

# **Covid-19 Response**

## **Chief Executive Update**

14 May 2020

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# 1. Overview

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- COVID-19 became an issue in Edinburgh over the course of February 2020 and the Corporate Leadership Team began work to consider the risks to the Council and the City, and build an action plan.
- Detailed plans were put in place to protect our 18,000 colleagues and 500,000 residents.
- We have followed Government guidance as it has evolved and used three principles to guide the work:
  - protect the most vulnerable in our city;
  - minimise the risks to our colleagues; and
  - continue to provide services in challenging circumstances.

## 2. Key Highlights (1)

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- Strengthened welfare and benefit teams to respond to the immediate need for financial advice and support - processed over 4,600 applications for support and distributed nearly £600,000 in payments to date.
- Council, EIJB and NHS Lothian joint team set up the shielding service for people who are at higher clinical risk; to date over 1,600 food parcels and 87 pharmacy deliveries made across city.
- Consolidated contact centre teams and established support pathways to ensure any resident contacting the council can access information and support, in particular establishing, with our third sector partners, a service to support other vulnerable people with a range of services from essential food parcels and medicine deliveries, support from a volunteer, someone to talk to, dog walking, emotional and mental health support. All supported by our FM and Passenger Operations Team.
- Established five Council Resilience Centres for critical support to people most at need in three critical situations of experiencing homelessness or serious/significant harassment, or in need of pre-arranged emergency cash payments.

## 2. Key Highlights (2)

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- Entered into a funded agreement with key groups of local organisations through EVOC to enable food distribution and essential supplies to residents impacted by the pandemic.
- Four school hubs supporting local food storage, packing and distribution with staff on the ground ready to work with our voluntary and third sector colleagues to get essential supplies out as quickly and efficiently as possible. Small number of children with disabilities attending two special school hubs
- Established a team of council officers to support third sector organisations access national funding.
- Established a £50,000 fund to support Third Sector organisations supporting vulnerable citizens and in the process of applying for national funds.
- Established an MOU with Volunteer Edinburgh who are contacting over 5,000 people who have volunteered to process and match their skills and capacity demand.

# 3. How we Responded: Governance within the Council

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- Council Incident Management Team (CIMT) Chaired by the Chief Executive
- Directorate Incident Management Teams
- Specialist Incident Management Teams:
  - Health and Social Care Command, chaired by EHSCP Head of Operations
  - PPE, chaired by the Chief Procurement Officer
  - Shielding, chaired by the Executive Director of Resources
  - Vulnerable and Volunteering, chaired by the Executive Director of Communities and Families
- Cross-Council Risk Forum convened and chaired by the Head of Legal and Risk
- Weekly meetings taking place with the Trade Unions

# 4. How we Responded: Wider Governance with Partners

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- Multi-Agency Coordination Centre (MACC) is coordinating the national response, with Police Scotland as the lead partner.
- The East of Scotland Regional Resilience Partnerships is operating a Local Authority Shielding Call, chaired by the Scottish Government.
- The Lothian and Borders Local Resilience Partnership (LRP) is coordinating the regional response and has convened the following subgroups to ensure a coordinated approach:
  - L&B LRP Covid-19
  - L&B LRP Excess Deaths
  - L&B LRP Care for People

# 5. Supplying Personal Protective Equipment (PPE) to Front Line Staff

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- As of 3 May, more than 1m units of PPE had already been issued to front line staff, with an additional 1.2m units being held in storage and a further 1.3m units on order. A managed storage facility was opened on 23 March.
- Our Commercial and Procurement Services are working with public sector partners to purchase PPE. This is to maximise purchasing power and mitigate the risk of insufficient PPE being available for front line workers. They are also working on the longer term needs for PPE as services come back on-line and the anticipated need for PPE will rise.
- A PPE dashboard is reported weekly to the Trades Unions and CLT, and a Safe Working Practices Helpline has been established to provide practical support and guidance on PPE for services working in non-health care settings. This service is staffed by both Health and Safety and Environmental Health services.

