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Document Title	East Lothian Council COVID 19 Recovery and Renewal Framework Document, Version 1.3

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For Office Use Only:	
Library Reference	107/20
Date Received	05/10/20
Bulletin	Oct20

REPORT TO: Members' Library Service

MEETING DATE: October 2020

BY: Head of Council Resources

SUBJECT: East Lothian Council COVID 19 Recovery and
Renewal Framework Document, Version 1.3

1 PURPOSE

- 1.1 This report is intended to inform Councillors of the updates to the East Lothian Council COVID 19 Recovery and Renewal Framework as contained within Version 1.3., dated 5 October 2020.

2 RECOMMENDATIONS

- 2.1 Councillors are asked to note the report and supporting Framework Document Version 1.3., as formally approved by the Multiagency Recovery & Renewal Coordinating Group on 5 October 2020.

3 BACKGROUND

- 3.1 Version 1.0 of the East Lothian Council COVID 19 Recovery and Renewal Framework Document was published in the Members' Library on 1 June 2020, having received formal approval from the Chief Executive and subsequent support from the members of the Multiagency Recovery and Renewal Coordinating Group (MARRCG) at their inaugural meeting on 12 June 2020.
- 3.2 Versions 1.1 and 1.2 received MARRCG approval on 10 July 2020 and 7 September 2020 respectively, and were subsequently lodged in the publically-available section of the Members' Library.
- 3.3 The Framework is designed to be a flexible and responsive document, and is therefore expected to be published in a number of different iterations as the five Key Activity Areas progress through response, recovery and renewal. Framework Version 1.3 is attached as Appendix 1.
- 3.4 Version 1.3 of the Framework takes the same format as the previously published versions, including a set of strategic aims and objectives, and sets of Action Cards for the five key areas of the community and business in East Lothian that have been most affected by COVID 19.

3.5 For ease of navigation, the author can advise that the following Action Cards have been updated/refreshed for publication in Framework Version 1.3:

- Framework narrative
- Appendix E: Elected Members' Action Card
- Appendix F: Economy Action Card;
- Appendix I: Education & Children's Services Action Card; and
- Appendix J: Environment & Infrastructure Action Card.

3.6 Upon the publication of Framework Version 1.0, a commitment was made to provide Elected Members with regular progress reports throughout the recovery phrase. This report and attached appendix provides an update as to the progress of some of the Key Activity Areas.

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 five Key Activity Areas.

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 – there are 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
- 7.2 Terms of Reference (ToR) for the East Lothian Recovery and Renewal Coordination Group – pub. Members’ Library, 1 June 2020

Appendix 1: COVID 19 Recovery & Renewal Coordinating Group (RRCG) Framework, Version 1.3

AUTHOR’S NAME	Jim Lamond
DESIGNATION	Head of Council Resources
CONTACT INFO	jlamond@eastlothian.gov.uk Tel: 01620 827278
DATE	05 October 2020

**EMERGENCY
PLANNING**



**East Lothian
Council**

COVID 19

Recovery & Renewal Coordinating Group (RRCG) Framework

5 October 2020

Version	Date	Details of Changes	Made by:
1.0	20 May 2020	First full version	ELC Recovery & Renewal Coordinating Group
1.1	10 July 2020	First updated version	ELC Recovery & Renewal Coordinating Group
1.2	7 September 2020	Second updated version	ELC Recovery & Renewal Coordinating Group
1.3	5 October 2020	Third updated version	ELC Recovery & Renewal Coordinating Group

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1. COVID 19 Recovery and Renewal Introduction

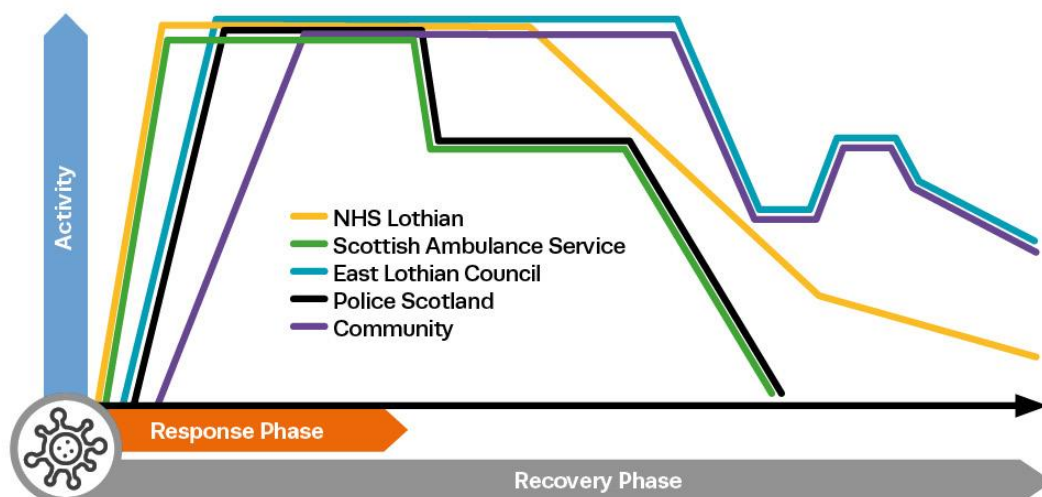
Recovery is the process of rebuilding, restoring and rehabilitating a community, including business for the local economy, following a disruptive incident. It should be considered from the outset, alongside the council's internal response to any incident. COVID 19 is such a disruptive incident.

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 perhaps less directly 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 2nd 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**.

Regular meetings of the internal ELC RRCG, as well as monthly meetings of the formal Multiagency RRCG, are now taking place. Updates to the Key Activity Area Action Cards are being made on a regular basis and receive formal approval from the Multiagency RRCG before being published in the publically accessible Members' Library as part of the updated versions of this Framework document. An example Multiagency RRCG meeting agenda is provided at **Appendix C**. A Recovery and Renewal Coordination Group Action Card showing the initial tasks¹ completed by the RRCG can be found at **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 are playing a vital role in the recovery and renewal process. Elected members should 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 has been divided into five key areas, all of which must be addressed in order to achieve a successful outcome.

¹ Several tasks suggested have already been completed whilst compiling this Framework.

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 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 up to date 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.

An up to date 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 'Track and Trace' arrangements.). Alternations of service will have been implemented under emergency arrangements, however, medium to long term provision will likely need further engagement.

An up to date 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. Pupils returned to full time schooling from August 2020. 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 up to date 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 up to date 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.

An up to date 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 up to date 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.

An up to date 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, however, the Scottish Government has confirmed that the Bellwin Scheme will not 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.

Discussion within the Multiagency RRCG has noted that that local outbreaks or lockdowns would be iterative processes that would be likely to be rehearsed and experienced multiple times over the coming period. These would provide opportunities for stakeholders to learn from each instance and plan to make improvements for future local outbreaks or lockdowns. An additional strategic escalation structure has been established to oversee any emergence of a local cluster or second spike in COVID 19 cases.

It should be noted that the potential for handover from response to formal recovery mode is kept under constant review.

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 of the aforementioned issues and addresses them accordingly.

Due to the expected longstanding duration of recovery and renewal, structured debriefs should take place on an interim basis, aligned with the key review and assessment milestones as set out in Section 8. Review points of 12, 18, and 24 months are envisaged, measured from the time recovery began i.e. the formal standing up of the Multiagency Recovery and Renewal Coordinating Group in June 2020.



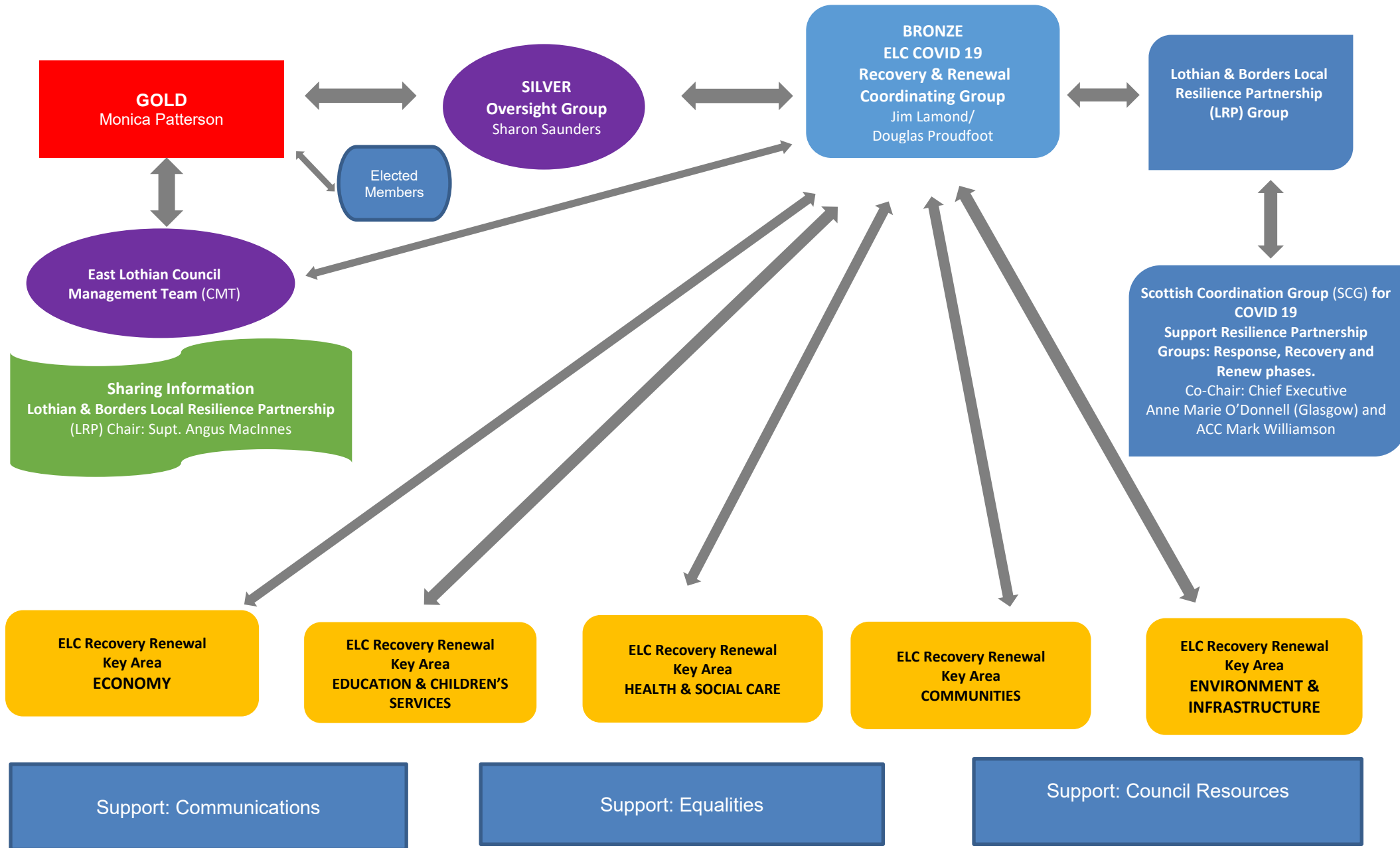
Monica Patterson
Chief Executive

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?	Economy 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.	Community
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.	Education & Children's Services
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.	Environment & Infrastructure
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 (Multiagency)***

