

NOT FOR ONWARD DISTRIBUTION WITHOUT AUTHORISATION OF HEAD OF SGoRR

SGoRR(O) – Friday February 28, 2020

A SGoRR(O) was held today (Friday) chaired by [REDACTED] Head of SGoRR.

The Head of SGoRR opened by advising participants that the Covid-19 response was proving to be a very fast-moving process, and that circumstances, advice and information were being updated regularly, so it was important that all business areas kept up-to-date with the latest advice.

Deputy Chief Medical Officer Gregor Smith updated on the latest health situation and reported that whilst Scotland was still to experience its first positive case, it remained only a matter of time. He reported that new levels of surveillance testing was happening in Scotland so that would see a rise in the number of people tested. The DCMO also said that new guidance from SAGE may emerge next week in terms of the RWCS around likely infection rates.

[REDACTED] from the Public Health Team advised that Cab Sec Health and the CMO had briefed Opposition leaders and health spokespeople yesterday and that a new letter would issue from Ms Freeman to all MSPs today (which will be circulated here once issued).

[REDACTED] of the Health Resilience Unit updated on the considerable work that was being done on legislative provisions to meet an initial UKG deadline of today. An issue has emerged over policy instruction lead for 'mass gatherings' which could cover a multitude of cultural, sporting and other gatherings. This will be addressed off line.

Scottish Exchequer colleagues are taking forward work commissioned earlier this week about the potential budget implications of a Covid-19 outbreak response across Health but also all other sectors. A paper will be tabled for SGoRR(M) on Monday.

The Justice Board have created a sub group to start meeting next week to consider in more detail the handling of impacts across the entirety of the Scottish Criminal Justice system.

Work is happening with Business and Enterprise colleagues to work with the business sector to consider what issues are likely to arise and to see what support and assistance the SG can provide or co-ordinate. Links are being made with BEIS to ensure joins with UKG.

Transport Scotland updated on the situation at Scottish airports relating to advice and specialist facilities for those arriving in Scotland from affected areas.

Education, early years and HE/FE teams updated on significant and joined up work taking place in their sectors driven by specific DFM requests, including high level contact with stakeholders about the proposed legislation.

██████████ told the meeting that SGoRR would be arranging a 2.5 hour workshop in Edinburgh on Wednesday to allow representatives from all Directorates to consider what are the likely impacts that their sectors will face through the various phases of a pandemic, including recovery. An invite will issue on Monday morning and all sectors are asked to ensure that they are suitably represented if possible, recognising the tight timetable.

Comms reported that revised marketing material is being considered by Ministers.

In terms of developing a 'battle rhythm' of meetings, SGoRR were not yet in a position to do so, with a COBR(M) and SGoRR(M) now scheduled for Monday.

ACTION POINTS

1. Contact to be made with **Rural** to pick up agricultural issues mentioned on 4N call by NI colleagues (note contact made from Rural post meeting)
2. **Scottish Exchequer** to finalise report by Monday SGoRR(M)
3. **Transport Scotland** and **Health Protection** to discuss airports facilities
4. **All areas** to think about any major events, particularly those that will involve overseas visitors and feed back to SGoRR Major Events

REDACTED

██████████
Resilience Division
Head of Response and Communications Unit
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OFFICIAL SENSITIVE

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Summary Note and Action Points from SGoRR(O) 1200 hours on Friday 6 March

Chaired by [REDACTED] (Head of SGoRR)

The Deputy CMO Gregor Smith and Head of SGoRR [REDACTED] gave an update on the current health position and the very high-pace activity taking place across 4 Nations on the basis of the latest scientific (SAGE) advice.

Although strictly still in the contain phase, Governments have accelerated work around further potential non-pharmaceutical measures (social and behavioural interventions) that could be put in place to change the shape of potential epidemic curve and reduce the impact on the NHS as well as reducing infection levels and fatalities.

Recommendations will be put to Ministers early next week. Any announcements would follow soon thereafter.

Detail of the potential interventions were set out, as well as other potential interventions that were not likely to be recommended at this stage. Material setting this out in more detail has been shared with relevant DGs and Directors.