## 6. Testing for Colleagues

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- Arrangements have been established across the country to provide for Key Worker Testing including their cohabitants. The antibody testing regime is provided on the basis of individuals being symptomatic and two strands of testing are in operation:
  - Targeted testing for Health and Social Care Staff (NHS Lothian and the Council), commissioned services, e.g. private care homes, and the Council's Looked after Children and Homelessness staff;
  - An additional Scottish Government scheme in partnership with Deloitte LLP is available to all other key workers.
- Results are provided within approximately 48 hours and specialist advice and support is available from Occupational Health professionals through NHS Lothian and the Council

# 7. Managing Risk

To ensure that the risks associated with Covid-19 are identified, recorded, and mitigated (where possible) the following approach has been adopted:

- **Nine strategic risks had been identified and recorded** in our Covid-19 Risk Management Plan (RMP): health and safety of citizens and service users; health and safety of employees delivering critical services; Council premises and physical security; supply chain risk; technology and information; financial and economic risk; Council response and governance; fraud and serious organised crime; legal and commercial risk.
- **Risk assessments for each category are based on inherent risk**, the nine strategic inherent risks are supported by **69 subsidiary risks** which are then scored. **Mitigating actions are recorded in the Risk Management Plan (RMP) for each subsidiary risk** together with owners and completion dates.
- **New and emerging risks are highlighted** at Corporate Incident Management Team (CIMT); Directorate IMT's; and the weekly COVID-19 risk forum which is chaired by the Head of Legal and Risk and attended by relevant first line divisional risk managers/coordinators who provide input from Directorate IMT's.
- **All CIMT agendas; briefing papers; and minutes are shared with the Risk Management team** for review and identification of new and emerging risks for inclusion in the RMP.
- **Risk Management is also preparing an 'adaptation and renewal' risk management plan** that maps all relevant Scottish Government legislation and guidance to Council decisions and changes implemented during Covid-19; highlights associated risks to be considered during adaptation and renewal; and includes further recommended actions for consideration by CIMT and Directorates.
- **Internal Audit is currently assessing the risks associated with new and amended Covid-19 service delivery processes** and where appropriate will provide assurance that the design of high risk processes include proportionate controls to support achievement of the Council's COVID-19 objectives and adequately mitigate risk.

# 8. Communications

**The City of Edinburgh Council** @Edinburgh\_CC · 9h  
Garden waste collections are restarting from this week. Visit our website to find out what you need to do with your brown bin and the date of your next scheduled collection [edinburgh.gov.uk/gardenwaste](http://edinburgh.gov.uk/gardenwaste)



**The City of Edinburgh Council** @Edinburgh\_CC · 10 May  
Looking for something to keep the family entertained while staying safe at home? Check out our fun, free online tips to keep all ages busy during lockdown: [bit.ly/2UVYE1Q](https://bit.ly/2UVYE1Q) incl. exercise, cookery, arts/crafts, learning and much more: [bit.ly/3eabsEn](https://bit.ly/3eabsEn)



**Coronavirus Covid-19**  
This park is for exercise only. Please don't stop to eat or drink.

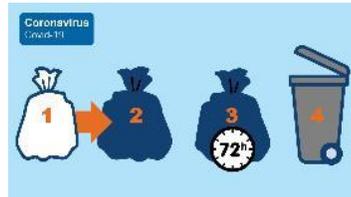


Keep your distance and stay at least 2m away from people.  
Please take your litter and dog waste home.  
[www.edinburgh.gov.uk/coronavirus](http://www.edinburgh.gov.uk/coronavirus)

**Coronavirus Covid-19**  
We are doing essential grass cutting so you can safely take your daily exercise.  
Please keep your distance.



**Coronavirus Covid-19**  
**Council Resilience Centre**  
The Centre is not open to the general public. You will not be given access for general or non-urgent enquiries.  
We are open between 8.30am and 5pm if you are:  
- experiencing homelessness  
- experiencing serious or significant harassment  
and between 10am and 4pm if you are:  
- collecting an agreed cash payment.  
For all services  
- email [northeast.locality@edinburgh.gov.uk](mailto:northeast.locality@edinburgh.gov.uk)  
- go to [www.edinburgh.gov.uk/request](http://www.edinburgh.gov.uk/request)  
- call 0131 200 2000 for other enquiries  
- outside of working hours, call 0131 200 2000.



