

# COVID-19

## OPERATIONAL RECOVERY PLANNING ROADMAP





# Introduction: key messages from government

On 22 February 2021 the government announced its roadmap for exiting the COVID-19 lockdown entitled 'COVID -19 RESPONSE – SPRING 2021'. [Click here](#) for a copy of that document.

The roadmap sets out the four steps for easing restrictions. Before proceeding to the next step, the government will examine the data to assess the impact of the previous step.

# This assessment will be based on four tests as follows:



The vaccine deployment programme continues successfully.



Evidence shows vaccines are sufficiently effective in reducing hospitalisations and deaths in those vaccinated



Infections rates do not risk a surge in hospitalisations which would put unsustainable pressure on the NHS



Our assessment of the risk is not fundamentally changed by new Variants of Concern.

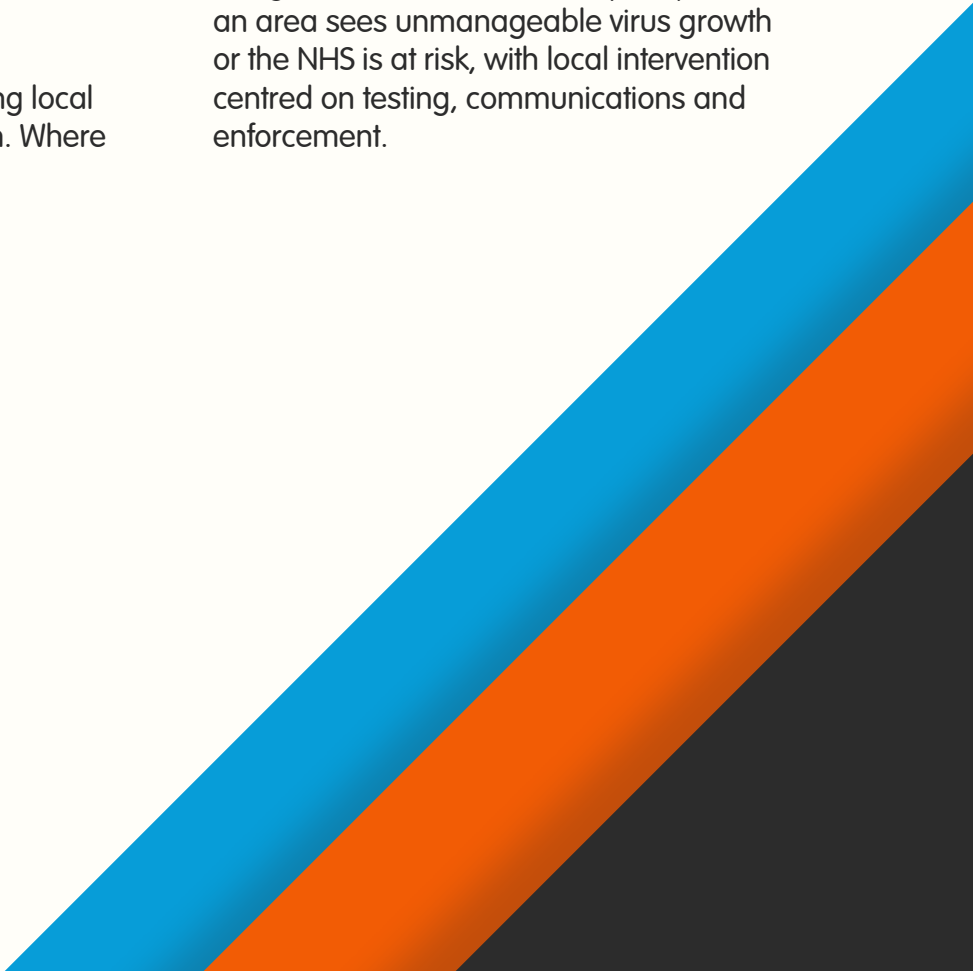
As restrictions are lifted, maintaining good habits which minimise transmission will be important, for both individuals and for businesses.

The Test, Trace and Isolate system will continue to support the easing of social and economic restrictions.

It will also be important in identifying local outbreaks and Variants of Concern. Where

a dangerous Variant of Concern is identified and is likely to pose a real risk to the vaccination programme or public health, the government will take a highly precautionary approach, acting fast to address outbreaks.

The government will also act quickly where an area sees unmanageable virus growth or the NHS is at risk, with local intervention centred on testing, communications and enforcement.



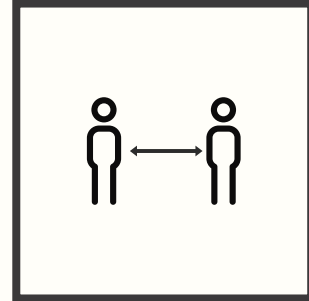
# Maintaining safe behaviours



Wash hands frequently, for at least 20 seconds.