A lot of analysis and policy work was needed over the weekend – commissions have issued separately to DGs and Directors.

ACTIONS

1. A question was raised over insurance provisions for Coronavirus and how they may affect private sector organisations crucial to the delivery of key services – **Joe Griffin** to pursue and advise.
2. Alan Johnston reported that the EU Exit Readiness Team had transitioned (in part) to provide a coordination and support mechanism to SGoRR in terms of big pieces of x-Govt work that were being commissioned – **Organisational Readiness** team to share details of their new mailbox and any material around their purpose.
3. Directorates were asked to consider the current status of their stakeholder, UKG and other DA liaison and to consider more in-depth co-ordination especially with UKG in order to fulfil the Ministerial objective for a 4 nations approach - all
4. Joe Griffin, Director for Early Learning and Childcare was invited to set out what has been done to coordinate activity and re-prioritise work across 3 directorates – **other Directorates** who have not yet introduced co-ordination functions were invited to consider doing so.
5. In terms of above, **all Directorates** are asked to send an update of their key contacts (and any co-ordination functions) to SGoRR Major Events.

6. The critical role that general and targeted public communications will play in next week's potential announcements was stressed and Comms were asked to ensure that they were fully engaged with UKG in terms of handling and message development – **Comms**

7. It was reported that BEIS and other UKG Depts were convening a group similar to the 'Kingfisher' Business Support group established for No Deal EU Exit. It appears SG have still to be invited – [REDACTED] to pursue with UKG

[REDACTED]
Head of SGoRR
March 6, 2020

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Summary Note and Action Points from SGoRR(O) 1300 hours on Sunday 15 March

Chaired by [REDACTED] (Head of SGoRR)

- Opening remarks by Ken Thomson set out that the purpose of this meeting was to give Ministers a clear written brief for SGoR(M) and COBR(M) scheduled for tomorrow, 16 March
- Catherine Calderwood, CMO gave an overview of the current situation stressing that the timing of proposed measures needs to be right and that the language needs to be very clear in order to counter some of the more sensationalist headlines in the press. It's likely that the shielding of Category 1 vulnerable groups and Category 2 groups including over 70s will be discussed and decided upon at COBR(M). The criticality of the timing is due to the fact that some measures will be in place for a significant length of time and there will be social impacts of isolation particularly for the over 70s group.
- There was discussion around school closures and the CMO was very clear that the science around this did not justify any closures. Nevertheless around the table there was some discussion around the impact on long term school closures on the ability to deliver key services. Analytical services are looking at the impact of school closures.
- Some work is to begin, led by the Organisational Readiness team, on the definition of key workers both within and out with the Scottish Government and guidance that should then be drafted for those key workers. ACC Irvine asked that Police Scotland be included in the work of that group.
- DG Health gave an update on NHS Readiness and Impacts. He noted that NHS and Social Care are mobilising rapidly. A meeting is to be held to discuss PPE and there is an exercise being undertaken to procure additional ventilator capacity as well as existing ventilators not being decommissioned.
- 3000 additional beds can be made available by stopping elective surgery but this will not meet the expected demand. Elective surgery will be wound down beginning next week. Private hospital capacity has been procured but it should be noted that much of this is already staffed by NHS staff.
- Community Hub and pathway being launched by NHS 24 to enable the pressure to be taken off General Practice. Daily interface with partners should be done through Resilience Partnerships.
- DG Health noted that all of the preparations are at significant financial costs but NHS is working with SG to deliver this.

