COVID-19
recovery
plan

Contents

16 June 2020

Background

First reports of a novel coronavirus, since named Covid-19, began emerging from the Wuhan district in China in late 2019. The infection rapidly spread across China and then the world. On **11 March 2020**, the World Health Organisation declared the virus to be a pandemic.

On **23 March 2020**, the UK Government introduced measures to minimise the spread of the virus by informing people to remain at home, with some limited exceptions, including stopping all gatherings of more than two people and closing a number of non-essential businesses.

The impact of the virus and the measures taken to minimise its spread have had a significant impact on the work of the council.
Some services have had to be temporarily withdrawn or reduced for a number of reasons: to allow physical distancing measures to be followed; to take account of higher than usual absence levels; to allow services to concentrate resource on key frontline services; and to allow the council to take on an extensive range of new services to support our residents and communities in response to the pandemic.

On 21 May 2020 the First Minister published a route map for lifting lockdown restrictions, and on 28 May confirmed that Scotland would move into the first of four phases of recovery. Among other measures, this phase permits more outdoor activities, including non-contact sports, allows people to travel further for recreation (advised as five miles), and permits some construction and other outdoor work.

A further review is scheduled for 18 June 2020 which could see further restrictions lifted and the nation move into phase two of recovery.

In anticipation of the nation's emergence from the current pandemic situation, all council Resources have been making plans for short and long-term recovery.

These recovery plans are based upon what is known at this point in time. They will remain under constant review and be amended as a result of changing guidance as well as other factors, including competing council priorities for resources (such as facilities, services, transport and PPE) and also financial constraints.

COVID-19 recovery plan

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
gov.scot

|	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Epidemic Status	High transmission of the virus. Risk of overwhelming NHS capacity without significant restrictions in place.	High risk the virus is not yet contained. Continued risk of overwhelming NHS capacity without some restrictions in place.	Virus is controlled but risk of spreading remains. Focus is on containing outbreaks.	Virus has been suppressed. Continued focus on containing sporadic outbreaks.	Virus remains suppressed to very low levels and is no longer considered a significant threat to public health.
R Criteria/Conditions	R is near or above 1 and there are a high number of infectious cases.	R is below 1 for at least 3 weeks and the number of infectious cases is starting to decline. Evidence of transmission being controlled also includes a sustained fall in supplementary measures including new infections, hospital admissions, ICU admissions, deaths of at least 3 weeks.	R is consistently below 1 and the number of infectious cases is showing a sustained decline. WHO six criteria for easing restrictions must be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	R is consistently low and there is a further sustained decline in infectious cases. WHO six criteria for easing restrictions must continue to be met. Any signs of resurgence are closely monitored as part of enhanced community surveillance.	Virus is no longer considered a significant threat to public health.

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Protections advised in each phase	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport. **Shielding:** We know how hard people at the highest clinical risk are finding the advice to shield, and that you are concerned about what will follow the initial 12 week shielding period. We will be updating the advice to people who are shielding in the course of the coming weeks. We will base that advice on what you are telling us about what matters to you, as well as on the evidence, in order to improve your quality of life while keeping your risks as low as possible.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.	Physical distancing requirements to be updated on scientific advice. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings may be advised in enclosed public spaces, including public transport.

All decisions on phasing will be kept under review as the research evidence base on the impact of the virus and the effectiveness of different interventions builds.
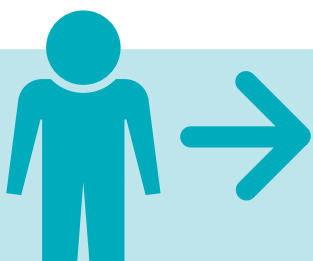
Introduction

What we mean by 'recovery'

Some council services are working hard to reset themselves to the pre-Covid-19 period, that is – to return to full service delivery along the same lines. This will be because, in those areas, the need for service has not changed, and neither has the best means of delivery.

However, the changes in service delivery forced on the council by Covid-19, and the many altered arrangements that have had to be made, do provide an opportunity to review all areas with the aim of ensuring that, as we return to some sort of normality, we are delivering the right services in the right way.

The council has always sought best value and we owe it to our residents and communities to apply that principle at this time.

Since the Covid-19 restrictions have been brought in we have been using different methods to deliver some services, making use of available technology, and many of these methods have proven to be effective and have been beneficial to the council, our residents and our communities.

A significant number of council employees are now working in an agile manner through remote means and, continuing to build upon this going forward, this has the potential to lead to a reduction in the council's property and fleet needs, reducing lost time through absence, travel and the costs associated with these, and also increasing productivity.

Those services that have been stopped or reduced will be fully assessed to consider whether or not they remain a priority for the council or our residents and communities, prior to stepping any of them back up.

The financial cost to the council of responding to Covid-19 must also be considered, as service reduction will be required to ensure the budget is balanced both in 2020/21 and thereafter.

This process will involve taking account of all the additional commitments that the council has undertaken to provide new services that proved necessary as a result of Covid-19, including:

→ Hub schools and changes in the delivery of education.

→ Shielding/Wellbeing contact centre and the support requirements identified through this

→ PPE Hub and distribution to the care sector

11,152 calls to people on Scottish Government 'Shielding' list

3,934 emergency food packages arranged for delivery

2,758 prescription medicines arranged for delivery

15,326 other requests for help

handled by our **Community Wellbeing Team**

COVID-19 recovery plan

Recovery working group

As Category One Emergency Responders (defined by the Civil Contingencies Act 2004) local authorities, NHS boards and the emergency services bear equal obligation to work collaboratively to prepare for and respond to emergencies. This recognises the fact that no single organisation possesses unique authority, resource or expertise to manage the full range of issues arising from emergencies in isolation, albeit that each organisation is responsible for developing its own generic emergency response arrangements.

Partners will work flexibly and pragmatically to marshal our combined resource to mitigate the impacts of emergencies such as Covid-19 which affect our residents and communities. That effort is co-ordinated through the multi-agency Lanarkshire Resilience Partnership whose membership extends beyond Category One Emergency Responders and includes utilities and voluntary/third sector partners.

Due to the nature of this emergency and the issues that result from it, the council is taking a lead role in both the response and recovery phases.

The council has formed a Recovery Working Group which includes a range of senior officers from across all Resources as well as partners who are giving consideration to:

→ **Council –** organisational recovery.

→ **Support** for business recovery.

→ **Health and Social Care Partnership –** learning, influence on service wide re-design.

→ **Community and voluntary organisations –** how to retain the contribution from these groups.

This Recovery Plan summarises how the council is working towards recovery and sets out for each of our Resources:

→ **The current position in terms of service delivery**

→ **What is planned in the short term (to end of September 2020)**

→ **What is being considered in the longer term**

Due to the specific circumstances and requirements facing Education, particularly in terms of the timescales that must be met in order to re-start schools and early years establishments, that Resource's Recovery Plan is reported in a different format – see the section beginning on page 46.

The fundamental aim throughout this process is to deliver the right services in the right way, to the benefit of our residents and communities.

Introduction
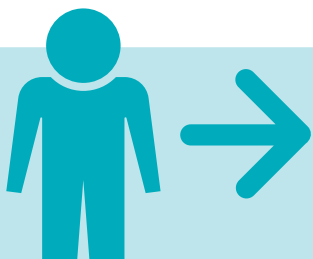
Monitoring and review

All changes to services caused by the council's response to the Covid-19 pandemic have been communicated to Elected Members through a series of briefings which have been issued electronically. As we continue with the various phases of recovery and services are stepped back up, this will continue to be the case.

The Recovery Plan will be the subject of ongoing monitoring and review by the council's Recovery Working Group, as well as by a Recovery Board, which is being formed. This Recovery Board will consist of a group of senior Elected Members and the Corporate Management Team, with Elected Members reflecting the political composition of the council.

That is: 11 members in total - four SNP, three Labour, two Conservatives, one Liberal Democrat and one Independent; and the group will be chaired by the Council Leader. Each political party will also nominate one substitute member. The Terms of Reference for the Recovery Board will be agreed at its first meeting.
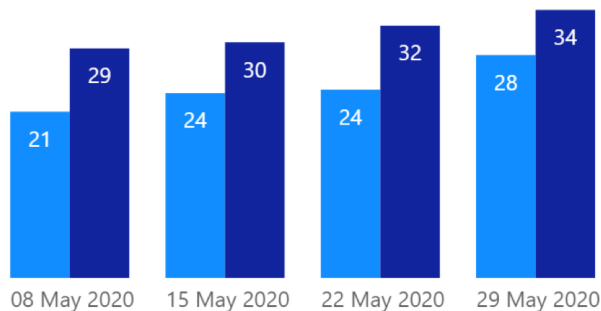
The Recovery Group will be responsible for the ongoing monitoring and scrutiny of the Recovery Plan as it continues to be developed and delivered. It will ensure that the plan meets the council's objectives and delivers the right services in the right way, to the benefit of our residents and communities, while working within the finances available.

Updates on the Recovery Plan will be provided to the Executive Committee, and in addition any proposed changes to council policy will continue to be reported to the appropriate Resource committee for consideration.

Consultation will continue to take place on our plans with trades unions as well as with employees and other stakeholders where appropriate.

Shielding Population in contact with Local Authority (per 1000 population)

● Scotland Average ● South Lanarkshire

	08 May 2020	15 May 2020	22 May 2020	29 May 2020
Scotland Average	21	24	24	28
South Lanarkshire	29	30	32	34

COVID-19 recovery plan

The financial position

The financial impact of Covid-19 on the council is being continually monitored and will be a key factor as the Recovery Plan is developed and delivered.