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

Attendees: [to be inserted]

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

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 Depute Chair for sustainability	✓	02/04/20
2.	Confirm Secretariat	✓	22/04/20
3.	Agree/endorse terms of reference for Recovery & Renewal Coordinating Group	✓	07/05/20
4.	Agree the ELC COVID 19 Recovery & Renewal Framework including the Strategic Aim and Objectives	✓	20/05/20
5.	Stand up multi-agency Recovery & Renewal Coordinating Group ¹	✓	12/06/20
6.	Determine if Recovery & Renewal Sub-Groups need to be established and, if so, who will be the Chair of each group ²	✓	12/06/20
7.	Agree reporting mechanisms for the sub-groups ³	✓	12/06/20
8.	Commission/instruct Initial Impact Assessment to establish full situational awareness, and agree how the assessment will be regularly reviewed ⁴	✓	12/06/20
9.	Agree communication and reporting protocols between Recovery & Renewal Coordinating Group, and Recovery & Renewal Sub-Group Chairs ⁵	✓	12/06/20
10.	Strategically oversee the process to ensure the basic principles of Recovery & Renewal are met and that the needs of all are considered throughout		

¹ The first meeting of the Multiagency RRCG (MARRCG) took place on 12 June 2020.

² It was agreed that there would be five key activity area sub-groups and three support sub-groups with lead officers/chairs identified at the MARRCG of 12 June 2020.

³ All key activity leads and support group leads would report back into the meetings of the MARRCG.

⁴ This activity would be led by each of the key activity area sub-groups/chairs.

⁵ This would be carried out through a combination of specific document and data repository established on Resilience Direct and direct reporting into the MARRCG.

Appendix E – Elected Members’ Action Card

Elected members are playing a vital role in the recovery and renewal process. They are seen as a focus for community concerns, and have significant local knowledge that continues to prove invaluable to response, recovery and renewal.

Elected Members are being provided with regular updates on the recovery and renewal process through the following channels:

- Regular reports presented at Council meetings;
- Members’ Briefings on specific topics (e.g. Members’ Briefing on Education, 5 August 2020); and
- Updates to this Framework document, as lodged in the publically-available section of the Members’ Library.

The actions and tasks listed in the table below are being undertaken by various Elected Members on an ongoing basis.

Action	Task
1.	Participate in active workstream roles fulfilling key community and stakeholder linkages as appropriate e.g. Connected Economy Group
2.	Provide a focus for community concerns
3.	Identify problems and vulnerabilities in communities that may require priority attention and feed this into the relevant Recovery & Renewal Key Activity Area Sub-Group/Lead Officer
4.	Utilise knowledge bank of local community representatives and resources
5.	Encourage and support Recovery & Renewal teams coordinating within their community
6.	Enhance local community liaison
7.	Provide visibility and local leadership and where appropriate contact people affected to advise and provide reassurance
8.	Consider recommendations from the Recovery & Renewal Coordinating Group on the strategic choices including normalisation and regeneration to any affected area
9.	Assist the media in relaying messages to the community (following established policy guidelines)
10.	Assist with VIP contacts/visits
11.	Liaise with other elected representatives
12.	Assist and support debrief sessions with the community

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.

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

	ACTION	WHO	TIMESCALE	RESOURCES	ANTICIPATED OUTCOME
Business	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. End June 2020. 1460 Business Support Grants totaling £16.4m. 103 Hardship Grants, Newly Self-Employed and B&B, totaling £208,000. Scottish Enterprise Pivotal Enterprise Resilience Fund and Creative Tourism & Hospitality Hardship Fund. Letters of support provided to a number of bids. Full details awaited. Over 500 approaches from businesses made to Economic Development with queries and pleas for support. 3861 unique page views on dedicated business support page to end May 2020.
	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. 3861 unique page views on dedicated business support page to end May 2020. Information and guidance regularly updated in response to feedback and new 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. Promoted via social media, e-mail footers, CEG members and other networks
	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. Response focused on directing businesses to new opportunities and supporting bids.
	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. Fewer Business Gateway growth and start-up queries although many existing businesses seeking help with funding and other options, around 20.
	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. Collation of evidence and data for Impact Assessment ongoing, ELC. Issues include not being formal rates payer; rateable value > £25k; director dividends meaning ineligible for support; if rates not paid, then no support; no grant for limited companies with no property. Comment about short window of opportunity to apply for Scottish Enterprise schemes.
	Analysis of sectoral implications – e.g. Tourism, Food & Drink, 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. Establishment of 4 sub-groups through Connected Economy Group around Renewal & Recovery – Tourism, Town Centres, Employability, Rural. Wide representation and chaired by CEG member. Development of bespoke action plans for each linking with Economy Action Card.
	TOURISM				
Destination Marketing	Highlight web info to all businesses, including tourism, supplemented by Visit Scotland (VS) and Scottish Tourism Alliance (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
	TOWN CENTRES				
	Engagement with town centre stakeholders/trader associations/retail ensuring guidance clear and supporting alternative mechanisms, e.g. social distancing, food safety/protective services, shop local, social media marketing	ED	From April 2020	ED, other council services, Connected Communities, CEG partners	Begin to make most of interest in shop local ethos, ensure clear guidance on operating
Employability	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)	Capital City Partnership	Apr-20	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	Apr-20	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	Apr-20	ELW/ Education Schools/Edinburgh College	Consider transitions/courses/promotion/ links to businesses

	ACTION	WHO	TIMESCALE	RESOURCES	ANTICIPATED OUTCOME
	Regular meetings of the Connected Economy Group to monitor progress and new members and expertise brought in when appropriate	Partners	Ongoing	ELC, partners	To ensure CEG members are fully informed about the implications and consequences and can use partnership approach to address issues
	Establishment of four Recovery Sub-Groups chaired by CEG members and involving CEG and others - Tourism, Town Centres, Employability, Rural	Partners	From June 2020	CEG and partners	To ensure that recovery measures are informed by business need
Business	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	Ongoing	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. Revamped council web pages focusing on business recovery developed end June 2020, regularly updated and feedback and queries encouraged.
	Raise awareness of importance of Business Continuity Planning	ELC	Ongoing	ELC	To promote BCP and provide training/support where required
	Business Gateway start-up service - identify demand for new types of businesses	BG	Ongoing	BG	To assess types of businesses starting up and use this intelligence for planning and lobbying purposes
Tourism	Additional resources to support Tourism Recovery	ELC	July-October 2020	Additional one full-time equivalent member of staff	Existing Project Officers to lead on tourism recovery measures and policies
	Develop (restart) marketing plan for East Lothian and support development of town/community marketing approaches	ELC/VEL	June 2020 onwards	ELC/VEL	Develop appropriate marketing campaign for East Lothian and for communities and industry groups, via the Town Centre and Tourism Recovery Sub-Groups. Comms Plan led by ELC, June 2020 - Stay Safe, Support Local, Love East Lothian, with suite of marketing materials and media. (See Activity Sheet #2 for details)
	Continue engagement with VS and industry groups to identify marketing and business need	ELC/VS	Ongoing	ELC/VS, ELTAG, SGC, SF&DC, industry	To ensure that approaches are aligned, informed by demand and need and in line with phasing and Government guidelines. Good to Go scheme encourages business self-certification - promoted. Business survey planned for July 2020 to assess business sentiment and to establish opening schedules. (See Activity Sheet #3 for details)
	Use social media - liking, posting and sharing - to curate, enhance and amplify messaging in line with guidance/phasing and maintaining and raising awareness of East Lothian as a destination	ELC, partners	Ongoing	ELC, partners	To maintain and raise awareness of East Lothian as a safe and welcoming destination (See Activity Sheet #4 for details)
	Sectoral engagement - Scotland's Golf Coast, Scotland's Food & Drink County, EL Tourism Attractions Group	VS, ELC, partners	Ongoing	ELC, SGC, ELTAG, SF&DC	Encourage cross-promotion and engagement. Strategies developed by groups. Note opening times and phasing. (See Activity Sheet #5 for details)
	Digital business support	ELC	Ongoing	ELC, partners	Highlight webinars and digital support available for businesses. Identify any additional need and develop provision accordingly. Promote benefits of e-commerce. (See Activity Sheet #6 for details)
	Provide clear guidance on reopening protocols	ELC/VS	June 2020 for mid-July opening detailed on council website	ELC, partners	To ensure that businesses are well informed and supported. ELC website updated with new and amended content as required. (See Activity Sheet #7 for details)
	Webinars to support tourism businesses - one led by MELCC July 2020 with VS Chief Executive; interactive one in August managed by ELC and VS	ELC, MELCC, FSB	July-August	ELC, partners	To support and guide tourism businesses, encourage dialogue and engagement between businesses and with ELC and VS. Including National Marketing Strategy and case studies. (See Activity Sheet #8 for details)
	Use VS marketing plan as context to develop and promote East Lothian activity	ELC, VS, partners	Jul-20	ELC, VS, partners	Focus on East Lothian's unique assets and attractiveness to distinct visitor segments. (See Activity Sheet #9 for details)
Employability	Identify inward investment projects – e.g. retail, expanding businesses. Develop programme of 'mock' interviews and through engaging with investors guaranteed interviews for certain groups. Offer interview space if required.	ED/ELW/SDS/DWP	Ongoing	Partners	Maximise local jobs from new employers and raise awareness of partnership approach to support inward investment
	Intelligence gathering of new businesses and skill needs - via BG of start up and growing business needs	ED/BG/ELW	Ongoing	Partners	Review BG starts and growth for trends and analysis
	Promote new opportunities and develop and exploit these - ongoing labour market intelligence as to skills demand	ED/SDS/ELW	Ongoing	Partners	Identify and promote sectoral opportunities, develop provision
	Assess demand and take up of temporary employability services and develop longer-term offer accordingly - analysis of need and take-up as well as outcomes	ELW and partners	Ongoing	Partners	Identify where employability best supported for businesses and potential employees to maximise job outcomes for East Lothian residents
	Provide clear information for businesses reopening - revamped council web pages for Business Recovery with information from range of council services	ELC	Jun-20	ELC	Businesses signposted to the guidance and through SPOC's, see below, encouraged to address queries to council services
	Single point of contact for queries relating to business recovery - council staff seconded to these roles to deal with questions and respond clearly and consistently	ELC	Jun-20	ELC	Businesses and stakeholders able to have a designated contact within the Council for range of queries and be confident that these will be addressed. Town Centre Recovery Sub-Group members advised as well as internal contact points.

