

Policy and Sustainability Committee

10.00am, Thursday, 23 July 2020

Adaptation and Renewal Programme Update

Executive/routine

Wards

Council Commitments

1. Recommendations

- 1.1 Note the COVID-19 Response Dashboard outlined at Appendix 1.
- 1.2 Note the decisions taken to date under urgency provisions from 15 June 2020 to 15 July 2020 outlined at Appendix 2.
- 1.3 Note the overall programme update.

Andrew Kerr

Chief Executive

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Policy and Sustainability Committee

Adaptation and Renewal Programme Update

2. Executive Summary

- 2.1 As agreed at the Policy and Sustainability Committee on 28 May 2020, the Adaptation and Renewal Programme would provide regular committee updates. This report is the third report to Committee on progress and covers decisions taken in period 15 June to 15 July 2020, the latest COVID-19 Dashboard and a general programme update.

3. Background

Adaptation and Renewal Programme

- 3.1 The Council continues to respond to the COVID-19 global pandemic, while developing and implementing renewed service delivery and implementing new initiatives. This is to ensure the Council continues to manage the pandemic across the city working with a wide range of partners and is prepared for further outbreaks.
- 3.2 The transmission rate across Scotland has significantly reduced and has enabled the entering of phase 3 of the Scottish Governments Route map, planning out of lockdown on Thursday 9 July 2020.
- 3.3 As agreed at Policy and Sustainability Committee on 28 May, the programme structure has been put in place to guide decision making and ensure future implementation of recommendations. The Adaptation and Renewal Programme consists of five officer working groups which report into a single programme board at CLT, currently weekly.
- 3.4 A political All-Party Oversight Group (APOG) supports the co-ordinated approach; providing additional scrutiny and oversight of the Programme; and feedback and contributes to the development of options for Committee. The next meeting is to be held on Thursday 30 July 2020.
- 3.5 With a move to the third phase of Scottish Government's Route map there has been increased activity on the re-opening of the city and resulting Council services. A detailed members brief was circulated on 10 July and is included at Appendix 3.

4. Main report

COVID-19 Dashboard

- 4.1 The COVID-19 dashboard (Appendix 1) provides the latest position with regard to key data relating to the pandemic. Following work between officers in Strategy and Communications and Transport, traffic flow data has been added based on the Scoot System. The data on the Business grant scheme has now been removed from the dashboard as the scheme is now closed.

Officers will continue to refine the dashboard to ensure it is as up to date and provides maximum insight.

Decisions taken from 15 June to 15 July

- 4.2 A full list of decisions taken by Officers from 15 June to 15 July 2020 is outlined at Appendix 2. Recommendations requiring a decision from the Chief Executive and CLT have the opportunity to be discussed 3 times a week, maintaining an agile response while ensuring governance and control is maintained.

Service Resumption and Officer Working Group Updates

- 4.3 With Scotland entering phase three of the lifting of restrictions within the Scottish Governments Route Map on Thursday 9 July, there is a need to ensure the pace of resumption of Council services is balanced and phased based on guidance from Scottish Government, Public Health Scotland to keep colleagues and citizens safe but also to acknowledge the financial position and the potential consequences moving forward.
- 4.4 As we move into the “Near” phase of the programme covering the months of July to the end of September, there are some key decisions facing the Council. The intention of the **Service Operations Working Group** is to prioritise these decisions, and this will mean the phased return of service delivery to allow Council resources to be focused where most needed.
- 4.5 The Council has maintained many essential services across a wide range of areas despite the challenging circumstances. Many of these services have moved to socially distanced and often digital forms of delivery. Additionally, many more services have already developed or are in the process of developing plans of how-to stand-up service activities safely, affected by COVID-19.
- 4.6 The working group provides cross-council co-ordination to enable a phased and prioritised plan for service resumption and adaptation where appropriate. A robust data gathering exercise will allow the group to prioritise the return of services based on a number of factors including the financial impact of operating in a post COVID-19 environment. Any urgent service resumption will also be considered through this working group and presented to CLT.
- 4.7 While the programme plan will be guided by the Scottish Government Route map, there are other factors that will be considered around prioritisation and planning to ensure that the organisation:
- continues to protect the health and safety of our colleagues and citizens
 - have the capacity to ensure that our buildings are safe, staff are supported, technology/ICT is provided where required
 - the financial sustainability of the organisation is protected, and we understand the financial impact of COVID-19 for the organisation as a whole
 - recognise the challenges, as well as the opportunities, COVID-19 has brought to think about how the organisation can adapt and support our long-term strategic priorities of Poverty, Sustainability and Wellbeing and contribute to the City Vision 2050.

- 4.8 A cross-council expertise has been sought with input from a range of services including Finance, Health and Safety, Property and Facilities Management, HR, Strategy & Communications, Resilience, ICT and Risk to ensure that a strategic and joint-up approach to service adaptation and resumption is recommended.
- 4.9 The data gathered through the exercise will provide the foundation that will inform planning around service adaptation and resumption and will be reviewed in conjunction with wider intelligence and strategic direction.
- 4.10 As part of the overall Adaptation and Renewal programme, this group will prepare a more comprehensive timeline for service recommencement which will require previous approaches to service delivery to be challenged and the embracing of opportunities for reform where possible.
- 4.11 Further reports on this agenda which should be considered in line with this approach are the financial context, the risk approach and the engagement strategy. A separate report on the delivery of the return to full time education is also detailed and remains the key priority for the organisation until delivered on Wednesday 12 August.
- 4.12 The Service Operations Working Group are also taking forward the assessment of re-opening of specific Community Centres and more Public Conveniences and once all the guidance has been considered and recommendations agreed, this will then be reported to Committee.

Public Health Advisory Working Group

- 4.13 This Officer Working Group brings together CEC, NHS Lothian and the Edinburgh Health and Social Care Partnership (EHSCP) colleagues to ensure the effective communication and implementation of national advice concerning public health. The group will seek every appropriate opportunity to work across the region with other Local Authorities.
- 4.14 Members are asked to note that the EHSCP are developing their 'return to transformation' programme. This intends to build upon their existing transformation programme, but efforts will be made to align programme timescales and budgetary decisions where possible. An update on the development of this programme will be provided to this Committee, as part of the agreed 'matters of interest report'.
- 4.15 The default position will be to follow all Scottish Government and Health Protection Scotland guidance when resuming any services as per the Route map. The role of the Working Group is to interpret and ensure the practical application of the national advice in the Edinburgh context working closely with the Service Operations processes.
- 4.16 A framework for decision making is under development which will outline the key strategic and operational principles which will need to continue to be followed to ensure alignment to Phase 3 of the Scottish Governments Route map. This will ensure alignment to all of the Service Operations processes for resumption and provide a clear steer. For example, working from home remains the default position if colleagues are able to throughout Phase 3.
- 4.17 The group will continue to support the Test and Protect roll out and will ensure the links to the other working groups are made when appropriate.

Change, People and Finance Working Group

- 4.18 The Change, People and Finance Programme has progressed quickly from mobilisation to delivery since the previous update to Committee a month ago. Progress updates for each of the four in scope workstreams are detailed below.
- 4.19 **Change Strategy & Finance** - work continues to agree the basis of a revised and balanced revenue budget for 2020/21 and an updated ten-year capital budget strategy by October 2020. In parallel the Council's Change Strategy will be refreshed to reflect changes in the Council's operating environment and priorities.
- 4.20 **Digital & Smart Cities** – the maximum ERDF funding was secured, and draft Digital & Smart City strategy endorsed by CLT on 8 July. The strategy will be further refined however with detailed planning and delivery of key priorities underway, including:
- (i) implementation of the Smart City Operation Centre to support the management of the city in the most effective way providing a mission of better for citizen at best value. Work is progressing on extending existing capability and delivery of new capability including; (i) waste and housing sensors which will allow services to be proactively managed (ii) smart infrastructure and buildings via IOT connected networking and (iii) CCTV and Traffic Management solutions.
 - (ii) Progress of short, medium- and long-term Digital Learning approach in conjunction with Communities & Families.
 - (iii) Evaluation of current IT estate and development of proposals to drive further efficiencies.
 - (iv) Connectivity including Fibre and 5G
- 4.21 **People and Culture** - the following outputs have been delivered;
- (i) Colleague Wellbeing Survey in response to COVID-19;
 - (ii) evaluation of both the People Strategy 2017-20 and Learning and Development 2019/20. Work is currently being progressed to develop the next People Strategy and investment priorities for Learning and Development in 2020/21;
 - (iii) options for addressing the requirement for consolidation of Scottish Local Government Living Wage by April 2021 are in development and
 - (iv) an approach to developing a Purpose Led Organisation has been agreed and colleague engagement sessions are underway.
- 4.22 **Political and Operational Governance** activities are progressing, and Elected Members have received a survey seeking input to inform the design of future political management arrangements. Councillor views will feed into the work that is also progressing in preparation for a report to Committee in August on the Council's governance arrangements.
- 4.23 The groups outputs are progressing well with no escalations to report at this stage. Programme management governance and standards are fully embedded, and resource secured to progress delivery activities. A draft Communication and Engagement Plan is in development and scheduled for

approval by the end of July. Although its focus will be specific to the Change, People and Finance outputs it will align with the wider Adaption and Renewal Programme's communication and engagement activities to ensure consistency of message.