An exercise is currently underway to determine the financial impact of the Recovery Plan including additional staffing, PPE, and other costs, such as property, or transport and fleet. This will influence how we re-introduce services.

There will be additional cost burdens to the council on top of the immediate response to the pandemic. As we work to put in place safe ways of reinstating services, this will require as yet, unbudgeted expenditure.

The extent of the financial burden that the council is facing has been included in the Revenue Budget Monitoring Report for 1 April to 22 May, prepared for the Executive Committee meeting of 24 June 2020.

This report details the additional costs that the council is already facing due to the pandemic, and the significant levels of income that are no longer being recovered, including a reduction in the levels of council tax collected.

Taking into account the funding that has been provided to the council, the financial impact, for the first 6 months of the year, may be that the council faces a £21.3m budget gap. While the exercise on costing recovery plans is ongoing, this position does not yet include any further costs that the recovery plans may indicate. This financial position will be a consideration when considering re-introducing services

Updates on how the council's budget will be affected in 2020/21 and beyond will continue to be provided through the routine financial reports provided to the council's Executive Committee.

Equalities impact assessment

An Equalities Impact Assessment is underway to determine the impacts that the recovery plan will have on residents within the community.

Consultation has already started with employees and with some service users, for example school pupils, at primary and secondary levels and their parents/carers.

The conclusion of the initial equality impact assessment suggests that there may be potential impacts for some parts of the community covered by equalities legislation namely older people, children and people with disabilities, and people from Black and Minority Ethnic backgrounds.

Work will continue to support and meet the needs of our communities and service users and therefore mitigating actions will be outlined in individual assessments that will protect the most vulnerable in our communities.

The real impacts of the Recovery Plan, including the socio-economic impacts, will be considered through ongoing monitoring and review, and reported by the council's Recovery Working Group.

Community and Enterprise Resources

Road and Transportation Services

The current position in terms of service delivery

Roads have been undertaking only urgent emergency repairs throughout the period; however, a recovery plan is in place for implementation through June aligned to government advice for the construction sector. As part of this, the service is continuing to explore options in respect of PPE availability and vehicle usage.

Roads employees have been redeployed to assist with food distribution to support the Shielding/Wellbeing teams and pharmacy deliveries. As the service is stood back up, options to ensure maintenance of these services will require to be explored.

Services which are being delivered

→ Office based staff are generally continuing to work remotely.

→ Road safety inspections continue to be undertaken on a planned basis.

→ Defect inspections continue to be undertaken on a reactive basis as required.

→ Bridge inspections have been restarted.

→ Watercourse inspections have been restarted.

→ Critical safety repairs (only) are being undertaken on the road network.

Services where changes have been implemented

→ All non-essential site-based activity has been suspended, including:
  → Roads resurfacing projects
  → Non-critical road repairs
  → Road improvement projects
  → Capital projects including Greenhills/Strathaven Road City Deal contract.

→ Parking charges have been suspended.

→ Routine parking enforcement has been suspended.

What is planned in the short-term (to end of September 2020)

→ Restart electrical inspection of street lighting circuits as soon as a safe system of work is in place.

→ A priority currently is to step up road maintenance activity, having regard to the undernoted staged approach:

Stage 1 – critical safety repairs (current service level)
Stage 2 – resurfacing schemes
Stage 3 – localised patching works
Stage 4 – other minor repairs
Stage 5 – improvement works (cycleways etc.)

→ Given anticipated revised operational practices, and related capacity issues, options to appoint external contractors to undertake stage 5 works is being assessed.

→ Timescales to step up stages 2, 3 and 4 will be determined by the issues set out below. Staged reintroduction of services is expected to happen gradually as circumstances allow. Given the uncertainties exact timescales cannot currently be identified.

- The risks affecting restarting operations, and the associated timescales, relate to:
  - Timing of Scottish Government easing lockdown rules
  - PPE availability
  - Transport availability.
- Capital projects will be progressed as circumstances allow; however, given the additional costs being incurred via Covid-19 it is anticipated the volume of work undertaken will reduce significantly. In addition, there are some concerns around the availability of contractors as well as their ability to source key construction materials, all of which is expected to further reduce the scale of works undertaken this year.
- The position around parking charges and enforcement will remain under review.

What is being considered in the longer term

- It is anticipated that agile working for office based staff will continue for the foreseeable future.
- At this point in time it is not possible to determine if and when full front line services will be resumed. Some methods of working are expected to change which may affect productivity.
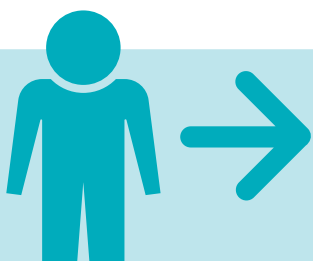
Fleet and Environment Services

The current position in terms of service delivery

Fleet Services has adapted to meet changing arrangements across council services, for example waste collection and the community wellbeing response. Assessment of fleet vehicles is being undertaken to support restart plans.

Environmental Services have enforcement powers in relation to the Health Protection (Coronavirus)(Restriction)(Scotland) Regulations 2020 prohibiting certain businesses from opening and ensuring social distancing arrangements are in place for businesses that are trading (due to expire 30 September 2020). Complaints regarding businesses that are open or issues relating to social distancing arrangements are being investigated and actioned.

Resource Recovery Plans

Community and Enterprise Resources

Services which are being delivered

Fleet Services

→ From 30 March 2020, the Driver and Vehicle Standards Agency (DVSA) suspended MOTs for cars for 6 months. Fleet Services carry out these MOTs in house and has now resumed testing.

→ Services have been making arrangements to bring vehicles to the workshop for MOTs and vehicle inspections to be undertaken to ensure vehicles are prepared for return to service.

→ The service has played a key role in enabling the delivery of hot meals and food packs as part of the council-wide response to Covid-19.

Environmental Services

→ Responding to complaints and enquiries relating to food and health and safety, and business advice for Trading Standards matters is continuing.

→ All reports of infectious disease are being followed up by telephone, with questionnaires being completed electronically and submitted to NHS Lanarkshire.

→ Export Health Certificates – requests continue to be processed as and when required.

→ Consumer and Trading Standards – continuing to deal with intelligence led investigations where possible by gathering information and evidence digitally/remotely and non-face-to-face interaction.

→ SCAMS/Consumer Alert – responding to all scam threats and distributing information and details through social media and through the scam network.

→ Noise complaints – service provided seven days per week, however alternative methods of intervention and assessment being used.

→ Pest Control – continuing as normal. The nature of the service requires the contractor to enter properties. Appropriate social distancing measures in place.

Services where changes have been implemented

Fleet Services

→ From 19 March 2020 the DVSA suspended MOTs for HGVs for 3 months. HGV MOTs can only be carried out by DVSA staff in authorised facilities.

→ Taxi Testing – Licencing suspended the service in line with DVSA's suspension of MOTs.

→ Passenger Services (in house bus provision) adapted to support, in the main, Waste Services and Social Work Resources.

→ Pool Cars reallocated to support priority services.

Environmental Services

→ Routine Food Safety Inspection Visits ceased in line with an Enforcement Letter issued by Food Standard Scotland.

→ Routine food sampling is currently suspended, however Edinburgh Scientific Services are maintaining a skeleton service should there be an outbreak or urgent samples required.

→ Weights and Measures – inspections are not being carried out at this time. Inspections will require to be rescheduled once restrictions are eased.

→ Fly tipping – evidence being gathered to pursue once restrictions eased.

What is planned in the short term (to end of September 2020)

Fleet Services

→ Fleet Services is adapting to meet changing arrangements across council services, for example waste services, social work and school restarts.

→ Clarity is being sought with regard to likely vehicle usage, for example school transport, and social distancing arrangements.

→ Pool cars are available for use to support restart plans.

→ Utilisation will be monitored to understand the impact of agile working.

Environmental Services

→ Environmental Services will continue with the current service position until restrictions on social distancing are eased.

What is being considered in the longer term

Fleet Services

→ At this point in time it is not possible to determine if and when the fleet will return to full frontline service levels. Methods of working are expected to change significantly.

Environmental Services

→ Site visits will be reinstated once social distancing restrictions are eased, however there may be a backlog of visits.

→ Inspection programmes will require to be reset and will take time to re-programme.

→ Explosive Licences for fireworks are due for renewal September/ October. Visits are required to ensure storage facilities are suitable before licence is issued.

→ Consideration to be given to the impact of Brexit and the additional demand this will place on services.
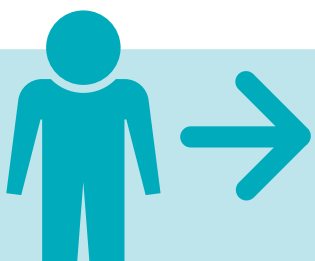
Resource Recovery Plans

Community and Enterprise Resources

Facilities Management Services

The current position in terms of service delivery

Facilities staff have played a key role in keeping principal offices disinfected, particularly those accessed by the public. Cleaning protocols have been developed for the return of services, tying in with Property Services with regard to building openings (cleaning, concierge and catering). There is close liaison with Education with regard to requirements for schools opening.

Services which are being delivered

→ Cleaning of principal offices.

→ Providing catering, cleaning and janitorial services to the emergency childcare hubs.

