Tayside
LRP
Local Resilience Partnership

DRAFT approved by LRP 12/3/21

COVID–19

RECOVERY AND RENEW FRAMEWORK

PEOPLE. PLACE. ECONOMY

Version	Date	Description	Plan Owner	Author	Approved by	Status
1.1	May 2020	New Document	LRP Chair	K McNamara		Draft
1.2	June 2020	Updated from comments	LRP Chair	J Semple		Draft
1.3/1.4	11 June 2020	Updated document with comments	LRP Chair	G Forrest		Draft
1.5/6	21 June 2020	Update from Comments & new layout	LRP Chair	K McNamara J Semple		Draft
1.7	29 June 2020	Update from comments/meeting 29/06	LRP Chair	K McNamara J Semple	LRP July 2020	Authorised
2.0	8 March 2021	New Version	LRP Chair	K McNamara J Semple		Draft
2.1	12 March 2021	Final version	LRP Chair	K McNamara J Semple	LRP – 12/3/21	Authorised

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EXECUTIVE SUMMARY

The purpose of this Framework is to ensure we work in partnership to protect & preserve life, support our communities recover from the Covid 19 pandemic, and to renew, and build forwards to a better future in Tayside.

The declaration of a global pandemic by the World Health Organisation in March 2020, and the subsequent impact within the UK has been unprecedented. Previous responses, planning and learning following outbreaks such as the 2001 `swine flu` outbreak, have not been sufficient to prepare us for the the scale and impact on our organisations and communities, of the current Covid-19 pandemic.

The response to the pandemic continues; this is likely to be the case for many months to come. Staff across LRP partner organisations continue to work tirelessly and way beyond expectations, to deliver essential and critical services, to protect and keep people safe and well.

Our well-established local partnerships in Tayside have proven to be invaluable, without which we could not continue to respond to the ongoing demands and pressures of the pandemic. Importantly the wellbeing of our staff who continue to respond and support recovery and renew activities, must be paramount. Consequently, our existing plans, procedures and policies within the LRP, and in our respective organisations, will continue to evolve to ensure that we remain equipped to support our employees, volunteers and our communities, in these unprecedented times.

The virus is still prevalent, and even with a year of significant restrictions, and increasing numbers of people being tested and vaccinated, we will still have to live with Covid-19 within our communities in the months and years ahead. Although there are signs of stabilisation, we must not become complacent, and we must continue to respond to the pandemic. The introduction of a phased approach out of lockdown by the Scottish Government's [Strategic Framework Update February 2021](#) sets out, how we plan to restore - in a phased way - greater "normality" to citizens' everyday lives. This updates the original [Strategic Framework](#) to take account of important developments, including:

- new and highly infectious strains of the virus
- progress with the vaccination roll-out

The national framework does not provide fixed dates for possible relaxation of restrictions, because the Scottish Government says there are too many uncertainties. Instead, it sets out the conditions that need to be met to start lifting restrictions in a safe way. The broad order of priority for re-opening is detailed, with the main priority continuing to be education, then gradually easing restrictions on other areas of life, below as the virus is suppressed.

Decisions will be based on the most up-to-date science and data, and not be led by dates. Opening up too quickly is seen as a risk of setting back progress, so any relaxation of restrictions will be cautious and gradual.

This Tayside Local Resilience Partnerhsip Framework has been developed by the

Partnership (LRP) as a guide and reference for partners - as we continue to respond to the pandemic; as we transition into recovery; and as we take the opportunities to 'build forward better'. It draws on the good practice from existing civil contingencies doctrine and encompasses the knowledge and experience of existing partnerships and structures across Tayside, and the lessons from debriefs which have been undertaken to date.

Finally, the framework is a dynamic document, which will be reviewed at regular intervals, to assess and incorporate learning, concurrent risks, and risks of localised outbreaks. It also has regard to test, trace and isolate, the vaccination programme and community testing. Importantly is flexible in its approach to adapt to changing circumstances.

The framework is presented in 5 steps;

- detailing the context
- what we will do
- who will do it
- how we ensure progress
- what we want to achieve.

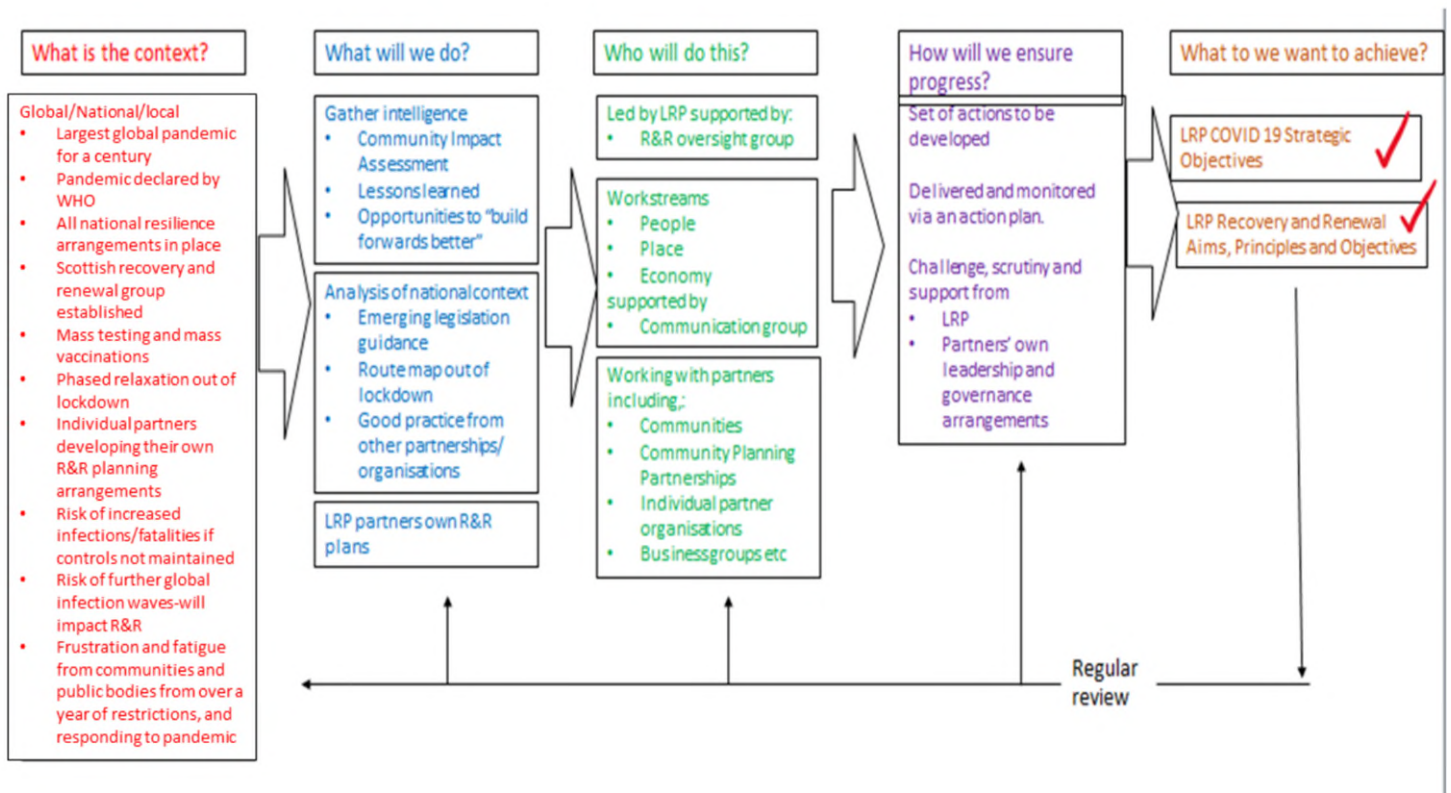This is represented in summary, as a "Plan on a Page" below