Town Centres	Small-scale grant support for business reopening per area partnership	ELC	Jun-20	ELC	Businesses provided with small grants to facilitate reopening, managed by single points of contact. £6000 total per ward.
	Development of marketing plan and activity to encourage visitors (in tandem with Tourism)	ELC/VS	from June 20	ELC/VS/partners	Consistent and joined-up approach to promoting East Lothian and encouraging footfall and spend. Note ELC plan, June 2020 - Stay Safe, Support Local, Love East Lothian.
	Application to STP Towns Recovery Fund	ELC	Jul-20	ELC	Secure additional funding for economic recovery activities, focused on shop local marketing activities and securing additional funds for small scale grant scheme and the ELI gift card. (£24,000 secured).
	Promotion of East Lothian Gift Card	ELC/ELI	from June 20	ELC/ELI	Further opportunity to encourage footfall and spend. Christmas campaign using social media channels, Grab & Load project being mooted to make it easier for retailers to sell cards. Ongoing analysis of use.
	Delivery of Spaces for People project	ELC	from June 20	ELC/Sustrans	Opportunity to provide safer environment for visitors and shoppers supporting businesses in their recovery. £1.4m awarded to ELC, inc. e-bike stations and physical distancing barriers.
	Digital business support	ELC	from June 20	From June 20	Highlight webinars and digital support available for businesses. Identify need and develop provision accordingly. Promote benefits of e-commerce. Webinars through MELCC, FSB, BG.
	Communications plan for business reopening	ELC	from June 20	ELC	Launched 29 June. Stay safe, support local, love East Lothian.
	Explore establishment / collection of metrics to track recovery	ELC / partners	From Sept. 20	ELC and partners	Establish a set of pre-existing / new metrics to track recovery within town centres.
Rural	Engage with range of stakeholders and identify potential members of sub-group	ELC	Jun-20	ELC	Consider cross section of representatives, geographically and sectorally.
	Convene sub-group and appoint chair	ELC	Jun-20	ELC and partners	Encourage sharing of information
	Develop plan to support rural recovery	ELC	from June 20	ELC and partners	Develop medium to long term planning for rural economic recovery.
	Carry out survey with rural communities / businesses to support plan development	ELC / partners	from August 20	ELC and partners	Identify issues and opportunities linked to COVID recovery (and any other underlying / structural issues)
	Identify and address ongoing or emerging issues facing the rural economy	ELC / partners	from August 20	ELC and partners	

Action				
Provide clear information for businesses reopening - revamped council web pages for Business Recovery with information from range of council services				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
<i>ELC webpages kept up to date with current advice, guidance, regulation, and support available</i>	ELC	June (ongoing)		Ongoing updates being carried out as required. Debt advice routes and towns and villages recovery fund details added Sept 20.
<i>Businesses signposted to web-based guidance and contact with relevant ELC / partner support via SPoCs</i>	ELC	June		SPoCs in place since July 2020 and taking queries / providing support across all wards SPoCs supporting towns and village fund enquiries / applications

Action				
Single point of contact for queries relating to business recovery - council staff seconded to these roles to deal with questions and respond clearly and consistently				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
Allocate SPoC roles	ELC	July		Seconded staff allocated p/t duties to assist from July 2020 = Linda Cockburn, Haddington - Jean Squires, Dunbar - Wendy Malkin, N. Berwick - Jamie Baker, Musselburgh - Lucy Schofield/Jamie Baker, Tranent - Jenny Sheerin, PSG By mid august 2020 circa 20 support enquiries handled.
SPoCs supporting town and village recovery funding EOLs / applications	ELC	August (ongoing)		Application form + guidance issued August 2020 By mid Sept. 2020 enquiries received from Musselburgh, Haddington, N.B. Gin, Filling Station Prestonpans, Tranent, Dunpendar CC, Tynninghame Village Hall, Dunbar Traders, Cockenzie Hose and Gardens Trust.

Action				
Small-scale grant support for business reopening per Area Partnership to support business/community-led local economic recovery				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
<i>Develop and produce fund guidance and application procedure</i>	ELC	July	36,000	Completed July 2020
<i>Distribute application form and guidance and promote funding</i>	ELC	August - ongoing		Fund promoted from August 2020 via SPoCs, community councils, area partnerships, business / traders associations, ELC website, and Rural recovery Group.
<i>Assess / determine applications</i>	ELC Recovery Chairs meeting	Sept. - ongoing		To date: Tynningham Village hall, approved - Dunbar Trades, approved - Battle Trust event, declined - Cockenzie House and Gardens, further development required.

Action				
Explore establishment / collection of metrics to track recovery				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
<i>Begin discussion on metrics / KPIs / other measures of success for towns recovery & growth</i>	ELC / Partners	Sept - ongoing	TBC	List of existing metrics being compiled to link with tourism, incl. frequency, value / reliability of data, potential partners.
<i>Add metric / KPIs to activities funded by towns and villages recovery funding as appropriate</i>	ELC	Sept - ongoing		Dunbar trades award to include detailed metrics / KPIs to support local recovery and data collection / benchmarking and best practice development of other areas.
<i>Haddington footfall counter (Market Street) online</i>	ELC / Sustrans	August - ongoing	23,000	Sustrans funding linked to Haddington TC design project funds 2 x 24/7 footfall cameras (Market and High Street) data available from August 2020.

Action				
Develop plan to support rural recovery				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
<i>Rural recovery group established and defining parameters of a medium - long term recovery plan</i>	ELC / partners	by end 2020	tbc	Group working with internal and external partners to establish scope.
<i>Group considering membership / representation</i>	ELC / partners	July 2020 - ongoing		Additional members added to represent additional rural sectors, need for rural youth representation identified.
<i>Carry out phased research to establish impact of COVID and other / structural issues (see action #4)</i>	ELC / partners	August 2020 - ongoing		Initial survey piloted August 2020

Action				
Carry out survey with rural communities / businesses to support plan development				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
<i>Define survey parameters</i>	ELC / partners	Jul-20		Two-stage approach identified, short survey to ID recent / current issues and solutions/ quick wins and inform further qualitative engagement to help form longer term planning Survey reviewed and issued Sept 2020, promotion ongoing
<i>First Survey pilot</i>	ELC	August		Survey piloted early Aug 2020 with single CC area, results used to define full first survey.
<i>First Survey published and promoted</i>	ELC / partners	Sept 2020 - ongoing		Survey live on consultation hub, promotion underway.

Action				
Develop (restart) marketing plan for East Lothian and support development of town/community marketing approaches				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
Create and implement a communications plan	ELC	June	tbc	Communications plan created.
<i>Stay Safe, Support Local, Love East Lothian, with suite of marketing collateral</i>				Posters for businesses - Distributed to Libraries, ELC Rangers, caravan Parks, on arrival tourism locations, Attractions
<i>#LoveEastLothian</i>				Info animation for businesses - four completed generic one published to date boosted on Facebook (accommodation, family, unique experience, generic)
				Social media campaign - #loveeastlothian used across channels on going
Build on the communications plan to reflect a tourism message	ELC	July/August		1,000 Campaign with Evening News/Scotsman
<i>#LoveEastLothian Now; Responsibly; Safely; Respectfully. Welcome messaging. Know/plan before you go messaging</i>				Info animation for domestic market
				Local media
Develop and implement tourism marketing messaging plan	ELC	August	16,500	As detailed in the plan complete
<i>To include good to go, welcome, open, rural, safe, reassurance, responsible, book now, school holidays, play ahead, staycation and looking to 2021</i>				
<i>Follow national guidelines and phases - local domestic, Scotland, rest of UK and Ireland, international</i>				
<i>Create content for target markets and align to existing East Lothian personas (from Visitor Research 2018)</i>				
<i>Curate content from businesses and sectorial groups</i>	ELC			
<i>Encourage businesses and sectorial groups to amplify the campaign messaging</i>	ELC/VS			
<i>Update VEL website to reflect current messaging and include good to go logo</i>	ELC	Ongoing		Created Love East Lothian widget - good to go, know before you go, be inspired, unique and unusual experiences
<i>Utilise VEL website Spotlight widget</i>	ELC	Ongoing		general COVID messaging
<i>Invite guest bloggers</i>	ELC	Ongoing	5,000	Guest bloggers approached and confirmed, currently being implemented, two completed, programme of guest bloggers for next 6 months. Blog posts boosted
<i>Investigate bespoke package with VS - possibly match funded</i>	ELC/VS	Autumn	5,000	VS Facebook campaign running from 22 Sept-26th Oct (linking to trackable new pages Unique and unusual experience and family fun)

Action				
Continue engagement with VS and industry groups to identify marketing and business need				
Activity	Lead	Timescale	Indicative Budget	Outcome/activity to date
Communicate details of the Government phased approach	ELC/VS	Ongoing		
Dedicated page on ELC website, email and social updates, verbal updates at meetings for example from Police Scotland, Licencing, Environmental Health and in relation to STERG	ELC	Ongoing		
Promote Good to Go scheme and monitor uptake	ELC/VS	Ongoing		62 good to go logo accreditation in EL - listed on VEL, businesses can also add logo to their listing, information across social channels
Email and social channels focussed on business users e.g. Biz East Lothian and The Lothians Facebook pages, VEL database	ELC/VS	Ongoing		All relevant grant schemes/business information on EL biz/ELC
Undertake, record and share results of business surveys				Results shared and acted upon (Jul/Aug)
ELI, sectorial results, MELCC, FSB, VS share survey results	ELC/ELTAG/SGC/SF&DC/FSB/MELCC/VS	Ongoing		
Conduct tourism/retail survey in relation to opening and confidence levels	ELC	August		
Encourage industry groups to share intelligence	ELC/ELTAG/SGC/SF&DC/VS	Ongoing		