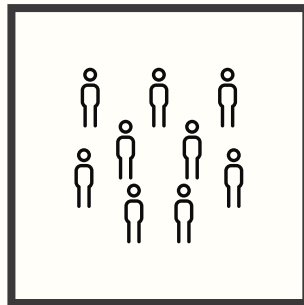
Wear a face covering in enclosed environments.



Maintain space with anyone outside your household or bubble.



Meet with others outdoors where possible.



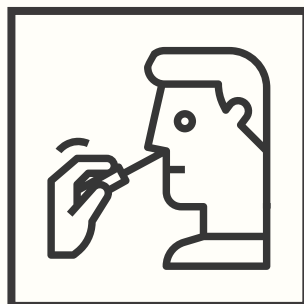
Minimise the number of different people you meet and the duration of meetings, if possible.



Let fresh air in.



Download the NHS Test & Trace app.



Get a test immediately if you have any symptoms.



Self isolate if you have symptoms, or had contact with someone with COVID-19.

As we move through each of these phases in the roadmap, we must all remember that Covid-19 remains a part of our lives. As we progress through the steps, we must:

- carry on with 'hands, face, space'
- comply with the Covid-Secure measures that remain in place at different stages
- meet outdoors when we can and keep letting fresh air in
- get tested when needed
- get vaccinated when offered

If we all continue to play our part, we will be that bit closer to a future that is more familiar.

# Purpose of this roadmap

This document focuses on how the council will plan and prepare for the reopening of the borough in a safe and welcoming manner, in line with the government's roadmap for recovery.

Further information about long term recovery planning is available in the council's "Build Back better" Recovery Planning document developed in 2020 and currently being updated.

## Our aims and objectives

Within the context of the government guidelines, we aim to provide support to our local community and businesses, to successfully navigate the "roadmap" and continue our wider aims of "Building a Better Borough". Specifically, we will:

- Support our business community in coping with the impact of Covid-19 and in successfully reopening and rebuilding. We recognise that this period is a crucial time for our businesses and the local economy after 12 difficult months and that there are particular challenges faced by retail and hospitality.
- Support our local community to feel safe and confident. To effectively manage any community tensions and ensure that support is available for those who need it most.
- Welcome visitors to the borough as the roadmap allows, with effective and responsive operational plans in place to effectively manage the higher visitor number expected.
- Work to ensure that the borough capitalises on the anticipated increase in visitors, with a positive experience that encourages visitors to return.
- Continue to work effectively with our partners in the public and voluntary sectors.
- Support our staff, recognising the challenges of the last year, as well as the opportunities to develop more flexible, new ways of working.
- Clear, proactive communications with clear messages for residents and visitors.



# The roadmap

This roadmap is a step-by-step plan to ease restrictions in England cautiously. The roadmap steps are shown below.

Step one 8 March - 29 March	
<b>Education</b>	
8 March	
<ul style="list-style-type: none"> <li>Schools and colleges open for all students</li> <li>Practical Higher Education courses</li> </ul>	
<b>Social contact</b>	
8 March	29 March
<ul style="list-style-type: none"> <li>Exercise and recreation outdoors with household or one other person</li> <li>Household only indoors</li> </ul>	<ul style="list-style-type: none"> <li>Rule of 6 or two households outdoors</li> <li>Household only indoors</li> </ul>
<b>Business &amp; Activities</b>	
8 March	29 March
<ul style="list-style-type: none"> <li>Wraparound care, including sport, for all children</li> </ul>	<ul style="list-style-type: none"> <li>Organised outdoor sport (children and adults)</li> <li>Outdoor sport and leisure facilities</li> <li>All outdoor children's activities</li> <li>Outdoor parent &amp; child group (up to 15 parents)</li> </ul>
<b>Travel</b>	
8 March	29 March
<ul style="list-style-type: none"> <li>Stay at home</li> <li>No holidays</li> </ul>	<ul style="list-style-type: none"> <li>Minimise travel</li> <li>No Holidays</li> </ul>
<b>Events</b>	
<ul style="list-style-type: none"> <li>Funerals (30)</li> <li>Weddings and wakes (6)</li> </ul>	