→ All staff based in Education properties were recalled to work on 1 June 2020 to allow teachers to return to work and accommodate children who were attending the hubs.

Services where changes have been implemented

→ School meals provision has ceased (currently cash payments for those entitled to means tested free school meals), however the service is providing additional services to support the Covid-19 response:

  → Care at Home Service (hot meals)

  → Social Work Children and Families (hot meals)

  → Homelessness – Cluster Homeless Projects (hot meals)

  → Education Childcare Hubs (breakfast, lunch, afternoon snack)

  → Community wellbeing (food packs).

What is planned in the short term (to end of September 2020)

→ The focus will be to review actual staffing requirements within Education properties and introduce rota systems.

→ Work continues with Education to identify what services will look like to allow pupils to return in August.

→ Work continues with Property Services on reopening of corporate buildings and other services to ensure a consistent approach is taken across the council.

→ Discussions with Social Work with regards the recovery plan for meals to day care facilities, and future options around Covid-19 meals provision (care at home, children and families and homelessness).

What is being considered in the longer term

→ The majority of issues with regard to Facilities, for example meeting demands from Education (e.g. deep cleans mid-week, longer days), will have been resolved by August to allow teachers and pupils to return.

Waste Services

The current position in terms of service delivery

Waste services have maintained kerbside collections throughout the lockdown period and reopened all six Household Waste Recycling Centres (HWRC) on 1 June 2020 in line with the COSLA agreement. Arrangements will be kept under review and options for special uplifts are also under consideration.

Don't fly tip

Services which are being delivered

→ Kerbside collections have continued to operate throughout, with special measures introduced to ensure physical distancing of staff.

→ Household waste and recycling centres (SLC-operated Carluke, plus the five Viridor sites) reopened on 1 June 2020, initially only for black bag waste, cardboard (but not paper) and compostable garden waste. Electrical items were added 8 June 2020.

Services where changes have been implemented

→ Bookable special uplifts, including garden waste, currently suspended.

→ Delivery of bins/food bags currently suspended.

What is planned in the short term (to end of September 2020)

→ Continued review of the operation of the HWRCs to move towards reinstating all previous services, however this will be informed by national guidance and through continued work with the Waste Managers Network and COSLA

→ The service is continuing to explore options in relation to vehicle usage to maintain kerbside service.

→ Explore options for suspended services including:

    → Bookable Special Uplifts

    → Bookable Garden Waste Uplifts

    → Deliveries – bins/food bags.

What is being considered in the longer term

→ At this point in time it is not possible to determine if and when full front line services will be resumed. Some methods of working are expected to change.

→ The service will continue to review national guidance to ensure continued compliance and a gradual move toward reducing the additional resources that are required to provide the service e.g. additional vehicles/staff.
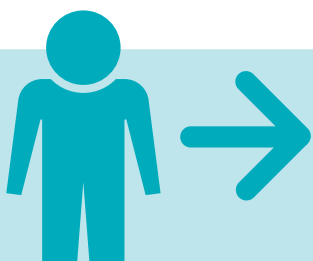
Community and Enterprise Resources

Grounds Maintenance / Bereavement Services

The current position in terms of service delivery

Grounds/Bereavement have implemented a reduced service in some areas, including grass cutting and cemetery maintenance.

Services which are being delivered

→ Grounds Services have been operating a reduced service, including grass cutting and cemetery maintenance. However a number of services re-commenced mid-May in a reduced capacity, including:

- → Golf course maintenance
- → Bowling green maintenance
- → Grass cutting – maintenance of medium to large open space areas in parks, including Country Parks and amenity open space, particularly where areas are used for social recreation and/or exercise, as well as cemeteries
- → Street cleansing
- → Play area Inspections (play areas will remain closed until the Scottish Government indicate it is safe to re-open).

→ Burial and Crematorium services continue to operate in line with guidance from Scottish Government regarding restrictions to the number of people who can attend.

Services where changes have been implemented

→ Grass cutting services in smaller areas and verges are currently suspended.

→ Care of gardens service is currently suspended.

→ Play parks are currently closed.

What is planned in the short term (to end of September 2020)

→ Bereavement services will continue to monitor national guidance with regard to attendance levels at services.

→ Review the requirement to continue with lease of body storage units.

→ Reviewing standing up ground maintenance within schools, social work properties and other open spaces.

→ Gradually expanding levels of street sweeping and litter collections.

What is being considered in the longer term

→ It is anticipated that the level of service will be expanded subject to restrictions being relaxed, however due to the nature of grounds services and seasonal nature of the work it is possible that full services will not be resumed this year, such as

- → Care of garden service unlikely to be able to resume under current restrictions
- → Review of winter projects, such as winter maintenance on golf courses/flower beds and playground refurbishments, to see if they can be completed given restrictions.

COVID-19 recovery plan

Planning and Economic Development

The current position in terms of service delivery

Office based staff are generally continuing to work normally, albeit remotely, and in the main have been able to maintain a reasonable level of service.

Both Finance and Corporate Resources and Community and Enterprise Resources have been heavily involved in business support, and this will have to continue for some time. Business Gateway continues to assess the needs of local businesses and is feeding back weekly on its findings. Business Gateway contract specification is being amended for next year.

Planning applications are being processed via agile working, although site visits have been suspended. Planning decisions are being made under delegated powers.

Services which are being delivered

→ Office based staff are generally continuing to work normally but remotely.

→ An initial £600k of Community Benefit Funds from windfarms was redirected at community and Third Sector support to aid delivery and sustainability of community organisations through the crisis.

→ Delivering and assisting in processing of Scottish Government business support packages.

→ Planning and building standards applications are being processed as normal with decisions made under delegated powers. Applicants and objectors are being encouraged to use the online Planning Portal, although limited capacity is still available to process written copies.

Services where changes have been implemented

→ Planning and Building Standards site visits have been suspended.

→ Planning Committee has not been sitting.

What is planned in the short term (to end of September 2020)

Planning and Building Standards

→ The service is working with Housing and Technical Resources, and the construction industry, on a protocol to enable Planning and Building Standards officers to go on site once construction sites re-open.

→ A Planning Committee is scheduled to take place (via electronic means) on 23 June 2020.

Resource Recovery Plans
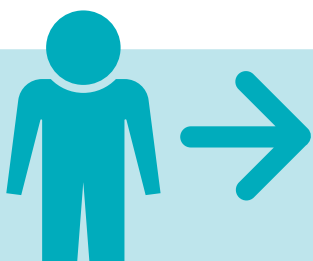
Community and Enterprise Resources

Economic Development

→ Economic Development is focused on assisting with the delivery of Scottish Government funded funds, with officers undertaking eligibility and evidence verification of applications for the newly Self Employed Hardship Fund (SEHF) and will continue to do this until the scheme closes.

→ A similar fund is being introduced for bed and breakfast businesses and tenants of buildings.

→ Business Gateway contract specification (due for renewal in February 2021) is being reviewed with a change in emphasis to support businesses impacted by Covid-19. Focus will be on access to finance, cash flow management, digital/marketing, strategy and income diversification, as well as business resilience.

What is being considered in the longer term

Planning and Building Standards

→ It is anticipated that agile working will continue for the foreseeable future. At this point in time it is not possible to determine if and when full front line services will be resumed, but methods of working are expected to change.

→ Site visits will be reinstated once social distancing restrictions are eased, however there may be a backlog of visits and impact on processing timescales.

Economic Development

→ It is anticipated that agile working will continue for the foreseeable future. At this point in time it is not possible to determine if and when full front line services will be resumed, but methods of working are expected to change.

→ An economic response can be framed around three phases:

> → **Phase 1: Reactionary** – assist the management of Government backed support, aimed at keeping businesses ready for the economy to reopen

> → **Phase 2: Restart** – in phases, still subject also to drive towards zero carbon, seek to focus investment for economic growth in local and export markets

> → **Phase 3: Recovery** – resilience in communities and in business, sustainability, productivity, investment aligned to zero carbon ambitions, 'community wealth building' i.e. local supply chain and procurement.

COVID-19 recovery plan
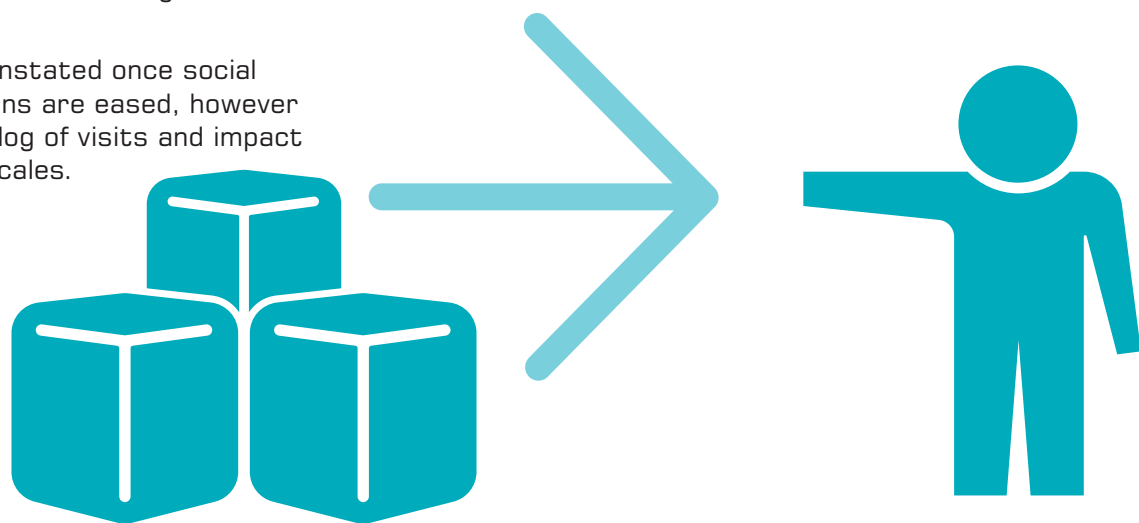
→ In the phases 2 and 3 and Economic Restart and Recovery Strategy would seek to be framed around the following themes:

People

→ Targeted and bespoke active labour market policies alongside up-skilling and re-skilling the workforce and safeguarding apprenticeships.