Action				
Use social media - liking, posting and sharing - to curate, enhance and amplify messaging in line with guidance/phasing and maintaining and raising awareness of East Lothian as a destination				
Activity	Lead	Timescale	Indicative Budget	Outcome
Phases 1 - 2 (Already delivered) Following Government Route Map and VS Phased Marketing Plan				
Follow national marketing messaging and created/share posts from locals, businesses and previous visitors to keep East Lothian front of mind as a safe and welcoming place to visit				
#staysafe, #stayathome #dreamnowtraveller				
promote local producers, suppliers and food & drink outlets				
#eatlocal #shoplocal #supportlocal				
blog - stay at home activities				
Participate in VS window on Scotland and postcard from Scotland activity				
Blog 'Wish you were there...?'				
Repurpose planned YCW and Only in Scotland where possible				
Begin sharing existing video content - avoid festivals/events/people in close contact - focus on scenery, history				
Phase 3	ELC, /VS/SGC/ELTAG/SF&DC	July	Ref Action 2	
Follow national marketing messaging and Government guidelines re opening up for locals, encourage to be tourists at home, encourage shop and support local businesses including retail, hospitality and attractions as open up. Extend messaging as appropriate to Scottish domestic markets for overnight stays.				Up to date information on VEL and ELC websites
#goodto go, #hametowntourist, #onlyinScotland, #onlyineastlothian, #ycw2020 - extend to reflect #s as appropriate/agreea		ongoing		
Promote #loveeastlothian support local message. Know/plan before you go - responsible		ongoing		
Continuing reassurances on safety, welcome, rural, uncrowded		ongoing		
As appropriate (date and government announcements dependent) highlight East Lothian for days out, school holiday activities, staycation breaks to domestic market Scotland, rest of UK		ongoing		video created, ELTAG, blog posts, social media, campaigns with newspapers, VS
Phase 4	ELC, VS, SGC, ELTAG,	August	Ref Action 2	
rest of UK, international travel as appropriate	ELC, VS, SGC, ELTAG	TBC		
Additional #s - #staycation #hiddengems and others tbc				
Welcome				
As appropriate (date and government announcements dependent) highlight East Lothian for days out, school holiday activities, staycation breaks to domestic market Scotland, rest of UK	ELC, VS, SGC, ELTAG, SF&DC	August/September	Ref Action 2	

Action				
Sectoral engagement - Scotland's Golf Coast, Scotland's Food & Drink County, EL Tourism Attractions Group (note also events and film)				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
Sectoral and recovery meetings - provide information on opportunities	SGC/ELTAG/SF&DC/ELC/VS	Ongoing		ELTAG/SGC have met virtually
Highlight businesses opening across channels	SGC/ELTAG/SF&DC/ELC/VS	Ongoing	Ref Action 2	updated opening information on VEL, curated posts on social media
Feature sectors on VEL website - guest blogs, spotlight widgets	ELC	Ongoing		Content created
Sectors to provide strategies and plans	SGC/ELTAG/SF&DC	August		ELTAG has provided project outline for 2020
Undertake joint initiatives (and allocate budget where appropriate)				
Scotland's Food & Drink County (led by Coordinator)				
Interface application for QMU support with COVID recovery research	SF&DC/ELC/QMU	From August	tbc	Plan to be developed. Discussions ongoing
<i>Food and drink businesses in East Lothian have adapted as a result of the pandemic. Are the new ways of working sustainable and what can be done to ensure that there is longevity in the local food and drink industry?</i>				
<i>What have local food and drink businesses learnt as a result of COVID 19, and how has it changed how businesses will prepare in the future?</i>				
Scotland Food & Drink application for funding to support food tourism marketing	SF&DC/ELC	From August	10,000	Campaign delivered and monitored/TBC
<i>Match funding from EDU and the BID to enable coordinated marketing</i>				
Highlight local produce/producers	ELC/SF&DC/VS	Ongoing		
<i>Summary of sector group activity to be added</i>				
ELTAG (led by coordinator)			Ref Action 2	
Sharing experiences and best practice via recovery log	ELTAG	Ongoing		Updated regularly by coordinator
Provide detailed information on opening plans and offer	ELTAG	From July		Done and updated on VEL
Review Growth Fund plans in line with current marketing needs (scheme currently on hold) possible VS activity - details tbc	ELC	July		On hold and funding redistributed
Contributed content as attractions open up including posts and blogs	ELTAG	From August		Blogs delivered and published TBC
The Broonfords visit and related video content for VEL youtube	ELTAG	August		Content being created visiting Foxlake Sept/Oct
2X Promotion ELTAG video - Rob McDougall	ELTAG/ELC	September		Broadcast and shared, boosted on facebook, VS icentre Edinburgh, VEL/YouTube
Develop hidden gems campaign ready for recovery phase - 2021	ELTAG	From August		
Blog projects - approached and curated	ELTAG/ELC			New blogs - e.g. Wee Travellers
SGC			Ref Action 2	
VS partner opportunity with SGC/ELC	SGC	tbc	2,500	
<i>Summary of sector group activity to be added</i>				
Events				
Golf - ASISO and ASILSO				
Activity in conjunction with European Tour and IMG to promote the tournaments and East Lothian Scotland's Golf Coast	ELC/Event Organisers	July - October		Ladies - Social content - sharing of social media posts, media notes developed for TV. On course boards - 5 static (all branded SGC), 1 additional hour of TV per day x 4 days, Highlights programme on BBC Scotland, 1 team in sponsored Golf Day, Local Junior Q&A activity. Mens - 2 off course advertising boards, 8 TV facing advertising boards, 2 TV tower advertising boards (12 in total - all branded SGC) Regional golf feature in the programme - SGC focused
assistance and guidance with staging events/activity	ELC/Event Organisers	Ongoing		SAG meetings with event organisers/partners
Film				
Amend ELC guidance for film makers to include COVID 19 restrictions	ELC/Film Edinburgh	July		Guidance amended and issued, provided to film enquiries
Webinar aimed at rural properties, stately homes re new guidance	Film Edinburgh	July		Attendance numbers
Webinar on working in the film industry	Film Edinburgh	tbc		Attendance numbers
Link to release on DVD of Outlander Season 5	ELC/VS	September	Ref Action 2	Blog post by Mary's Meanders Sept 2020

Action				
Digital business support				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
Prepare a list of online support available including webinars	ELC	July		Initial list created, ongoing
Highlight online support, e-commerce and webinars via social channels	ELC	Ongoing		
Promote ERDF one-to-one business support	ELC	Ongoing		Number of businesses on the programme
Work with agencies including Business Gateway, SE and VS to ensure business needs and skills gaps are addressed	VS/ELC/BG	Ongoing		

Action				
Provide clear guidance on reopening protocols				
Activity	Lead	Timescale	Indicative Budget	Outcome/Activity to date
Create and update dedicated page on ELC website	ELC	Ongoing		Created - monitor page views
<i>include sources of further information</i>				
<i>sectorial guidance</i>				
<i>health & safety guidance</i>				
<i>sources of support (financial and other)</i>				
<i>signposting and links to Government and sector information</i>				
<i>downloadable materials e.g. posters/signs</i>				Downloads
Invite organisations and ELC department reps to recovery meetings to update and participate in Q&A	ELC	Ongoing		

Action				
Webinars to support tourism businesses - one led by MELCC July 2020 with VS Chief Executive; interactive one in August managed by ELC and VS				
Activity	Lead	Timescale	Indicative Budget	Outcome/activity to date
Deliver a webinar Q&A with Malcolm Roughhead , VS Chief Executive	MELCC	22 July		20 businesses attended
Deliver a post-opening webinar for East Lothian businesses	VS/ELC	19 August tbc		Number of participants tbc
<i>Deliver webinar for CEG/Tourism Subgroup with Riddell Graham</i>	VS/ELC	12th Oct 2020		

Action				
Use VS marketing plan template as context to develop and promote East Lothian activity				
Activity	Lead	Timescale	Indicative Budget	Outcome/activity to date
Research businesses open/offers in line with Government phases and messaging	ELC	Ongoing		Spreadsheet
Complete VS marketing template for each phase	ELC	Ongoing		Submit template to VS in time for new guidance
Highlight key priorities/messaging for destination	ELC	Ongoing		Submit template to VS in time for new guidance
Highlight key priorities/messaging by sectors. Sectors and businesses to provide info to VEL email for inclusion.	ELTAG/SGC/SF&DC	Ongoing		Submissions received
Provide VS with sample businesses to include for each phase	ELC	Ongoing		Submit template to VS in time for new guidance
Provide VS with areas of sensitivity for each phase	ELC	Ongoing		Submit template to VS in time for new guidance
Provide VS with key destination/sector #s	ELC	Ongoing		Submit template to VS in time for new guidance
Provide VS with VEL listings	ELC	Complete		Spreadsheet
Share resulting VS content (note is regional Edinburgh & The Lothians)	ELC/SGC/ETLAG/SF&DC	Ongoing		Social posts
Regular meetings with VS/ELC on marketing as Government announcements on the phases are made	ELC/VS	Ongoing		Meetings ongoing VS campaign established

OVERARCHING BUSINESS RENEWAL AND RECOVERY GROUP – CONNECTED ECONOMY GROUP
Chaired by Cllr John McMillan
Represented:
ELC staff (Economic Development and Protective Services)
ELC Elected Member(s)
Scottish Enterprise (SE)
Federation of Small Businesses (FSB)
Mid- and East Lothian Chamber of Commerce (MELCC)
Department for Work & Pensions (DWP)
Skills Development Scotland (SDS)
Edinburgh College

EAST LOTHIAN TOURISM RENEWAL AND RECOVERY SUB GROUP
Chaired by Cllr Jeremy Findlay
Represented:
ELC staff (Economic Development)
ELC Elected Member(s)
VisitScotland (VS)
Federation of Small Businesses (FSB)
Mid- and East Lothian Chamber of Commerce (MELCC)
Scotland's Golf Coast
East Lothian Tourism Attractions Group
Food & Drink East Lothian
Other industry partners

TOWN CENTRE RENEWAL AND RECOVERY SUB GROUP
Chaired by Cllr Paul McLennan
Represented:
ELC staff (Economic Development and Protective Services)
ELC Elected Member(s)
Traders' /Business Association representatives
Local stakeholders
Federation of Small Businesses (FSB)
Mid- and East Lothian Chamber of Commerce (MELCC)
Area Partnerships
Community Councils

EMPLOYABILITY RENEWAL AND RECOVERY GROUP
Chaired by Neil Craik-Collins, East Lothian Works
Represented:
ELC staff (Economic Development and EL Works Staff)
ELC Elected Member(s)
Skills Development Scotland (SDS)
Department for Work & Pensions (DWP)
Edinburgh College
Developing the Young Workforce (DWP)
Queen Margaret University
Volunteer Development East Lothian
Scottish Enterprise (SE)
Federation of Small Businesses (FSB)
Mid- and East Lothian Chamber of Commerce (MELCC)

RURAL RENEWAL AND RECOVERY GROUP
Chaired by Cllr John McMillan
Represented:
ELC Staff
ELC Elected Member(s)
National Farmers Union Scotland
Tyne/Esk LEADER programme
Range of rural stakeholders and business representatives

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

<ul style="list-style-type: none">• What essential services have been affected?• How are community tolerances affected e.g. noise, nimby-ism, social gatherings, use of outdoor space	
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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
- 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 homes 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

PLEASE SEE FULL HSCP RECOVERY AND RENEWAL PLAN FOR FULL INFORMATION

Questions	Actions
Who needs and receives help?	All current and newly referred service users
How do we risk assess provision?	Professional risk assessment
What are the impacts on provision of needs?	Additional population needs assessment required and a particular focus on mental health
How do we engage with providers?	Direct engagement from strategy team. Noting sustainability programme requirements
How do we maintain services?	See HSCP Recovery and Renewal plan
What opportunities are there to build on new models of care brought on by COVID 19?	See HSCP Recovery and Renewal plan
What are the main concerns of the staff groups?	Isolation and governance concerns though not working as location based teams.
What carer supports are already supporting people and how do we build on them?	See carers change board update in HSCP recovery and renewal plan
What essential services have been affected?	Adult social care and day centres under significant strain.
How do we ensure hospital admissions remain low?	Daily admission review and focus on new pathways to prevent increases.
How do we support Primary Care?	Regular engagement with GPs and other primary care models.