Step two No earlier than 12 April At least 5 weeks after Step 1	
<b>Education</b>	
<ul style="list-style-type: none"> <li>As previous step</li> </ul>	
<b>Social contact</b>	
<ul style="list-style-type: none"> <li>Rule of 6 or two households outdoors</li> <li>Household only indoors</li> </ul>	
<b>Business &amp; Activities</b>	
<ul style="list-style-type: none"> <li>All retail</li> <li>Personal care</li> <li>Libraries &amp; community centres</li> <li>Most outdoor attractions</li> <li>Indoor leisure inc. gyms (individual use only)</li> <li>Self-contained accommodation</li> <li>All children's activities</li> <li>Outdoor hospitality</li> <li>Indoor parent &amp; child groups (up to 15 parents)</li> </ul>	
<b>Travel</b>	
<ul style="list-style-type: none"> <li>Domestic overnight stays (household only)</li> <li>No international holidays</li> </ul>	
<b>Events</b>	
<ul style="list-style-type: none"> <li>Funerals (30)</li> <li>Weddings, wakes, receptions (15)</li> <li>Event pilots</li> </ul>	

### Step three

No earlier than 17 May  
At least 5 weeks after Step 2

#### Education

- As previous step

#### Social contact

- Maximum 30 people outdoors
- Rule of 6 or two households indoors (subject to review)

#### Business & Activities

- Indoor hospitality
- Indoor entertainment and attractions
- Organised indoor sport (adult)
- Remaining accommodation
- Remaining outdoor entertainment (including performances)

#### Travel

- Domestic overnight stays
- International travel (subject to review)

#### Events

- Most significant life events (30)
- Indoor events: 1,000 or 50%
- Outdoor seated events: 10,000 or 25%
- Outdoor other events: 4,000 or 50%

### Step four

No earlier than 21 June  
At least 5 weeks after Step 3

#### Education

- As previous step

#### Social contact

- No legal limit

#### Business & Activities

- Remaining businesses, including nightclubs

#### Travel

- Domestic overnight stays
- International travel

#### Events

-

At each stage of the journey through the roadmap there are impacts and effects on the council's services and the communities we represent. The table below details the four key dates and summarises the key milestones for "opening up".

## 29 March

- All car parks open
- All public toilets open
- Kiosks open (Peasholm & OAT)
- Covid Marshals operating (inc. focus on ASB)
- Management of Easter visitors (traffic management, responsive cleansing)
- Supporting businesses (preparing for reopening on 12 April). Information packs distributed. Liason with Pub watch.
- Pavement licences
- 3G pitch at SSV open
- Counter Terrorism mitigation review and measures at key sites
- Consider compliance issues associated with reopening (all stages)
- Key messages - stay local (in line with PH and LRF messages)
- Social media targeted promoted messages out of borough areas

## 12 April

- Support to businesses, including multi-agency visits to hospitality and caravan parks.
- Food hygiene visits recommence.
- Covid Marshals supporting multi-agency visits and support to businesses.
- Ambassadors operating and welcoming visitors
- Visitor management measures
- All retail reopens
- Whitby TIC and TIP's reopen
- Outdoor attractions and camp-sites reopen - Peasholm, Filey caravan park etc
- Chalets reopen
- SSV, WLC and Pindar Leisure Centre reopen.
- Refreshed signage in place at key locations
- Beach Superintendent starts
- Beach Lifeguards commence 1 May 2021

## 17 May

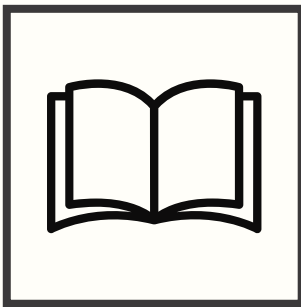
- Indoor hospitality reopens (rule of 6)
- Hotels and B&Bs reopen
- Ongoing management of visitors - adherence to social distancing
- Football matches with spectators possible (NPL suspended)
- Return of events (indoor also on reduced capacity). Review risks and insurance requirements
- Further reopening of parts of Scarborough Spa
- Whitby Pavilion (continued use as vaccination site) - some cinema use.
- Weddings in Town Hall allowed up to 26 people, no refreshments. Bookings not recommended.
- Bereavement services (increases to 30 people)
- Clear staff messages

## 21 June

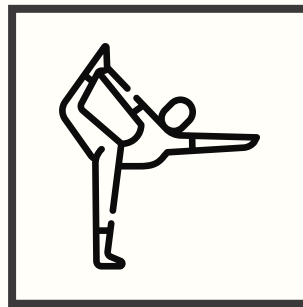
- Reoccupation of council buildings by staff (following review)
- Large events
- OAT shows



# Step 1



Schools and colleges are open for all students. Practical Higher Education Courses.



Recreation or exercise outdoors with household or one other person. No household mixing indoors.



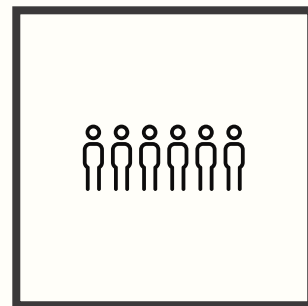
Wraparound childcare.