- Cross Government – Director for Organisational Readiness advised that guidance on mass gatherings had been published at 1200 today. It was noted that the language of the guidance was very clear that this is guidance and that SG have no powers as yet to ban gatherings but that once the Bill is enforced then there will be the ability to make provision for powers. It is not yet known if the guidance from UKG will differ much from that published by Scotland.
- Chief Economist gave an update on economic impacts noting that £360m had been provided by SG based on the consequentials. Work is being done to categorise business e.g. Category 1 would be those in negative cash flow although the scale of impacts mean that a UK wide approach would be more effective. It was noted that the First Minister and other Ministers have been engaging with business and will continue to do so. Officials advised that a series of sectoral round tables have been commissioned.
- It was noted that there is ongoing work on the identification of vulnerable individuals including the availability of the PARD system which is due to be activated later this week.
- On CNI the REST team have been working with partners to the 'Keep Scotland Running strategy'. There followed a discussion on the possibility of adapting guidance for key workers such as in the Nuclear Industry where asymptomatic staff could continue to work with support from local health and were tested daily. CMO said that she is happy to sign off on the safe and pragmatic solution. Guidance on this is being taken forward by the Readiness Team.
- It was noted that a number of Universities have taken the decision to step back from face to face teaching. This is due to pressure from teaching staff and unions, rather than Universities wishing to contradict medical advice. Similarly on schools the meeting was told that there may some ad hoc school closures – again not to contradict medical advice but because of shortage of staff in schools in some remote areas.
- On Business Continuity Planning it was agreed that the BCPs across the SG were of varying quality as many did not use the modelling provided for staff shortages. it was agreed that an action for all directorates would come from SGoRR to send their BCPs to DGs.
- Noted by the meeting that Hubs need to be running as soon as possible if not already in place and shifts should reflect those being staffed by SGoRR.
- Ken Thomson noted that as well as social interventions and mass gatherings the discussion at COBR could also centre around the transparency of the science informing the interventions.
- Comms – New campaign launching tomorrow to cover TV, Radio and Social Media featuring the CMO. It was also being proposed to Ministers that the

Hate Crime campaign be reactivated. Ken Thomson noted that there was a huge Comms challenge and that leaders and key influencers need to be supported. He also noted that cross party Comms needs to be built into the Comms plan.

ACTIONS

1. Police Scotland to be part of the working group on key workers. Group to consider definition of Key workers and consider what guidance can be issued. **(Organisation Readiness team)**
2. DG Health to provide detail for Ministers on the increased numbers for Health Covid-19 directorate and the internal reallocation of staff as a result. ([REDACTED])
3. COPFS to engage with CMO/DCMO on change to guidance on reporting of deaths **(CMO/DCMO and COPFS)**
4. Health to consider practical flexibility in guidance for key workers for CM to sign off **(SG Coronavirus/CMO)**
5. SGoRR to commission all Directorates to provide their DGs with latest Business Continuity Plans. That commission to include latest modelling. **(SGoRR)**

[REDACTED]
Head of SGoRR
March 15, 2020

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OFFICIAL SENSITIVE

SGORR (O)
FRIDAY 20 MARCH 2020, 1430 - 1330

Minutes

Welcome and introductions

1. The meeting began with SGoRR giving a run through of their strategic objectives and the request was made that SG Hubs make these known to their teams.

SGoRR (M)

2. The SGoRR (M) highlighted a desire for all parts of society to comply with the social distancing and isolation measures. FM is aware of how things are progressing in London and is keen to stay ahead of the curve, emphasising that partners across all sectors should feed in any compliance issues relating to the measures that have been put in place. It was also requested that partners push the recent SG messages on rent and evictions to the public.

3. There was acknowledgment of the current UK Government emergency legislation and that there was scope for other urgent legislation to be put through Parliament if it was needed. Cabinet Secretaries were asked to bring forward any concerns that they might want covered in new legislation.

4. Groups on economy, health, general public sector and international have been set up in Westminster and it was asked that colleagues look out for any commissions that might come from these groups and be ready to support them as and when necessary.

Health

5. The DCMO gave an update on figures in Scotland; 322 positive cases, six deaths and seven Level 3 ICU cases. It was noted that these were significantly less than the UK wide figures. There have been seven measures implemented so far to suppress the curve and that it is the desire to track the population's compliance of these measures.

6. It was noted that the number of staff available in the NHS has dropped significantly and that this is down to the self-isolation measures that have been imposed, particularly due to the fact that many NHS staff have other health conditions. As a result, there is a need to pin down guidance to clarify what is meant by an 'underlying health condition' in order for health workers to know if it is safe/ appropriate for them to return to work.

Economy

7. FM chaired a meeting with the four Cabinet Secretaries and the DFM to discuss the main issues impacting the economy and it was noted that a number of businesses are failing across all sectors. A framework was agreed, based on the health framework, to help protect the economy and as many businesses as possible. It was also agreed that a clear message should be disseminated to all employers to help enhance the health effort. FM advised that she wanted this meeting to occur on an at least weekly basis moving forward.