Figure 1 -Plan on a Page

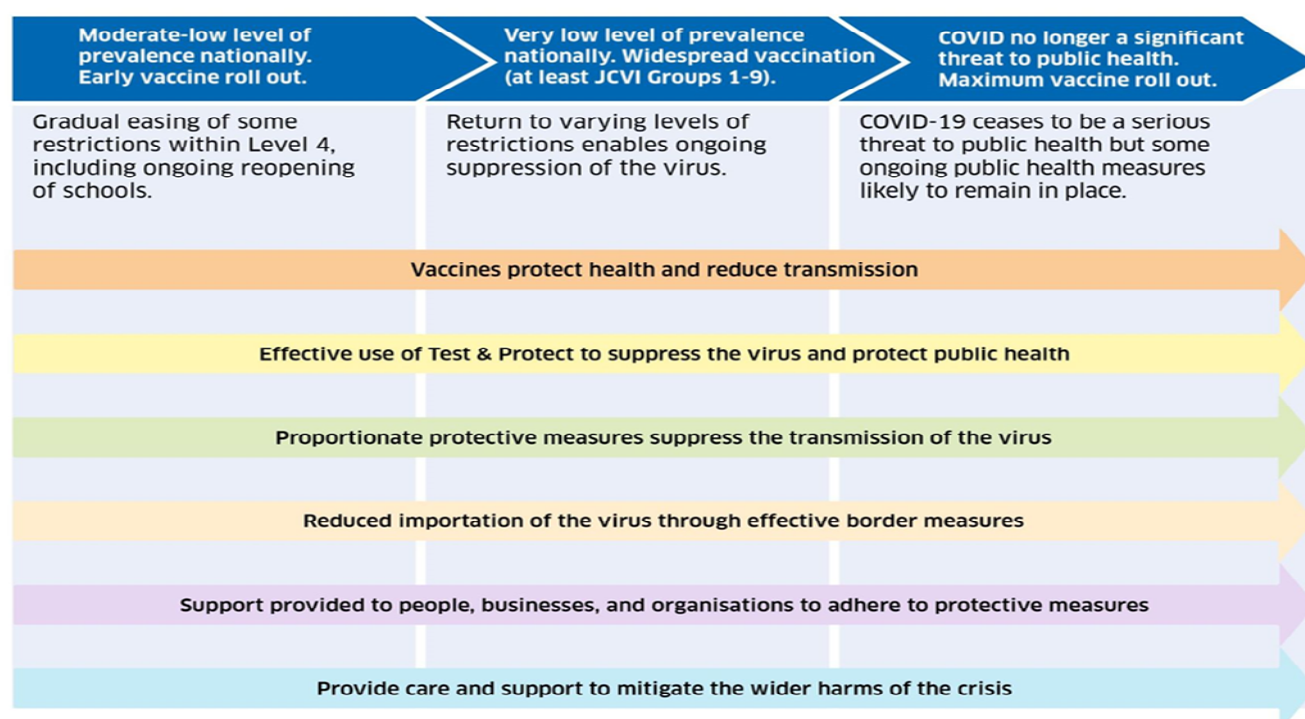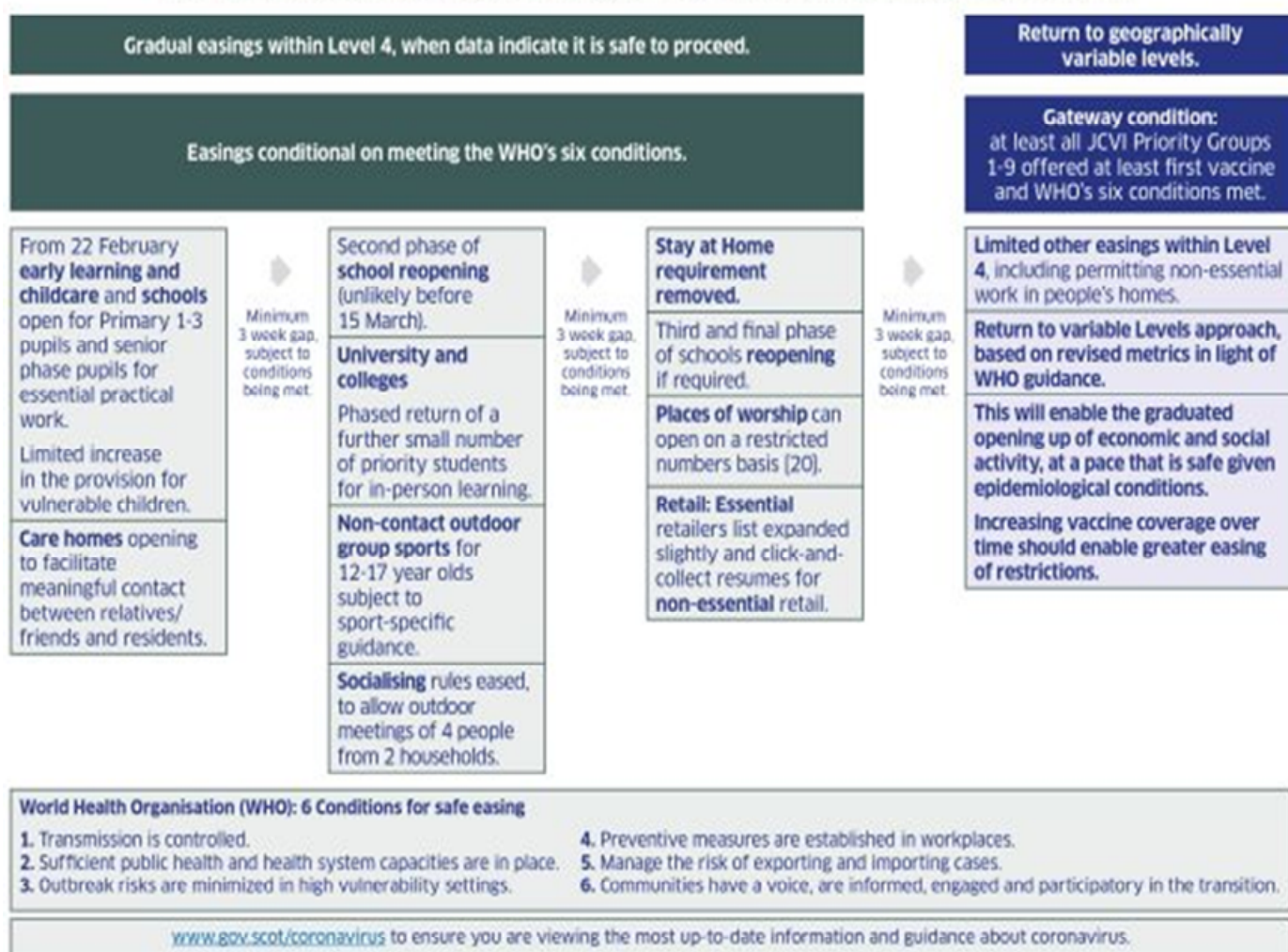## 1.   What is the context?