Stay at home.



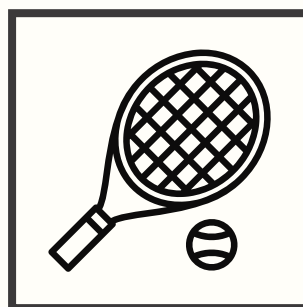
Funerals (30), wakes and weddings (6)



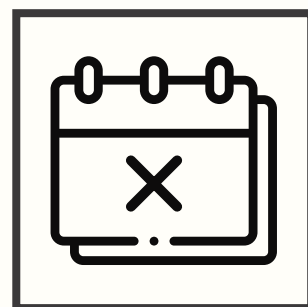
Rule of 6 or two households outdoors. No Household mixing indoors.



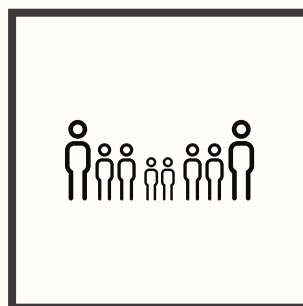
Outdoor sport and leisure facilities



Organised outdoor sport allowed (children and adults).



Minimise travel. No holidays.



Outdoor parent & child groups (up to 15 parents).

# Step one consists of two dates - 8 and 29 March.

The main focus around 8 March will be on reopening education. This therefore has minimal impact on the council and our services. However, employees with school age children will be affected in that they may have to accommodate school 'runs' in their working day.

To get ahead of any issues that might occur, managers, with support from the Human Resources Service, will need to speak to affected employees about their arrangements and identify if they require any changes or additional support now children are back in school and advise accordingly.

- Traffic management – consideration will be given with NYCC and partners regarding the necessity to close roads to aid social distancing and safe management of crowds. Closures were implemented in the previous lockdown, however, there are challenges in balancing competing issues, such as the needs of businesses and the knock on impact of traffic flow elsewhere.
- Parking – all car parks will remain open. Improvements around signage to car parks are being explored, particularly directional signage around Valley Road and Seamer Road in Scarborough. Limited parking will remain around Whitby Pavilion due to the ongoing use as a vaccination site. Signage will indicate this and direct to alternatives. NYCC has indicated its intentions to reopen the Park and Ride sites in Scarborough and Whitby from Easter.
- Toilets – all available toilets will be open for the Easter holidays. Identify additional needs around signage and additional facilities.
- Waste collections – all collections will continue as normal, including garden waste.
- Street cleansing – will continue on a responsive basis, including deployment of the street washing unit as required.

29 March is likely to see the removal of the 'Stay Home' order, to be replaced with a 'Stay Local' message, although this is not defined. Whilst the roadmap guidance states 'people should continue to minimise travel wherever possible, and should not be staying away from home overnight at this stage', we would expect the implications of this are likely to result in a significant increase in the number of visitors to the coast during the Easter period.

Key actions for step one are given below, with a more detailed action plan attached at Appendix One.

- Signage – will be reviewed and refreshed, with new signage installed at key locations to reinforce Covid related advice.
- Covid Marshals – the role has been reviewed and the marshals will have a particular focus on deterring and responding to low levels of ASB during the daytime and in the night time economy – supporting the police and other partners, as well as reinforcing Covid related messages.
- Ambassadors – these will also support Covid safety but will be more focused on welcoming and supporting visitors. These will be separate to the Covid Marshals and will be controlled by the tourism and culture team. They will provide signposting and roving information and they will be on the ground engaging with businesses and being eyes and ears feeding back "through the eyes of a tourist" issues. They will also carry out visitor research whilst operational.
- Communications / key messages – low key messaging at this point that reinforces the stay local message and links with the wider public health/LRF agreed messages.

- Social media – targeted messages giving stay local advice on social media out of borough.
- Website – ensure up to date messaging on visiting the borough and factual information around Covid-19 and any grants etc. is still retained – linked with key messages.
- Supporting businesses – continue to provide support and advice to businesses so they are ready to open safely. Business information packs will be distributed at this point providing simple revised guidance on Covid secure environments in hospitality/ licensed premises prior to step two reopening. Engagement with Pubwatch will continue.
- Review of counter terrorism mitigation – particularly in relation to key sites, crowds and pavement licences.
- Opening of buildings - consider compliance issues in relation to any building that will be reopened (factor in capacity internally and externally).
- Staff messages – get key messages out to staff. Particularly as we consider partial reoccupation of the Town Hall and other council buildings from 21 June.
- Outbreak management – continuing multi-agency processes in place to deal with any workplace/premises outbreaks.
- Staff recruitment - although not directly impacted by this section of the roadmap, Human Resources will have a part to play in terms of supporting managers in recruiting and appointing staff to start to reopen their services during this period and beyond and ensuring that all necessary health and safety requirements are in place.
- Bereavement services – while government advice indicates 30 mourners can gather, the current limit of 20 persons at Woodlands Chapel will continue until step three (17 May) is reached. However, this will be kept under review.
- 3G pitch at Scarborough Sports Village open for football (with use of south stand toilets). Pindar bookings transferred to SSV (no outdoor toilet facilities at Pindar).