Life Chances Officer Working Group

- 4.24 The Life Chances Programme is now fully mobilised and programme governance arrangements are in place including weekly Officer Working Group meetings to support tracking the delivery of the project's outputs. The COVID-19 Immediate Support project is fully scoped and the Poverty and Prevention, Digital Learning and Teaching and Edinburgh Learns for Life project's scopes are nearing finalisation.
- 4.25 Programme Governance is progressing well with project standards including the programme plan, RAID log, benefits map and the communication and engagement plan under development. The status of each of the Life Chances workstreams are detailed below:
- **COVID-19 Immediate Support** - Project is operational and will subsume much of the activity of the COVID-19 Vulnerable and Volunteering emergency response work, including ongoing support for Shielded and other Vulnerable individuals and groups, Test and Protect activities, digital inclusion; homelessness support, and the 'Connecting Scotland' initiative.
 - **Digital Learning & Teaching** - the team are responding to immediate device provision to schools and procurement of a mobile device management solution. Digital tools to support learning are also being finalised. £1M of funding from the Scottish Government is being secured to procure devices and support WiFi connectivity for vulnerable students.
 - **Poverty & Prevention** - Poverty & Prevention workstreams merged into one. Immediate priority will be delivery of a new Council prevention strategy and delivery plan aligned to the findings of the Edinburgh Poverty Commission.
 - **Edinburgh Learns 4 Life** – the workstreams operational, scoping document is in its final stages. The work is progressing around using Granton Learning Estate as a prototype for the workstream.

Sustainable Economic Recovery Officer Working Group

- 4.26 The Economic Recovery Officer Working Group seeks to ensure Edinburgh's economy survives the time of COVID-19 and adapts, so that people, businesses and communities can thrive in the future. The programme continues to work closely with the Scottish Government, Third Sector and business communities in responding to economic circumstances facing the city.
- 4.27 Due to the size and complexity of the remit, the programme has been divided into the following workstreams to deliver the Economic Recovery vision.
- Sustainable Economy Recovery
- Investment and Development
 - Employability
 - Business support and Resilience

- Our Future Cultural Capital
 - Innovation
- 4.28 Work is continuing by workstream leads to finalise outline scoping documents with focus of delivery on the following priority outputs:
- Create a safe and sustainable environment for offices, shops, education institutions, and transport providers to work within; and to increasingly adopt the principles of a circular economy.
 - Accelerate the building of affordable homes across the city, and sustainable regeneration at strategic locations like Granton, Fountainbridge and with our partners at the Bio Quarter.
 - Design and deliver a successor to the Edinburgh Guarantee, working with partners to offer short- and longer-term training and employment in the growth sectors of the future, with the background of the sustained ambition to be the data capital of Europe
 - Work with the organisations that make Edinburgh a global cultural capital to re-think their programmes & ways of working to adapt to a changed operating environment; and work with the tourism and hospitality sector on immediate and medium-term recovery planning.
- 4.29 A detailed programme plan is under development with work underway to scope key deliverables for the for each workstream are approved.

Programme Overview

- 4.30 Programme Management Office (PMO) are working with the Risk Team to bring together a comprehensive Risk register for the programme, similar to the one coordinated for the COVID-19 response. A separate report is submitted on COVID risk management elsewhere on the agenda and detailed work at officer level is underway between the PMO and Legal and Risk to ensure risk management is at the heart of the programme.
- 4.31 The Gateway review process for the programme is under development with the Improvement Service having agreed in principle to work with us at each Gateway, to provide independent scrutiny and advice based on best practice from across Scotland. A detailed proposal is under development with a further update provided in the next programme update.
- 4.32 Strategic themes are moving forward with development of programme outcomes underway which were circulated at the first APOG meeting on 16 June. These will be refined, and further discussion will take place on these at the APOG on Thursday 30 July, before coming to Committee for approval.
- 4.33 The next meeting of the APOG will also discuss the approach to Sustainability which was at Committee on Thursday 9 July and how this will evolve.
- 4.34 Edinburgh Poverty Commission have published an interim report in May with findings on the impact of coronavirus on people in poverty in Edinburgh, and the immediate responses needed by the council and partners. The Commission is currently in the process of completing its work with the aim of publishing final recommendations in September this year. As part of that process, the Commission is currently working with citizen participants to

shape and finalise recommendations and actions with draft outputs expected to be available for sharing with CLT by late August.

- 4.35 As described in the Life Chances update above this working group is responsible for development of a Council action plan in response to the recommendations made by the Poverty Commission. This work is being taken forward through a Poverty and Prevention workstream which will focus on developing actions to improve the material circumstances of people on low income in Edinburgh, alongside system and cultural changes needed to prevent hardship and improve wellbeing.

Resilience Planning

- 4.36 A report on 'Concurrent Risks Resilience Planning' was considered at CLT on 8 July 2020 which, given the potential of significant future incidents (for example, further waves and / or local lockdown due to Covid-19, severe weather and impacts of a No-Deal Brexit), recommended that the approaches to resilience planning and its associated processes are modified to enable more efficient protocols and a more agile response to disruptions, including concurrent incidents.
- 4.37 A full report on this approach and how it will enhance the council's adaptiveness will be submitted to the Policy and Sustainability Committee in the month of August.

5. Next Steps

- 5.1 Detailed workstream timelines are currently being developed for each of the Officer Working Groups in the Adaptation and Renewal Programme with the Service Operations Working Group working with the PMO to develop the phased resumption timeline. The fourth update to the Policy and Sustainability Committee will focus on the development of the phased timeline.

6. Financial impact

- 6.1 The financial implications of COVID-19 on the Council in both the short and long term are anticipated to be very significant. A report setting out the latest position is included elsewhere on the agenda.

7. Stakeholder/Community Impact

- 7.1 A full engagement plan is discussed in a separate agenda item at this Committee. The "Engagement through Adaptation and Renewal" report summaries the Council's approach to engagement and consultation through COVID-19 Adaptation and Renewal period, including key projects and the Council climate engagement plan.
- 7.2 A report on the cumulative Integrated Impact Assessment of COVID-19 response decisions was included in the last update to Committee. As programme outputs develop the processes in place for assessing the impact of change across the relevant areas will continue to be followed and reported when appropriate.

8. Background reading/external references

Scottish Government Document “*Coronavirus (COVID-19): framework for decision making*”

<https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making/pages/1/>

Scottish Government document ““*Coronavirus (COVID-19): framework for decision making - Scotland's route map through and out of the crisis*”

<https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/>

Edinburgh Poverty Commission: Poverty and Coronavirus in Edinburgh: Interim Report

<https://edinburghpovertycommission.org.uk/2020/05/19/poverty-and-coronavirus-in-edinburgh-interim-report/>

Adaptation and Renewal Programme Update, Policy and Sustainability Committee, 25 June 2020

<https://democracy.edinburgh.gov.uk/documents/s24555/Item%206.1%20-%20Adaptation%20and%20Renewal%20Programme%20Update%20v2.pdf>

Revenue Budget 2020/21 Update, Policy and Sustainability Committee, 25 June 2020

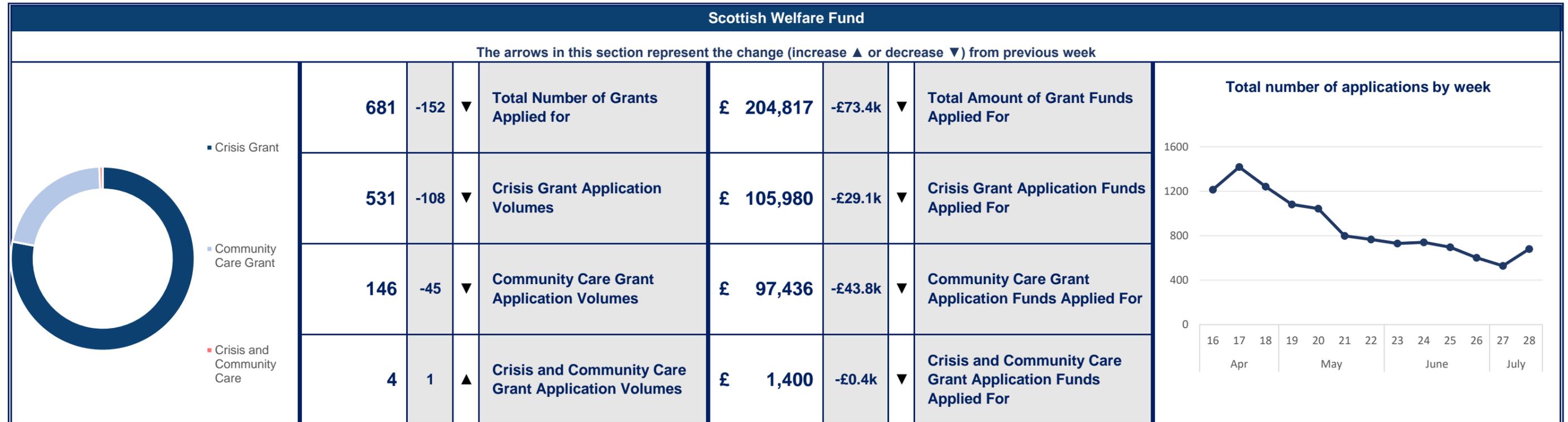
<https://democracy.edinburgh.gov.uk/documents/s24506/Item%206.3%20-%20Revenue%20Budget%202020-21%20Update.pdf>