Place

→ Support economic infrastructure investment programmes, including measures to strengthen the delivery and maximise the impact of City Deal and capital projects. The council as planning and roads authority has a key role to play in facilitating the build of new homes, roads, business premises and other infrastructure which will create and safeguard jobs and boost the economy.

Business

→ A focus on supply chain management, building the capacity and capability of companies in local and export markets.

→ Support for businesses to establish, grow and diversify through business development advice and support, and financial assistance and maximise low carbon economy

→ Integrating community wealth building within the economic recovery plan, building a fairer and more inclusive society

→ Support key employment sectors including food and drink, tourism and construction to adapt and diversify to the challenges of the pandemic including adopting new methods of delivery where possible.

→ The local authority economic support will require to be developed alongside the ongoing UK and Scottish Government efforts to sustain businesses and employment. This will be shaped by the roles of national governments, the national enterprise agencies (Scottish Enterprise) and the Glasgow City Region recovery plan and how this would be delivered at a Lanarkshire level. It is essential that these plans and interventions include private sector input to reflect the needs of business sector and market.

Business Grant Statistics
week ending 29 May 2020

Applications	Scotland **85k**	Council average **3k**	South Lanarkshire **5k**
Awards	Scotland **69k**	Council average **2k**	South Lanarkshire **3k**
Value	Scotland **786m**	Council average **25m**	South Lanarkshire **35m**
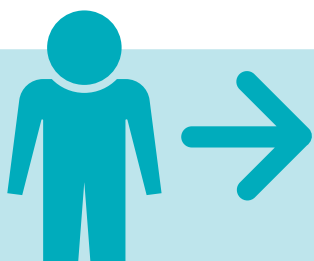
Resource Recovery Plans

South Lanarkshire Leisure and Culture

The current position in terms of service delivery

All customer facing operations closed on 18 March. Since then up to 500 SLLC employees have been working at any one time in support of the council's response to Covid-19 through care homes, community meals, shielded calls, and education hubs.

As of 4 June 2020, 484 contracted staff and 491 casual staff were placed on HMRC Job Retention Scheme (JRS).

Services which are being delivered

→ Business critical tasks ongoing e.g. HR, building and plant checks.

→ Some properties being used as food distribution hubs including Carnwath, Rigside and Carstairs Junction halls.

→ Expansion of SLLC online offering including live fitness classes, tutorials, children activities and increased provision for e-books and magazines.

→ On 29 May car parks reopened at country parks and other key visitor attractions such as Lanark Loch and James Hamilton Heritage Park as part of Phase 1 of the Scottish Government (SG) Covid-19 routemap.

→ On 2 June tennis with social distancing rules in place reopened at Hamilton Palace Sports Ground as part of Phase 1 of the SG Covid-19 routemap.

→ On 5 June golf with social distancing rules in place was reopened at Biggar, Hollandbush, Larkhall, Torrance House and Langlands as part of Phase 1 of the SG Covid-19 routemap. Strathclyde Park GC was opened 12 June.

Services where changes have been implemented

→ The vast majority of SLLC's public-facing leisure and cultural premises and services are closed, including leisure and sports facilities, libraries, art galleries, town halls and Low Parks Museum.

→ Membership fees have been frozen.

What is planned in the short term (to end of September 2020)

→ Business recovery plans are being developed across all areas of the business including halls, libraries, museums, sports centres, swimming pools, cultural venues, outdoor recreation, development services and support services (including office work). Multiple service delivery scenarios being developed against each of these areas whilst awaiting more detailed SG and National Governing Body (NGB) information. PPE requirements being scoped accordingly.

→ Safe Systems of Work and Covid-19 compliant operating procedures being developed across all areas.

COVID-19 recovery plan

SOUTH LANARKSHIRE
Leisure & Culture

→ Service by service recovery plans being developed in accordance with the SG Covoid-19 routemap, National Governing Bodies guidelines, the National Government Impact and Modelling Group and with peer input through the Community Leisure network of leisure and cultural providers, the newly formed Glasgow City Region Cultural and Leisure Group and the Association of Public Libraries Scotland's Recovery Group amongst others.

→ Online offering being developed including interaction provision through Zoom fitness classes, with payment options being investigated.

→ Working in partnership with Education Resources to assist in the provision of Education Services through the provision of staff and facilities in conjunction with SLLC on business recovery.

→ Working with the council's Health and Social Care providers to ensure continuation of SLLC workforce support where possible, whilst taking account of SLLC's own business recovery and recognising the requirement to access the JRS.

What is being considered in the longer term

→ Redeveloping business model as part of the Cross Party Working Group on SLLC. This may result in a reduction in some service provision and an increased emphasis in other areas.

→ Developing a blended approach to service delivery that may include increased online provision.

→ Developing more flexible service delivery models that can react more readily to changing market conditions and events.

→ The timing of the re-opening of facilities and the nature of services provided will be directly influenced by the phases set out in Scottish Government routemap.
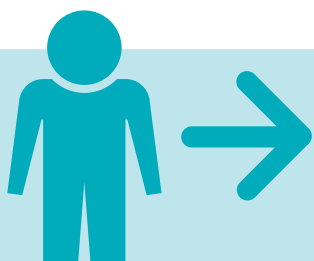
Resource Recovery Plans

Finance and Corporate Resources

Audit and Compliance

The current position in terms of service delivery

→ **Internal Audit** – 2019/2020 work programme being completed remotely alongside re-deployed tasks; full team working from home.

→ **Funding and Compliance** – grant verification process has continued for all grant claim information that can be submitted electronically for verification (some projects still continue to provide hard copy documentation for grant claim purposes – see short term plan); full team working from home.

What is planned in the short-term (to end of September 2020)

→ **Internal Audit**

→ phased return to office with approximately 4/5 of team office based per day (of a team of 10); agile working arrangements to continue

→ refine agile working arrangements to ensure these allow an effective IA service to be delivered in the longer term

→ end re-deployed tasks

→ participate in national anti-fraud exercises e.g. NFI proposed Covid-19 programme of work (depending on CMT approval)

→ develop a routine Audit Plan to be delivered September 2020 – March 2021.

→ establish arrangements with external clients in 2020/2021 – SLLC; LVJB; IJB and SEEMIS

→ complete DSE for continued home-working

→ assess DP arrangements (dependent on content of IA Plan).

→ **Funding and Compliance**

→ phased return to office with approximately 2/3 of team office based per day (of a team of 5); agile working arrangements to continue

→ refine agile working arrangements to ensure these allow an effective grant verification process to be delivered in the longer term

→ begin process to scan/archive all Phase 1 data

→ set up processes to ensure grant claims can be verified electronically for all projects

→ complete DSE for continued home-working

→ assess DP arrangements

→ start monitoring all Funding and Compliance tasks using IA database

→ develop fuller suite of local PIs.

What is being considered in the longer term

→ **Internal Audit**

→ All files to become electronic

→ Use of Objective to workflow process within service and to Resources; use of Teams for meetings wherever practical

→ Retain level of agile working (with smaller office space required)

→ Develop data analytics testing further (as opposed to more labour intensive traditional audit approaches) and assess revisions to structure that this would allow.

→ **Funding and Compliance**

→ All grant claim data to be received electronically

→ All files to become electronic

→ Use of Objective to workflow process within Service and to Resources; use of Teams for meetings wherever practical

→ Subsume within Internal Audit and assess revisions to structure that this would allow

→ Plan for end of EU funding and reduction in team size as projects near conclusion.

Communications and Strategy

The current position in terms of service delivery

→ **Digital –** full service being provided by team all working from home.

→ **PR –** full service being provided by team all working from home

→ **Graphics –** full service being provided by team all working from home.

→ **Print Centre –** service being provided by team members working in Print Centre each day while maintaining physical distancing.

What is planned in the short-term (to end of September/Q2 2020)

→ **Digital –** Phased return of team; agile working arrangements to be developed.

→ **PR –** Phased return of team; agile working arrangements to be developed.

→ **Graphics –** Phased return of team; agile working arrangements to be developed.

→ **Print Centre –** Continue full working in Print Centre.
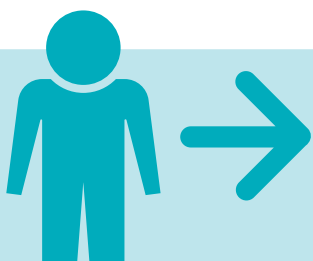
Resource Recovery Plans

Finance and Corporate Resources

What is being considered in the longer term

The Covid-19 response has demonstrated that, with the exception of the Print Centre, and with appropriate IT and management support, the Communications and Strategy teams can work in a more agile way. This will be explored for future arrangements, including a thorough analysis of cost and benefits.