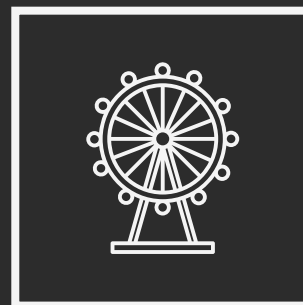
## Step 2



Indoor leisure (including gyms) open for use individually or within household groups.



Rule of 6 or two households outdoors.  
No household mixing indoors.



Outdoor attractions, such as zoos, theme parks and drive-in cinemas.



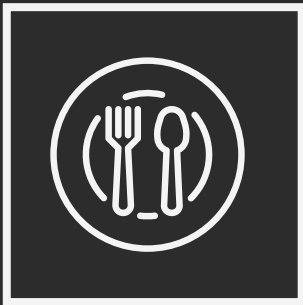
Libraries and community centres.



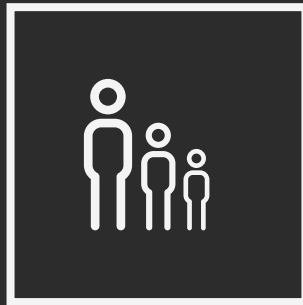
Personal care premises.



All retail.



Outdoor hospitality.



All children's activities, indoor parent & child groups (up to 15 parents).



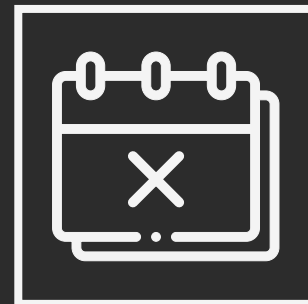
Domestic overnight stays (household only).



Self contained accommodation (household only).



Funerals (30), wakes, weddings, receptions (15)



Minimise travel. No international holidays.



Funerals (30), wakes, weddings, receptions (15)

Step two will take place no earlier than 12 April, subject to an assessment of the data against the four tests.

This step will reopen some sections of our indoor economy and more outdoor settings and enable people to access some of the activities and services which are most important to them. Social contact rules in

- non-essential retail
- personal care premises such as hairdressers, salons and close contact services
- indoor leisure facilities such as gyms and spas
- overnight stays away from home in this country will be permitted and self-contained accommodation - those that

Step two will take place no earlier than 12 April, subject to an assessment of the data against the four tests.

This step will reopen some sections of our indoor economy and more outdoor settings and enable people to access some of the activities and services which are most important to them. Social contact rules in

England will not change further at this point. Outdoor gatherings must still be limited to 6 people or 2 households as in step one, and no indoor mixing will be allowed unless otherwise exempt.

Additional premises will be able to reopen as follows:

- do not require shared use of bathing, entry/exit, catering or sleeping facilities - can also reopen, though must only be used by members of the same household
- the majority of outdoor settings and attractions can also reopen, including outdoor hospitality
- hospitality venues will be able to open

England will not change further at this point. Outdoor gatherings must still be limited to 6 people or 2 households as in step one, and no indoor mixing will be allowed unless otherwise exempt.

Additional premises will be able to reopen as follows:

- Support to businesses, including multi-agency visits to hospitality and caravan parks.
- Hospitality -multi-agency visits with Licensing, Trading Standards and NYP to engage with premises opening at this stage. Offer advice and ensure compliance with existing guidance.
- Environmental Health – potentially able to resume face to face routine food hygiene inspections and other intervention visits.
- Covid Marshals continuing to operate in key areas supporting multi-agency visits and support to businesses.
- Ambassadors operating and welcoming visitors – particular deployment in tourist hot spots.
- Visitor management measures (including ongoing review of road closures, signage, responsive cleansing and counter terrorism measures).
- Outdoor attractions – implement the safe reopening of outdoor attractions (i.e. Peasholm Park, Filey caravan park and leisure sites.
- Chalets reopen – chalets will re-open from this date.
- Lifeguards – lifeguards commence duties from 1 May to 5 September for Sandsend, Whitby, North Bay, South Bay, Cayton Bay and Filey, and from 3 July to 5 September in Runswick Bay.
- Beach Superintendents – commence duties on 11 April and will provide support

linked into the Covid Marshals.