9. Appendices

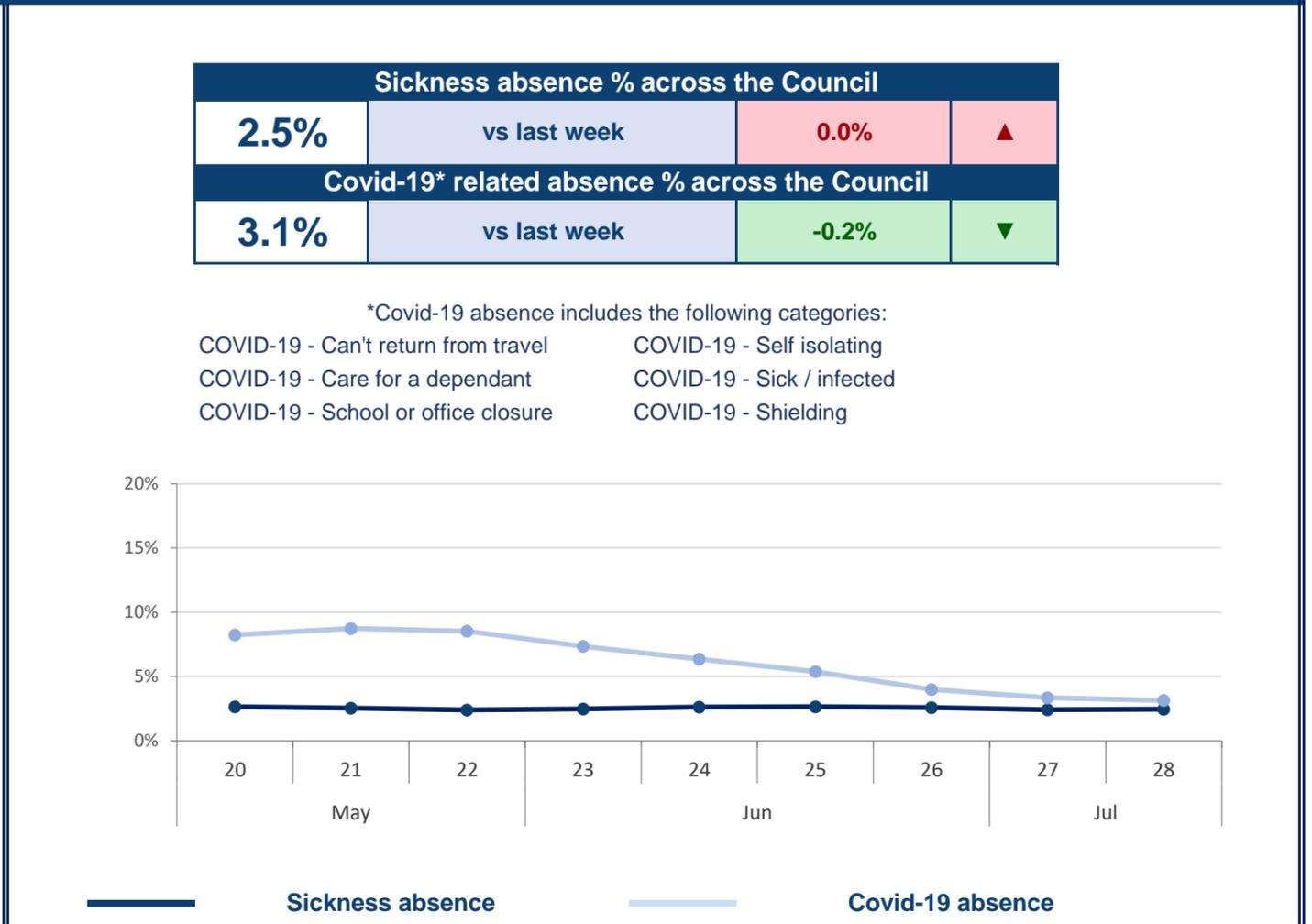
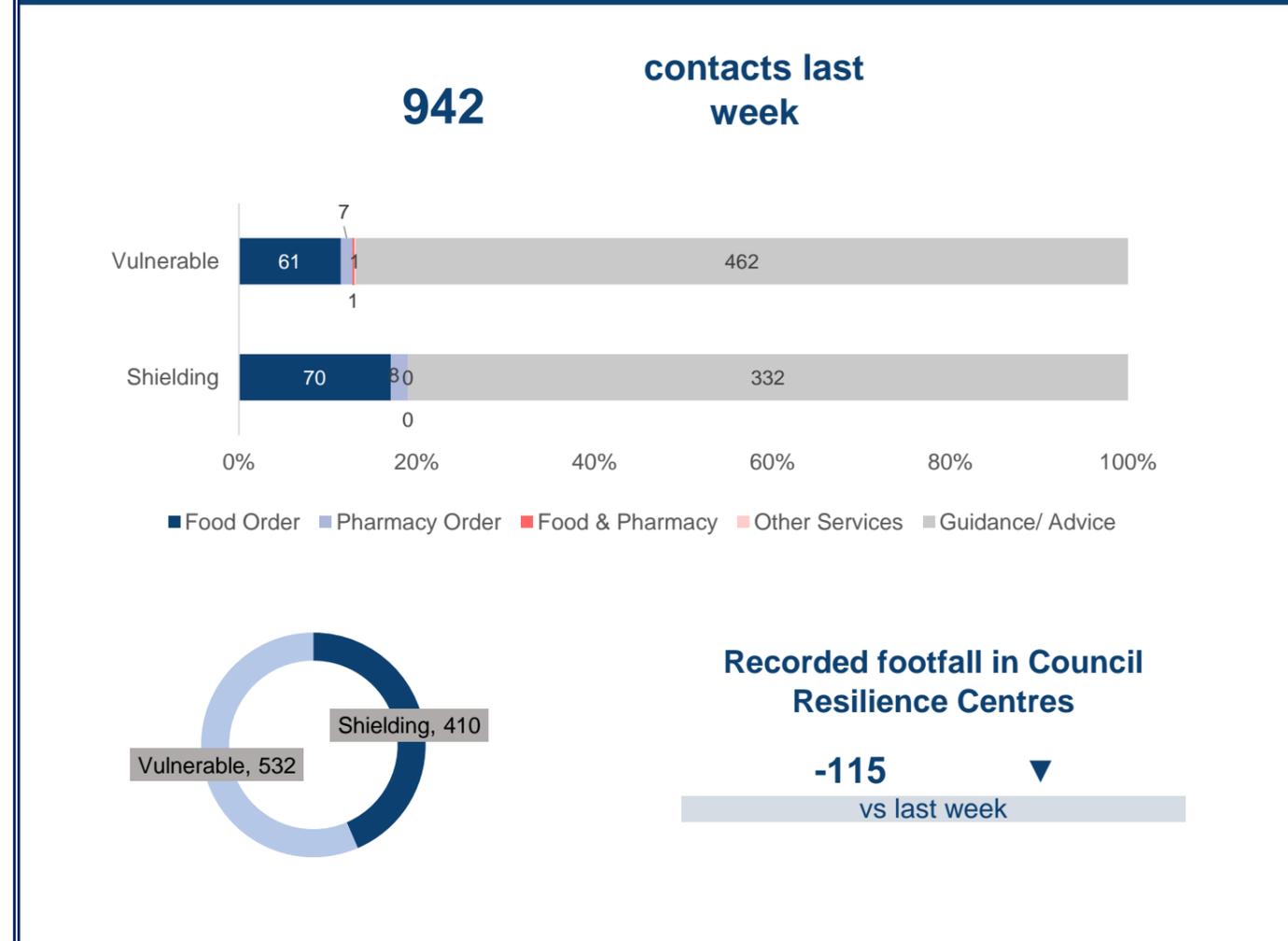
Appendix 1 - COVID-19 Response Dashboard

Appendix 2 - Decisions taken from 15 June to 15 July 2020

Appendix 3 - Elected Members Briefing 11 July



Contacts - Local Assistance Team and Contact Resilience Centres HR



Communities and Families - Schools

| | |
|-----------------------------------|------------|
| Average Number of Pupils per week | 241 |
| Average Number of Staff per week | 137 |
| Average Number of Schools Open | 8 |