Appendix I – Education & Children’s Services Action Card

Potential considerations:

- Continue to implement Scottish Government (SG) direction and guidance on the continued operation of schools and early learning and childcare settings published at the start of session 2020/21 and subject to updates.
- Using the Local delivery Phasing Plan approved by Education Committee, develop a contingency plan that supports any return either in full or part to blended learning.
- Review lessons learned on provision of emergency childcare to ensure the model is fit for purpose should it be required again.
- Continue to build on the results from consultation activity and wider engagement with children, parents and staff and community to build confidence.
- Review systems and processes in place to respond to positive COVID 19 cases in schools, including risk assessment carried out by NHS and associated communications.
- Provide ongoing advice and guidance on curriculum, learning and teaching approaches and where possible utilise Education Scotland advice.
- Continue to 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 and other sources of additional funding from the Scottish Government.
- Work with the private and voluntary sector to continue to support the reopening of 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.
- Work collaboratively to anticipate the impact of the financial and emotional trauma on children and young people and how this will affect their capacity to engage in education. We know which are our most deprived communities / schools and need to use this intelligence in order to target resources/interventions appropriately.
- Strengthen our safeguarding arrangements in preparation for an increase in child protection concerns once children and young people return to the schools as a safe space for them.
- Review our strategic commitment to and implementation of approaches to the prevention of domestic abuse and VAWG.

Potential areas for action:

- In light of direction and guidance provided by the Scottish Government, continue to review the practical considerations and planning for the operation of our school buildings working with FES and other council services.
- Implement local plans that include support for children, families and staff and take account of the individual circumstances and context of each school and its community.
- Develop further the engagement, communication and consultation with parents and wider community to build confidence and give assurance around continued education provision.
- Educational Psychology service to provide continued support for children and advice to staff specifically on trauma-informed practice and nurturing approaches.
- Develop further any 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.
- Continue support of early learning and childcare settings that has local authority, private and voluntary sector as key partners.

- Further 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 and in readiness for the start of term.
- 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.
- Introduce a safeguarding officer role to work closely with schools to strengthen a shared understanding of thresholds of concern and be an effective link with children's services duty and the PPO.
- Consideration of physical health (some personal neglect and neglect of children will be occurring) and mental health needs will be significant and effective joint working and good information sharing 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 and changes in direction of travel on safe operation of schools given unpredictability of suppression of the virus.
- Positive cases in schools presents a logistical challenge and is unpredictable, requiring fast refocussing of work plans in order to prioritise plans needed to track and trace pupils and staff.
- Continue future scenario planning to include further lifting of restrictions or imposing of restrictions should the levels of infection decrease or increase.
- Continuing to build confidence in children, staff, parents and communities that it is safe for children and staff to be at school.
- Manage uncertainties of implications of possible future part or full school closures.
- Availability of staff relating to health issues or Test and Protect.
- Need for each school to continue to work with and engage their community to implement bespoke solutions that meet the needs of each community.
- Capacity of other service areas and partners to cope with the demands of operating schools and early learning settings on their work and possible future changes to policy and practice outwith the control of the Council.
- Continuing to support staff and children who may have experienced bereavement and trauma, have been unwell or who may be very concerned/anxious about returning to school.
- Ongoing significant financial impact of the crisis.
- Financial costs that 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
- Volunteer Centre East Lothian 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"> • Are school buildings open and are we satisfied of their continued safe operation? • Do HTs have a comprehensive and safe plan for full access and a contingency plan should a blended learning approach be required? • What impact is there on class sizes and space in the building as a result of the most recent SG guidance? • Are HTs clear about the steps that need to be taken should a positive case be identified in their school? • What steps will secondary schools take to ensure the wearing of face coverings in public areas of the school and to ensure some physical distancing for older young people as required by SG guidance? • What opportunities are there to do things differently, building on the learning from lockdown? • Will schools have enough staff in place for the continued running of the school? • What will be the ongoing impact on the budgets of education and children's services and school's budgets? • How can we continue to enhance and develop the 'digital offer' through home learning if required and future curriculum delivery? • How can we work with partners to support continued and enhanced learning? • What continued and ongoing support do we need for children and young people? How will we plan for that across all schools? • What is the impact of absence on supply staffing? • Are numbers of support staff able to maintain service delivery, especially in regard to pupils with ASN? • What advice and direction are Trade Unions/Professional Associations giving to their members which will impact on their return to work? • Are specialist provisions able to safely reopen, operate and meet children's needs? 	<ul style="list-style-type: none"> • Continue to work with school staff and partners including the Scottish Government and Education Scotland to implement a clear plan that supports the continued operation of schools. • Work with Infrastructure/FES staff on safe operation of school buildings including ensuring adequate cleaning etc. • Continue to work with HTs to implement plans and provide advice and guidance as required. • Plan ongoing approach to engagement, consultation and communication with children, staff, parents and communities that provides accurate information and seeks to build confidence, • Maintain an overview of availability of staff • Schools to review their use of PEF and any other additional funding to provide additional support. • Educational Psychologists to implement a support plan for children and staff and provide advice and guidance. • Continue to implement 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. • Provide ongoing dedicated support to private and voluntary sector nurseries to support their reopening and operation. • Schools to work with partners to plan for those vulnerable school age and nursery children to support their re-engagement. • 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

What is in place to ensure social distancing and support for staff providing personal care?

- How will staff plan to assess children's progress and seek to plan for many varying needs across each class?
- How will we work differently with child's planning partners to support children's needs?
- What do we need to do collectively to meet the needs of our more vulnerable children and young people?
- Are private and voluntary nurseries able to remain open? What impact has there been on their businesses? Are they able to offer the number of places required at this time?
- How do we support those young people who have disengaged completely from school?
- How do we ensure that the attainment gap for vulnerable children is not widened further?
- 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?
- How do we mitigate the impact of the courts being closed on permanence plans for children?
- 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?
- 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?
- Will additional/specialist resources be required to support the emotional/mental health needs of vulnerable young people?
- How can we be confident that we are addressing the recovery needs of our clients within our own service adequately?

educational resources.

- Multi-agency planning for individual children must be promoted, supported and protected across services.
- The refreshed GIRFEC multi-agency pathway must be implemented and supported in order to reduce referrals to children's services.
- 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.
- Budget is not currently sufficient to address the needs of our current clients – the provision of IT equipment needs to become a central function.
- Digital opportunities to connect with families virtually must be easily available and accessible by all stakeholders.
- 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.

Appendix J – Environment & Infrastructure

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
Sport Leisure and Countryside	Open Space Strategy	E John
Climate Change	Climate Change Strategy	J Lothian
Protective Services		L Crothers

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 COVID19 such as reduced travel, reduced pollution, flexible working etc.; and**
- 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.

ACTION	WHO	TIMESCALE	RESOURCES	ANTICIPATED OUTCOME	STATUS
RESPONSE & RESET					<ul style="list-style-type: none"> • Not started • Underway • Complete
Facilities Management	Who / Lead	TIMESCALE	RESOURCES	ANTICIPATED OUTCOME	STATUS
School ready for returning 10th August 2020 (primary & secondary –is catering only) & 1140 Hours	Area Officers	10/08/20	Cleaning, janitorial, catering	Schools will be ready on time	Complete
Homes for older people continue to deliver services	Area Officers	Ongoing			Ongoing
Mothballed buildings to be prepared for stakeholders and service delivery	VS/stakeholders	TBC	Officers, caretakers & cleaners	Reinstate assets for use pending decisions on which buildings will be re-opened	Started
Cleaning of FMS facilities across the county (Staffing capacity to meet all service needs – could be a challenge)	Area Officers	TBC	Cleaners	Facilities will be ready on time	Started
Reinstate public toilet facilities - phased 23 / 7 remain closed	VS/LF	TBC	Mobile team	Facilities will be ready on time	Underway
Managing LETS during recovery phase - breakfast & afterschool clubs only ASN Hub in Oct break	VS/UBS	TBC	Amin/UBS and FMS	FMS staff in place to meet LETS/bookings	Started

Transport & Active Travel					
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 Multiagency 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.	Application of a £1.4m bid was issued to SUSTRAN on 15 June
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	Underway – continued communications through Bus Forum along with Board representation with Lothian Buses. Group working via ATCO membership. Continued working between Transport and Road Services of transport infrastructure
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.	Complete – food deliveries established in-line with Education requirements – work continues as remit changes. Hubs and food deliveries suspended as schools return in full. Underway – Working group - Education Recovery formed and Transport participating In the recovery strategy for Education. Complete – HTS and ASN transport return in full, cost impacts to HTS transport for additional provision to provide adequate service delivery within public transport requirements.

Assets					
Provide guidance and support on asset utilisation and recommissioning Offices Schools Public Buildings Leisure Centres	SACPM Team ES&BS Team SC&L Team	From April 2020, ongoing	Staff Team	Support home working and reduced requirement for asset led service provision	Underway – ‘Re-opening Workplaces Working Group’ (ROWWG) convened and teams contributed to this short term working group. Guidance for re-opening workplaces completed and available on EInet. Asset Review Project taking forward longer term review. Paolo Vestri has convened ‘Working Differently’ group to plan longer term working for ELC. JMH Campus Users Group convened by Sharon Saunders. Penston House Users Group convened by Paul Iannetta.
				Guidance for asset interior redesign for social distancing	Complete – SACPM team prepared example layouts for 2m social distancing, for ROWWG and contributed to guidance, which has been issued.
				Pathfinder projects on move from office services to hub	Underway – Assets Project Manager leading on this work.
				Support for Education and partners	Underway – Teams supported Education with return of schools and have contributed to ‘Physical Environment Working Group (School Buildings) - August 2020’, chaired by Neil Craik-Collins.
				Capital Plan project re-evaluation and in build restart with impact	Underway – SACPM are assessing effect of COVID 19 and other factors on capital projects. Education have

				assessment	<p>recalibrated roll projections based on the phasing of housing developments being pushed back by 12 months and estimated effect on school capacity breaches. Planning Obligations Officer assessing effect on Developer Contributions.</p> <p>Planning carrying out work for Housing Land Audit and Education to carry out schools census, along with revised roll projections in September 2020.</p>
Open Space & Leisure					
Management and maintenance of Open Space provision	Amenity Team	From April 2020	Staff team and partner input	Access to leisure and recreation/exercise	Complete – Management and maintenance of open space is fully operational. Garden Aid was re-introduced from 3 August 2020. Squads will be moving into winter works over coming weeks.
Recommissioning of Car Parks and coastal/rural access	Multiagency Team	May 2020	Staff team and partner input	Access to leisure and recreation/exercise	Complete – All coast and countryside car parks are open. Multi – Agency Group now stood down following September Weekend and focus shifts to planning for spring / summer 2021.
Enjoy	SLC & Enjoy	June 2020	Staff Team and Enjoy	Phased reopening of facilities and classes.	Underway – Sport & Leisure COVID 19 Recovery Group continues to meet. Consideration of National Guidance continues as it emerges. Enjoy re-opened all Sports Centres on September 14 2020. Early positive feedback from customers being received on protocols in place.