**The City of Edinburgh Council** @Edinburgh\_CC · 10 May  
As lockdown measures continue please stay home and stay safe. 🙏 remember, our parks are open for exercise only, on your own or with members of your own household. Playparks, outside gyms & other equipment are closed. #AllTogetherEdinburgh

**Coronavirus Covid-19**  

- One outing for exercise per day – walk, run or cycle, alone or with members of your household
- Stay local – don't get in a car to drive to other areas
- Keep your distance – stay at least 2m away from other people, but do call a friendly greeting or wave

 0:20 2.1K views

**Coronavirus Covid-19**  
Stop coronavirus spreading.  
Exercise locally.

**Coronavirus Covid-19**  
**OBJECTS LEFT ON THE STAIRS AND LANDINGS ARE A FIRE RISK.**  
Please don't leave waste or bulk items on the landing or in the chute rooms. Keep these at home until there's space to either put them down the chute (small items only) or downstairs to the bin room/bulk store (black bags/bulky items).

[www.edinburgh.gov.uk/coronavirus](http://www.edinburgh.gov.uk/coronavirus)

# 9. Edinburgh Health and Social Care Partnership

Key Work	Description	Current Status
Integrated Response	Response was integrated across health and social care and undertaken in partnership with NHS Lothian and City of Edinburgh Council.	Joint working for all COVID-19 workstreams.
Incident Response	EHSCP Strategic (EIMT) and Tactical (Command Centre) Incident Management Response activated on 18 March.	Ongoing daily meetings at both Strategic and Tactical Levels.
Mobilisation Plan	Sets out clear actions to reduce delays and continue to support community demand and vulnerable people. (E.g. Home First Model, Safehaven)	Home first model is still driving down delayed discharge 9 March - 169 delays with 114 on acute sites 5 May - 60 delays with 21 on acute sites
Workforce Group	Plan and match supply and demand across the Partnership and prioritising internal resources to support essential services.	Daily Situation Reports (SitReps) from all operational teams are sent to the Command Centre in order to closely monitor and respond to staffing levels.
PPE Supply and Distribution	Joint working with both the Council's PPE distribution facility and NHS Lothian's SMART Centre to meet demand.	SMART Centre able to produce an average of 1100 visors per day.
Near Me/Skype	Rolling out virtual consultation consultations for our Primary Care & Rehabilitation (GP physiotherapy, mental health, etc.)	Positive uptake from both professionals and patients/clients.
Care Home Support Teams	Team of nurses are now in place to provide additional support in Care Homes (e.g. training, infection control, etc.)	Currently assisting with TTIS.
Out-of-Hours	EHSCP Senior Management, Command Centre and Care Homes on call arrangements are in place out of hours.	On going

# 10. Communities and Families Update (1)

## Children's Services

- Thanks to dedicated front-line staff, services have never stopped
- All residential units for young people are running
- Foster and kinship placements remain intact and supported
- Child protection services have adapted to remote working and innovative ways of supporting children and families (for example use of ICT)
- Maintaining residential respite and outreach support for children with disabilities
- Small number of children with disabilities attending two special school hubs
- Special schools have developed innovative ways of offering teaching and support using technology and social media.
- Creation of new day care services for children with disabilities designed around the current crisis to support families.
- Child protection procedure still working well – hugely helped by eIRD.
- Locality approach to triaging the most vulnerable children and families to get the help they need – includes social work team, ASL team, third sector, Early-Years' service

## Schools and Lifelong Learning

- 8 Hubs running across the city to delivery learn care for the children of key workers (approx. 300 children attending per day)
- Early Years provision for the children of key workers being delivered with partners (approx. 400 with 45 vulnerable children attending)
- SQA requirements being finalised (pupil assessments)
- Delivery of teaching and learning remotely (approx. 49,000 pupils)
- Co-ordination of food deliveries to vulnerable families (2000 parcels)

# 10. Communities and Families Update (2)

## **Passenger Transport Operations**

- Support to ASN school hubs and other Children Services activity
- Support VG board with food and medication distribution and deliveries
- Supplier relief for transport providers
- Support H&SC with staff transport for testing
- Various other ad-hoc transport support to CEC and partners