Pupils by Category

Communities and families - Child Protection

14

Number of Child Protection Inter-agency Discussions

Homelessness

| Total number of new presentations (weekly average) | | |
|--|--------------|-------|
| 99 | vs last week | 21 ▲ |
| | vs last year | -10 ▼ |

| Number of families in B&B | | |
|---------------------------|--------------|-------|
| 0 | vs last week | 0 = |
| | vs last year | -11 ▼ |

School meals

| | |
|--|---------------|
| Number of school meals provided (cumulative) | 48,338 |
|--|---------------|

| | |
|-------------------------------------|-------------------|
| Cost of meals provided (cumulative) | £1,236,060 |
|-------------------------------------|-------------------|

Number of fortnightly payments

HSC

100 Delayed discharges

493 Domiciliary waiting list

32 Adult Protection Contacts

Covid-19

18,368

cases tested positive in **Scotland**

2,490

patients who tested positive have died in **Scotland**

3,166

cases tested positive in **NHS Lothian**

301

patients who tested positive have died in **NHS Lothian**

1,798

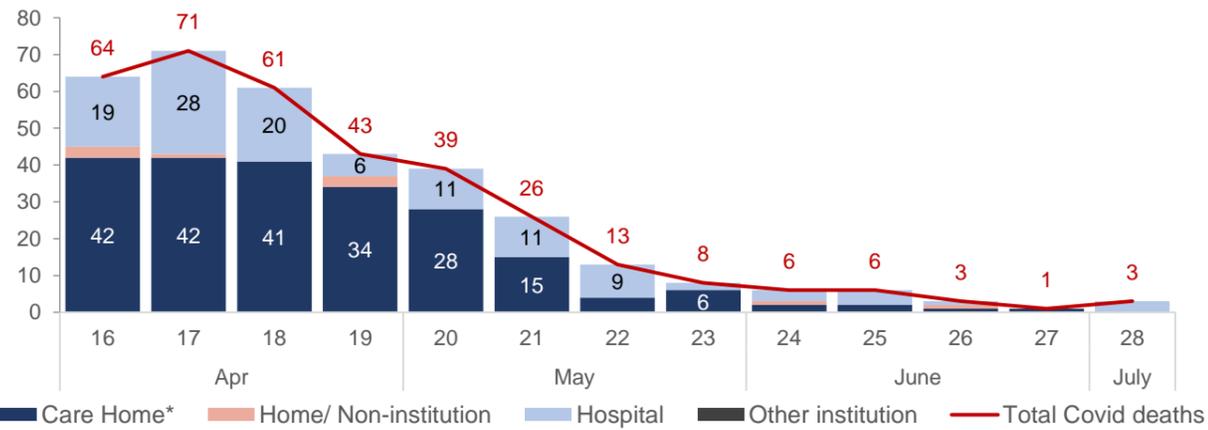
cases tested positive in **Edinburgh**

Source: Scottish Government

Last update: 15/07/2020

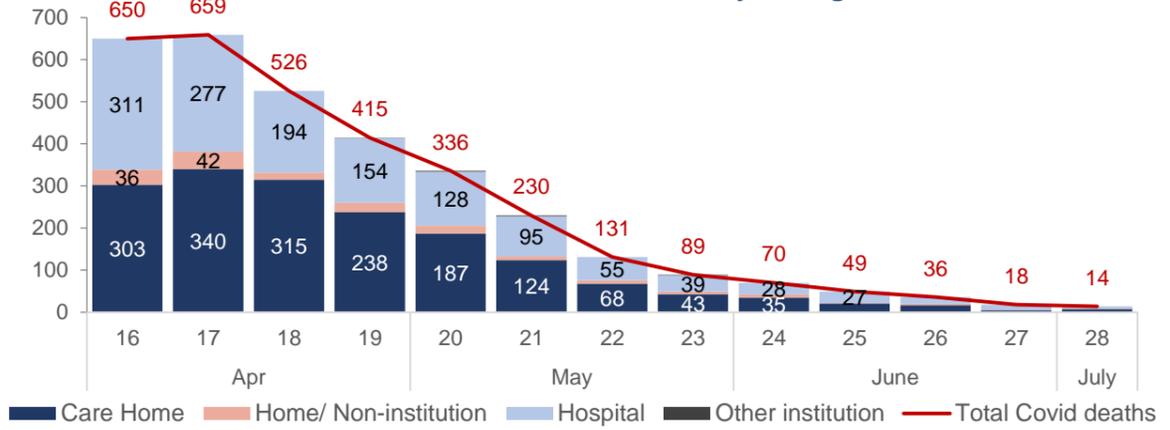
*The figures below relate to all care home settings in Edinburgh and not those solely owned by CEC

Covid-19 deaths by setting in Edinburgh



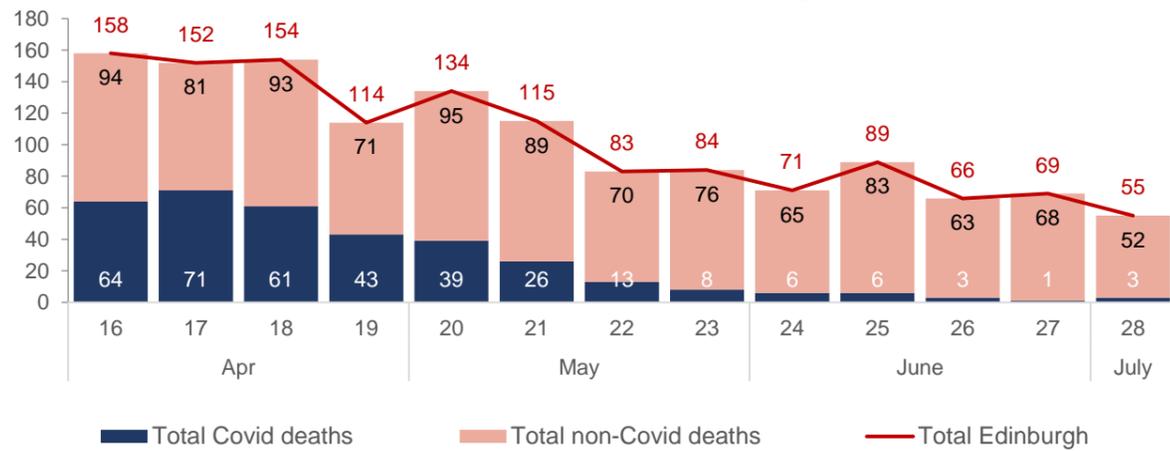
Values shown for figures over 5

Covid-19 deaths by setting in Scotland

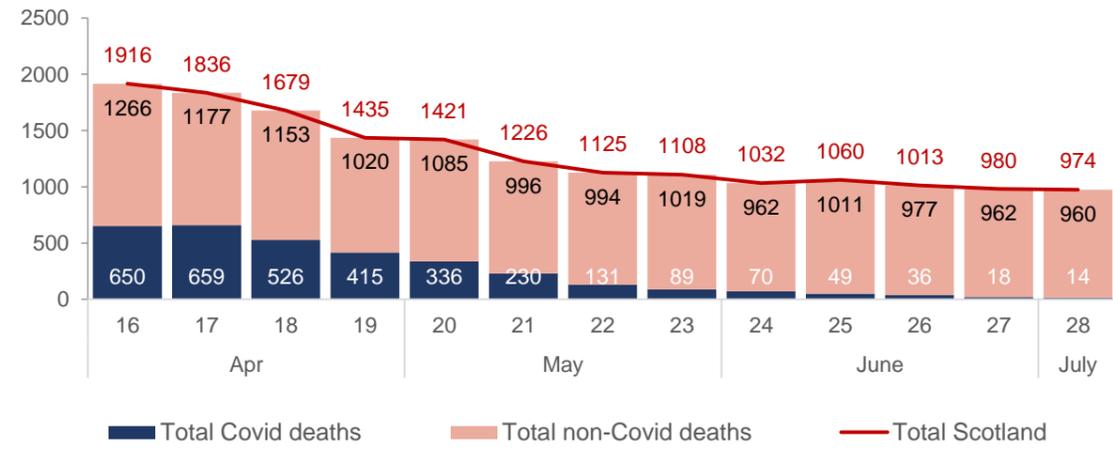


Values shown for figures over 25

Total number of deaths in Edinburgh



Total number of deaths in Scotland



Source: National Records of Scotland (NRS)

Traffic Level - Weekly comparator



Source: Arterial Route SCOOT Detector



6 traffic signal sites:

- Queensferry Road / Clermiston Road North
- London Road / Meadowbank Terrace
- Ferry Road / East Fettes Avenue
- Morningside Station
- Dalkeith Road / Blasket Avenue
- Salamander Street / Seafield Place