The pandemic has validated the direction of travel already undertaken in terms of the move from printed materials to digital. It would have been difficult to produce and distribute printed materials on a wide scale, and these would not have been appreciated in a situation in which the public was being advised to minimise contact with people and materials. At the same time, our digital communications proved very effective in terms of quickly and clearly advising residents of changes in service etc.

Consideration is being given as to how to continue that change in emphasis to Digital. For example, the South Lanarkshire View proved a more agile method of message delivery than communications via local media. The public news and information website will be developed to make it more interactive with the public, including a free subscription service and newsletter.

As part of the further development of Digital, and to contribute to the savings likely to be necessary for the remainder of 2020/21, the service will recommend a moratorium on advertising in printed publications, other than statutory notices.

Financial Services (Strategy)

The current position in terms of service delivery

The whole team are working from home, fully productive. All parts of the service have still been required to be delivered, including financial monitoring, completion of year end and preparation of annual accounts. The identification, monitoring and planning for the financial impact of Covid-19 has been a key additional task.

COVID-19 recovery plan

What is planned in the short term (to end of September 2020)

A phased return to office based work will be planned, alongside a continuation of agile working. This will take account of safe working requirements, and the needs of staff, including those more vulnerable. Specific elements of service delivery include:

→ Continue to feed into COSLA and Scottish Government exercises in relation to estimates of spend incurred and planned in relation to Covid-19 for the council and for the Health and Social Care Partnership.

→ Assist Resources plan and cost Recovery Plan, identify where there are additional costs associated with new ways of working.

→ Identifying as a council the overall financial impact for the council's revenue budget for 2020/21, taking into account additional costs, and reduced income through the period of mobilisation in response to Covid-19, and how we now move into recovery.

→ Review the planned 2020/21 capital programme, taking cognisance of the ability to deliver projects under restricted working practices, the impact on costs of projects, and looking at the viability of projects moving forwards.

→ Through these exercises above, assess the potential impact on the council's financial strategy going forwards.

What is being considered in the longer term

Recent months have evidenced that the team are able to work productively in an agile way, and these benefits will continue to be sought, with a blended mix of office based and agile working. Specific additional tasks will include:

→ Continuing to monitor the financial impact of the changed ways Resources deliver services as we move through the recovery phase.

→ Continue to work with COSLA in relation to financial pressures, and identifying shortfalls in funding to allow ongoing discussions with government.

→ Plan for 2021/22 budget, taking into account any ongoing impacts of revised working due to the pandemic.

Financial Services (Transactions)

The current position in terms of service delivery

All services are currently operational except for Q and A, where staff are currently supporting other services.
All have implemented a blend of home and office-based working.
In most services, the majority of staff continue to work from home.

Updates across several teams are provided below:

→ **Council tax:** recovery action is currently suspended until the end of June 2020.

→ **Non-domestic rates:** in the final stages of reviewing applications for phase 1 and 2 business support grants with phase 3 going live 8 June 2020.

→ **Scottish Welfare fund:** staff continuing to process high volumes of applications for crisis grants.

→ **Benefits administration:** significant increase in applications for council tax reduction are being processed.
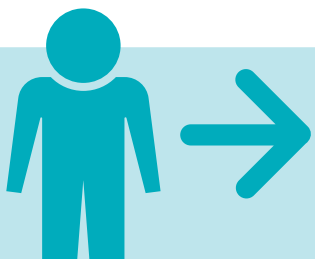
Finance and Corporate Resources

→ **Education benefits:** free school meal payments will continue to be made over the summer holiday period.

→ **Payroll:** pay runs continue to be processed on time.

→ **Payables:** lower volumes of invoices continuing to be processed reflecting lower levels of service activity.

→ **Procurement:** significant impact on tendering work being assessed with only priority work being progressed. Providing input to discussions around supplier relief and the resourcing of PPE requirements.

→ **Risk Management and Insurance:** work completed on a new risk card for Covid-19.

→ **Customer Services:** has continued to provide services based on the arrangements put in place by front line services.

→ **24-hour control centre:** has operated as normal since the start of lockdown with adjustments put in place for physical distancing.

→ **Customer Services Development:** focus on providing design support for new online forms (e.g. business support grants).

→ **Q and A:** service not currently operating with support being provided to Shielding and Wellbeing Service, the processing of applications for blue badges and to the Scottish Welfare Fund.

What is planned in the short term (to end of September 2020)

Work is ongoing to further progress the full implementation of agile working across the service. While significant progress has been made since the start of lockdown, there are service areas that require additional IT support and re-configuration.
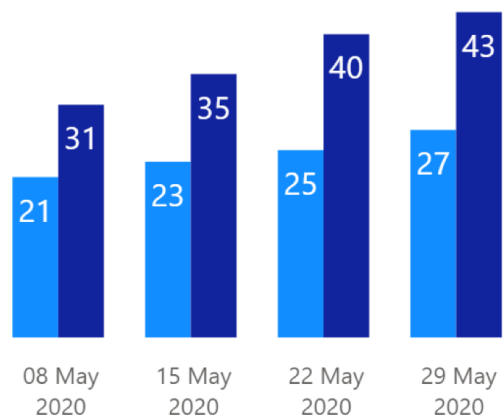
Some specific short term actions include:

→ **Council tax:** plans being prepared for re-commencing recovery operations.

→ **Q and A:** review of service delivery options.

→ **Procurement:** review of tendering activity and service work plans.

→ **Education benefits:** arrangements for the payment of clothing grants underway with an uptake in the use of BACS payments expected.

→ **Channel shift:** review of the opportunities for greater promotion of digital service delivery options.

What is being considered in the longer term

The introduction of permanent agile working arrangements is viewed as the most significant benefit to come from the changes introduced during the lockdown period. The re-configuration of some services is also likely to be take place in the longer term.

Total wellbeing and helpline (per 1000 population)

● Scotland Average ● South Lanarkshire

	08 May 2020	15 May 2020	22 May 2020	29 May 2020
Scotland Average	21	23	25	27
South Lanarkshire	31	35	40	43

COVID-19 recovery plan

Information Technology

The current position in terms of service delivery

→ **Application Support and Development –** All staff working remotely with no issues.

→ **Technology Services –** All staff working remotely with no issues. Some site working is required to install/maintain IT hardware.

→ **Service Delivery –** All staff working remotely with no issues. Some site working is required to install/maintain IT hardware.

→ **Projects –** All staff working remotely with no issues.

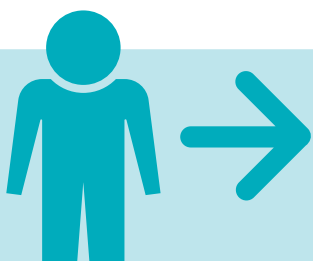## What is planned in the short term (to end of September 2020)

→ IT has facilitated mass agile working throughout, and this will continue through review of laptop allocation, scheduled refresh of PCs, and security of council networks. Wi-fi roll out to principal offices is included in this year's capital programme and will proceed, commencing with David Dale House, Blantyre.

→ Work to improve resilience of remote working solutions will continue (removing single points of failure) and to deliver increased functionality, especially around Teams/ virtual meetings.

Digital Inclusion Strategy 2020–2023

→ Focus on priority IT tasks arising out of council and service recovery plans

What is being considered in the longer term

→ Consolidate 'agile' working model across the council, ensuring IT systems are fully resilient and secure and 100% of staff have access to applications and data they require for their role, irrespective of location.

→ Complete implementation of Objective EDRMS across the council and use as a platform for correspondence workflow, document management and delivery of standard business processes. This will also replace fileshare which is a major inhibitor on agile working.

→ Support wider digital transformation of services including moving more applications to the cloud. This includes exit from Caird datacentre.

→ Draft new council digital strategy to support the 'new normal', this will have a major focus on utilising data as an asset to support automated processes, citizen self-service, provide business intelligence and insight, and facilitate partnership working.

Finance and Corporate Resources

Legal and Administration

The current position in terms of service delivery

→ **Administration Services –** the Admin Team are working remotely, as they all have either laptops or are using remote PC take over. The democratic process has continued, with agendas prepared and published to the council's website, albeit some decisions are taken by delegated authority. Some meetings now being held using Microsoft Teams.

→ **Elections Services –** The DRO and team member are also working remotely on election preparation and Objective tasks.

→ **Legal Services –** Legal Services are all working remotely via council laptops using e-mail and Microsoft Teams.

→ **Licensing and Registration Services –** Offices are now all closed to the public. A remote death registration service is being provided from a central hub in council headquarters with printing and scanning facilities. Six registrars are working from home with the others working in the office all carrying out death registrations. Additional staff from elsewhere in the service have been trained to assist in the process and can be called upon when necessary. A seven-day service was provided until 12 June, at which point the Scottish Government advised that Sundays no longer needed to be covered. Licensing applications are being accepted electronically and urgent matters are being dealt with.

→ **Members Services –** The members services staff are all working remotely with their council laptops.

What is planned in the short term (to end of September 2020)

→ **Administration Services –** the Admin team will continue to work remotely while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office. Following summer recess, should committee meetings resume in the traditional fashion and Elected Members return, then there will be a requirement for Administration Officers to be present in the workplace, although some form of agile working could continue.

→ **Elections Services –** The DRO and team member will continue to work remotely on Election preparation for next year while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office and feeding into national planning for future election events.