What`s happening now?

1.1   Covid-19 is a new strain of coronavirus first identified in Wuhan city, China in December 2019. Typical symptoms include fever, a loss of taste and smell and a cough that may progress to a severe pneumonia causing shortness of breath and breathing difficulties. More severe symptoms are likely in people with weakened immune systems, older people, and those with underlying health conditions. The virus has also mutated into different strains, with increased risks of transmission.

1.2   This continues to be a rapidly changing situation. The Covid-19 pandemic is an ongoing emergency, where we must align our response, recovery and renewal, as an integrated approach to protect and save lives.

1.3   Nationally and locally, agencies continue to respond aligned to their emergency plans and arrangements.

1.4   UK Government and the devolved administrations continue to meet. The Cabinet Office Briefing Room (COBR) and the Scottish Government Resilience Room (ScGoRR)alongside ministerial and partnership meetings are being held.

1.5   The Multi-Agency Co-ordination Centre (MACC) is operational and includes representatives of all sectors and responding agencies, providing a focal point for co-ordination and communication across all resilience partnerships within Scotland and Scottish Government.

1.6   The Tayside Local Resilience Partnership (LRP) continues to meet frequently and is attended by senior officers from all partner agencies. Several LRP subgroups have also been formed to deliver on a range of COVID19 related workstreams (detailed in section 4, below).

1.7   There is no doubt that as a resilience partnership we are, and will continue to, face challenging situations in the weeks, months, and years ahead. This is tough for all our citizens, communities, businesses and organisations. Therefore, it is vital that we adapt our existing recovery planning into a framework that enables a more flexible approach through well-established recovery approaches, whilst taking the opportunity to "build forwards better".

1.8   This positive approach to 'build forwards better' reflects both a national direction, led by the Scottish Government and our own intention as a Resilience Partnership. We also have partnerships at a local and community levels which we will work with.

What else needs to be done?

1.9   As we transition to recover and renew from the impact of COVID-19, we are in the position of being able to redefine the way that we work and potentially "fast forward" new ways of working.

1.10   We are also beginning to operate in a new space; new to all of us. This provides our Partnerships with the opportunity to engage with and empower our communities and think about how we work together in the future. We have the chance to collectively define "what does renew look like?"

1.11   We know that during the pandemic as a Resilience Partnership, we have:

- Worked at pace in a `one team` partnership, focusing on shared priorities.
- Engaged more with our communities to empower and support them.
- Worked closely with the third sector and community leaders and delivered services addressing local need.
- Received support from an extraordinary number of volunteers.
- Operated in a less bureaucratic manner, revising existing governance arrangements.
- Taken more informed risks.
- Placed less reliance on buildings, for our activities, and been more agile, with much more working from home.
- Shared technologies and ways of working for more effective decisions and communications.
- Delivered essential services to our most vulnerable.

1.12   It is important that we learn from our experience. We need to understand what has worked well, the opportunities for change and consideration of reducing/stopping some of the things we did prior to Covid 19. We are now delivering differently.

1.13   As we now move beyond the current lockdown (March 2021), there is a need to balance action which encourages progress towards recovery, renewal, and the remobilisation of our systems, while simultaneously retaining the capacity to respond rapidly and flexibly in the ongoing management of COVID-19. Therefore, LRP partners are working together to plan, prepare for, and respond to the phased easement out of lockdown. Our collective contribution to preventing the spread of infection, via the national Test and Protect scheme (and the LRP's Test & Protect Oversight Group), delivery of the mass vaccination programme, and development of the community testing model, is vital.

1.14   The Scottish Government's Framework, is structured around planned easing of restrictions and six key tools, including vaccination, test and trace, and community testing. The aim is to get coronavirus to the lowest possible level and keep it there, which will then allow gradual changes to the restrictions. All elements need to be used together, and it will take commitment from all citizens to make them work effectively.

SCOTLAND'S COVID-19: STRATEGIC FRAMEWORK - PLANNED EASING OF RESTRICTIONS

Gradual easings within Level 4, when data indicate it is safe to proceed.	Return to geographically variable levels.
Easings conditional on meeting the WHO's six conditions.	**Gateway condition:** at least all JCVI Priority Groups 1-9 offered at least first vaccine and WHO's six conditions met.