Climate Change					
Build on opportunity to improve utilisation of assets and reduce footprint including a reduction in energy consumption	JL & SACPM Team, ES&BS 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	Underway See above, under Assets. Re-opening Workplaces Working Group and Working Differently Short Life Working Group underway.
Sustainable travel and stay local – benefits of exercise/shop/work local	JL & Spaces for People	From May 2020 ongoing	Staff member and partners	Increased use of walking and cycling, public transport, fleet vehicles and promotion of locality based activity	Underway See above, under Transport & Active Travel. Economic Recovery groups underway.
Public Protection					
Enforcement and promotion of social distancing in certain premises	Business Regulation Team and partners	From April 2020 ongoing	Environmental Health and Trading Standards Officers	Responding to complaints and enquiries. Provision of advice, guidance and enforcement where necessary to protect public health. Visit to premises may be required	Ongoing
Support re-opening or businesses and workplaces to revitalise local economy and protect public health	Business Regulation Team and partners	From June 2020 and ongoing	Environmental Health, Trading Standards and Community Wardens	Responding to complainants and enquiries. Provision of advice, guidance and enforcement where necessary to protect public health. Visit to premises may be required	Ongoing
Assist Local NHS Health Protection Teams with Test & Protect where required	Business Regulation Team and Partners	From June 2020 and ongoing	Environmental Health Officers	Follow up on positive cases in closed settings such as care homes. Tracing contacts to	Stood Down – no recent or ongoing outbreaks associated with care homes and additional resource not required at present

				advise of 14 day isolation where required.	
Protect community from rogue traders and scams which take advantage of current crisis	Business Regulation Team and partners	From April 2020 and ongoing	Trading Standards Officers	Responding to complaints and enquiries. Provision of advice, guidance and enforcement where necessary to protect local community from financial harm	Ongoing – monitoring local and national intelligence and in partnership with Police Scotland. Responding mainly via social media.
Support Police Scotland and other agencies in managing public spaces	Community Safety Team and partners	From April 2020 and ongoing	Community Wardens	Responding to complaints and enquiries. Carrying out monitoring and intelligence gathering to support Police Scotland in maintaining social distancing in open spaces.	Ongoing – scaling back from work associated with coastal management due to increased ASB issues. Concerns re monitoring / enforcement of social distancing in outside spaces when shops reopen.
Monitoring & reporting of local air quality changes	Public Health & Environmental Protection Team	From April 2020 and ongoing	Environmental Health Officers	Arranging for the collection, and analysis of air quality indicator parameters to provide qualitative information on air quality impacts of lockdown.	Ongoing – Progress report for 2019 due to be submitted to Scottish Government

GROUP & SUB GROUP STRUCTURE:

OVERARCHING RECOVERY GROUP – Infrastructure Managers Group

Represented: ELC staff

EDUCATION

Represented: ELC staff

CAG/CIAMG

Represented: ELC Staff

Multiagency 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	Status
<ul style="list-style-type: none"> • Is a strategy required for re-commissioning Buildings? • Costs for recovery – will existing capital and revenue budgets remain? • How will we catch up on servicing and statutory compliance when lockdown is lifted? • If we have been able to operate without particular buildings for this period of time – do we really need them? • Will there be a surge in Building Standards applications following lockdown and high demand for warrants with ongoing staff shortages? 	<ul style="list-style-type: none"> • Working on re-commissioning plans based on SFG 30. • Alter budgets to suit circumstances when outcome of overall budgetary situation is known. • Working with contractors to plan servicing schedules for various areas of servicing and compliance. • Review working methods and alternative means of carrying out tasks including home and electronic working with touchdown areas etc. Refer to Briefing Note on planning for ‘a new normal’, including implementation of ‘Smarter Working’, prepared by SACPM. • Use current lockdown period to catch up on warrant applications whilst construction has ceased. 	<p>Underway – Only 12 main Public Buildings now remain fully mothballed</p> <p>Not started – In close consultation with Finance Colleagues re budget situation.</p> <p>Underway – servicing & statutory checks being carried out wherever possible and re-booked if access unavailable. Housing gas servicing backlog caused by shielding now caught up & back on track.</p> <p>Underway – Working with SACPM colleagues on Infrastructure Hub plans and Formed Penston House Users Group.</p> <p>Underway – Dealing with return to site by Building Contractors and resumed site inspections.</p>

Sport, Countryside & Leisure

Questions	Actions	Status
<ul style="list-style-type: none"> • Has a strategy been decided on? • Costs for recovery? 	<ul style="list-style-type: none"> • Plans • Mitigation 	
Open Space Recovery?	<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. 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>	All open space maintenance is fully operational.
Fly-tipping?	<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>	Fewer reports being received around fly-tipping.
Garden Aid?	<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>	Garden Aid introduced from 3 August 2020.
Amenity Nursery?	<p>Work on the following seasons order generally starts in October. This season's work was well under way when the lockdown occurred.</p> <p>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>	Nursery activity remained to operate and stock has been being taken up.

<p>Countryside Sites and path network?</p> <p>Play Areas?</p> <p>Forestry?</p>	<p>If restrictions are not lifted and they cannot be planted within their shelf life then we would plan to distribute to the Area Partnerships, Resilience groups and Care homes etc. If this is not possible then the plants will have to be skipped.</p> <p>We currently have around £20,000 of income from external customers that may or may not take up their respective orders. This is a significant loss but would be captured on the COVID 19 finance return. We would expect to continue to operate for season 2021.</p> <p>Assessments of coast & countryside sites is underway to ensure sites are fit to cope with opening up and supporting anticipated social distancing measures remaining. A programme of actions is being developed to enable opening when required. Connection and crossover with FM Services in relation to toilet provision across sites.</p> <p>Priority paths for scheduled maintenance being programmed. Extra trimmers being purchased.</p> <p>Play squad will need to/ and are ready to inspect all council play areas prior to reopening of the areas. It is anticipated that this is probably a 7-10 requirement.</p> <p>Priority works have been highlighted from the teams work programme. Timescales allocated to job completions. Team have started working through these as of 27th April and will continue to do so until complete.</p> <p>Team will manage the following areas of challenge in recovery phase: young tree maintenance, backlog pruning works, open spaces/housing, footpath cutting, tree inspection backlog, and general complaints.</p>	<p>Path widening to support social distancing has taken place where possible and appropriate.</p> <p>All Play areas are open and additional signage has been implemented at busier sites adjacent to primary schools.</p> <p>Forestry squad operations are operating on core activities.</p>
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Action Card - Facilities Management

Questions	Actions	Status
<ul style="list-style-type: none"> • Looking at staffing levels • Managing AL/sick • Stock availability for food and cleaning supplies 	Worked with PI team & Education	Complete – all Schools now re-commissioned and deep cleaned.
Reinstated cleaning , janitorial across the primary school estate	Working with education and suppliers to plan for pupils returning/Ipay ordering system/communications to stakeholders/parents	Complete
Reinstated secondary & primary school catering provision to include hot options from 22/9	Working with education to meet their needs	Ongoing
Deliver 1140 hours catering 38 week model	Recruitment to support and meet service needs – gaps Redeploy from other areas	Underway – working with the officers and stakeholders (employees will need to be consulted)
Ensure sufficient staffing is in place to meet stakeholder needs	Working with H&S team	Complete
Update risk assessments	Working with EHO and officers	Complete
Update food safety management system	Continue to deliver services and bridge the staffing gaps	Complete
Homes for Older People deliver catering, cleaning, laundry & handy person services	V3 Plan is well underway working with key stakeholders – work in progress.	Ongoing – staff testing now in HOP
Reinstate public toilet facilities		Ongoing – proposed date for re-opening w/c 6 th July 2020.
Mothballed buildings to be prepared for stakeholders, recommissioned by PI team	Waiting confirmation on which buildings will be re-opened – working progress	Ongoing – engaging with stakeholders – working progress.

Action Card - Environment and Infrastructure

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

Strategic Asset & Capital Plan Management

Questions	Actions	STATUS
<ul style="list-style-type: none"> • Has a strategy been decided on? • Costs for recovery? 	<ul style="list-style-type: none"> • Plans • Mitigation 	<ul style="list-style-type: none"> • Not started • Underway • Complete
PPP		
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?	Plan for re-occupation of PPP buildings with Education & Children’s Services and other services.	Complete Schools return facilitated for teachers to resume on 10 August and pupils on 12 August 2020, as recent Scottish Government announcement. Team Manager - PPP Project & Schools Estate liaising with Education and other services regarding any additional requirements.
Team Manager – Schools Estate & PPP Project liaising with Education and other services/groups regarding access to PPP buildings – What will the continuing access requirements be?	Assess continuing access requirements with Education and other services.	Underway Team Manager - PPP Project & Schools Estate supported Education with return of schools and contributed to June working group led by Karen Haspolat and ‘Physical Environment Working Group (School Buildings) - August 2020’, chaired by Neil

		<p>Craik-Collins.</p> <p>The Team Manager - PPP Project & Schools Estate has been dealing with internal requests and external organisations such as Blood Transfusion Service and NHS requesting access to PPP buildings. Queries regarding lets are being forwarded to the Council Management Team – now to be dealt with by database set up by Paul Iannetta? Clarity required from CMT.</p>
<p>Team Manager – Schools Estate & 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?</p>	<p>Assess overall impact of COVID 19 restrictions on PPP contract – operational and financial.</p>	<p>Underway</p> <p>Team Manager - PPP Project & Schools Estate supporting Finance with information for Council Management Team and Scottish Government. Information for return to COSLA submitted to Finance by deadline of 19 June 2020. Ongoing assessment of costs required – not all known at this stage. Regular liaison regarding cost reporting ongoing with Craig O’Donnell, Finance Business Partner. Team Manager - PPP Project & Schools Estate obtaining approval for any additional costs due to COVID 19 from Alex McCrorie.</p>
<p>Projects</p>		
<p>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?</p>	<p>Plan for re-commencement of work on construction sites with contractors. Assess impact of COVID 19 restrictions on programmes for capital projects.</p>	<p>Underway</p> <p>Construction sites have re-started as Scottish Government announcements. Team have prepared risk assessments for site inspections/visits, agreed these with Health & Safety and updated on Sphera. Team liaising with contractors for live sites following re-start of work. Team liaising with Housing regarding re-start of housing adaptations. Works to void properties to be progressed.</p>
<p>What has been the effect of COVID 19 on development and roll projections? What effect will this have on capital projects?</p>	<p>Liaise with Education, Finance, Planning Obligations Officer and other services regarding effects and re-plan capital programme.</p>	<p>Underway</p> <p>Refer to Assets section above Awaiting school September census information and subsequent roll projections from Education, informed by work carried out by Planning to assess house completions, feed into Housing Land Audit and engage with developers regarding phasing programmes</p>
<p>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?</p>	<p>Liaise with Education and other services regarding effects and assess.</p>	<p>Not Started</p> <p>If the effect of Covid-19 is longer term, this would require a major change in the national approach.</p>

