Lothian
- Scottish Government
- COSLA

**Action Card - Communications:**

Questions	Actions
<ul style="list-style-type: none"> <li>• During response were any of the following put into operation: public information help lines, drop in centres, regular bulletins/newsletters, dedicated websites/social media feeds, alert schemes?</li> <li>• What is the viability of these continuing for the recovery and renewal phase?</li> <li>• What sections of the media have expressed an interest in COVID 19?</li> <li>• Do we have resources deployed in the correct manner to handle customer queries via social media?</li> <li>• Were any specific issues raised during the response phase that has implications on communication during recovery and renewal?</li> <li>• Has the recovery and renewal process been publicised?</li> <li>• Do we have the correct methods and techniques to ensure staff are engaged with effectively?</li> <li>• Do we have sufficient engagement with partner organisations on shared communications priorities?</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate communications across all recovery and renewal groups, including attending meetings (where resources allow);</li> <li>• Consider long-term strategy – key target audiences, including those inside and outside of the area/key messages, with a focus on public/business reassurances and rebuilding area’s image/ mechanisms to ensure cross agency coordinating and consistency of message/key spokespersons both overall and for specific aspects of the recovery and renewal period;</li> <li>• The communications strategy should consider – media relations/information programme, resources needed to deliver the above and maintain “normal” communications work, web presence, social media channels, public information help lines, publications, information centres, interpretation and translation, graphic design support public meetings;</li> <li>• Ensure there is a co-ordinated, pan-council approach to the handling of reactive issues via corporate social media channels</li> <li>• Maintain regular communication with key groups and manage expectations</li> <li>• Consider the use of trusted individuals to get a message across, including those from the affected area, such as Elected Members.</li> </ul>

## Appendix L – Support: Equalities Action Card

Integrated Impact Assessments (IIA) should be carried out on any significant policy proposals that might have an impact on any of the nine protected characteristic groups as defined by the Equality Act 2010:

- Age
- Disability
- Sex
- Pregnancy and maternity (the law provides protection in the area of employment and vocational training only)
- Race
- Religion and Belief
- Sexual Orientation
- Gender Reassignment
- Marriage and civil partnership (the law provides protection in the area of employment and vocational training only)

Guidance on carrying out Integrated Impact Assessments is available on the council's intranet.

A multi-agency Poverty Working Group will prepare an action plan to set out the actions that the council and Community Planning partners will undertake to mitigate the negative impact of the COVID 19 emergency and response on poverty in East Lothian.

## Appendix M – Support: Council Resources Action Card

### Potential considerations:

- Assess the financial, procurement, legal, HR and ICT implications of COVID 19
- Provide professional support advice to Key Activity Areas in support of those affected by COVID 19
- Consider any implications for existing policies and strategies
- Understand the various UK and SG Interventions and support mechanisms put in place

### Potential areas for action:

- Advise and inform the discussions of the Recovery and Renewal Coordinating Group
- Explore all potential sources of financial support and assistance including risk management/insurance and liabilities
- Support any efforts made by COSLA/others to lobby for appropriate funding from UK and Scottish Governments
- Provision of support and advice in respect of workforce implications and potential interventions
- Monitor all financial implications and report to the Recovery & Renewal Coordinating Group – this will involve alignment with any work being undertaken centrally by both COSLA (national financial pressures template) and Scottish Government through multiple data/performance returns that have been put in place.
- Provide advice and guidance on the establishment and management of all COVID 19 related funding?
- Support individuals to ensure maximum take up of any financial support and benefits that may be available to them through existing and new government interventions
- Consider wider workforce implications including enhanced review of New Ways of Working (NWoW)

### Likely challenges:

- Significant loss of various income streams including Business Rates, Council Tax, Housing and Commercial Rent and other Fees and Charges
- Depleted community economy
- Sustainable Procurement Support – ensuring contractual arrangements are managed to best effect ensuring sustainability of key suppliers such they are still able to support both recovery and ongoing delivery
- Delivery and mobilisation of financial plans and strategies which support growth and economic recovery
- Claims
- As we re-engage with the procurement improvement plan, we will focus on a digitally-driven procurement operating model and evaluate ‘new ways of working’ that have emerged over the last two month whilst connecting with internal customers and suppliers.
- Strengthen ELC’s supply base through interacting more closely with critical suppliers to understand risks and how they can work together to strengthen resilience.
- Embed risk management elements into procurement decisions (cost of risk) from upfront and explore digital contract management tools to assist centralised visibility controls.
- Any other financial/legal/procurement/HR/ICT issues raised by the Recovery and Renewal Coordinating Group

**Thematic Stakeholders:**

In addition to East Lothian Council Finance, Legal, Procurement, HR and ICT staff, additional agencies likely to be involved in this element of the recovery and renewal process include:

- Various professional networks will be called upon including CIPFA DoFs, SOLAR, CIPS, SPDS, SoCITM, IRRV
- COSLA
- Scotland Excel
- Improvement Service

**Action Card – Council Resources:**

Questions	Actions
<ul style="list-style-type: none"> <li>● Who will be the council's Lead Responsible Financial Officer?</li> <li>● How will financial expenditure be recorded?</li> <li>● What are the financial implications of any decisions being made?</li> <li>● Are we maximising all available resources for both organisations/agencies and individuals?</li> <li>● What are the legal implications of any decisions being made?</li> <li>● Is there any legislation that the Recovery &amp; Renewal Coordinating Group should be made aware of?</li> <li>● Are there any legislative barriers to the proposed actions?</li> <li>● Is any central government assistance required?</li> <li>● What existing contractual arrangements are in place</li> <li>● What HR/workforce issues needs to be considered including refresh of agile/NWoW?</li> <li>● What ICT technological and infrastructure support and advice may be necessary?</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain accurate, auditable records (including any for a central government claim);</li> <li>● Compile any returns/business cases required and submit to Scottish Government, COSLA or others;</li> <li>● Advise the Recovery &amp; Renewal Coordinating Group on any legislative issues;</li> <li>● Advise the Recovery &amp; Renewal Coordinating Group on the financial implications of their decisions and proposed actions;</li> <li>● Advise on the implications of any business rate relief or other supports;</li> <li>● Advise on the implications of any support for council tax and rent payers;</li> <li>● Support the processing of any claims made (if relevant);</li> <li>● Advise of any procurement issues as a result of the Recovery and Renewal Frameworks.</li> </ul>