

Policy and Sustainability Committee

10.00am, Thursday, 28 May 2020

Adaptation and Renewal Programme

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 Agree the approach to the Council's Adaptation and Renewal Programme.
- 1.2 Appoint a working group with associated membership and remit.
- 1.3 Agree that the principles and priorities guiding the Adaptation and Renewal Programme should be the 2050 City Vision and the three priorities of Sustainability, Poverty and Wellbeing, agreed as part of the Change Strategy in February 2020.
- 1.4 Note that the Programme will be subject to a series of Gateway Review's recognising the evolving nature of the COVID-19 pandemic.
- 1.5 Note that the following reports setting out recommendations in the following areas will be added to the Committee's workplan:
 - Edinburgh 2050 City Vision next steps
 - public engagement on the Council's and City's recovery
 - a SMART Performance Framework
 - Integrated Impact assessments
- 1.6 Note that a report updating Committee on the Council's financial position is included on this agenda.
- 1.7 Note that the EIJB are developing a parallel planned return to transformation programme.
- 1.8 Note that Committee will be updated on response and recovery in a single report going forward.

Andrew Kerr

Chief Executive

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Policy and Sustainability Committee

Adaptation and Renewal Programme

2. Executive Summary

- 2.1 Alongside the rest of the UK, Edinburgh has been responding to the COVID-19 global pandemic. Three drivers have guided this work:
- to protect vulnerable residents;
 - to keep staff as safe as possible; and
 - to continue to deliver as many services as possible.
- 2.2 This has required changes to everyday life for all the residents, businesses and city partners. It has also fundamentally changed how the Council operates. An update on the Council response has been provided for members in a separate report.
- 2.3 It is believed that we have reached the peak of infection, at least in the current wave, and now is therefore the right time to set in train a new programme of work. This work will look to ensure the Council and the City adapts to living with COVID-19 in as effective a way as possible, and that we start to prepare for the Council's and the City's longer-term renewal.
- 2.4 This report sets out the internal Council structures which are being created to support the adaptation and renewal of services and the city; alignment between individual boards and the wider work in the Council, including budgetary responsibilities and programme management. It also sets out the approach taken to continuing to manage risks and ensure suitable governance arrangements are in place for ongoing scrutiny of work. The report also includes frequency of reporting to the Policy and Sustainability Committee.
- 2.5 The proposed approach will consist of five interlinked programmes, each with a Senior Responsible Officer (SRO) from within the Council's Senior Management Team. Dedicated resource has been allocated to each board to allow them to progress at speed. This resource will be reviewed on a regular basis and built into the Gateway Review process. These programmes will start with a scoping phase which will look at the remit and objectives.
- 2.6 Given the role Edinburgh plays in the national economy, the programmes will work with our local and national partners. The Council is also working closely with national government, NHS Lothian and Health Protection Scotland on the wider

public health response and will continue to evolve our planning based on this advice.

- 2.7 This report seeks agreement that the programme should be built from the Council's agreed priorities of Sustainability, Poverty and Wellbeing and be guided by the principles set out in the 2050 City Vision with a further report being prepared on the latter.
- 2.8 On 21 May, the First Minister announced that lockdown restrictions are likely to be relaxed from 28 May. Unveiling details of a four-phase 'route map' aimed at restarting society while suppressing the virus, she reiterated the shared ongoing responsibility to stop the spread of the virus by keeping to public health guidance and only leaving home for essential activities and exercise until restrictions change. Detailed planning in response to the announcement is underway to ensure we align our plans to national guidance and to ensure they are flexible and can respond to a changing environment in regard to Covid-19 infection rates. Appendix 1 sets out known dates and immediate next steps for the Committee.

3. Background

- 3.1 The Council's Incident Management Team first met on 27 February 2020 to consider how the Council responded to the COVID-19 crisis. Since then, the Council has undertaken a series of significant steps to respond to this crisis. From the beginning, the decisions taken have been guided by the following three principles:
- to protect vulnerable residents;
 - to keep staff as safe as possible; and
 - to continue to deliver as many services as possible.
- 3.2 These principles will continue to guide decision making but, now that the immediate crisis phase has past, there is a need to develop a broader programme that seeks to support the Council and City's adaptation and longer-term renewal in response to the virus. Given the scale of the response required it is necessary to put in place new structures and ways of working through a new programme approach.