- **Legal Services –** will continue to work remotely while remote working remains the default position for those who can. They are working on recovery plans for re-introducing staff back into the office. The first stage being to identify which tasks require to be carried out in the office as courts start opening to more business and client departments start their recovery plans. Reaction to the pandemic and retirements of two managers will necessitate a restructure.

- **Licensing and Registration Services –** the remote death registration service will continue with arrangements being put in place for birth registrations and ceremonies in due course which will require face-to-face contact for staff and consideration of which offices are suitable for this. Licensing is expected to become increasingly busy as the phases of recovery progress and more businesses restart.

- **Members Services –** will continue to work remotely while remote working remains the default position for those who can. Members services will assist Elected Members with MS Teams to aid the implementation of virtual meetings They are working on recovery plans for re-introducing staff back into the office.

What is being considered in the longer term

- **Administration Services –** there is a requirement to review the structure of the Service following recent changes prior to lockdown and, as part of that, a review of homeworking will be considered. It is likely that some virtual meetings will continue, such as agenda meetings, partnerships boards, however, this will be very much dependent on the agreement and will of the Elected Members and partners. It is hoped to continue to reduce the reliance on hard copy committee papers and move wholly to electronic agendas etc.

- **Elections Services –** The DRO and team member will continue to work towards the Election in 2021. The DRO and team members will take account of the outcome of the work of the National Resilience Election Planning Group.

- **Legal Services –** Legal Services will review their new structure and look at agile working arrangements for staff including a review of homeworking. Increased use of laptops with softphones and virtual meetings is anticipated.

- **Licensing and Registration Services –** long term plans will depend on what, if any, aspects of Registration continue to be carried out remotely. Some of the new ways of working such as online applications and no cash payments are likely to continue in the long term and a review of accommodation could be carried out, dependent on the position of National Records of Scotland in relation to personal rather than remote appointments.

- **Members Services –** long terms plans will be very much dependent on the requirements of Elected Members. Employees will continue to work remotely while remote working remains the default position for those who can. Once lockdown is eased it is proposed to continue with some form of agile working arrangement. Consider the introduction of members surgeries by appointment, telephone or virtual surgeries
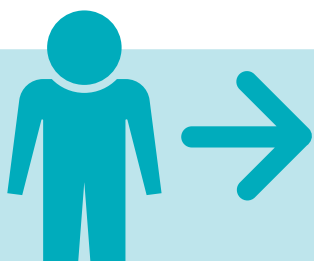
Resource Recovery Plans

Finance and Corporate Resources

Personnel

The current position in terms of service delivery

Personnel Services are engaging with trade unions around return to work rules and arrangements. Discussions are ongoing and briefings will be issued to staff for issue. A key message is that staff who have been agile working should return to the office only once asked to do so. Human resource policies are being further developed to support the wider roll-out of agile working in the longer term.

As described above, the Shielding/Wellbeing contact team will need to be relocated and work is continuing on this. Discussions also continue with NHS Lanarkshire on the development of Test and Protect through the recovery period.

Employability

→ Employability Service delivery has changed significantly from a primarily face-to-face service involving individual and groups, to an online service offering support to existing long-term clients. As well as these clients, there has been a large number of enquiries for employability support from those who are recently unemployed or furloughed as a result of the Covid-19 event - our helpline and inbox will continue for the next three months at least.

→ All work placement activities and tasters have stopped for the moment, and employer engagement work has scaled back as most workplaces are closed or operating on a skeleton basis, with workforce furloughed. This applies to our internal service as well as those delivered on our behalf by RTWS and by South Lanarkshire College.

→ All other employability staff are currently working effectively from home, including VQ assessment team.

→ Supported employment delivery has shifted to an online model on a temporary basis. The hospitality programme (Coalyard etc) is paused and staff redeployed to support care homes, meal preparation and delivery.

Health and Safety/Wellbeing

→ All services are being provided on an agile basis at the moment – the only elements that are significantly curtailed at the moment are:

  → Health and Safety Audits/Inspections and Fire Risk assessments

  → Healthy working lives health checks

  → Healthy working lives/management wellbeing training events

  → Face-to-face mediation

  → Occupational Health referrals etc.

→ All services are expected to return at some point.

Learning and Development

→ The Learning and Development team have been providing advice and developing a range of e-solutions including webinars, Learn-On-Line, online tutorials, etc. taking account of the variety of technology available to replace classroom training where possible.

→ Discussions are ongoing via the Learning and Development and Workforce Planning Boards to identify ongoing learning and development needs and establishing priorities be they dependant on Covid-19 support for operational requirements or Resource/Service priorities. This information will inform the allocation and prioritising of development work.

→ We are also in the process of identifying learning and development activities which may not be suitable for conversion and are designing a set of Covid-19 protocols to minimise risk to presenters and participants. Examples of this include subject areas which have a high level of practical elements and/or require direct observation of candidates sometimes determined by accrediting bodies. We are liaising with accrediting bodies for a wide range of activities to determine viable alternative delivery models.
This urgency of this is influenced by extensions to accreditation being granted by a number of these bodies, e.g. HSE have advised that current first aid certification can be extended until the end of September 2020.

→ There has been a significant increase in the uptake of e-learning predominately via Learn-On-Line. This had necessitated the creation of a technical helpline to support users in accessing their required content.

Equalities, Consultation and Complaints

→ Equalities and consultation work continues to be delivered remotely. There has been a significant increase in requests for surveys of service users, employee groups and parents and pupils.

→ Complaints timescales have been relaxed due to the Covid-19 outbreak, but are still being dealt with timeously.

Connect Scotland

→ The team will support the local roll out of a national project to support digital inclusion for those who are shielding and for those individuals who are isolated and vulnerable as a result of Covid-19. This group currently do not have access to the internet or devices to access the internet and stay connected. The roll out should be concluded by August 2020, although there will be continued support from Digital Champions in the longer term.

Resource Recovery Plans

Finance and Corporate Resources

What is planned in the short term (to end of September 2020)

→ Overall the Personnel team are working with trades unions and employees to develop a plan for a gradual return to work, which adheres to appropriate physical distancing protocols.

→ There will be continued support for the Shielding, and Wellbeing helplines as well as the TTIS Helpline as it begins to ramp up.

→ Workforce planning for the new demands on services will form a significant part of the work of the team, with appropriate recruitment activity to support the new requirements.

→ Employability are working towards a recovery model which includes providing support to those who are recently unemployed, furloughed and anticipating redundancy, and those who are self-employed and business has disappeared. Also supporting organisations involved in redundancy negotiations with their workforce.

→ Model of support will require review in line with physical distancing protocols and there is likely to continue to be more online support where that is appropriate. Work placements and tasters are likely to decrease and other forms of experiential learning are being explored.

→ Funding streams are being repurposed to meet the emerging demand, and programme focus will be revisited to reflect workforce pressures and demand. Considerable need to collaborate with other services of the council, and partners to ensure a joined up and effective response to economic and social recovery.

→ The priority for return will be the following Health and Safety/Wellbeing:

  → **Fire Risk Assessments (statutory expectation to undertake and review) –** if these are taking place then the inspections would also restart as the same 'ground' is covered around the property

  → **The Occupational Health medicals (Statutory need to provide)**

→ Both these should be able to return to the 'new normal' with appropriate physical distancing and/or the use of some PPE.

  → **Learning and Development –** In recognition of the rapid channel shift to various forms of e-learning, we are building capacity by upskilling our L and D team members to develop and support the delivery of live and recorded webinar content. This skillset will be utilised, where appropriate, to deliver virtual classroom sessions as an alternative to a physical setting. Discussions are ongoing with accrediting bodies to ensure compliance with their standards in respect to delivery methods, timings and invigilation requirements.

  → **Equality, Consultation and Complaints –** This work will continue, with the commitment to complete a Best Value Audit in relation to Equalities work and separately, Complaints arrangements, restarted in this Quarter.

What is being considered in the longer term

→ Personnel Services will continue to support the workforce back to work and facilitate change to working practices, and service delivery arrangements. It is anticipated that there will be lasting transformational change to our way of working as a result of the Covid-19 pandemic.

COVID-19 recovery plan

→ Agile working arrangements will be formalised in tandem with the provision of appropriate equipment and guidance for safe and effective use. We will continue to be responsive to changing needs of the organisation and the workforce.

→ **Employability –** implementation of the plans outlined above with focus on local, regional and national response as appropriate. This may include prioritising of support for certain types of job, or groups of people who are most adversely affected by the Covid-19 pandemic.

→ **Health and Safety –** the other elements will start back when more is understood about how and when the lockdown will ease. Physical distancing will influence a fair bit of the service provision either bringing it back onstream or changing the way we would currently do it.

→ **Learning and Development –** further development of effective e-learning solutions to meet workforce needs across a range of subject areas. Developing expertise in emerging technologies and evaluation of effectiveness of these for employee groups across the council.

→ **Equalities Consultation and Complaints –** The longer term will see a resumption of equalities monitoring and reporting in line with our statutory duties to produce and publish an equalities mainstreaming report in April 2021.

Adult Wellbeing Referrals

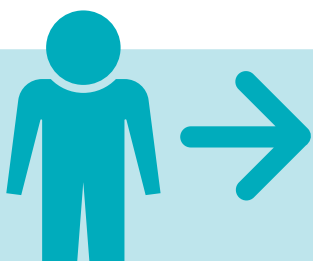| Scotland	Council average	South Lanarkshire
1,280	**44**	**134**

Community Engagement

The current position in terms of service delivery

One positive that can be taken from the pandemic is the reaction of community and voluntary organisations and their willingness to provide a leadership role, engaging with the council to assist support for local residents, especially the vulnerable.