- Scarborough Sports Village, Whitby Leisure Centre and Pindar Leisure Centre reopen
- Whitby TIC and TIP's reopen
- Town Hall weddings - 15 people can attend a wedding during this period however no additional bookings will be taken during this period. Only the Civic Parlour will be available (council chamber in use by elections), which has a maximum capacity of 12 under Covid and would need to ensure that any required health and safety arrangements are in place. Need to consider whether we will be booking weddings during this period given the constraints and our other priorities.
- Communications / key messages – welcome back to the borough messages (tourism campaign). Alongside the wider public health/ LRF messages agreed.
- Website – ensure up to date messaging on visiting the borough, any changes to our services and factual information around Covid-19 and any grants etc. is still retained – linked with key messages. In addition ensure messaging around hospitality sector opening up to date.

## Step 3



Indoor entertainment and attractions.



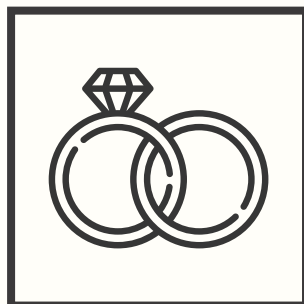
30 person limit outdoors.  
Rule of 6 or two households indoors (subject to review).



Domestic overnight stays.



Organised indoor adult sport.



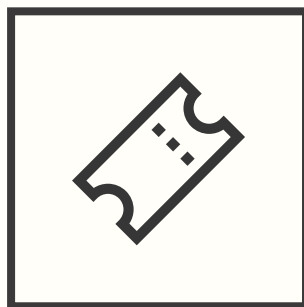
Most significant life events (30).



Remaining outdoor entertainment (indoor performances).



Remaining accommodation.



Some large events (except for pilots) - capacity limits apply. Indoor events: 1,000 or 50%. Outdoor other events 4,000 or 50%. Outdoor seated events: 10,000 or 25%.



International travel - seated to review.

Step three takes place no earlier than 17 May 2021.

This will see the rule of 6 abolished for outdoor gatherings, replaced with a limit of 30 people. However, the rule of 6 will apply to hospitality settings such as pubs. Hotels and B&B's reopen, which will further increase the volumes of visitors. In addition, campsites can also fully reopen with use of facilities (toilets, showers etc.). Cinemas can reopen and performances and sporting events (such as football matches with spectators) can commence – although social distancing remains.

At this point all the measures in the previous steps will remain, with the addition of the following:

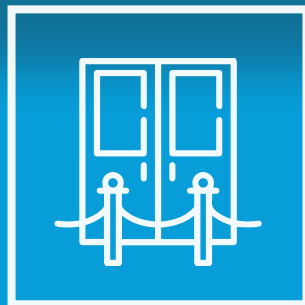
- Reopening of indoor performance venues - Scarborough Spa and Whitby Pavilion will be able to host performance events. Attendance at these events will be restricted to 50% of capacity up to 1,000 people for indoor events. Large business events will also be able to go ahead, subject to the same capacity requirements.
- Ongoing management of visitors - adherence to social distancing.
- Football matches – work with SAFC and SAG to ensure safe return to football with spectators. The Northern Premier League (NPL) is suspended but pre-season friendly matches likely from July onwards.
- Ongoing support to businesses - including multi-agency visits to hospitality to ensure clarity about the rules and address any breaches.
- Events – review risk assessments and any insurance requirements as early as possible due to capacity issues both internally and that of insurers.
- Bereavement services – the attendance limit at Woodlands Chapel increases to a maximum of 30 people.
- Town Hall weddings - 30 people can attend a wedding during this period, however, the council chamber is limited to 26 under Covid, and unable to offer refreshments. Recommend not to take bookings during this period.

Step three is likely to see a larger influx of visitors with the opening of all areas of hospitality and the re-opening of remaining holiday accommodation. At this point it is vital that the key areas and actions from steps one and two are reviewed and amended to take account of the position at that time.

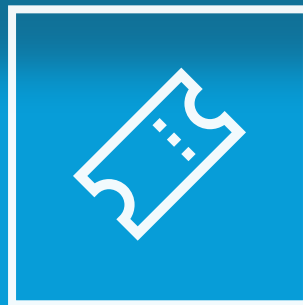
# Step 4



No legal limits on social contact.



Nightclubs.



Larger events.



No legal limit on all life events.

At least five weeks after step three, step four could result in most/all other limits lifted no earlier than 21 June. This will become clearer as we move through the steps.