4. Main report

Adaptation and Renewal Programme

- 4.1 As has been widely debated nationally, it is unlikely that the Council will see an immediate return to pre-COVID-19 ways of working, if at all. Indeed, this may lead to opportunities to do things differently and adapt new working models. As such, the programme has been named Adaptation and Renewal.
- 4.2 The challenge before the City and the Council cannot be underestimated in both the immediate and longer term. Given the scale of the challenge the programme that has been developed is based on several key principles.

A clear long-term vision

- 4.3 Learning lessons from recovery efforts after other major crises, it is clear that a vision for what the city is looking to achieve is a very strong factor in the eventual performance of any response.
- 4.4 In 2016, the City began a conversation about creating a shared vision for Edinburgh for 2050. The Edinburgh 2050 City Vision public engagement campaign prompted a high volume of citizen response and the findings have already informed key Council strategies. There was clear consensus between citizens on the values that they wanted to see represented in a 2050 Vision and it is felt that these values still feel relevant despite the COVID-19 crisis.
- 4.5 The development of the Edinburgh 2050 City Vision provides the groundwork for realising citizens' ambitions and should, therefore, guide the Adaptation and Renewal Programme. We intend to use the City Vision as a guide to becoming the city and society the people of Edinburgh want it to be, as we emerge from the current crisis. The values and priorities from the Edinburgh 2050 City Vision public engagement campaign – welcoming (happy, healthy, safe), thriving (green, clean, sustainable), fair (inclusive, affordable, connected) and pioneering (culture, data, business) – reflect a positive ambition for the city and, given its long timeframe there is a broad consensus it remains a valid reflection of citizens' aspirations for the future of the city.
- 4.6 A report will be brought to the Policy and Sustainability Committee on 11 June seeking endorsement of the 2050 Edinburgh City Vision and agreement that these values should be central to the city's recovery. We propose that the 2050 Edinburgh City Vision should be the cornerstone guiding Edinburgh's economic recovery which delivers the radical change and strategic outcomes that people want.

A phased programme that responds to National Guidance

- 4.7 The national position with regard to COVID-19 continues to evolve. Therefore, any programme arrangements put in place need to have the flexibility to adapt to changing circumstances and Public Health Guidance. To respond to this dynamic picture, the programme design has two clear aspects.
- 4.8 Firstly, **the programme will be phased**. The programme will be broken down into 4 phases: **Now** (next 6-weeks), **Near** (July – end September), **Far** (to Q2 2021) and **Beyond** (to 2024). A detailed timeline is being developed at a programme level setting this out in further detail and will come back to Committee for consideration.
- 4.9 Secondly, **the programme will be subject to a strategic Gateway Review** at the end of each phase to capture lessons learned and consider any changes to the programme. The outcome of these reviews will also be submitted to Committee.

Retaining existing Council priorities including the 2030 net zero carbon target

- 4.10 The Council agreed three overarching priorities as part of this year's Change Strategy: sustainability, poverty and wellbeing. This programme has been

developed on the basis that the Council retains these priorities and looks to shape the outcomes delivered by the programme towards these high-level aims.

- 4.11 Detailed planning and project delivery will need to evolve to the new circumstances, but it is recommended we retain the emphasis on these agreed priorities. This will focus the programme in accordance with the political view of the Council and principles of the City Vision. The outcomes of the independent Poverty and Sustainability Commissions are key to the Adaptation and Renewal programme with the Council responses to the Poverty Commission and the renewed approach to the sustainability programme being brought back to the Committee for consideration at an appropriate time. Reporting to Committee on the Adaptation and Renewal Programme will also reflect these strategic priorities and city targets.