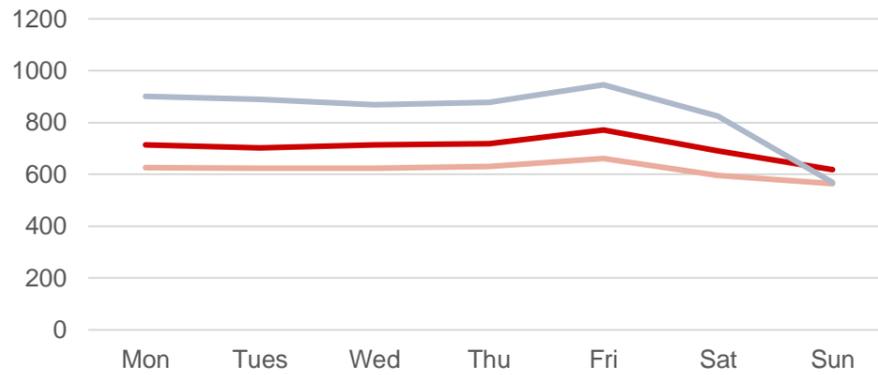
2019 - Week 28 commencing on 01/07/19

2019 Inbound
2019 Outbound

2020 - Week 28 commencing on 06/07/20

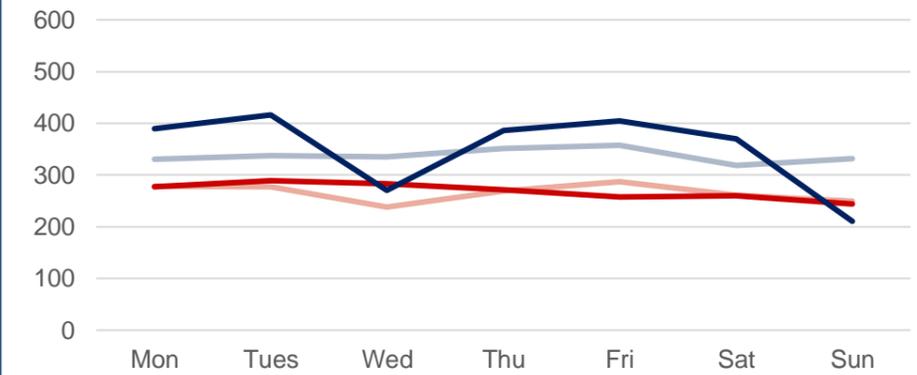
2020 Inbound
2020 Outbound

Queensferry Rd / Clermiston Rd
Vehicles per hour (daily mean) *

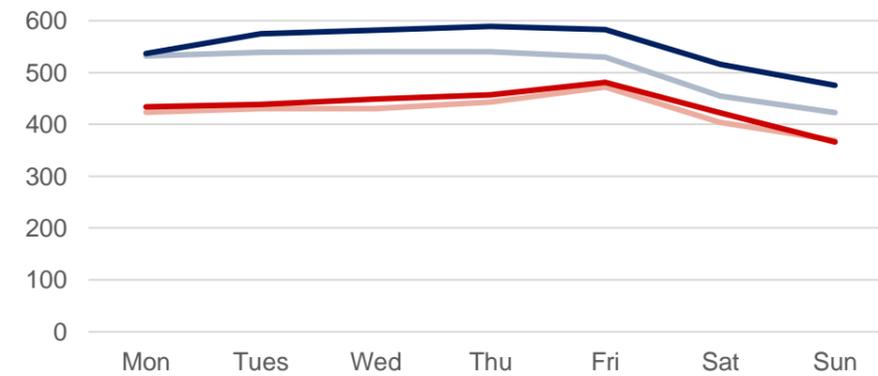


* No 2019 inbound data for Queensferry Rd / Clermiston Rd

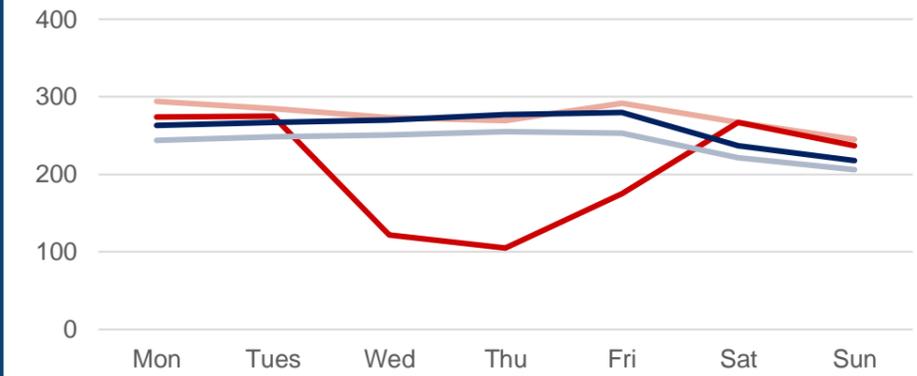
London Road / Meadowbank Terrace
Vehicles per hour (daily mean)



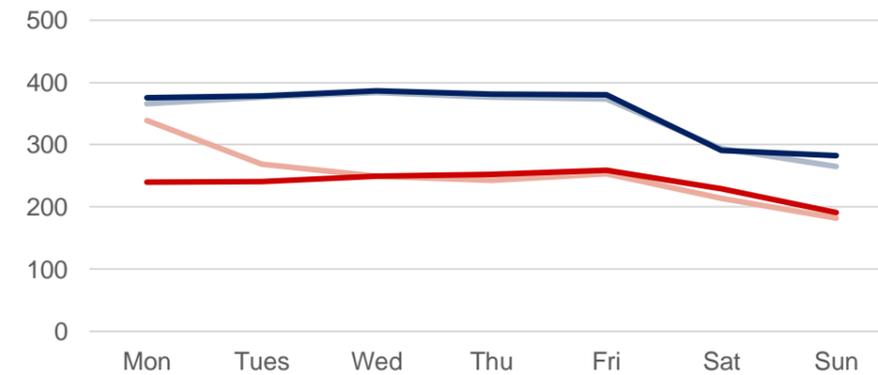
Ferry Road/ East Fettes Avenue
Vehicles per hour (daily mean)



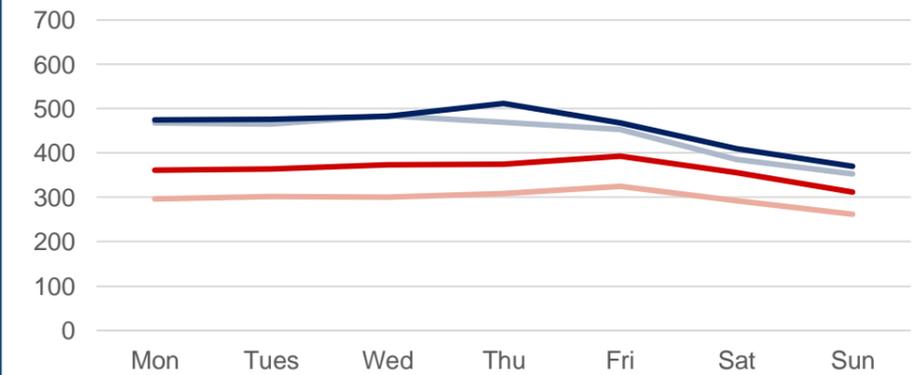
Morningside Station
Vehicles per hour (daily mean)



Dalkeith Road/ Blasket Avenue
Vehicles per hour (daily mean)



Salamander Street/ Seafield Place
Vehicles per hour (daily mean)



Traffic Level - Annual comparator

2019 and 2020 Traffic Levels shown at Daily Peak in each month



Source: Arterial Route SCOOT Detector



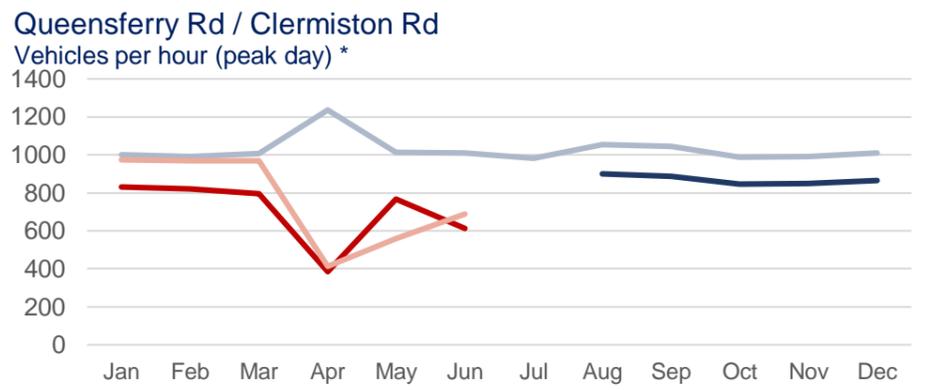
6 traffic signal sites:

- Queensferry Road / Clermiston Road North
- London Road / Meadowbank Terrace
- Ferry Road / East Fettes Avenue
- Morningside Station
- Dalkeith Road / Blacket Avenue
- Salamander Street / Seafiel Place