<p>What will be the new date for roll-out of the 1140 hours early learning and childcare programme postponed by the Scottish Government?</p>	<p>Liaise with the Scottish Government and Education regarding proposed timescales and assess effects on infrastructure.</p>	<p>Underway SACPM progressing 1140 hours infrastructure projects as much as possible. New date for roll out of 1140 hours programme not yet confirmed by Scottish Government, due to uncertainty and prioritisation of phased return to schools. Infrastructure Tracker prepared by SACPM and issued to Scottish Futures Trust on a regular basis. ELC attended a meeting recently with the Scottish Government, who are gathering information from all Scottish local authorities to ensure that any new date set for implementation of 1140 hours is realistic.</p>
<p>Quantity Surveying team liaising with Finance, Procurement and Legal regarding payments to contractors and suppliers during restrictions.</p>	<p>Assess impact of COVID 19 restrictions on cost and procurement of capital projects. Report additional costs to Finance, Procurement and Scottish Government.</p>	<p>Underway Team continuing to liaise with Procurement and Legal regarding contractual position regarding time and cost due to COVID 19. Team liaising with Finance regarding estimates of additional costs incurred. Information for return to COSLA submitted to Finance by deadline of 19 June 2020. Ongoing assessment of costs required – not all known at this stage. Any potential additional costs for projects are being reported to the Council Management Team when known.</p>
<p>Clerk of Works team providing support to vulnerable tenants for Housing. What is the demand for continued support?</p>	<p>Liaise with Housing to plan.</p>	<p>Underway Urgent attendance provided. The need for any future support will be monitored with Housing.</p>
<p>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?</p>	<p>Liaise with Housing to plan.</p>	<p>Underway Team liaising with Housing to plan return to survey, design and construction of adaptations to Council Housing. Work to void properties progressing.</p>
<p>‘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</p>	<p>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. Briefing Note regarding Planning for ‘The New Normal’ prepared by SACPM on 20 May 2020,</p>	<p>Underway Refer to Assets section above.</p>

continuing restrictions imposed by the Scottish Government?	setting out recommendations for how to proceed with this work.	
Estates		
Estates Team processing 'rent holidays' for commercial tenants and supporting local businesses.	Assess impact of COVID 19 restrictions on Estates workload and commercial properties. Assess overall financial impact and report to Finance/CMT.	Underway Team liaising with Finance regarding estimates of financial effect due to Covid-19. Information for return to COSLA submitted to Finance by deadline of 19 th June 2020. Monthly report prepared by Team Manager for status of 'rent holidays'.
Estates Team processing licences for utility companies to enable essential works to progress. What will be the continuing workload from this?	Liaise with utility companies at a high level to establish likely future workload.	Underway Team continuing to deal with requests from utility companies.
Some Estates services suspended – when can these activities resume?	Plan for re-commencement of services suspended within Estates team.	Underway Open Market Acquisitions for Housing – risk assessments for this work under discussion with Housing – the target is a minimum 10 OMA's to be completed by March 2021 Provision of detailed land and property ownership information – Access to Badger system limited; Interviews for Senior Estates Technician post to be held on 30/9/20; limited ownership information being provided by officers in the meantime. Not started Some services currently suspended: Letting of commercial premises Year-end rental income reconciliation work for Finance Tenant notifications for lease renewal and rent reviews
General Team Management		
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?	Plan for SACM team to return to working from ELC offices. Liaise with Head Of Infrastructure and other services regarding the 'bigger picture'.	Underway Refer to Assets section above. Survey questionnaire issued to all staff working from home by Paolo Vestri. Emergency Planning gathering data on 'lessons learned'. Home working surveys returned by staff and results being collated by the Organisational Development team, for discussion at the 'Working Differently' Group.

Roads

Questions	Actions	Status
<p>1. As Roads Authority we have responsibility for maintenance of the Road Network within East Lothian Council. Given COVID-19 and lockdown restrictions we were unable to undertake planned capital works. As a result of this the condition of the Road Network will have deteriorated. This will increase the cost to repair/maintain and renew the road network in the future. We have now started to undertake some capital works, but this has been scaled back due to ongoing restrictions. There is a real risk that the overall condition of the road network will decrease and a higher percentage of the road network will require maintenance and renewal.</p> <p>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"> • Describes the status of the asset, its current condition, and performance; • Defines the value of the assets; • Details the service that the asset and current budgets are able to provide; • Presents the options available for the future. <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</p>	<p>1. Need to try to deliver as much of our capital programme as we can over the remainder of the FY However, this will be extremely challenging given ongoing restrictions and other LA competing to procure additional external contractors to support the delivery of capital programme. Some of the planned work have had to be scaled back and this will have an impact on the delivery of our capital programme. We are having to re-prioritise work streams based on up-to date needs assessment and will have to target those roads that need the most attention.</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>3. Get award of £1.4M Bid and start to deliver projects on.</p>	<p>1. All frontline staff have now returned, albeit working under restriction measures. We currently have staggered start times and teams are working more flexible. The majority are working in small teams of 4-5 with operatives undertaking small scale projects including some Capital projects. One larger squad of 8 now in place undertaking road surfacing works with additional control measures in place. Surface dressing programme completed. The extent is less than originally programme due to availability of external contractor.</p> <p>2. Coastal car parks have now all reopened and charging has resumed. Utility works continue and more housing sites are opening where we will see an increase in inspections and some income around this.</p> <p>3. Spaces for People bid was submitted on the 15th June and we received confirmation of the award for £1.4m this week. Refer to website for further details: www.eastlothian.gov.uk/spacesforpeople</p> <p>4. Winter Maintenance 20/21 East Lothian Council as Roads Authority has a statutory obligation under the provisions of Section 34 of the Roads (Scotland) Act 1984 to take such steps that are considered reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads.</p> <p>We operate this service over 24 hours when necessary between October and April. Our aim is to provide an effective and efficient service within the resources available to allow pedestrians and vehicles to move safely. The frontline operations staff that undertake maintenance and road works also undertake our winter</p>

<p>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 or 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 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 increase 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 straightforward 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"> • Decriminalise Parking enforcement (DPE) and coastal car parking income • 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. 		<p>maintenance operations.</p> <ul style="list-style-type: none"> • We maintain over 1000km of roads • 320km of footways • Six site specific weather stations • Fifteen gritting routes • Ten mini tractors based in six main towns • We use 6mm rock salt • Over 900 grit bins located throughout ELC • A1 is maintained by BEAR Scotland <p>Winter Operations</p> <ul style="list-style-type: none"> • Fifty-five staff required for winter operations, three shifts of 16 operational staff, 6am-6pm and 6pm- 6am and one shift in week off. • One Roads Manager, four duty officers, two duty clerks. • Two weeks on standby, one week off • Based out of Macmerry - Weather Emergency Room <p>Impact of COVID-19</p> <p>Exactly six months since the country was first put into lockdown in March 2020, new restrictions are now again in place to reduce the transmission of the virus.</p> <p>Given COVID 19 restrictions we currently have staggered start times for frontline staff and teams working more flexible. We tend to work in small teams with the same people in their bubbles so as to minimise interaction at our main depot and minimise the risk of the virus spreading. We have had to hire additional welfare units and transport to manage social distancing and comply with current restrictions. While we are not undertaking large capital works at this time, we are able to get on with a lot of our normal work and the control measures in place are generally working well with the Unions and the staff all supportive.</p> <p>However, with our winter operations we envisage this being a lot more challenging. We won't be able to stagger start times and staff not involved in winter maintenance will need to come to our depot and wait for Lorries to then go out</p>
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<ul style="list-style-type: none"> • Electric Vehicle Charge point income • Road Construction Consent – inspection and monitoring activities • Costs for recovery? <p>3. Spaces for people</p> <p>4. Winter Maintenance</p>		<p>to sites to undertake normal work activities. We simple do not have suitable welfare while minimising social distancing. Given the risk of a second wave we need to look at what additional controls measures we need to have in place to ensure we can undertake winter maintenance and protect the wellbeing of staff.</p> <p>One of the options we are considering to reduce the numbers at our depot and have some resilience if we get an outbreak is to have the shift on the week off or a reduce number of this shift based from home. They would be working in teams of two undertaken emergency repairs/call outs etc., but would not attend the depot and use their home as their base.</p> <p>The impact of this would be on our ability to deliver our capital programme and achieve our surplus. However, we have identified roads winter maintenance as a critical activity and, as such, it should take priority over some other less critical work should the need arise. The benefit of this arrangement is that if there was an outbreak within our frontline operations we have a resource to undertake winter maintenance albeit at a reduce capacity.</p> <p>While we are not proposing any reduction in its winter maintenance standards, we need to have contingency plans which recognise that Covid-19 has the potential to severely impact staff availability. These contingency measures could result, for example, in reduced level of gritting focusing on the top priority routes only and longer treatment times for routes.</p> <p>As with many COVID-affected activities, we will need to work in partnership with the public. If we do experience spells of very severe weather or our ability to carry out winter maintenance activities is reduced, we would ask that people reconsider their travel plans, make allowances for the conditions and make sure they are well prepared.</p>
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Transport & Waste