8. The set of slides that were used for the meeting will be circulated to attendees of the SGoRR (O).

Organisational readiness

9. 'Key worker' definitions have now been completed and will be shared as soon as possible. Colleagues are also working to establish a central point in government to deal with volunteering offers from communities.

10. Emergency COVID-19 legislation is being brought forward to before Easter and will likely be laid in Parliament w/c 30 March.

11. A Bill team is being resourced and colleagues are confident this can be done in time however it was requested that directors and business areas come forward with any inclusions they want in the emergency legislation. Mr Russell has also made this ask of ministerial colleagues. In addition, it was noted that the legislative programme is being looked at as a whole to determine what changes might have to be made.

Business continuity

12. A request was made for all directorates to update their business continuity plans. There have been 13 returns so far but all those outstanding, which were due to be returned by the afternoon of Friday 20 March, are now being sought urgently.

Transport Scotland

13. Major disruptions reported across all areas, with ScotRail announcing that they are to move to a Sunday+ timetable. It was noted that transport plays a fundamental part in allowing businesses to operate successfully and that the flow of goods and services should be a main focus.

14. Transport Scotland highlighted that they could make their analytical dashboard available to SGoRR if this was useful.

SRP/RRP

15. The Multi-Agency Co-ordination Centre (MACC) will stand up from Monday 23 March. [REDACTED] (SOLACE) will chair its first meeting before handing over to [REDACTED]. SGoRR will also deploy an SGLO to the MACC.

16. Working groups have been established to consider excess deaths and the pathway of 'death – certification – storage'. The groups will also look at how they can increase capacity in accommodations for storage of bodies should the need arise

Marketing and communications

17. It was noted that FM gave a press conference with the CMO and Economy Secretary earlier in the day and will be giving a live address to the nation at 1800 on 20 March.

18. It was acknowledged that there needs to be clarification on SAGE advice saying that that social isolation measures could last until Spring 2021.

19. Comms. colleagues requested that if business areas had any relevant information that they were not aware of, could they please let comms. know by COP 20 March.

Next Steps

20. A short notice COBRA (M) was announced to commence at 1600 to discuss additional measures of social distancing. The DCMO highlighted that mandatory business closures had been agreed to take place on a regional basis and that the meeting potentially signalled the UK Government stepping up their measures. (The subsequent COBR(M) was attended by the FM and CMO where agreement was made to introduce the additional measures with immediate effect)

21. SGoRR outlined that they would endeavour to establish a rhythm for meetings. It was acknowledged that this will be difficult given the reactive nature of the situation but provisional agreement has been agreed with FM Private Office to book Monday's at approx. 5/6pm and Thursday's at a suitable time following Parliamentary business.

22. It was highlighted that SGoRR is still waiting on additional detail from Hubs in response to actions arising from prior SGoRR(M) and SGoRR(O) meetings. There is an understanding that these actions are being attended to however the updates to SGoRR are not being received owing to pressure of work in all areas. SGoRR will further engage with all areas to track the progress of these actions going forward. Assistance is sought from all areas to enable this to happen.

23. There is potential for a SGoRR (O) to take place on Sunday as it did the previous week however there is still to be clarification on this.

ACTIONS

24. SG Hubs to make SGoRR strategic objectives known to their teams.

25. Health team to clarify what is meant by an 'underlying health condition' in order for health workers to know if it is safe/ appropriate for them to return to work.

26. The set of slides from the FM's economy meeting to be circulated to SGoRR (O) attendees.

27. All directorates to update their business continuity plans and send them to the Business Continuity team as soon as possible (reminding that the due date was today).
28. Business areas to send any relevant information that might have been missed to comms. by COP 20 March.
29. SGoRR to attempt to establish a rhythm of internal meetings based around when SGoRR (M) meetings are scheduled. It is important to note that these meetings will have the potential to change due to ongoing pressures of work.
30. SGoRR to send out a request to Hubs for additional contact information around to better inform the directory.

NB.