Governance Arrangements

- 4.12 Due to the size and importance of the Adaptation and Renewal programme it is recognised that clear political oversight is crucial to the success of the programme. It is therefore recommended that a combination of formal and informal meetings is necessary to provide the required political leadership, decision making, scrutiny and oversight. All major decision making will be taken by committee, but the use of a working group will help provide additional space and time to consider the detail of the programme and scrutinise work as it develops.
- 4.13 In terms of committee involvement, the Adaptation and Renewal programme will report regularly on its progress to the Policy and Sustainability Committee. This will ensure that a committee is considering the programme holistically and that the different workstreams are appropriately coordinated. All decision making will be taken in the first instance by the Policy and Sustainability Committee, but it is anticipated that the different workstreams in the programme will require decisions throughout the length of the programme and these will be taken by the relevant executive committee (or alternative model) when re-established.
- 4.14 It is recommended that an informal group is established that would support the committee and provide a forum for increased scrutiny and oversight. This would allow elected members to consider the work of the programme in more detail and to feed into the development of options prior to the decision-making process. The following options for this group are proposed:
- 4.14.1 **Option one:** A working group made up of the members of Policy and Sustainability Committee
- 4.14.2 **Option two:** A working group made up of the members of Policy and Sustainability Committee with the addition of a member from the Edinburgh Party of Independent Councillors
- 4.14.3 **Option three:** An All-Party Oversight Group or a Policy Development working group with a reduced membership to be agreed by the committee
- 4.15 It is recommended that the group would meet on a monthly basis and that the following remit is considered, depending on the focus of the group:
- 4.15.1 support and drive a co-ordinated approach throughout the Council;

4.15.2 provide additional scrutiny and oversight of the Programme;

4.15.3 consider, shape and develop options for committee;

4.16 In addition, officers will work with each political group to ensure that information and briefings are provided. It is proposed that a flexible approach is taken which would reflect the needs of each group and the stage of the programme.

4.17 As with normal committee business, officers will provide briefings to individual groups on particular elements of the programme.

A programme for the Council and a programme for the City

4.18 The programme will consider both the recovery of the Council and the city as a whole. This is important recognising the city's status as Scotland's Capital, the vital importance to the national economy and ultimately the role of the Council in serving the residents of Edinburgh. Practical steps as to how this will be achieved are set out elsewhere in this report in the work programme descriptions but the programme being developed will include:

4.17.1 Detailed engagement with the business community building on initial listening exercises with key sectors chaired by the Council Leader and through the Economic Advisory Board chaired by Councillors Campbell and Watt.

4.17.2 Agreement with key public sector organisations (particularly, the University of Edinburgh, Police Scotland and NHS Lothian) to have a joined-up approach to recovery planning.

4.17.3 Detailed engagement with both the public and third sectors through the Edinburgh Partnership.

4.17.4 Consideration of a 'Team Edinburgh' approach with key stakeholders and local media.

4.17.5 A programme of resident engagement to seek feedback on the view and ideas as we move forward.

A revised Business Plan with a SMART Performance Framework

4.19 The programme will necessarily result in a need to revise the Council Business Plan. Building on the above, any new business plan will set out the clear direction and strategic priorities for the organisation with clear deliverables, together with a long-term capital and revenue budget and SMART performance framework. It will amalgamate, where necessary, any existing or competing strategic documents to provide a simpler framework for the Council, our partners, colleagues and citizens. It is recommended that the revised business plan will be for the period 2020/21 to 2023/24. A further report setting this out in more detail will be submitted later this year.

Programme Design

4.20 The overall programme has been designed around 5 interlinked work programmes with clear overlaps and interdependencies. The overall programme is designed to

be cross cutting in nature and work across Council directorates in order to be as impactful as possible. The work programmes have also been designed to ensure that the Council is following and supporting the delivery of public health guidance at all times recognising that this advice will underpin both the scope of the programme and its overall success. The five work programmes are:

Public Health Advisory Board

- 4.20 This board will bring together NHS Lothian and the Edinburgh Health and Social Care Partnership (EHSCP) to ensure the effective communication and implementation of national advice concerning public health. It recognises the different roles each body has to play in regard to public health but also the interlinked nature of effective disease control both in the clinical and public settings.
- 4.21 As part of this programme the EHSCP is already working closely with Health Protection Scotland and NHS Lothian to implement and roll out the Test, Trace and Support Programme across Edinburgh. This will include Environmental Health playing a key role in establishing significant COVID tracing apparatus as we look to continue to control the spread of the virus.
- 4.22 Members are asked to note that the EHSCP are developing a parallel recovery programme. Their programme 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 and included within the Committee's work plan.

Service Operations

- 4.23 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 with employees working in the main from their homes.
- 4.24 Considering how to reintroduce these services into the new landscape we will face is a significant task that must be closely managed. The Council has already begun reintroducing some services that were suspended as a result of COVID-19, for example, glass and garden waste recycling. We must now look beyond this to plan for our wider adaptation as we deliver our statutory duties.
- 4.25 This Programme will bring together all this work, including similar planning being undertaken by our Arm's Length Companies into a single board to ensure consistent application, oversight and implementation. The Board will be comprised of representatives from all service areas and will be closely advised by the Public Health Advisory Board.
- 4.26 Over the medium to longer term, this Board will consider the lessons learned from this experience of COVID-19 and consider the potential for wider service reform that builds on the significant innovation that has already been achieved and the opportunity presented by wider societal changes we have already begun to see. This work will be a key aspect of the Council's reform agenda moving forward.