Many strong relationships have been developed through this joint work, and these will help further partnership activity during the recovery period and indeed beyond.

The Community Participation and Engagement manager continues to engage through the Third Sector Business Continuity and Strategy Review Group.

→ All staff are working to capacity – three are office based, the rest are working from home or agile.

→ Staff have supported the coordination and capacity of community effort and linking community response to needs identified through the Wellbeing Helpline.

→ The Community Planning Partnership Board is due to meet on 1 July.

→ The Community Planning Progress Group meets twice-weekly to share information and coordinate work.

Resource Recovery Plans

Finance and Corporate Resources

904

number of volunteer letters issued

3,085
food parcels delivered

1,210
prescriptions arranged for delivery

Delivery

1,645
other assistance

15,326

total number of calls received by the helpline

can Do Community

SOUTH LANARKSHIRE COUNCIL

→ Neighbourhood planning is recommencing with final drafts of new plans being approved by the communities involved.

→ New local networks have been developed and continue to be strengthened.

What is planned in the short term (to end of September 2020)

→ A return to approximately 80% of capacity focusing on core work while still supporting capacity and needs through the helpline while needed.

→ Majority of staff remaining working from home or in an agile way.

→ Completion of key pieces of work such as the CPP Community Engagement Strategy; Local Child Poverty Action Report; and the CPP Strategic Review.

→ Continued capacity building support to local networks, including helping them with longer term planning and participation outwith the pandemic response.

What is being considered in the longer term

→ Team continuing to work in a more agile way than previously.

→ Longer term thinking around new ways to engage with communities – how to make effective (but not exclusive) use of online methods to encourage dialogue.

→ Particular consideration to the long term poverty related impact of the pandemic and the responses needed to address issues from this.

COVID-19 recovery plan

Housing and Technical Resources

Housing Services

The current position in terms of service delivery

→ **Homelessness –** centralised team will continue, with enquiries and assessments continuing to be carried out by telephone.

→ **Rent Recovery –** will remain suspended. Continuing to provide support and advice.

→ **Sheltered Housing –** services will continue to be provided remotely, with limited onsite visits.

→ **Housing Options –** services will continue to be provided remotely.

→ **Housing Support –** services will continue to be provided remotely.

→ **Benefits are Changing team (BACT) –** services will continue to be provided remotely.

→ **Tenancy/Estate Management –** service to remain as is with limited functions performed by officers working agilely.

→ **Services for Gypsy/Travellers –** service continues to be delivered, with support and welfare checks being delivered remotely

→ **Anti-Social Behaviour –** service continues to be provided, with face-to-face meetings reverted to telephone. Community Wardens not patrolling (will continue to provide welfare line support). CS Hub will remain suspended.

→ **New Housing Applications –** will remain suspended.

Services where changes have been implemented include

→ **Housing Allocations –** re-commence allocations to all categories of applicants, with continued focus on allocations to homeless households, those with an urgent medical need and to support hospital discharge.

→ **Void Management –** work in conjunction with Property Services to expand allocation of housing.

What is planned in the short term (to end of September 2020)

Service provision change

→ Widening of call handling/enquiries.

→ Re-commencement of some ASB patrols (in vehicles).

→ Re-commencement of Housing Applications (Online).
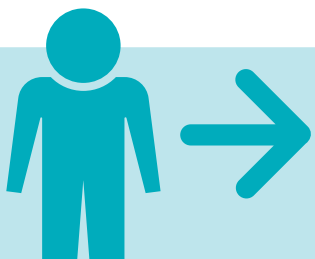
Resource Recovery Plans

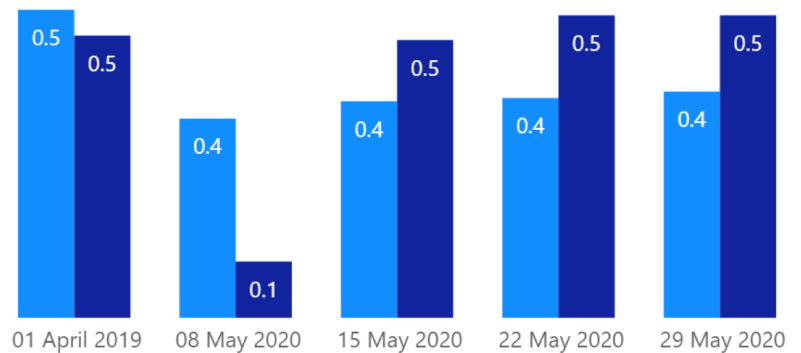# Housing and Technical Resources

What is being considered in the longer term

A number of the service and working arrangements which have been put in place have proved to be both efficient and effective. Details of key changes which will be considered for implementation are shown below:

→ **Call handling –** establish a virtual contact centre to deal with all initial service contacts/enquiries.

→ **Tele-support Service –** continue and expand provision of housing support by telephone.

→ **Homelessness –** establish a centralised approach to homelessness reception, assessment and temporary accommodation.

→ **Virtual Meetings –** complete review of meetings and agree programme of virtual meetings.

→ **Housing Applications –** introduce online application process, linked to digital Housing Options Tool.

Homeless applications (per 1000 population)

● Scotland Average ● South Lanarkshire

Date	Scotland Average	South Lanarkshire
01 April 2019	0.5	0.5
08 May 2020	0.4	0.1
15 May 2020	0.4	0.5
22 May 2020	0.4	0.5
29 May 2020	0.4	0.5

COVID-19 recovery plan

Property Services

The current position in terms of service delivery

→ **Planned and Reactive maintenance –** service to remain as is with limited functions provided.

→ **Domestic and Commercial and Electrical –** Routine, Emergency and Fixed Electrical Testing will remain suspended.

→ **Heating (Domestic) –** service to remain as is with limited functions provided.

→ **Heating (Commercial/Industrial) –** service to remain as is with limited functions provided.

→ **Capital Programmes –** service to remain as is with limited functions provided.

→ **Support Services (Plant/Stores/Cost and Productivity) –** service to remain as is with limited functions provided.

→ **Design Services –** service to remain as is with limited functions performed by officers agile working.

→ **Commercial Services –** service to remain as is with limited functions performed by officers agile working.

→ **Customer Liaison Service –** service to remain as is with limited functions performed by officers agile working.

What is planned in the short term (to end of September 2020)

Service provision changes

Building Services - Contracts

→ **Capital Programmes –** Housing and Non Housing, Site management will return. Plans for each site will be finalised and preparations carried out.

→ **Domestic and Commercial –** No change to the emergency services currently being provided.

→ **Domestic and Commercial Electrical –** No change to the emergency services currently being provided.

→ **Planned and Reactive Maintenance –** No change to the emergency services currently being provided.

→ **Plant Transport/Stores/Cost and Productivity –** services will commence return with staff working in the office on a rota basis.

→ **Administration –** services will commence return with staff working in the office on a rota basis.
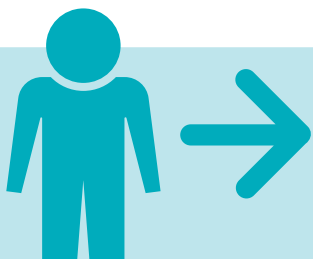
Housing and Technical Resources

Building Services (Maintenance)

→ **Heating Installation Programme -** No work planned in the initial phase.

→ **Kitchens and Bathroom –** No work planned in the initial phase.

→ **Geographical Repairs –** No work planned in the initial phase.

→ **External Maintenance –** No work planned in the initial phase.

→ **Aids and Adaptations –** No change to emergency support for hospital discharge.

→ **Reactive Maintenance**

  → Routine Repairs/Repairs by Appointment – no change in initial phase

  → Emergency Repairs – continue as is

  → Voids – return to expanded service.

Assets and Estates Services

→ **Lease/Capital/Data/Investment Teams –** services being delivered via home working. Access to workplace only needed to process some documents.

→ **Technical –** services being delivered via home working. Access to workplace only needed to process some documents, Asbestos Team has one officer available on a rotational basis.

→ **Survey –** Surveys programme to re-start on a prioritised basis with external surveys. Staff will require limited access to the workplace.

Consultancy Services

→ **All services –** delivered via home working. Access to workplace only needed to access some documents and materials.

→ Work with other council Resources to review ongoing and planned capital programmes in terms of their deliverability as well as any financial implications.

What is being considered in the longer term

A number of the service and working arrangements which have been put in place have proved to be both efficient and effective. Details of key changes which will be considered for implementation are shown below:

→ **Call handling –** Establish a virtual contact centre to deal with all initial service contacts/enquiries.

→ **Building Services Maintenance –** Review of individual services with a view to moving from geographic based teams to service teams.

→ **Virtual meetings –** Complete review of meetings and agree programme of virtual meetings.

→ **Agile working –** continuation of agile working for those staff who can efficiently deliver services.

Social Work Resources

Public Protection Services

### The current position in terms of service delivery

Children's and Adult Services

→ Locality duty teams remain in operation both home and office based.

→ Public protection cases are prioritised.

→ Multi agency Initial Referral Discussions continue to take place.

→ Child and Adult Protection Investigations continue to be undertaken.

→ Initial and Review Child Protection Case Conferences and Adult Protection conferences to be scheduled using MS Teams.