Following the COBRA (M) meeting at 1600, a SGoRR (M) was convened at 1900. This was to discuss the new measures put in place by UKG to close pubs, clubs and cafes, and SG's decision to ask Scottish businesses to do the same. Points raised in the meeting were as follows:

CMO

- The CMO gave a brief outline as to why the new measures were being implemented. It was noted that a modelling meeting held earlier in the day interrogated data from the those who were very sick and were likely to spread the virus, in ICUs in England. It was found that the rate of spreading was doubling quicker than the previous estimate of 2-3 people being infected per case.
- It was highlighted that Scotland was two weeks behind London. Measures put in place by SG on Monday 16 March would not be effective in time and that there would need to be 75% compliance for them to be successful.

Chief Constable

- The Chief Constable made the point that there is no legal power for Police Scotland to enforce this new measure and there will be elements of community policing needed. He highlighted that displacement of people moving from pubs/ clubs to house parties etc. will be a cause for concern however could feed back data to SGoRR on the effectiveness and the consequences of the measures tomorrow morning (21/03).



SOLACE

-  made the point that whilst this was an extremely difficult time for closing businesses, there may be an opportunity for resources to be utilised in

the response effort and to redirect/ repurpose supply to those who are in need. This was viewed as a positive suggestion by all whilst recognising there may be challenges in implementation.

ACTIONS

- Police Scotland to feed in data collected over night to SGoRR regarding compliance with the new measures.

SGORR (o) 23 MARCH

Action	Owner	Due date	progress
Comms to commission polling survey re compliance with social strictures	Comms	25/03	In progress
Work on feedback on social distancing	██████████ (Chief Social Policy Advisor)	ongoing	
SG message re preventing evictions in the rental sector	Comms		Complete
Health – plans to set up 3 UK testing centres for covid, one in Scotland	Health	ongoing	
Health shielding: 200k individuals most at risk to be contacted	Health	Beginning this week	Final submission for Ministerial sign off almost complete
Identification of key workers.	Economy - ██████████		complete
Further suppression measures, esp re self isolating	Shirley Rogers		
Environmental Health Officers emergency powers	Shirley Rogers		Info to be shared with Organisational Readiness
Grounding of all but essential Island air flights	Transport Scotland		Complete
All ferry trips to be restricted to Island residents	Transport Scotland		Complete
doorstep crime campaign	Police Scotland	Starting today	Cosla similarly advising and will share with sgorr
DfM letter on shielding issued to Councils	SGoRR		Issued – complete
Conversation with Comms re phrase ‘humanitarian assistance’ as may put some off	SGoRR		To be discussed with marketing colleagues
Contact details within the MACC to be shared	██████████		Complete

SGoRR (O) 25 March

Good evening,

Below are the action points from today's SGoRR (O), fuller details of the agenda items can be viewed below the action points:

Action: Anyone who doesn't get a chance to speak at SGoRR (O) who wants to feedback any update please reply to SGoRR Major Events.

Action: Any comments or updates on strategic objectives please let SGoRR Major Events know.

Action: Conversation to be held between Geoff Ogle and Jason Leitch to discuss, food supply sector, panic buying and self-isolation.

Action: Focus on getting delivery framework in place for shielding groups – involving Government and Partner Agencies.

Action: Scammers campaign kicked off on Monday, 23 March regarding Covid-19. ACC Williams to get data information on numbers over to SGoRR.

Action: Diagram document stating what each group within resilience area covers to be circulated by SGoRR – this is a work in progress and will be circulated ASAP

Action: REDACTED to have conversation with REDACTED offline, re shielding, vulnerabilities and volunteering – email forwarded on behalf of [REDACTED] to [REDACTED] and teleconference now arranged for 26 March.

Action: Colleagues to provide any contributions they have for thoughts on messages to be included in the door drop leaflet and the Parent Club TV Campaign. Contributions to be sent to [REDACTED].

Action: Partner agencies looking for more information on what has been taken forward in SG. To get in touch with Joe Griffin.

1. Health update

- 23 deaths, 22 been announced in public domain 21 out of 23 have underlying conditions – awaiting confirmation if remaining 2 also have underlying health conditions
- 52 suspected or confirmed of Covid-19 in ICU.
- Community hubs are running, activity remains high for ambulance personnel and nhs 24.
- There are currently 247 empty beds in ICU.