From 22 February **early learning and childcare** and **schools** open for Primary 1-3 pupils and senior phase pupils for essential practical work. Limited increase in the provision for vulnerable children. **Care homes** opening to facilitate meaningful contact between relatives/ friends and residents.	*Minimum 3 week gap, subject to conditions being met.*	Second phase of **school reopening** (unlikely before 15 March). **University and colleges** Phased return of a further small number of priority students for in-person learning. **Non-contact outdoor group sports** for 12-17 year olds subject to sport-specific guidance. **Socialising** rules eased, to allow outdoor meetings of 4 people from 2 households.	*Minimum 3 week gap, subject to conditions being met.*	**Stay at Home requirement removed.** Third and final phase of schools **reopening** if required. **Places of worship** can open on a restricted numbers basis [20]. **Retail: Essential** retailers list expanded slightly and click-and-collect resumes for **non-essential** retail.	*Minimum 3 week gap, subject to conditions being met.*	**Limited other easings within Level 4,** including permitting non-essential work in people's homes. **Return to variable Levels approach,** based on revised metrics in light of WHO guidance. **This will enable the graduated opening up of economic and social activity,** at a pace that is safe given epidemiological conditions. **Increasing vaccine coverage over time should enable greater easing of restrictions.**

World Health Organisation (WHO): 6 Conditions for safe easing

1. Transmission is controlled.
2. Sufficient public health and health system capacities are in place.
3. Outbreak risks are minimized in high vulnerability settings.
4. Preventive measures are established in workplaces.
5. Manage the risk of exporting and importing cases.
6. Communities have a voice, are informed, engaged and participatory in the transition.

www.gov.scot/coronavirus to ensure you are viewing the most up-to-date information and guidance about coronavirus.

Moderate-low level of prevalence nationally. Early vaccine roll out.	Very low level of prevalence nationally. Widespread vaccination (at least JCVI Groups 1-9).	COVID no longer a significant threat to public health. Maximum vaccine roll out.
Gradual easing of some restrictions within Level 4, including ongoing reopening of schools.	Return to varying levels of restrictions enables ongoing suppression of the virus.	COVID-19 ceases to be a serious threat to public health but some ongoing public health measures likely to remain in place.

Vaccines protect health and reduce transmission

Effective use of Test & Protect to suppress the virus and protect public health

Proportionate protective measures suppress the transmission of the virus

Reduced importation of the virus through effective border measures

Support provided to people, businesses, and organisations to adhere to protective measures

Provide care and support to mitigate the wider harms of the crisis

www.gov.scot/coronavirus to ensure you are viewing the most up-to-date information and guidance about coronavirus.

1.15   The principles of response and recovery as detailed within resilience doctrine remains relevant, and we must continue to respond to the demands of the pandemic. It is vital that we continue to also have regard to other emerging and concurrent risks, that we may also need to respond too.

1.16   Given the characteristics of the pandemic , the usual handover to a recovery phase, as outlined within UK and Preparing Scotland doctrine, will not be undertaken, given the complexities of the ongoing response, alongside recovery and renew actions.

What`s next?

1.17   We will continue to adapt and revise our approach to reflect emerging legislation and guidance.

1.18   We appreciate that each partner organisation within the LRP is gathering its own learning from the pandemic and developing recovery and renewal plans. It is not the role of this Framework to duplicate these activities, but rather to complement Partner`s work, by offering and sharing a template for a joint approach and identifying those actions which are better undertaken collectively by the Partnership. Community Planning Partnerships will be fundamental in supporting the Recovery & Renewal (R & R) work at local level and will involve many of our LRP partners.

1.19   We will continually review and update our approach to Recovery & Renewal by learning from partners' individual R&R plans, and best practice nationally and within other organisations. This will be captured in updates to this Framework.

2. What do we want to achieve?

What`s happening now?

2.1   The LRP will continue to have a pivotal and co-ordinating role, addressing, short, medium and longer-term priorities.

2.2   This Framework outlines the collaborative approach that will assist with the prioritisation and co-ordination of actions, decision making and management of assets and resources.

2.3   It will be delivered to support the overall LRP Strategic Objectives for Covid 19, as noted in table 1 and specifically the last three objectives, in bold text.

Table 1 - Tayside LRP Strategic Objectives for COVID19

- Protect & preserve life.

- Minimise the danger to the public whilst safeguarding health, safety and wellbeing of responders.

- Support the UK Government and Scottish Government Public Health Strategy.

- Collaborate to ensure effective operational delivery of new policy including Test & Protect.

- Maintain arrangements for escalating response to address Reasonable Worst-Case Scenario.

- Manage excess deaths effectively in a high impact scenario

- Support vulnerable people and communities impacted by Covid-19.

- Maintain collective situational awareness.

- Respond to misinformation and support internal and public messaging, warning and informing.

- **Minimise impact on daily life, business and consequent economic losses.**

- **Plan for and implement early and effective recovery.**

- **Promote a new normality using lessons and other processes to identify opportunities.**

2.4   The **Strategic Aim** of Tayside LRP for Renewal & Recovery is to **work in partnership to support our communities in Tayside to recover from Covid 19, to renew, and to build forwards better.**

2.5   Following discussion at LRP level and taking account of national recovery arrangements, the **principles** supporting recovery from COVID 19 for the LRP are detailed as follows, and will guide how the LRP operates in the Recovery and Renewal phase:

- Our recovery and renewal activities will support the Partnership`s integrated approach to protect and save lives

- Management of recovery is most effective when undertaken at locality level and involves local expertise and active participation of affected communities. Therefore, Community Planning Partnerships will be the lead for much of the local engagement and assessment.

- Successful recovery requires strong collaborative activity between LRP Partners, which is managed effectively, and understood by all involved

- The principles of Integrated Emergency Management will apply equally to recovery and renewal as it does to the planning and response phases of the pandemic.

- Our recovery arrangements will remain dynamic and recognise the complex, protracted and changing requirements of those affected.

- Partners will ensure that multi-agency participation and commitment will be fulfilled, by ensuring our organisations' representatives have appropriate knowledge and level of authority to take actions and make decisions.

- Management of recovery will be supported by clear and consistent communications, both between partners, and with our communities.

- Recovery and renewal activity will ensure protection of the environment, and promotion of sustainable practices.

2.6   In order to achieve the LRP Strategic Aim and Principles for recovery & renewal, the following initial objectives have been identified:

- Help enable and work with individuals, families and communities to recover from Covid 19 by providing support, information, services and resources.

- Support the resumption of business and social activities when safe to do so, in accordance with the Scottish Government Framework.

- Deliver Test and Protect, mass vaccination and community testing as blend of measures to protect our communities.

- Share early information on COVID 19 hotspots of infection, and collectively support containment measures, to protect the public.

- Continue to build on the effective relationships and partnerships between LRP partners, and with communities, which have developed over the pandemic response period.