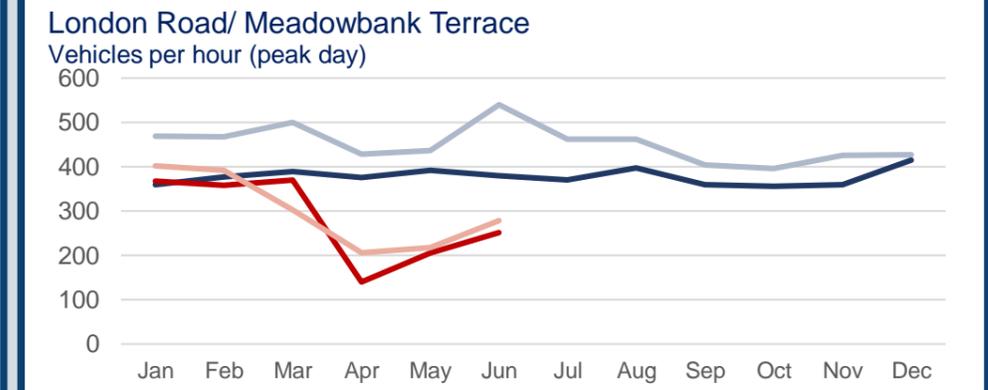
- 16/3/20 - Non-Essential Travel guidance
- 23/3/20 - Effective Lockdown
- 29/5/20 - Move to Phase 1 of easing lockdown
- 19/6/20 - Move to Phase 2 of easing lockdown

Key dates

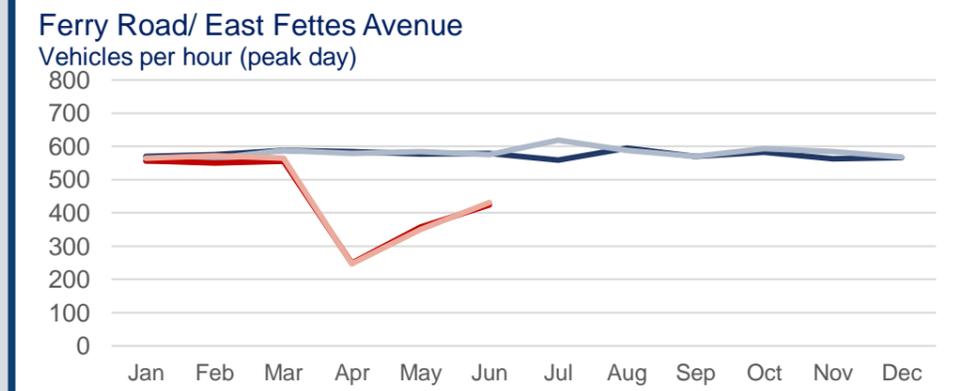


* No Mar-Jul 2019 inbound data for Queensferry Rd / Clermiston Rd

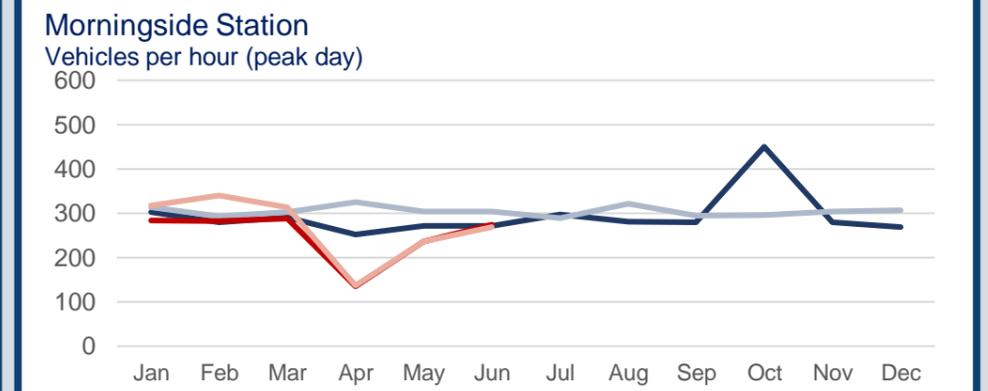
| | | |
|------|-----|------------------------------------|
| 2019 | Jun | Peak around 1000 vehicles per hour |
| 2020 | Jun | Peak around 700 vehicles per hour |



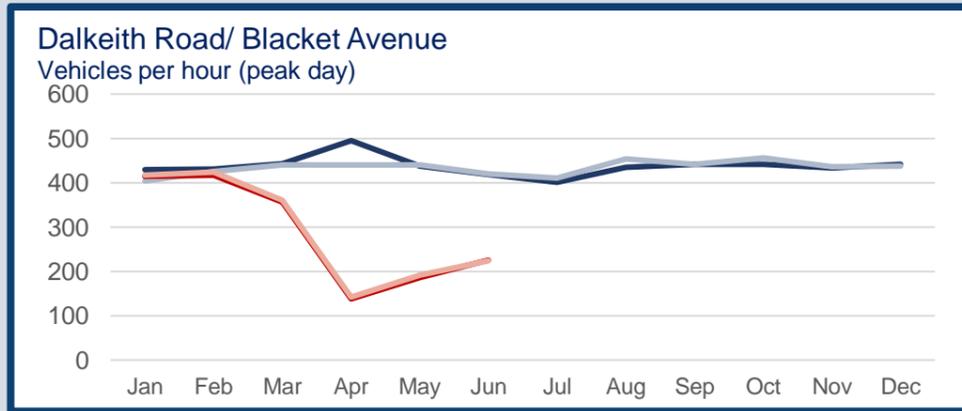
| | | |
|------|-----|-----------------------------------|
| 2019 | Jun | Peak around 500 vehicles per hour |
| 2020 | Jun | Peak around 300 vehicles per hour |



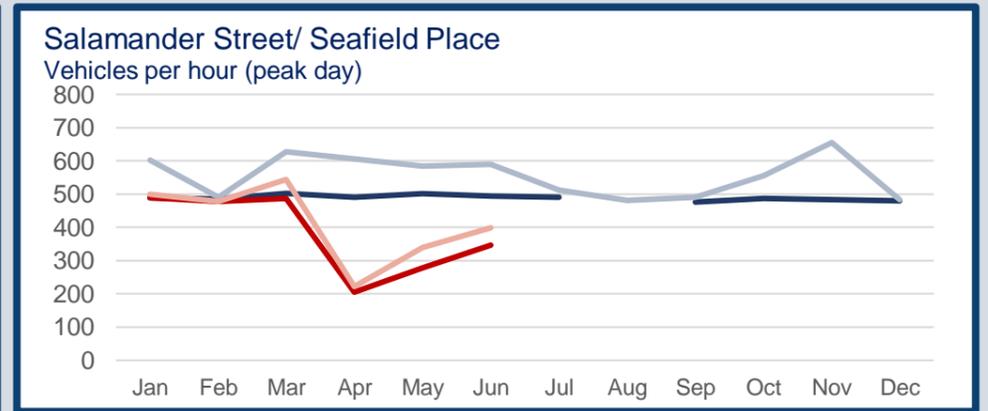
| | | |
|------|-----|-----------------------------------|
| 2019 | Jun | Peak around 550 vehicles per hour |
| 2020 | Jun | Peak around 450 vehicles per hour |



| | | |
|------|-----|-----------------------------------|
| 2019 | Jun | Peak around 300 vehicles per hour |
| 2020 | Jun | Peak around 250 vehicles per hour |



| | | |
|------|-----|-----------------------------------|
| 2019 | Jun | Peak around 400 vehicles per hour |
| 2020 | Jun | Peak around 250 vehicles per hour |



No data available for August 2019 - Inbound

| | | |
|------|-----|-----------------------------------|
| 2019 | Jun | Peak around 550 vehicles per hour |
| 2020 | Jun | Peak around 400 vehicles per hour |