Change People and Finance

- 4.27 This Programme recognises the essential requirement to evolve the Council's current Change Strategy and financial framework in response to the COVID-19 outbreak. This will ensure that our operating plan and finances are aligned to the needs of the Adaptation and Renewal Programme as a whole, as well as supporting a likely revised Council Budget for the current financial year, alongside a new long-term capital and revenue framework.
- 4.28 In addition, the programme will also look to consider the implications of COVID-19 for our workforce, organisational culture and ways of working that aligns with public health guidance in the near term and also considers the longer-term implications for the Council as we learn from and embed service innovations, such as greater use of remote and virtual working. This element for the programme will be in close partnership with our Trade Unions, recognising the very supportive and constructive role they have collectively played in helping the Council to respond to the crisis.
- 4.29 The digital strategy and smart cities agenda for both the Council and the city to support improved access to services; service efficiency and wider service innovation will be a key element of this programme. Building on the successful roll out of a number of technological improvements to the council's digital infrastructure during the crisis, there is a need to articulate fully the longer-term digital requirements of the Council. There is also a need to understand what that means for the city's wider infrastructure and for our citizens – particularly those who may not easily afford or have the skills or knowledge to engage effectively with digital service provision on an ongoing basis.
- 4.30 Finally, the programme will assess the implications for the governance and risk management arrangements of the Council, enabling adjustments to be considered in response to the Covid-19 emergency and the Adaptation and Renewal programmes.

Sustainable Economic Recovery

- 4.31 The detailed implications of COVID-19 on Edinburgh's economy are yet to be understood with much depending on the wider health response to the virus. However, it is clear at this stage that the city is facing one of its most significant economic shocks in modern times. Working closely with the Scottish and UK Governments, the business community and the third sector, there is a need to respond to the challenging economic circumstances facing the city and the nation.
- 4.32 Work continues to mitigate the worst impact of the pandemic with efficient processing and distribution of business grants and provision of business support. This programme will continue to consider this type of intervention and its impact on the city but also focus on delivering a wider plan for economic recovery that is sustainable, fair and inclusive.
- 4.33 A process to hear directly from key businesses, stakeholders and sectors on the impact of COVID-19 and to inform early thinking on the economic recovery plan is underway. Engagement activity is focusing on:

- a new approach to skills and employability;
- practical business support and guidance on re-opening planning;
- capital investment and regeneration programmes,
- working with partners to ensure the Data Driven Innovation is a core part of the renewal process and ensuring fair work, our net zero Carbon target, and boosting local supply chains are key features of the programme.

4.34 From a sector perspective, early engagement is either underway with Edinburgh's tourism partners; culture and festivals and the retail sector. Other key sectors such as construction are involved in the wider thematic engagement that has been undertaken and the programme will continue to consider where further engagement is needed. In the meantime, the Council is also engaging with key business partners and city umbrella or representative bodies through the Council's Economic Advisory Board. The membership and remit of the Board will be further considered as part of the sustainable economic recovery programme.

Life Chances

- 4.35 A key component of the COVID-19 response phase has been to ensure we are supporting people who are vulnerable or need support because of the impact of COVID-19. This work continues and is overseen by the Executive Director of Communities and Families through a programme board that is meeting weekly. It is proposed that the remit of this Board is expanded to continue to also consider the wider implications of COVID-19 on the life chances of all our residents.
- 4.36 The Board will build upon and develop the response to the recently published report into the impact of COVID-19 on poverty in Edinburgh by the Edinburgh Poverty Commission and will seek to develop the Council's response in both the short and longer term in tackling poverty across Edinburgh.
- 4.37 In the longer term this programme will consider future options around public service reform with the intent of building on existing good work across council services imbedding a restorative and preventative agenda. A key component of this programme will also be to consider the longer-term educational considerations arising out of COVID-19 and supporting the Service Delivery Programme Board in the more immediate term in reopening schools and early years.
- 4.38 One of the positive aspects of the COVID-19 crisis has been the close working between the Council and the third sector – particularly in response to the city's support for vulnerable people. It is intended that this Board would continue this work and look to consider what further areas for collaboration there may be going forward.