- Work together with our local communities to support recovery and to integrate into `business as usual` into the longer term.

- Maximise return on the investment made, in planning and preparing for COVID 19

- Incorporate partners` learning into future response, civil contingencies doctrine, operational activity, and service delivery.

- Monitor and support our staff well-being.

- engage with and listen to our communities to understand how the coronavirus pandemic has impacted on them.

- engage with and listen to our staff to understand how the coronavirus pandemic has impacted on them.

What else needs to be done?

2.7   Milestones for assessing progress along the pathway to recovery and renewal will be aligned with emerging community-based outcomes. The initial milestones to assess progress are set out as follows, based on national standards and guidance on recovery planning:

- Demand on, and delivery of, public services returning to "business as usual".
- Utilities and public facing systems are fully functional.
- Transport has returned to acceptable levels of operation.
- Local business is operating at a level, collectively assessed as new normality.
- COVID19 related humanitarian support and care for people activities has reduced to new normality.
- Tourism and related income generation has been restored.
- Wider national and global issues have been incorporated as necessary.
- Having regard to the potential for further waves, peaks or outbreaks.

2.8   While these initial milestones are clearly defined, we understand that the dynamic nature of the pandemic requires flexibility, to respond to any significant changes in circumstances.

What`s next?

2.9   We will be guided by our Strategic Aims, Principles, Milestones and Objectives, however as the pandemic develops, we will keep them under review and adjust to fit the changing circumstances.

2.10   We will develop our next steps and actions, to ensure we achieve our Aims and Objectives. These will be captured in our Action Plan

3. What will we do?

What`s happening now?

<u>Community Engagement & Impact Assessment</u>

3.1   Communities and caring for people is at the heart of all that we do in the Local Resilience Partnership. Communities need to be enabled and empowered, and the ethos of caring, neighbourliness and localism should be foremost in our support for communities.   Our communities have stepped up to support themselves, their neighbours, and so many people within the community. We must build on that tremendous community spirit as we engage and consider the next steps. Discussions are already underway through activities such as engagements with community organisations, and scheduled Community Planning Partnership meetings. This must remain a core part of our shared recovery approach.

3.2   An essential first step in the recovery process is to establish the needs of the affected communities. Emergencies affect communities in a wide variety of ways. To understand fully what recovery comprises, we need to map out who is affected and how the impacts of the pandemic have affected them. The initial information gathered will inform our multi-agency planning and will be augmented by feedback from partners as our understanding of the dynamic situation emerges.

3.3   It is important to be aware that the impact of COVID 19 will not be limited to those who have directly acquired the virus, and will have affected the whole community to a greater or lesser degree - citizens, business, communities and individuals. For example, the impact upon certain business sectors, particularly the tourism and hospitality sectors, has been significant, and these sectors will take considerable time to fully recover.

3.4   The short, medium- and long-term impacts will require to be aligned to our recovery route map. In addition, the risk of further waves of the virus and /or non-compliance from specific communities will be factored into our assessments and planning.

3.5   The input of citizens, businesses and community leaders will be essential. Links with local elected representatives, community councils, voluntary organisations and community groups will be vital in building a comprehensive picture of the impacts.

3.6   Elected Members play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention, and feeding them back to the relevant Recovery group, Partnership or partner organisation. Elected Members also have an important role in sharing credible information and advice back to the community, assisting to maintain community cohesion, and providing public reassurance.

3.7   Partners are already gathering information on the community impact of

COVID 19, and it is not the intention of the LRP to duplicate that work. However, as part of this Framework a suggested approach is provided below, to help partners develop their own community impact evaluation approaches.

3.8 We need to capture, compile and co-ordinate the community impact assessment work which has already been carried out by individual partners, to develop LRP-wide situational awareness and what actions we need to take as a result.

3.9 Assessing the impacts on communities will not be a "one off" exercise. Due to the changing circumstances, we will need to gather this information over several periods. Resulting actions will be accurately captured and progress monitored through our Recovery Action Plan.

<u>Evaluation and Debrief</u>

3.10 Regular evaluation and debriefing will contribute to the development of recommendations and actions, to:

- Identify the positive points and recognise what worked well.
- Identify challenging aspects and consider what didn't work well.
- Identify key points for improvement.
- Identify how we can "build forward better"

3.11 Tayside LRP has a long-established and successful system of debriefing incidents, exercises and projects using a recognised debriefing methodology. It aligns with processes contained within the National Debriefing and Lessons Identified Protocol and its adaptable, flexible nature will permit its application during the Recovery & Renewal phase of the COVID-19 pandemic.

What else needs to be done?

<u>Community Engagement & Impact Assessment</u>

3.12 We are proposing a comprehensive engagement approach where we listen to and act upon the feedback of as many of our communities, stakeholders, partnerships, and staff as possible. We want to keep our approach simple, and ask similar themes of everyone, so we can collate and analyse data simply and feedback on the resulting actions and progress. Partners may take different approaches to gathering community impact feedback, and it would be inappropriate to be prescriptive to partners on their methods, questions used, or data gathered. However, it is anticipated that – whatever methods are used – partners will be gathering community information on the themes detailed in Table 2:

Table 2 – Community Impact Assessment Themes

- What has been the impact of the pandemic on you (your business, community etc)?
- How can we help you recover from the effects of the pandemic on you (your business, community etc)?
- What has worked well for you during this time and could we adopt longer term (for your business, community etc)?
- What has not worked so well?
- How can we use what we have learned to improve and grow (our communities and businesses etc)?

3.13   If all LRP partners participate in gathering information on the impacts on their communities, stakeholders and staff, this creates an opportunity to maximise our connections with our communities, particularly those who have been most affected by the impacts of the pandemic. It is important that everyone can engage. In particular, we want to make contact with all communities to ensure they are heard but may have been most affected.

3.14   To assist partners to assess the impact on their communities and stakeholders, the five questions in Table 2 may assist with their assessment approach.

3.15   Given the current restrictions on our movement and the likelihood that physical distancing measures will continue for some time, partners need to think innovatively about how we engage and encourage positive contribution from all our stakeholders. Use of technology gives opportunities for safe engagement, but it is important that we hear from people who may not be digitally enabled.

3.16   To assist partners with their community engagement approaches, information on carrying out a Community impact assessment can be found in the National Recovery Guidance on the UK Resilience website:

www.ukresilience.info/response/recovery_guidance/generic_issues/impact_assessments.aspx

Evaluation & Debrief

3.17   The protracted nature of the Recovery & Renewal phase underlines the need to ensure that continuous evaluation and debriefing takes place at regular intervals and that any lessons identified are formally captured, actioned and monitored. It is anticipated that this will be achievable within the framework of the existing Lessons Identified system. An outline template with supporting information is detailed at Appendix 1.