| Ref. | APPENDIX 2 - Approved Decisions during COVID-19 Response | Date |
|------|---|------------|
| D120 | Agreed to pay EVOC to end of this week (w/e19/06) with an exit strategy to be considered at CLT on Wednesday (17/06). | 15/06/2020 |
| D121 | Agreed to recommence debt recovery action from July, as set out in briefing note. Briefing to be circulated to members on this this decision. | 15/06/2020 |
| D122 | Approved report recommendations in COVID-19 – Commercial Property Investment Portfolio Update Report. | 15/06/2020 |
| D123 | To pay for free school meals until 1 July as directed & to check what other local authorities are doing. | 15/06/2020 |
| D124 | Agreed to proceed with Spaces for People Project as set out in report. | 15/06/2020 |
| D125 | To proceed with the purchase of face coverings for all staff (at cost of £40k for 20,000 coverings to be contained within existing budgets). | 19/06/2020 |
| D126 | Spaces for People Project Approval (note: not proceeding with South Bridge and George IV Bridge at this time.) | 19/06/2020 |
| D127 | Approved the approach in streamlined Permissions for Business Using Outdoor Space as detailed in the briefing note. | 19/06/2020 |
| D128 | Approved the next steps in Implication of the Government's Phase 2 COVID-19 route map for public parks and green spaces. | 19/06/2020 |
| D129 | Garden Aid – to apply discount for the missed grass cuts at cost of approx. £12k from existing budget. | 19/06/2020 |
| D130 | To make a further payment to EVOC of £40,000 for 22 June – 29 June for food distribution to be continues to the most vulnerable. | 19/06/2020 |
| D131 | To suspend the £50k Grant Application process indefinitely. | 22/06/2020 |
| D132 | Early Years partner providers – Critical childcare payments May 2020 - Approved the May payments to partner providers in line with the process previously agreed by CIMT on 02/04/20. | 24/06/2020 |
| D133 | Agreed approach to considering supplier requests for contractual relief. | 26/06/2020 |
| D134 | Spaces for People: Maybury Road approved for proceeding. | 26/06/2020 |
| D135 | Council Resilience Centres – approved proposal in report for extending some of the provision of services, as per the SG route map and on a need's bases for citizens. | 26/06/2020 |
| D136 | Food Fund and Free School Meals Funding – agreed recommendations – note that new FSM applications would not be backdated to March 2020. | 26/06/2020 |
| D137 | Customer - Customer Contact & Transactions – approved proposal in report to allow some more of the Contact Centre Team to resume operations from Waverley Court to ensure continued essential service delivery. | 26/06/2020 |

| | | |
|------|---|------------|
| D138 | South Queensferry Registration Office – proposal for birth registrations to be completed here by appointment only, this was approved. | 26/06/2020 |
| D139 | Financial impact of parking suspensions – agreed in principle with losses to be minimised through design and to review mid-summer. | 29/06/2020 |
| D140 | Agreed to not apply 3.3% uplift to Homelessness Third Sector Providers. | 29/06/2020 |
| D141 | Allow East Princes Street Gardens to be used for queuing for trains on the condition that there is no cost to the Council and to be used only when necessary. | 03/07/2020 |
| D142 | Approved the re-opening of Bonaly Upper car park in principle and to take to Service Operations Group on Wednesday 08/20 for checking with wider services. | 03/07/2020 |
| D143 | Agreed to issue the large employers survey to gain feedback across the city. | 03/07/2020 |
| D144 | To allow specific out of hours staff (e.g. social care, contact centre) to use the back entrance to access Waverley Court from the car park, providing they continue to sign in and out at reception. | 06/07/2020 |
| D145 | Spaces for People project – Cockburn Street and Victoria Street to proceed. | 06/07/2020 |
| D146 | Filming for fundraising campaign on Calton Hill was approved, it is a confidential and private filming event which aims to raise funds for “NHS Charities Together”. | 10/07/2020 |
| D147 | Agreed to acceptance of new Queensferry High School and handover can go ahead with final payment once handover complete. | 10/07/2020 |
| D148 | Supplier Relief – Stair Cleaning Service – to approve the June 2020 payment to the contractor. | 13/07/2020 |
| D149 | Early Years partner providers – critical childcare payments to be made for June 2020. | 13/07/2020 |
| D150 | To agree to proceed with electrostatic cleaning for schools at cost of approx. £60k, subject to consideration by the Public Health Advisory Group. | 13/07/2020 |
| D151 | Family Viewings to be allowed at Edinburgh City Mortuary. | 13/07/2020 |
| D152 | Taxi Licensing – to recommence services at Taxi Examination Centre at Murrayburn, note that this location may be subject to change at a later date. | 13/07/2020 |
| D153 | Lauriston Castle Café Concession - approved to reopen the café concession with a new operator in the Gardens of the Castle. | 13/07/2020 |
| D154 | Application from the Edinburgh Art Festival to host an open-air art installation in The Meadows during August 2020, approved as deemed acceptable by Parks. | 13/07/2020 |
| D155 | Gridley Street Office re-opening proposal approved with desks in CRCs where needed, to be agreed with Locality Manager. | 15/07/2020 |
| D156 | Visits by Police to those Shielding which the Council have received no communications from was agreed, to double check welfare of these citizens. | 15/07/2020 |

Appendix 3: Elected Members Briefing

Scottish Government COVID-19 Route map

Phased Approach to Service Resumption/Adaptation

Introduction

The Scottish Government route map gives details of a **gradual four phase move out** of lockdown and returning to “some semblance of normality”. The Council Adaptation and Renewal Programme in particular the Service Operations Officer Working Group, will structure and prioritise the Councils service delivery return and adaptation through a phased approach.

On 18 June, the First Minister (FM) announced the move into **Phase 2 of the route map** and laid out the timescales for the gradual scaling up of the re-opening society. The core message has changed to “Stay Safe, Protect Others, Save Lives.” Then on 24 June, the First Minister announced the remaining **indicative dates** of lifting restrictions within Phase 2 with some dates for planning of Phase 3. Confirmation of **Phase 3** was announced on Thursday 9 July.

With a combination of challenges from significant public health considerations, appropriate level of staff resource, financial implications and the prioritisation the Scottish Government has placed on Education, the Council will need to balance the pace of resumption/adaptation of all service delivery. A phased approach and timeline will be developed and set out based on the challenges set out above.

Main report

Adaptation and Renewal Programme

Scotland has just entered **phase three** of the lifting of restrictions with a number of indicative dates announced.

As we move into the “**Near**” **phase** of the programme covering the months of **July to September**, there are a number of priorities this phase will need to tackle, and this will mean the phased return of service delivery to allow Council resources to be focused where most needed.

Phase two return of service

Over the course of June into July, the Council has successfully focused resource and stood back up services in a structured way, following the guidance which the route map sets out. The current position announced on 2 July on physical distancing remains at 2m’s for the rest of phase 2, with the potential to relax in some settings to 1m in phase 3, further guidance will be made available on the mitigations required.

An overview of increased service provision since phase 2 began is detailed below:

- **Car parks at beauty spots and city parks:** On 28 May 2020 the Scottish Government published new rules on exercise and activity. Following the issuing of the guidance, Council officers met with Police Scotland officers to agree the most suitable course of action and coordinate the management of an anticipated immediate increased demand for people to visit beach and countryside spots. A phased approach to re-opening car parks and beauty spots across the city has been implemented.

- **Household Waste and Recycling centres** have been re-opened through an appointment only system which has been working extremely effectively since Monday 1 June.
- **Council Construction sites:** On 11 June the First Minister announced that ‘non-essential’ construction sites are permitted to become operational again. Across the Capital Projects Team, Housing and Roads and Transport, the Council has approximately 110 construction sites under contract. Service areas are continuing to work closely with contractors to support sites re-opening in a safe manner.
- **Outdoor play and exercise:** Our 168 Play Parks, 53 sports courts, skate parks, bike tracks, outdoor gyms and games areas have re-opened with physical distancing and hand-hygiene being encouraged through updated signage on-site and updated communications. All facilities passed a pre-opening Health & Safety assessment by the Workshops team within Place Management. The only exception to this is pitches booked for contact sport, but these will be available once guidance allows and booked through Edinburgh Leisure.
- **Gatherings and occasions:** Outdoor marriages & civil partnerships are now allowed with minimal attendees. Although we will maintain the current CEC position that no event applications for Parks will be processed, we anticipate increased demand for outdoor wedding and civil partnership ceremonies. The Registrar Service is now conducting Weddings outdoors where it is safe to do so. Birth registrations are now possible again with access to the Registrars service for this being made available, within the South Queensferry Registrar’s office being re-opened on a limited basis to allow the service to do so.
- **Outdoor markets and street access retail** are able to reopen with guidance being provided to enable this from a single point of contact within the Council.
- **Outdoor cafes, restaurants and beer gardens as of Monday 6 July** will be allowed to re-open safely, with agreed physical distancing and hygiene measures. The vast majority of these licensed premises will have had to demonstrate they had adequate toilet facilities when they were granted their licences, so this will improve the public health concerns around the lack of toilet facilities at available at present to the public. A ‘one-stop shop’ approach has been developed within the Place directorate where businesses can contact the Licensing service to apply for outdoor seating permits, colleagues from the Roads network team have been aligned to support this approach.

The current date for reopening the inside space within these premises is 15 July 2020 in line with the Tourism re-opening date aligned to phase 3 of the route map.

Public Conveniences

With the increased demand for leisure time in parks and outdoors spaces and the relaxing of the 5-mile travel guidance (Friday 3 July), the pressure to reopen public conveniences is understandable. The current public conveniences infrastructure makes it very difficult to reopen these establishments without significant public health concerns and it is not possible to remove the risk of COVID-19 transmission completely.

However due to the significant public and political concern expressed about the closure of public conveniences across the city a review of the public conveniences in the city’s premier parks and seaside locations has been undertaken. This has concluded that the following facilities, with additional measures in place to address the risks identified (see risk and mitigations section below), should be prioritised for reopening:

- Pipe Lane in Portobello;
- Hope Park in the Meadows;
- Ross Bandstand in Princes Street Gardens;

- the Courtyard at Saughton Park;
- Bruntsfield Links;
- Hawes Pier, South Queensferry; and
- Cramond.