Questions	Actions	Status
<p>Recovery of Waste Service Provision</p> <ul style="list-style-type: none"> • Domestic Waste • Kerbside Recycling and Food • Trade Waste • Bulky Waste • Garden Waste • CA Site Provision • Bring Site Provision • Disposal & Recycling markets 	<p>Lead on maintaining statutory service provision – develop COVID19 safe working protocols – collapse less essential services to protect essential and rebuild as resource returns</p> <p>Work with Private contractors and marketplace to ensure output management.</p>	<p>Domestic and Kerbside recycling – complete. Garden waste returned on interim monthly collection – ongoing. Traded waste operational – reduced users – ongoing. CA site return – complete.</p> <p>Ongoing</p>
<p>Transport</p> <ul style="list-style-type: none"> • Ensure O Licence compliance • Support the local transport /public transport infrastructure and supplier resource base • Ensure support for Education, Social Work and local Transport Plan is provided to allow mobility, client support and School transport return • Adult Services - delivery of transport provision • Manage Fleet requirements including pool cars 	<p>Guidance from DVSA and Traffic Commissioner</p> <p>Procurement working group</p> <p>Education Recovery working group</p> <p>Adult Services group meetings, potential loss of service.</p> <p>Workplace Working Group. Develop strategy for safe return of provision.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>
<p>VPMU</p> <ul style="list-style-type: none"> • Maintain in house maintenance schedules • Plan to restore MOT • Restore Taxi Testing 	<p>Ensure MOT backlog is manageable and services are not adversely impacted by vehicle downtime.</p> <p>Taxi Licensing - suspension of testing for 12 week period</p>	<p>Class 4, 5 and 7 testing all up to date – complete. Return of HGV, PSV testing from 4th July – complete.</p> <p>Testing service returned 22/06/2020 – complete.</p>
<p>Additional</p> <ul style="list-style-type: none"> • PPE stock control/ordering and planning 	<p>Ensure essential PPE is provided to all ELC staff/services where required.</p> <p>Work with Procurement on routes to market.</p> <p>Lead team for PPE control, stock and guidance – working with H&S, procurement, VPMU and Transport teams.</p>	<p>Ongoing – transfer of PPE procurement back to services is underway along with Education process for school stock and supply control.</p>

Protective Services

Potential Considerations:

- Social distancing (SD) 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 re 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 re 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 re 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
- 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

Questions	Actions	Status
<p><i>Does ELC Protective Services have the capacity to carry out additional duties in relation to COVID 19?</i></p> <p>Local authorities together with Police Scotland have new enforcement duties under Health Protection (Coronavirus) (Restriction) (Scotland) Regulations 2020.</p> <p>Capacity in ELC to undertake these duties is currently manageable as other core statutory work (such as food hygiene inspections) has retracted to emergency incidents only.</p> <p>As lockdown continues to ease, service demand may outstrip capacity relatively quickly.</p> <p>A request for additional resource funding has been made to the Scottish Government but there is already ongoing recruitment issues within the professions of Environmental Health and Trading Standards</p>	<ul style="list-style-type: none"> • Use of ELC website and Comms to self-refer businesses to guidance, resources and tools for self-assessing their compliance in the anticipation of demand reduction for the Business Regulation Team. • Make provisions for the implementation of self-assurance scheme being rolled out by Scottish Government • Support bid for additional funding and consider job profiles for resource required to assist Business Regulation • Formulate plan to estimate number of businesses opening over the next phases of lockdown easing and resource requirements. 	<ul style="list-style-type: none"> • Complete/Ongoing – Website ‘re-launched’ to link all aspects of business/ workplace information. • Not started – Awaiting further info from SG. Been advised that this could take a number of weeks • Not Started – Awaiting further info from SG if extra funding will be made available. • Started - Currently mapping premises to SG Route-map over next few weeks to identify and prioritise businesses based on risk. High profile businesses/workplaces include QMU, places of worship, hairdressers etc.
<p><i>What will be the impact of non-COVID related statutory incidents i.e. food poisoning outbreak or fatality in ELC enforced workplace?</i></p> <p>Although most statutory work can reprioritized and /or paused for a period of time, serious incidents will need to be attended, investigated and actioned.</p> <p>Currently no proactive inspections are taking place and so the risk of a food poisoning incident may increase.</p> <p>Such incidents can have significant impact on officer resource for long periods of time.</p>	<ul style="list-style-type: none"> • Consider feasibility of resource form neighbouring local authorities in the event of a serious incident or HSE is workplace accident. • Identify external contractors who may be able to fill resource gaps on a temporary basis. 	<ul style="list-style-type: none"> • Not started – contingency plan needing to be developed. • Not started – will be identified as part of a contingency plan.

<p>Can the statutory services continue to be delivered remotely?</p> <p>All officers within Protective Services are able to currently work from home and fulfil current service requirements. There are no officers unable to perform working duties at the moment.</p> <p>Some officers are working in the field to engage with local businesses, respond to non-COVID related enquiries or assist partner agencies with social distancing enforcement.</p> <p>Medium to long term considerations may need to be examined to identify restrictions on service delivery of working at home i.e. need to access equipment, documents, etc.</p>	<ul style="list-style-type: none"> • Identify areas of service delivery where access to offices is necessary. • Carry out risk assessment to ensure safe access to and working within offices. 	<ul style="list-style-type: none"> • Ongoing – progress being made with working group on re-opening ELC workplaces. No issues identified with working remotely. Agreement made that TSCC in Penston House can operate with social distancing should need arrive.
<p>What will the impacts of a Brexit be on COVID response?</p> <p>Negotiations on the UK withdrawal from the EU will not be extended and therefore if a withdrawal deal is not agreed by 30th June 2020, ELC will need to prepare for a no-deal scenario.</p> <p>Such a scenario will have a significant impact on Protective Services particularly in relation to imports and exports, inspection of fishing vessels, sharing of information as well as support to local businesses to help make the transition from a member state to a third party state.</p>	<ul style="list-style-type: none"> • Remain up to date with progress of negotiations. • Keep risk register updated with identified impacts of no deal. • Identify resource requirement and funding available to assist with transition. 	<ul style="list-style-type: none"> • Ongoing – Service Manager attending CoSLA all Council meetings with CoSLA for updates and linked in with Service Manager for Economic Development. Risk register kept up dated with known risk s so far but further information on outcome of EU/UK negotiations required before and assessment can be made on resource demands.

Climate Change

Questions	Actions	Status
<ul style="list-style-type: none"> • 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? • Polls have shown that people want to see Climate Change tackled with the same urgency as Coronavirus. • 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? • How do we achieve the key recommendations by the Committee on Climate Change (CCC) to the Scottish Government (6 May 2020)¹ 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? <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"> 1. Use climate investments to support the economic recovery and jobs 2. Lead a shift towards positive long-term behaviours 3. Tackle the wider ‘resilience deficit’ on climate change 	<ul style="list-style-type: none"> • 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 • For example, this may include: travelling less; increased walking & cycling; home working; digital working/remote working including virtual meetings e.g. Skype; the importance & benefits of local greenspaces; review of use of and need for buildings/offices over the longer term/energy savings • 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 • 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 	<ul style="list-style-type: none"> • Ongoing: Climate Change Officer is participating in the following working groups: <ul style="list-style-type: none"> • Working Differently Short Life Working Group: inputting carbon footprint reduction / tackling climate change into revised HR policies; Benefits Realisation planning & tracking • Re-opening Workplaces Working Group (carbon footprint reduction / Green Recovery) • Economic Recovery Rural Group (in relation to Green Recovery planning) • Update: Climate Change Officer attended East Lothian Partnership meetings: ELP Key Officers Group and ELP Governance Group, in relation to Green Recovery planning. • Update: Annual statutory Public Bodies Climate Change Reporting return is due to Scottish Government by 30 November 2020. Climate Change Officer currently collating; not anticipating any issues. • Update: Annual reporting due to Cabinet (January 2021) on progress with delivery of actions in the Climate Change Strategy. Climate Change Officer monitoring and collating. • Ongoing: Climate Change Officer continues to liaise at a national level with the Sustainable Scotland Network and the Scottish Government, and will also feed updates through the Climate Change Planning & Monitoring Group (CCPMG). • Ongoing: A Scottish Government representative is attending the next CCPMG meeting in October to discuss the Scottish Government’s Climate Change Plan Update (anticipated December 2020), which will aim to contribute to a Green Recovery for Scotland. • Update: On 25 June 2020 the Committee for Climate Change published its latest report to the UK Government on “delivering an economic recovery that accelerates the transition to a cleaner, net-zero emissions

¹ <https://www.theccc.org.uk/2020/05/06/take-urgent-action-on-six-key-principles-for-a-resilient-recovery/>

<p>4. Embed fairness as a core principle</p> <p>5. Ensure the recovery does not 'lock-in' greenhouse gas emissions or increased climate risk</p> <p>6. Strengthen incentives to reduce emissions when considering fiscal changes"</p> <ul style="list-style-type: none"> • 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". 	<p>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.</p>	<p>economy and strengthens the country's resilience to the impacts of climate change"²</p> <ul style="list-style-type: none"> • The Climate Emergency Response Group (CERG) published its recommendations to the Scottish Government on a Green Recovery (July 2020)³, proposing priority areas and strategies that can both help the economy to recover and set Scotland on a course for net-zero climate emissions: <p>CERG's four priority areas are:</p> <ul style="list-style-type: none"> • Retrofit buildings for a net-zero Scotland • Rural jobs creation programme • Green Enterprise Support • City and Town Infrastructure Transformation Programme <p>Their four cross-cutting strategies are:</p> <ul style="list-style-type: none"> • Unlocking private investment with greater policy certainty • Green Scrappage Scheme • Green Future Skills • Expanded Capital Investment Stimulus <ul style="list-style-type: none"> • The Scottish Government published its advice from the Just Transition Commission (30 July 2020)⁴ on ensuring a "just green recovery" from COVID. The report highlights the need for "renewed commitment to reset our pathway to net-zero, while building a fairer and more resilient economy" and sets out how we can transition to a net-zero economy by 2045 in a way which: <ul style="list-style-type: none"> • maximises the economic and social opportunities that the move to a net-zero economy by 2045 offers; • builds on Scotland's existing strengths and assets; and • understands and mitigates risks that could arise in relation to regional cohesion, equalities, poverty (including fuel poverty), and a sustainable and inclusive labour market.
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² <https://www.theccc.org.uk/2020/06/25/covid-19-can-be-an-historic-turning-point-in-tackling-the-global-climate-crisis/>

³ https://www.changeworks.org.uk/sites/default/files/CERG_Green%20Recovery_Final%20report_July2020_0.pdf

⁴ <https://www.gov.scot/publications/transition-commission-advice-green-recovery/>

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"> • 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? • What is the viability of these continuing for the recovery and renewal phase? • What sections of the media have expressed an interest in COVID 19? • Do we have resources deployed in the correct manner to handle customer queries via social media? • Were any specific issues raised during the response phase that has implications on communication during recovery and renewal? • Has the recovery and renewal process been publicised? • Do we have the correct methods and techniques to ensure staff are engaged with effectively? • Do we have sufficient engagement with partner organisations on shared communications priorities? 	<ul style="list-style-type: none"> • Co-ordinate communications across all recovery and renewal groups, including attending meetings (where resources allow); • 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; • 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; • Ensure there is a co-ordinated, pan-council approach to the handling of reactive issues via corporate social media channels • Maintain regular communication with key groups and manage expectations • Consider the use of trusted individuals to get a message across, including those from the affected area, such as Elected Members.

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