3.18   In addition to the above, the unique nature of this pandemic, and our learning from it will present partners with opportunities to build forward better. In many instances, these will be straightforward, with a simple and easily identifiable actions to make improvements. Early progression and resolution through `quick wins` will be encouraged. There will, however, be instances where the

opportunity is more complex in nature, demanding greater research and exploration of options, paying due regard to issues such as consultation, legislation, equality , environmental and community impact assessments. Any complex issues requiring a multi-agency approach should involve the Local Resilience Partnership.

3.19   The requirement to identify and consider opportunities to build forward better will be embedded within the Terms of Reference of each of the Recovery & Renewal Working Groups, detailed in Section 4.

What`s next?

3.20   It is important that we learn from our experience in responding to the pandemic. We need to understand what has worked well, the opportunities for change and or reducing/stopping some of the things we did prior to Covid 19.

3.21   To build a comprehensive picture of community impacts, lessons learned and "building towards better" opportunities, LRP partners are asked to:

- Carry out impact assessments with their communities, stakeholders and staff (if they have not already started this activity). The key questions detailed in Table 2 above may assist.

- Consider the potential likelihood of partners duplicating impact assessment activity with the same community groups. Partners are therefore asked to share their plans to undertake community impact assessment activities with fellow partners, and look to carry out joint assessments wherever possible. It is anticipated that Community Planning Partnerships will be taking this forward at local level.

- Share summaries of feedback from community impact assessments, with LRP partners, to help inform our Recovery priorities, and maximise opportunities for Renewal (building forward better).

- Carry out Evaluation and Debriefing with partners` staff.

4. Who will do this?

What`s happening now?

4.1 The country is stabilising (for now). Nevertheless, that could change very quickly with the path out of lockdown measures outlined in the Scottish Government's Covid-19 Route map. This aligns with the five-point criteria that has been presented by UK Government (and devolved administrations) as follows:

- Protect the NHS ability to cope and be confident that the NHS can provide enough critical care across the UK.
- See a sustained and consistent fall in daily death rates to be confident the UK is beyond the peak.
- Reliable data from SAGE, the government's scientific advisers, showing rate of infection is decreasing to manageable levels across the board.
- Confidence that testing capacity and PPE are in hand with supply able to meet future demand.
- Confidence that any adjustments to the current measures would not risk a peak in infections which would overwhelm the NHS.

4.2 Locally, all partners are developing their recovery and renew plans aligned to their organisational plans and outcomes, in addition to understanding the wider implications of Scottish Government guidance.

4.3 Community Planning Partnerships play a leading role at a local level, and specifically in relation to delivering agreed local outcomes and recent humanitarian work with the third sector, supporting shielded and other vulnerable people.

4.3 In terms of recovery and renew, a LRP Recovery & Renew "Building Forward Better" Oversight sub group will be formed to lead on the different elements of this activity. It is likely that a range of actions and workstreams will be identified to address the work that emerge. These will fall under the headings of:

- **People**
- **Place**
- **Economy**

4.4 The Oversight Group will report to the LRP and membership will consist of all partner agencies. The Chair will be nominated and agreed by the LRP, with clear terms of reference established for the group. The scale and detail of the Oversight Group's work is currently being defined.

4.5 Links are also in place with several officer groups which are already established. This includes for example schools/education Recovery, and the Tay Cities Deal Group in terms of the regional economic recovery. These groups will continue to work through their core issues and are the most appropriate for discussions on taking forward their specialist elements of recovery and renewal work as further issues come to light. It is important that where groups are already in existence, the LRP should avoid any duplication, or setting up new groups unnecessarily.

4.6   The table at Figure 3 contains existing groupings, alongside the existing functions aligned to the recovery guidance, and whether these groups are local (CPP/local authority level), regional (e.g. part of the LRP), partnership or other (e.g. community groups, national groups). This should ensure that there are no gaps, overlaps or duplications in the planning arrangements for these key recovery and renewal activities of People, Place and Economy.

4.7   Figure 3 also demonstrates that several LRP specialist groups are already in place and have been meeting in the preparation and planning phase, as well as in the response to the pandemic.

4.8   As well as the 'People', 'Place' and 'Economy' themes, there is a vital role for Communications – both between partners, but also sharing vital messages with our residents, communities and stakeholders. Public messaging is especially important as we seek to share messages about what people can do to help the recovery, protect themselves and others, particularly the continued need to follow national guidance about shielding, social distancing, and isolation, when people are understandably weary from many months of lockdown. The role of the LRP Communications group will be vitol in supporting this work.

Figure 3 – Mapping of Groups with a Role in Recovery & Renewal

GROUP & MAIN THEMES	LOCAL – CPP(ie/local authority geographical level)	LRP/Tayside Wide	OTHER (eg Community/Locality Level; National Groups)
HUMANITARIAN - PEOPLE • Health Care & re-mobilisation plans • Public protection • Physical impacts (health, housing, financial needs) • Psychological impacts (deaths, isolation) • Education and schools • Test, Trace, Isolate & Support • Access to food, pharmacy and financial help • Mass Vaccinations	• Local Chief Officer Groups • Local authortiy Humanitrain Assistance centres/welfare hubs. • Activity Centre/Education Hubs. • Health and Social Care Partnerships. • Citizens Advice • Angus, Dundee, PKC Alcohol and Drug Partnerships	• Health and Social Care Chief Officers Group. • Care for People LRP Group • Care & Support LRP Group. • Test and Protect Oversight Group. • Tayside Education Recovery Group (Chief Education Officers) • Third Sector interface chief officer group • Additional Deaths working Group. • NHS Access to Crisis Services Group • Tayside Mental Health and Wellbeing SPG • Mass Vaccinations Group - LRP	• Mulitple Local Community Support Groups. • Foodbanks/Fareshare • National assistance helpline/food parcel deliveries.
INFRASTRUCTURE – PLACE • Disruption to daily life, • Transport, Public Transport • Utilities • Essential services and interdependencies • Property (restoring, redesign & return) • Social Distancing • PPE • Enviromental Protection and controls • Construction	• LA co-ordinating Group. • Safer Communities Partnerships • Local Transport Forums	• Tayside Road Safety Forum • TACTRAN • Tayside Biodiversity Partnership • It has been identified that there is no LRP group with an oversight of Covid related physical protection/infrastructure environmental standards etc. See section 4.14 below	• Local community enviromental groups (e.g. Local 'Friends Of' Groups; Community Growing Spaces) • Climate Groups/ Climate Cafes