Programme Resourcing

- 4.39 Dedicated resources are being put in place from within Strategy and Communications to support all 5 programmes with a central Programme Management Office already being created to provide overall programme management support, map dependencies and track risks. This resource will come

from existing budgets at present but there may be a need to consider further investment to support the delivery of this programme in due course. Any requirements will come forward as part of the revised budget setting process.

Budget Alignment management

- 4.40 A report elsewhere on today's agenda sets out the main finance-related aspects of the Adaptation and Renewal Programme. The immediate focus will be on continuing to assess the short and medium-term budgetary impacts of current service disruption, including both additional expenditure and losses of income. Given the importance of savings delivery and effective management of service pressures to the integrity of the budget framework, the development of options to address residual shortfalls in these areas is also urgently required and will thus form a key initial workstream of the Change, People and Finance programme, as part of moving towards a revised balanced budget for 2020/21 by the end of June.
- 4.41 In addition to these current-year challenges, assumptions underpinning the second and third years of the three-year revenue budget framework and the ten-year capital budget strategy will be reviewed to ensure continuing alignment to a refreshed Change Strategy that will underpin development of a revised three-year draft 2021/24 revenue budget by the autumn.

Risk Management

- 4.42 A Risk Management Plan is being developed for the Adaptation and Renewal Programme. This will include a mapping of all Scottish Government legislation and guidance to Council decisions and changes implemented during Covid-19. It will also highlight associated risks to be considered during adaptation and renewal.
- 4.43 Internal Audit will have a role to play in assessing the risks associated with new and amended Covid-19 service delivery processes. Where appropriate Internal Audit will provide assurance that the design of high-risk processes includes proportionate controls to support achievement of the Council's Covid-19 objectives and adequately mitigate risk.
- 4.44 As was reported to Committee on 14 May, Risk management processes were put in place to ensure that the risks associated with Covid-19 are identified, recorded and mitigated where possible. Nine strategic risks were identified and recorded in the Covid-19 Risk Management Plan (RMP) and continue to be actively managed:
- 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; and
- legal and commercial risk.

4.45 New and emerging risks continue to be highlighted at the daily Council Incident Management Team (CIMT); Directorate Incident Management Teams (IMT) 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.

5. Next Steps

5.1 Detailed programme scopes and project timelines are currently being developed. These will be shared and discussed with the agreed governance arrangements and brought back to this committee in two cycles. Further reports will also be included in the Policy & Sustainability workplan as indicated elsewhere in this report.

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.
- 6.2 There are no further direct costs as a result of this programme at this stage.

7. Stakeholder/Community Impact

- 7.1 A full resident engagement plan is currently in development which will get feedback from residents on their experience of COVID -19 and their priorities for the Council and the city. The most appropriate time for engagement is still being assessed and a report will be brought to committee with recommendations however, the programme will continue to utilise the findings of ongoing partner engagement and sectoral round tables as well as the findings of the Poverty Commission and Edinburgh specific data from any Scottish Government led engagement
- 7.2 A report on the Integrated Impact Assessment of the respond phase is already in the Committee's work plan. This will be followed up with a report considering the impact on protected groups on the recovery phase. The Council is also working with partners in the NHS and the EIJB to develop a set of strategic principles and equality outcomes that will frame our collective action over coming months. This will be tabled for consideration and agreement by Policy and Sustainability Committee by the end of June.

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/>

Revenue Budget 2020/21 update, Policy and Sustainability Committee report 28 May 2020

9. Appendices

Appendix 1 - **Scottish Government Route Map in the Edinburgh Context**

Appendix 1

Scottish Government Route Map in the Edinburgh Context

The Scottish Government (SG) route map gives details of a gradual four phased move out of the current state of lockdown. This phasing and emerging timeline will be built into the overarching Adaptation and Renewal programme. A detailed assessment of the implications for the Council will be undertaken by the Service Operations Programme. Part of this work will include a financial assessment to ensure affordability and value for money. This will be reported to Committee through wider Adaptation and Renewal reporting.