2. Shielding – Michael Chalmers

- Focus on identifying and providing support for 200'000 people who fall within the highest risk category.
- First batch of letters hopefully to be issued today, work with local partners re sharing info for support steps to be put in place.
- All letters will be followed up by further contact via text etc in future.
- Expected that 1 in 4 of those in the high risk group will need support with food or medicines
- Working with 2 supermarkets (Tesco and Sainsbury's) at the minute but this will need looked at again for Scotland as Asda and Morrison's have better coverage in Scotland.
- The food box will include 23 categories of items, however as it stand this does not cover vegetarian/vegan or religious requirements.

3. MAAC

- 4 main areas of business to start working on:
 - Shielding
 - Mass fatalities
 - Personal Protective equipment (PPE)
 - Communications/ Governance and & Co-ordinance
- Efforts to create more dispersed model and virtual Macc.
- Daily rhythm now in place, first meeting expected 1330 tomorrow (26 March 2020)
- There will also be weekly agency reports covering a different theme each day and a daily briefing report produced.

If an agency is not linked in and requires to be included please let SGoRR know. (particularly Health)

██████████ to call Michael Chalmers re Military support in place in SG

- Fire

- Maintaining high resilience across Scotland at present
- Large increase in numbers of retained duty staff available.

- Ambulance – no attendee to give update SGoRR requested offline update from Ambulance colleagues.

Local Authorities

- Ready to implement shield.
- Key issues – economy, self-employed - rural areas especially.

- Schools – key workers prioritisation – demand might be beginning to outstrip supply of school places for key workers.
- Re-training staff from areas such as leisure that have been shut down into care/social care.

- RRP – East, West, North

- All RRP gave similar updates, emergency planning and shielding are priority.

- JRLO – MACA support to response

- Military hospital being set up in London, this model will be rolled out across 4 nations. (project Nightingale)
- Military offering Immediate support to SG – one working on shielding, one on excess deaths.
- Ministerial sign off on set up of MACA expected imminently

4. Economy update

- Closing business – further guidance and social distance was published 25 March 2020 by Scottish Government. Enable workers to follow medical advice.
- Awaiting a support package for self-employed people from UKG
- FM has convened weekly economy sub meeting – next meeting is on Friday 27 March
- SG plugged in on health and public services UKG Ministerial Group but looking to get involved in Economy group – representations being made at official and political level
- Brokerage team in SG are working on who meets key working criteria eligibility for state child care.
- Child Care does not yet appear to be oversubscribed at the minute

5. Transport

- ScotRail - 78% reductions update on 24 March – stage 3 timetable to be implemented on Monday 30 March.

- Bus travel - down by nearly 80% and down by 83% for concessionary travel
- Positive downward trend on transport and road.
- Work on-going to close Road construction sites.
- LoganAir – Skeleton Service
- Ferry- Restriction on non-essential travel

6. **Organisational Readiness**

- UK Bill likely to get Royal Assent tonight
- Scottish Government regulations being taken forward 26 March 2020 to transpose the English regulations.

7. **Marketing**

Comms

- FM – giving briefing to media, speech uploaded to website.
- Ms Ewing issued £5m Sea fisheries hardship fund
- Ms Hislop issued joint statement on fair work.
- Joint comms with DFM and Cosla for guidance on key workers,
- CMO and FM advising on CMO advisory group.
- Channel 4 interviewing staff from NHS highland regarding ppe shortage. Colleagues are seeking more info.

Marketing

- New feature been recorded with CMO and Jason Leitch which will be broadcast 25 March 2020.
- Health messaging campaigns are continuing.
- Door drop with leaflets with info will be taken place around April time.
- Community project launched and put on hold on Monday – this is being looked at again.
- TV campaign going live to support parents.

8. **Next Steps**

Possible SGoRR(M) on 26 March 2020 – FM looking to organise frequency of meetings on Mondays and Thursdays. Call will be made with FM's office early on Thursday 26 to confirm. If agreed, arrangements will be circulated as soon as possible thereafter