• Climate Change • Green spaces, parks and contryside access			
ECONOMY • Economic and business restart & recovery, • Investment/Projects • Finance • Tourism • Supply chain • Events • Digital & Technology • Access to childcare	• Local authority/business partnerships (eg Perth City Partnership).	• Tay Cities Deal Steering Group	• Federation of small busnesses • Chambers of commerce.
COMMUNICATIONS		• LRP Communications Group	

4.9   The outline of the current and proposed LRP arrangements for COVID 19 are detailed below at figure 4, and includes Recovery & Renew (in red colour). Existing groups within the LRP or other partnership structures will be encouraged to work together on Recovery and Renewal actions and priorities as these evolve. Terms of reference and membership of groups will also be agreed as required

Figure 4 – LRP Links
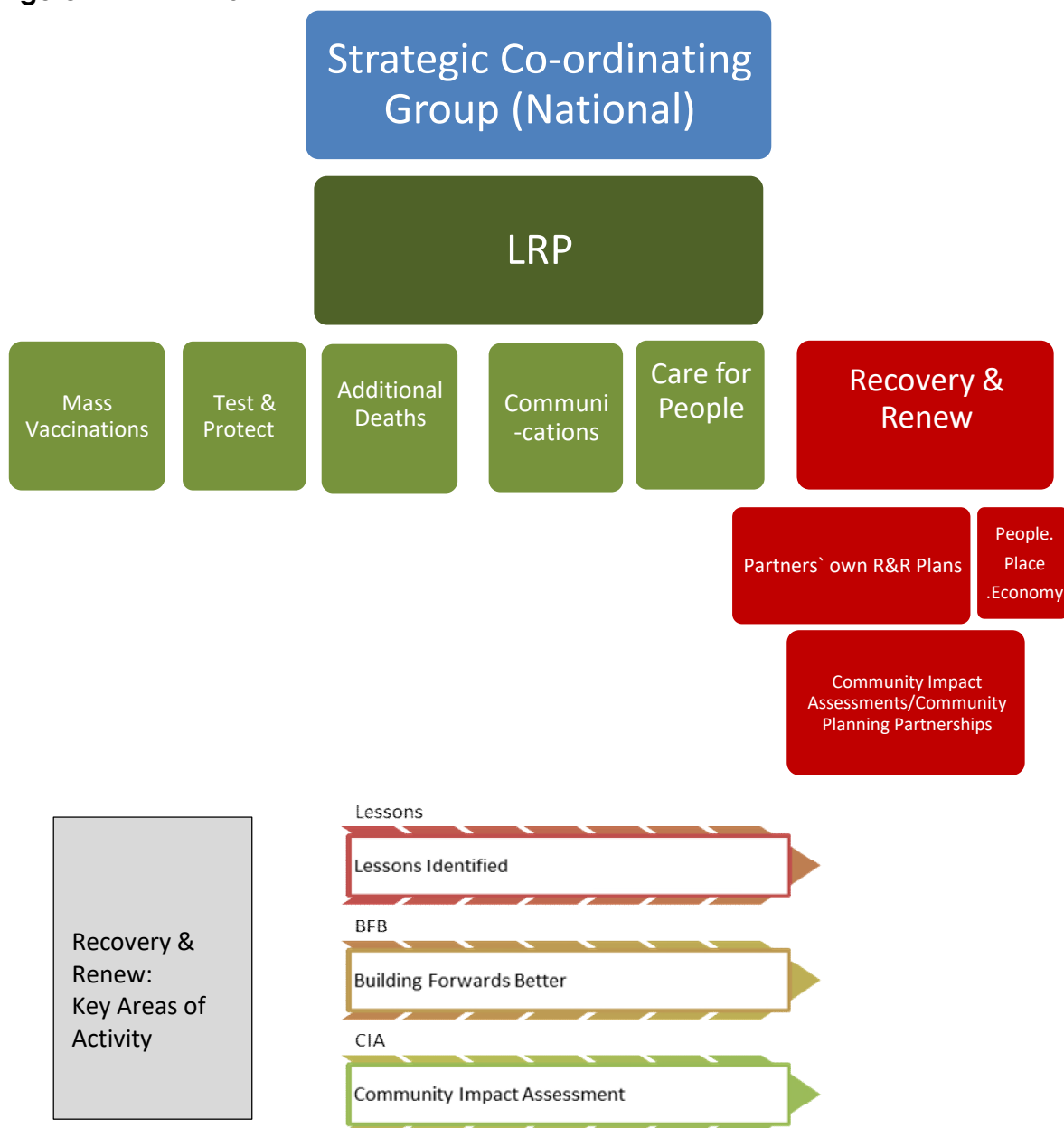
What else needs to be done?

4.13   We must engage and recognise the needs of our communities. We must also manage expectations. We will do this by identifying our learning so far, undertaking community impact assessments and integrating the outcomes into our organisational and partnership action plans.

4.14   The mapping of [existing groups](#) highlights that there is not a Tayside-wide group which has a remit for 'place`. With the phased easement out of lockdown, more people will visit shops, restaurants and holiday accommodation, and will be attracted to local scenic areas, especially with ongoing restrictions on foreign travel.   With this increased activity, there are increasing risks to our physical environment including non-compliance with Covid-19 social distancing restrictions, greater antisocial behaviour and environmental degradation (such as through wild camping). Therefore, a place-related LRP sub group should be formed to tackle these issues consistently across Tayside.   We also need to build environmental protection and sustainability into a 'Building Forwards Better' thinking and this subgroup would be the forum for this joint action at the Tayside level.

What`s next?

4.15   Subject to the LRP approval, the Recovery & Renewal Oversight Group will formally start operating.

4.16   Membership of the group will be agreed. It is important that key agencies from LRP are represented on the Oversight Group, and other co-opted as required. Invites will be extended to all LRP agencies with a role in community recovery & renew.

4.17   A 'Place' subgroup will be formed to address the challenges on our physical environment as we ease out of lockdown.

## 5.   How Will We Ensure Progress?

What`s happening now?

5.1   The work to develop this Framework has been overseen by the Local Resilience Partnership, with detailed activities undertaken by a small working group of members.