While there are no specific dates for each phase of the route map; below are the key dates which we do know:

- **Monday 25 May** - Schools Guidance published by SG.
- **Tuesday 26 May** - Transition Plan for Transport to be published by SG.
- **Thursday 28 May** - Roadmap begins with **Phase 1** commencing (subject to WHO criteria and national “R” number).
- **Monday 1 June** - Household Waste and Recycling Centres within City of Edinburgh Council target date for reopening within phase 1.
- **Early June** - Schools to reopen for teaching staff, so that preparation for autumn term can begin.
- **Thursday 18 June** - Current Shielding period comes to an end, further guidance to be published.
- **Thursday 18 June** - Legally a review of restrictions needs to happen every 21 days, meaning this is the earliest that phase 2 would commence (again subject to criteria being met).
- **Tuesday 11 August** - As part of phase 3 all schools to reopen “*under a blended model of part-time in-school teaching and part-time in-home learning*”. The current autumn term date is Tuesday 17 August, so a local agreement is required as to when teaching staff receive this week of holiday.
- **End of September** - Current Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 act runs out unless extended.

If the evidence shows transmission of COVID-19 is under control and the number of infectious cases is declining, the Scottish Government will consider moving to Phase 1 of the route map following the next end-of-cycle review date on **28 May 2020**.

The need for careful planning for each phase is highlighted in the Scottish Government guidance including an assessment of the steps needed to reverse each option should that be needed due to changes to public health guidance.

The SG phasing timeline will be reviewed every three weeks as a minimum, “*to ensure we are on track and to assess whether we can accelerate or need to decelerate elements within each phase.*” The Scottish Government describe the plan as: “*the route map ...intended to be a dynamic, living document and so readers will need to check on-line for the latest version*”. The notion of potential for regional variation was not ruled out.

Phase 1 for the City of Edinburgh Council:

- **Waste Services** - planning continues for the re-opening of Household Waste Recycling centres, targeted for Monday 1 June.
- **Education** - planning is underway to allow the school estate to re-open for teaching staff and, for the continued and increased provision of keyworker childcare. Both are targeting early June, where possible. Development of transition support available to pupils starting P1 and S1 where possible is also under consideration.
- **Parks and Green Spaces** - increased use of our parks and open spaces is anticipated and we are preparing for an increase in maintenance activity. *For example, the Pentland Hills and Portobello beach are likely to attract a significant increase in visitors.*
- **Edinburgh Leisure** - non-contact, outdoor activities will be allowed (golf, hiking, canoeing, outdoor swimming, angling) and a review of which services this will impact is underway.
- **Construction** - increase dialogue with contractors on capital projects to ensure that the restarting of activities is in line with the six-phase process set out by SG (*NB: separate construction guidance is broken down into 6 phases*).
- **Children's Services** - planning for the 11 August opening of Special Schools is underway with Education, Facilities Management colleagues and third sector. Work underway with Scottish Children's Reporter Administration (SCRA) to risk assess Children's Hearings. Virtual Children's Hearings have been in place in Edinburgh during Lockdown, so we are not anticipating a backlog. Guidance is being produced locally to govern contact between children in care and parents/carers. To date this has been a mixture of virtual and face to face with appropriate PPE and safety measures in place. This will expand following Phase 1 guidelines. Most of our critical services have been running during lockdown.
- **Safer and Stronger Communities** - work is underway through our partnership homelessness Recovery and Next Steps team to plan for the end of lockdown and through the four phases, specifically in relation to those accommodated over the period in additional and new accommodation, ensuring wherever possible to identify longer term suitable temporary accommodation and continue to keep families out of Bed and Breakfast accommodation.

Points to note across the phases:

- Default position of working from home remains **through phases 1-3** with opening of all types of workplaces not anticipated until **phase 4**, when even then remote and flexible working remains encouraged.
- **Phase 2** includes pubs and restaurants being permitted to open outdoor spaces for serving food and drink, it is anticipated that further applications will be made to increase the space that they have available. Where additional space is required on pavements then adjustments will need to be made, to ensure sufficient safe space for pedestrians. Work will be undertaken to coordinate the necessary permissions, licensing and roads; with the views of local communities fully considered when achieve a balance.
- By **phase 3** all childcare providers are to reopen subject to public health measures, with available capacity prioritising still to support key worker childcare, early learning and childcare (ELC) entitlement and children in need. Museums, galleries, libraries, cinemas and gyms can re-open, subject to physical distancing and hygiene measures.

- By **phase 4** *“Community and public services: Public services would be operating fully, in line with public health advice, with modifications and changes to service design, including increasing use of digital services where appropriate.”*

The overall programme plan will now build in and shape delivery around the four phases set out by the Scottish Government and will be kept under review.