A Committee report was discussed at the Policy and Sustainability Committee on Thursday 9 July, which approved the re-opening of those toilets listed above from Monday 13 July. A report to Committee within 2 cycles will be brought on extending the provision but this would not be without additional cost due to the staffing levels required to maintain public safety as far as possible. The financial pressures involved, and the need to ensure that public health is prioritised, mean that it is not possible to reopen all of the public conveniences across the city.

Phase 3 Considerations and Prioritisation of Resource

Returning to the provision of full time Education and implications for other services

It has become clear over the month of June, that the Scottish Government are now prioritising a full time return to education for all children across Scotland and for Edinburgh the return date for pupils is **Wednesday 12 August**. In order to ensure this can happen in the way Scottish Government intend, the supporting functions across the organisation will need to prioritise their resources to achieve a safe re-opening for all pupils across Edinburgh by this date. This includes increased Facilities Management support both from technicians and cleaners and transport resources, making the opening of other parts of the operational estate less of a priority in the next 3 months.

In order to ensure both the current plan for full time return of pupils and the contingency plan of 50% remain feasible and deliverable, a full review of the Councils operational estate surrounding schools has been undertaken and 47 buildings had been identified as essential to the school contingency plan, a number of which are libraries and community centres. This will mean a hold on the majority of libraries and community centres re-opening until the full implications of the school planning is known, so unlikely to happen before the schools re-open.

However, to enable re-opening at the appropriate time Council officers will begin to engage with management committees to explore the developing assurance framework, including Health and Safety risk management and identify likely levels of financial and other resourcing (such as facilities management) required, to reopen and maintain the opening of centres. Colleagues from Lifelong Learning and Facilities Management have been in dialogue with various management committees to arrange for limited, and safe, access to buildings to remove equipment or items that will allow them to deliver services out with the building itself in line with current guidance.

This would build on the work undertaken to produce the Community Centre Handbook (July 2018) which was developed to support all building users to manage and control risk, in the complex operational context of community centres having many different user groups including volunteers, members of the public and Council staff.

Lifelong Learning Service Officers are currently heavily committed to staffing the critical workers support hubs and do not have the capacity to support Community Centre Management Committees during the school holidays. Planning sessions could be put in place after the summer school holiday period ends.

Office Working

In line with the SG route map and the school's estate taking priority, office accommodation is only being expanded during the **July - September phase** of planning where critical for supporting service delivery. The default of home working will continue for colleagues to allow

time for the schools to get back and to ease the pressure on the transport system. Colleagues within the Council have already had communications to say that we do not anticipate any significant change in the numbers of staff returning to our offices until at least the 14th of October. This is in line with many other large employers in the city. Whilst in phase 3 of the route map transport providers are to return to full services, the capacity will be limited due to physical distancing requirements. The Customer team will look to move one quarter of the **Contact Centre team back to Waverley Court** using a phased approach over July and August. This will ensure that as calls step up there is enough capacity across our remote and office contact platforms to deal with and support all enquiries. The general enquiry line has not seen any reduction in calls during the COVID period v 2019, and we anticipate call volumes will continue to increase the more services which are opened up.

Council Resilience Centres

The 5 centres in the locations detailed below will expand service delivery to include Council tenancy lettings advice and processing and follow up benefits/money and debt advice. The CRCs, once set out appropriately with assistance from Estate and FM colleagues, will provide more space for face to face contact with clients including Health & Social Care for meetings with vulnerable individuals and Communities & Families 's to support contact arrangements for children and families.

The locations are as follows:

- Wester Hailes - South West Locality Office
- West Pilton Gardens – North West Locality Office
- Captain's Road - South East Locality Office
- Craigmillar - North East Locality Office
- Leith - Criminal Justice/ Social Work Centre

Culture Offer

The Scottish Government has published Guidelines for the re-opening of museums, galleries and monuments which indicates services could be resumed from as early as 15 July. This poses a significant challenge at present as resources are focused on managing the return of schools, as set out above. Currently a number of culture colleagues are furloughed as part of the UK Government scheme and bringing the workforce back right away may not be cost effective. It would not be cost effective for venues such as the Usher Hall or Assembly Rooms to re-open given the reduced capacity which would need to be applied and the increased costs of operating within current public health guidance. The focus in the first instance will be on a phased return of the City Art Centre. Further work will be undertaken to understand how a balance can be achieved between the safe but viable operation of our key culture offerings as further Government Guidance is issued.

Next Steps

The **Service Operations Officer Working Group** which forms one of the 5 interlinked workstreams of the programme, are currently in the process of reviewing all service delivery within the Council. A robust data gathering exercise will allow the group to prioritise the return of services based on a number of factors including the financial impact of operating in a post COVID-19 environment.

While the programme will be guided by the Scottish Government Route Map, there are other factors that will be considered around prioritisation and planning to ensure that the organisation:

- continues to protect the health and safety of our colleagues and citizens

- we have the capacity to ensure that our buildings are safe, staff are supported, technology/ICT is provided where required etc.
- the financial sustainability of the organisation is protected, and we understand the financial impact of COVID-19 for the organisation as a whole
- we recognise the challenges, as well as the opportunities, COVID-19 has brought to think about how the organisation can adapt and support our long-term strategic priorities (Poverty, Sustainability and wellbeing) and the City Vision 2050.

A cross-council approach has been taken with input from a range of services including Finance, Health and Safety, Property, HR, Strategy & Insight, Resilience, ICT and Risk to ensure that a strategic and joint-up approach to service adaptation and resumption.

The data gathering exercise will provide intelligence on how services have adopted new ways of working to sustain service levels and opportunities for longer term reform. The data gathered through the exercise will provide the foundation that will inform planning around services adaptation and resumption and will be reviewed in conjunction with wider intelligence. The partial or full recommencement of services is managed through this group and there is a process to ensure that critical service needs are accommodated, but on a coordinated basis.

As part of the overall Adaptation and Renewal programme, this group will prepare a more comprehensive timeline for service recommencement which will require previous approaches to service delivery to be challenged and the embracing of opportunities for reform where possible.

Key Dates

While there have been no specific dates set out for each of the four phases of the route map, some specific dates have been announced

- **Monday 13 July** - Organised outdoor activities for under 18's allowed, face to face youth work can restart and all non-essential shops can reopen.
- **Wednesday 15 July** - All Childcare providers can re-open. The Tourism industry can re-open with all holiday accommodation and indoor hospitality permitted. Easing of restrictions to funerals, marriage ceremonies and civil partnership registers.
- **Friday 31 July** - Reviewed Shielding period ends.
- **Wednesday 12 August** – All Schools to reopen full time for children (conditional upon ongoing scientific and health advice). *“This date may fall in Phase 3 or Phase 4, depending on broader progress. The blended model of schooling remains a contingency plan.”*
- **End of September** - Current Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 act runs out unless extended
- **Monday 14 October** - Default position of Working from Home for those who can, will remain in place until at least this date and the start of the October School holidays

References

<https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis-phase-3-update/>

Overview of Phase 3 Dates

Changes from Monday 13 July

- Non-essential shops inside shopping centres will be able to reopen
- Children and young people will also be allowed to play organised outdoor contact sports
- Dentists will be able to see patients for some routine treatments, and optometrists can begin to scale up work
- A woman can have a designated person accompany them to ante and post-natal appointments
- In addition to their birth partner, they can designate one other person to attend the birth and make ante and post-natal ward visits regardless of living arrangements -no longer need to stay physically distant from each other, indoors or outdoors.

Changes from Wednesday 15 July

- Indoor hospitality in pubs and restaurants will return on a limited basis and subject to several conditions.
- All holiday accommodation permitted (following relevant guidance)
- Museums, galleries, cinemas, monuments, libraries can reopen -with physical distancing and other measures
- All childcare providers can open subject to individual provider arrangements
- Hairdressers and barbers can reopen -with enhanced hygiene measures -guidance will be published later this week
- Places of worship can also reopen for communal prayer, congregational services and contemplation but with numbers strictly limited and two metre physical distancing required
- Restrictions on attendance at services and ceremonies for funerals, weddings and civil partnerships will be eased
- Associated gatherings –such as wakes or receptions -must continue to follow the limits on household gatherings and hospitality.

Changes to take effect from 22 July

- Personal retail services which have not yet reopened –for example beauticians and nail salons –will be able to reopen with enhanced hygiene measures in place.
- Universities and colleges can implement a phased return to on-campus learning, as part of a blended model with remote teaching.
- Motorcycle instruction -and theory and hazard tests -can also resume from that date but driving lessons and tests in cars will have to wait longer

Activities not restarting before 31 July

- Reopening of non-essential offices and call centres, resumption of outdoor live events, reopening of indoor entertainment venues such as theatres, music venues and bingo halls; opening of indoor gyms, and resumption of non-professional adult outdoor contact sport.