By step four the government expects to be in a position to remove all legal limits on social contact and ease the restrictions on large events and performances that apply in step three.

This will be subject to the results of a scientific Events Research Programme to test the outcome of certain pilot events through the spring and summer. This programme will also guide decisions on whether all limits can be removed on weddings and other life events.

The key implications at this stage are:

- Large scale events - in line with any Covid related restrictions and counter terrorism measures.
- Open Air Theatre concerts re-commence – concerts scheduled for June are being looked at with a view to rescheduling. Preparations are under way for the Bryan Adams concert on 1 July. This will go ahead subject to government guidance nearer the time.
- Scarborough Spa and Whitby Pavilion return to full operation
- Potential return by staff to physical places of work (including Town Hall) – dependent on the outcome of the national review and other factors.
- Customer First reverts to normal opening hours
- Benefits/Customer First to reopen in Whitby Job Centre operating normal hours
- Bereavement services – no longer limits on numbers of people who can attend funeral or burial services.



# Working from home

At this stage of the roadmap it is likely the 'work from home' message will be removed. There will be a number of wider implications to consider in the build up to this date and this will be subject to a separate paper. Key issues include:

- Human Resources will have a role to play in supporting further reoccupation of the Town Hall and other council buildings from 21 June 2021.
- Getting people back into the workplace is likely to be a challenge as it is likely to require certain health and safety measures to remain in place, which may limit the numbers of staff that can return to the offices. It is therefore crucial that careful planning is taken in the run up to this date to ensure that any return is compliant with guidance and staff feel safe.
- As part of this process it is important that some of the valuable improvements made to the way we work are not lost and that we do not return to the way things were pre-Covid-19.
- Any staff communications will therefore need to be clear that things will not just return to the way they were.
- Consideration will therefore need to be given to a number of issues including:-
  1. The number of staff that can return to offices safely and the implications of complying with the guidance.
  2. Staff who do not feel safe returning to the office.
  3. Staff fatigue/mental health.
  4. Preparing for staff currently shielding to return to the workplace safely.
  5. Time off for staff to attend vaccinations.
  6. Operation of council meetings.
  7. Implementation of the new Agile Working Policy.

The New World New Ways PiOP group has already prepared a paper for EMT around the future Town Hall. The paper is based on the remit from EMT that further work needed to be carried out in order to review the council's approach to flexible working, learning from the experiences of recent months and considering how flexible working may be approached in the long term to generate and maximise potential employee, customer, operational and organisational opportunities following the pandemic. The group also put together a scope based around the following:

- It was clear that post pandemic, no one would be "going back to the office" as if nothing had happened.
- The last year has enabled a new roadmap to be developed for what the working arrangements and working environment could look like in the future, what work looks like and how it gets done.
- In preparation for the end of the pandemic,

steps therefore needed to be taken to support staff in continuing to work remotely and flexibly post-pandemic and in the long term.

- In order to achieve this the council must move to becoming a blended workplace, where some people would be in the office some of the time and many people would work from home.
- Such an approach would also require a smaller office footprint going forward and as a consequence this provides an opportunity for savings to be made.
- The new 'Agile Working Policy and Guidelines' have been written with the aim of supporting the blended workplace approach, council offices do not currently lend themselves to effectively enabling staff to work in this way.

The paper recommended that in order to effectively enable 'blended workplace' to become a reality, further work needed to be undertaken in relation to the reconfiguration of council offices. It was

noted that there would need to be some initial changes required in the medium term to ensure that there was not a return to old habits immediately after the pandemic was over followed by a longer term rationalisation of council offices and work spaces.

## Council meetings and public attendance

A government decision will be made as to whether it is intended to extend the legislation permitting virtual council meetings past 7 May 2021. If the legislation is not extended, then as that is prior to step three, it presents issues for council meetings (up to 46 members plus staff and public for Full Council meetings). We assume further government direction/guidance will be issued on this.

We will therefore need a steer from EMT, based on eased restrictions and numbers that attend each committee and will also need to ensure that any required health and safety arrangements are in place. Other venues will be considered as part of the process to facilitate meetings if necessary.