5.2   The next phase will be led by the Oversight Group (see section 4 above), which will co-ordinate the incoming national information, community impact assessments, debriefs evaluation, and feedback from the People, Place and Economy workstreams, to develop a detailed Action Plan. An outline template is attached at Appendix 2, which will deliver on the Aims, Principles and Objectives detailed in section 2 above.

What else needs to be done?

5.3   The Recovery & Renew Action Plan will evolve over time and will be managed by the Oversight Group. Challenge, scrutiny and support will be provided through monthly reporting of the Action Plan progress to the main Local Resilience Partnership.

5.4   The Oversight Group will also regularly review the Aims, Principles, Objectives and the Framework, to take account of the evolving situation with COVID19, and emerging Government guidance and direction. Further consideration of governance with national direction, regional and local decision making will need to be addressed. This will be aligned to the various strands of work, the resilience partnership, and where key decisions will be made.

5.5   Partners within the LRP are asked to consider the appropriate mechanisms for reporting and monitoring the LRP's Recovery & Renewal activity within their own leadership/governance arrangements.

5.6   Figure 5 below shows a simplified link between local/partner level, the LRP and national reporting/feedback arrangements.

Figure 5
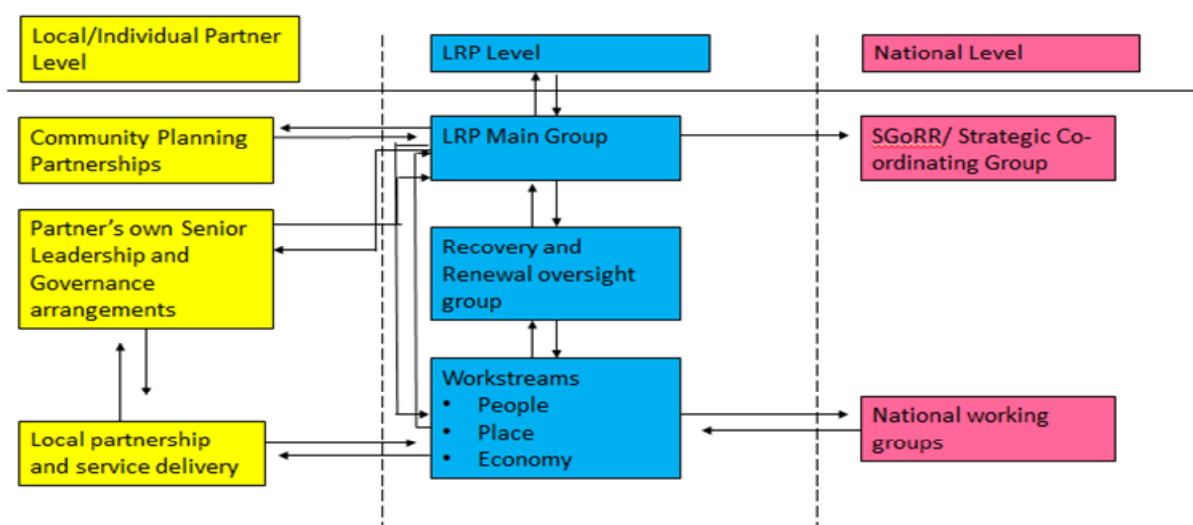
What`s next?

5.7   At this stage partners are asked to:

- Contribute to the development of the LRP Recovery & Renew Action Plan, including membership of the Recovery and Renewal Oversight Group.

- Consider how reporting feedback and monitoring of LRP-level Recovery and Renew work will be carried out within partners' own leadership arrangements.

- Provide challenge, scrutiny and support to the Recovery & Renewal work via the monthly review of this Framework and the Action Plan at Local Resilience Partnership meetings.

APPENDIX 1

DEBRIEFING & LESSONS IDENTIFIED PROCESS

Debriefing
The Resilience Partnership has an established and successful system of debriefing and many partner agencies are now very familiar with its operation from initiation through to the monitoring and audit stages. Full details of the national scheme and completed examples of locally conducted debriefs are available on Resilience Direct by following this link – https://collaborate.resilience.gov.uk/RDService/home/16794/10.-Debriefs-and-Events

Recording Template
The COVID-19 Lessons Identified template set out below was introduced recently as part of a national scheme and some submissions have been received using this template.

EXAMPLE - Tayside LRP COVID-19 Lessons Identified				
	Issue Identified/Notable practice	Lesson Category	Context – what happened and when?	Recommended action or recognition and noting of good practice.
1.	Issue with interoperability between agencies for the purposes of video conferencing.	Interagency Communications	Numerous occasions when VC didn't work for multi-agency meetings. Have been able to join Microsoft Teams meetings; however, there have been issues with this re connectivity.	Need to look at more reliable systems which allow VC between agencies.

The above template will be withdrawn and replaced by the template which has routinely been used by Tayside Resilience Partnership for several years when debriefing incidents and exercises. The template shown below will be used to record all Lessons Identified and opportunities to Build Forward Better during the Recovery & Renewal phase of the pandemic. The additional features of the template below will allow more effective monitoring, auditing and integration with TRP's existing systems. In addition to completing the category, it should also be recorded whether the matter represents an opportunity to Build Forwards Better (BFB)– as outlined in the example below.

49.	**EXAMPLE - Tayside LRP COVID-19 Lessons Identified**				
	Category (e.g. Plans, People, Environment)	Lesson Identified	Proposed Action/ Reqd. Outcome	Responsible Person/Agency	Progress
	Interagency Communications & BFB Opportunity	Issues arose with the interoperability of agencies' video-conferencing systems. Numerous occasions when VC didn't work for multi-agency meetings. Have been able to join Microsoft Teams meetings; however, there have been issues with this re connectivity.	Need to consider more reliable systems which allow VC between agencies.	Communications Group	To be discussed at meeting on 25/07/20

Application of this template will be retrospectively applied to submissions already received in relation to COVID-19 activities. The TRP Learning & Development Coordinator will forward locally identified learning and opportunities for inclusion in the national database.

The responsible person or agency is expected to update the L&D Coordinator re progress status in order that the Lessons Identified and opportunities to Build Forwards Better recorded under this scheme can be accurately monitored. The L&D Coordinator will also submit reports to the Recovery & Renewal Group and the Tayside Resilience Partnership for consideration.

APPENDIX 2

ACTION PLAN – template.

Workstreams								
1.				**G** Complete		**R** Not progressing		**A** **On Track**
Desired Outcome	**Item**	**Key Actions**	**Target Date**	**Responsibility**	**RAG**	**Key Outputs / Evidence**		**Comments on Progress**
	1.1							
	1.2							
	1.3							