## **Safer and Stronger Communities**

- Creation of CRC's and response to Homelessness and Harassment presentations
- Creation of Vulnerable Groups Pathway and Food Distribution Network
- Emergency homelessness services being delivered through CRC's
- Additional provision of over 200 bed spaces in a variety of accommodation to eradicate the need for rough sleeping and replaced the care shelters
- Provided accommodation for people with no recourse to support public health aims
- Response to ASB and Noise - Remote working remains in place and largely effective, observed escalation in disputes and residential noise
- Public Protection procedures and response to change in social work emergency legislation in effect and monitored
- Next phase 'new normal' being discussed across all service areas, reviewing current working practice and responses to critical / urgent

## **Criminal Justice Social Work are operating with a redefined service:**

- Staff are working remotely to monitor people on statutory supervision; prepare Court and Prison reports and risk assessments; attend multi-agency meetings; share information pertaining to risk with/between Police Scotland colleagues.
- Groupwork interventions and unpaid work have temporarily been suspended.

# 11. Place Directorate Update

- On the emergence of COVID 19, Place swiftly implemented business continuity plans for services, which included ensuring essential services could continue to operate effectively in the COVID 19 environment, adapting service delivery arrangements for essential services to prioritise health and safety and life and limb services for citizens, closure of Council cultural venues, museums and galleries, and supporting service delivery while people are working from home;
- Revised service delivery model in Waste and Cleansing which initially focused on kerbside and communal waste collections while maintaining physical distancing arrangements and ensuring adequate wellbeing provisions were in place with reintroduction of glass recycling and garden waste collections as service operations could support this. The service is also planning for the reopening of Household Waste Recycling Centres when it is safe to do so.
- A new housing repairs service was introduced, prioritising critical responsive repairs for vulnerable citizens. This meant focusing service delivery of essential repairs, bringing empty homes back into service and maintaining health and safety services while also ensuring operatives are supported to continue to work safely and have adequate periods of rest.
- Establishing five Council Resilience Centres in local areas, to provide urgent support to citizens. The arrangements for these centres have been monitored on a weekly basis and adapted to take account of service demands. Plans for transitioning from this into a new neighbourhood partnership approach will be developed.
- Now, attention has turned to emerging plans for adaptation and renewal of Council services and working with partners on the economic recovery for the city. Some services (e.g. Environmental Health and Business Growth and Inclusion) will play a crucial role in supporting economic recovery and prioritising public health. In addition, we're working closely with contractors to ensure construction projects can recommence when it is safe to do so.

# 12. Resources Directorate Update

- Corporate Services staff, including: Finance, Procurement, HR, Legal and Risk, Property, Customer and Digital Services and the Lothian Pension Fund moved to working remotely at the end of March. All of these teams have continued to perform the majority of their functions, whilst also enabling and supporting the rest of the Council's response to Covid-19.
- Over 5000 families eligible for free school meals have received a fortnightly payment via Resources to provide them with direct financial support whilst the majority of our schools remain closed. £500k in support to these families has been provided to date.
- Digital Services, working with our IT partner CGI, ensured that remote access capacity and outlook web access was rapidly increased and deployed, along with a range of additional ICT functionality being implemented, such as Microsoft Teams and software for the Contact Centre to enable fully remote working for the first time. The Web Development Team has also been instrumental in supporting Communications activity and developing the Covid-19 webpages.
- Customer Contact and Transactions fully implemented the new national programme for Business Support Grants, with over 5400 applications received and awarded in excess of £70M to support local businesses in both Edinburgh and Midlothian. The same team is now processing the second phase of applications and the new self-employed grants which commenced in May. Daily payment runs have also been implemented to ensure that cash flow and grants payments to our suppliers and business across the City were prompt and efficient.
- Property and Facilities Management, working with other Directorates, has ensured that 5 local Council Resilience Centres were quickly established with enhanced cleaning regimes and have equally ensured, through the management of the Council's operational estate, that PPP Schools, Special Schools and other key facilities have remained available and accessible for key workers and our essential services.
- The Contact Centre has established teams, processes and approaches for new national programmes relating to clinical shielding and vulnerable groups, this team has now dealt with over 4,200 calls and 2000 emails to date supporting residents to receive additional support as well as food and medicine across Edinburgh.
- Extensive advice, support and management of the Council's supply chain and contractors has been undertaken to ensure any emerging risks or issues have been well managed, this has included work across Procurement, Legal Services and the Capital Programmes Team.