## Ongoing activity and issues

Whilst not linked with a specific stage in the roadmap there will be significant activity ongoing in relation to key events during this period and ongoing support for Covid related programmes. Support for these will continue alongside the roadmap and broader recovery activity, although these will have an impact on staffing capacity and resource. Key activity includes:

- Elections - The Police and Crime Commissioner elections will take place on Thursday 6 May. This will place some pressures on the elections team with the new requirements to ensure that the elections and the count take place in a COVID safe way. Support is currently being provided through regular working groups to discuss options to ensure the safety of these elections.
- Continued support to vaccination programmes – the council will continue to make Whitby Pavilion available to the NHS for vaccination use and to provide practical support, including parking staff, venue management support and ICT support. Support will also continue to be provided to the Primary Care Networks using the Scarborough RUFC site to support with car park management and other staffing requirements.
- Workplace testing/Mobile Testing Units & Local Test Sites (WPT, MTU & LTS) - we will continue to work with partners at the LRF to support Testing. The LTS will remain at William Street car park for the foreseeable future and will be key to supporting the likely move to Home Testing at a later date. The MTU in Filey will remain at Country Park car park on selected days. However, new locations are being identified for the MTU Sites in Scarborough and Whitby as existing sites are likely to be unavailable from Easter.
- Government grants – future rounds of retail and hospitality grants have been announced by the government. This will put additional pressure on the local taxation team and may require the redeployment of additional resources.
- Self-isolation support grants – at the present time the Benefits team continues to make payments under this scheme. It has been extended to 31 June 2021 and is being reviewed at the present time. Implications and impacts for the service will be monitored by the SUM.
- National Day of Memory – 23 March.

# Structures for response and recovery

There are strong, well established multi-agency structures in place through which this plan will be delivered. This includes:

- EMT Gold – has been in place since the start of the pandemic response in March 2020. EMT Gold is led by Mike Greene and is supported by the directors. The council’s Silver Leads report in to EMT Gold on a weekly basis. EMT Gold will make strategic decisions around the Covid response and recovery based on information from the Silver Lead officers.
- Daily tactical team - local level. This is a multi-agency team including council officers and the police which has been in place since summer 2020 and has been proactively planning for and reacting to issues arising from Covid. This group will continue to meet daily and will monitor and respond to any impacts of the easing of lockdown. The daily tactical meetings are now firmly embedded as part of our COVID response and have been identified as good practice across the county.
- Locality group – this is a wide multi-agency group, chaired by the council’s Community Safety and Safeguarding Manager, that meets weekly to share information and intelligence and ensure a coordinated response to locality issues.
- CMG – there has been strong partnership working and collaboration across services throughout the pandemic. Service managers have a key role to play in identifying and responding to issues within their service and are vital to the development and successful implementation of this plan.
- Local Resilience Forum (LRF) – in addition to the local structures we will continue to work collaboratively through the LRF at a strategic and tactical level.

## Key risks

This is a challenging programme and there are a number of risk factors that are being considered as follows:

<u>Risk</u>	<u>Impact</u>	<u>Mitigation</u>
Staff capacity and fatigue	Poor physical and mental health - staff absence. Low morale. Absence of key staff will affect delivery of services and put additional pressure on remaining team.	Effective team working within the council and through multi-agency structures. Staff support measures, encouraging staff to take breaks and holidays. Mental health support measures. Realistic expectations from managers and members.

## Risk

---

Community tension

## Impact

---

Tensions between local communities experiencing large number of visitors causing fear and concern and disruption to everyday activities.

## Mitigation

---

Effective multi-agency working through the LRF and locality team to address issues.

Measures will include Covid Marshal patrols, signage, information, clear media messages, road closures, footpath closure and advice to businesses and residents.

Structures for rapid response and escalation in place through multi-agency structures as set out above.

---

Lack of confidence in public transport

---

Could increase levels of traffic and congestion.

---

Traffic management measures.

Potential social isolation for people that may rely on public transport.

Potential increased traffic flows will be monitored and Improved signage and better information to larger car parks may be required.



## Financial implications

There will be additional financial implications from the measures to help progress through the four steps of the road map and indeed through the summer season.

Whilst the future is looking significantly better, it is anticipated that, as the borough reopens, a number of other unidentifiable (at this time) obstacles may appear. In the short term an additional budget, as identified in the short term action plan, of £85,000 be allocated to the Covid Roadmap Recovery Project.

Any additional costs beyond those identified would be funded from the Covid contingency monies set aside within the 2021 financial strategy. An approvals mechanism to enable measures identified to be funded from this budget will be developed.

## Communications plan

There are undoubtedly challenging times ahead with difficulties in balancing the reopening of the borough and the need to revive the economy. with the concerns and fears of our residents.

There will be a series of communications messages developed throughout the step process and the summer months which will be a mixture of standard approved government and LRF messages together with localised targeted and reactive messages.

Development and distribution of these messages will be agreed through the existing structures for COVID response and recovery as identified above

and will be delivered by the communications team using the most appropriate channels available for internal and external communications.

We will use social media, the council's websites, direct emails, Residents' News, out of home channels, the intranet and briefings from supervisors/managers to staff to convey our key messages. We will also use the media to ensure messages are communicated effectively.