→ Children subject to Child Protection Registration continue to be seen weekly.

→ Social Work staff continue to retain contact with their children/parents/carers on their caseloads.

→ Adults services Staff maintaining contact with emphasis on complexity and risk face-to-face contact has been increased since the initial reaction phase of response using Table 4 PPE.

→ Practical parenting support provided to parents/carers remotely.

→ New Throughcare and Aftercare Team has been established to retain contact with young people who are leaving/left care.

→ Emergency Children's Hearings are taking place remotely.

→ All Protection Services are being delivered as per procedures.

→ Home visits continue to be made to children on the register as agreed at the outset of the pandemic.

→ Core Mental Health and MHSO services maintained.

→ Addictions services operational with similar adjustments as described above.

→ ESWS maintained.

MAPPA

→ MAPPA Services continue to be delivered as per guidelines. Home Visits continue to be made to MAPPA level 2 and 3 cases and high-risk level 1 cases.

→ These services (Child and Adult Protection, Mental Health, MAPPA) have continued to operate making use of agile working/TEC (Technology Enabled Care) solutions to support functioning.
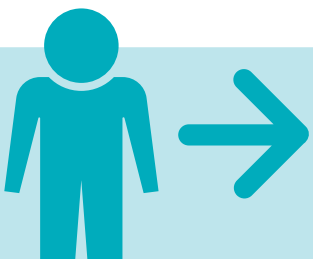
Resource Recovery Plans

Social Work Resources

What is planned in the short term (to end of September 2020)

→ The Chief Officers Group and Child Protection Committee will continue to meet virtually until the end of September. These mechanisms will continue to offer scrutiny and oversight during this time.

→ MAPPA Strategic Oversight Group (SOG) and MAPPA Oversight Group (MOG) will continue to operate virtually until the end of September. These mechanisms will offer scrutiny and oversight during this time.

→ The Resource will continue to prioritise these functions. Face-to-face contact has been increased since the initial reaction phase of response using Table 4 PPE.

→ Review of contact arrangements which have been suspended since public health advice to allow for safe contact to take place.

→ To review our local duty systems to allow for greater prioritisation of work.

→ To consider safe ways of undertaking planned pieces of work with children/young people and families to mitigate risks.

→ Scope out optimum staff in offices whilst adhering to physical distancing.

→ Ensure staff are fully appraised of PPE requirements if undertaking home visits.

What is being considered in the longer term?

→ The service is looking to review its operating model to ensure services are targeted and delivered SMART.

→ Maintain the full capacity of these functions whilst taking advantage of the benefits of agile working and TEC. The above noted arrangements will adapt or remain the same depending on the progress with addressing the pandemic.

Assessment and Care Management

The current position in terms of service delivery

→ There has been a concentration on responding to critical care needs over the initial period. New work that is triaged as being low risk is not being progressed. Routine activity has been suspended. Emergency legislation which has eased the duty to assess has reinforced this position.

→ Agile working use of Teams etc has facilitated business continuity.

What is planned in the short term (to end of September 2020)

→ The focus on substantial and critical need will continue.

→ Some routine activity such as reviews are being resumed where possible but any face-to-face contact will require Table 4 PPE. Easing of restrictions such as the anticipated moderation of restrictions on visitors to care homes will allow for more actual visits. Digital visits/third party accounts do not substitute for the benefits of setting foot in a building and seeing the person directly.

COVID-19 recovery plan

→ Reinstate as much activity as is possible taking account of the prevailing restrictions/ guidance. However also to maintain the strict applications of the eligibility guidance from the first point of contact to manage demand.

→ Review Day Care cases to determine medium to long term care needs considering the ongoing closure of these services.

→ It is assumed that most of the workforce will continue to work from home and come into the office on a version of the existing rota arrangements.

→ Consolidation of the home working arrangements will be necessary.

What is being considered in the longer term?

→ Resumption of full Assessment and Care Management functions in line with Statutory Duties.

→ Maintain focus on eligibility criteria/ managing demand.

→ Capitalise on agile working and TEC opportunities.

→ Progress existing transformation workstreams including transfer of care management from care at home to field work; OT equipment/OT deployment work; Mental Health Strategy (South led integrated team).

Occupational Therapy Services

The current position in terms of service delivery

→ All SLC Physical Disability and Sensory Impairment and Supporting your Independence Occupational Therapy services have been stepped down, with continued service delivery to P1 Critical and P2 Substantial Cases only. Whenever possible interventions are performed remotely with minimal direct contacts.

→ All SLC Supporting Your Independence Occupational Therapy Staff continued to support Homecare Assessment, Review and Enablement. Processes as per routine business, but enhanced use of remote technologies implemented to reduce direct contacts.

→ Telephone screening/triage of open cases and new referrals ongoing to manage clinical risk.

→ Deployment of some SLC PDSI OT staff to support rehabilitation and enablement within additional care home beds (McWhirters).

→ Sign posting to self-management information and resources.

→ Equipment provision (via Equipu) and Centralised adaptations services (via Housing and Technical Resources) have stepped down to address equipment and adaptation provision for critical or substantial needs.
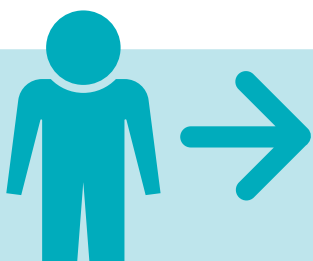
Social Work Resources

What is planned in the short term (to end of September 2020)

→ Continued Focus on P1 and P2 OT caseloads, with regular triage of OT waiting lists to review risk status. Continued use of technological solutions to reduce direct contact.

→ Minor step up of equipment and adaptations services in line with Equipu and CAS service provision.

→ Commence development of Disability Living Foundations's "AskSARA" site to enhance opportunities for signposting, and self-management information for people living and working in South Lanarkshire. This will reduce dependency on statutory service provision.

→ Complete development and implementation of a workforce eligibility and prioritisation tool available for any equipment and adaptation output being recommended, aligned to the South Lanarkshire HSCP prioritisation framework. (There will be a delivery plan to roll out this to all relevant assessors across the partnership.)

→ Progress professional governance structure and arrangements for SLC OT Staff.

→ Develop proposals for future Occupational Therapy Service re-design and reconfiguration.

What is being considered in the longer term?

→ Planned Occupational Therapy Service Re-design and reconfiguration across South Lanarkshire.

→ Person and community centred approaches will be implemented with staff deployed within integrated teams to help people remain in their communities at home or in a homely setting.

→ Improved access to information and self-management resources with reduced dependency on statutory service provision.

→ High quality, evidence based occupational therapy services with enhanced governance structures across the HSCP. This will act as a key enabler to both the service and staff development needs.

Day Services

The current position in terms of service delivery

→ All Day Services are suspended.

→ Charging has consequently stopped.

→ Alternative outreach services are in place and the demand for these has grown steadily over the weeks.

→ Staff operating from four admin hubs – one in each locality: Harry Heaney, Newberry Rooney (also PPE hub), Harry Smith, Murray Owen.

→ Some staff redeployed to residential care e.g. McWhirter temporary unit.

→ Transport being used elsewhere e.g. refuse.

What is planned in the short term (to end of September 2020)

→ Centre based day services are unlikely to be able to reopen for a considerable period.

→ Continue and consolidate the temporary solutions.

→ Review deployment of displaced staff.

→ Review all service users and reconsider their support plans in line with SDS legislation.

→ Re-instate charging where appropriate for the "new" service.

→ Consider long term implications as part of the review.

What is being considered in the longer term?

The current response is a version of what was emerging as a potential outcome of the review of day care, that is a more flexible personalised approach that is less tied to buildings and group transport. Also, a tiered service operating from a hub which might offer services such as reablement and crisis intervention alongside community facing services such as Community Networks which draw on personal assets and promote inclusion in established community assets. The review will be concluded and pull the work together. The Resource proposes that the IJB consider this response as a means of delivering on its Strategic Commissioning plan and the council considers the opportunities arising for the potential release of several buildings for other purposes.

Care at Home

The current position in terms of service delivery

→ The service (Internal and External) has been maintained business as usual.

→ Community meals service has been established to release them for hands on personal care.

→ Less essential needs – services stood down.

→ Some families have picked up support in the short term due to the overall circumstances.

→ Significant number of staff either "shielded" or "vulnerable" (higher volume) and not available for work.

→ Table 4 PPE being used.

→ Adjustments to vehicle use to limit more than one person per vehicle.

→ Council service
  → Office based staff working from home – agile/teams
  → Patch meetings/routine review suspended
  → Recruitment and induction continued.

→ Financial support provided to the external sector in accordance with COSLA guidance.
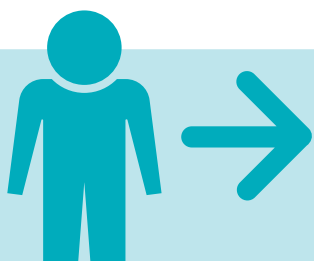
Resource Recovery Plans

Social Work Resources

What is planned in the short term (to end of September 2020)

→ Continue service delivery in a BAU way taking account of prevailing guidance.

→ Maintain improved performance around delayed discharge.

→ Consider lessons learned about eligibility criteria application.

→ Consolidate agile working arrangements for office-based staff.

→ Request submitted to IT for an accelerated roll-out of new handsets to support better comms with carers e.g. Patch meetings via Teams.

→ Care at Home Transformation and Improvement Board recommenced.

→ Recruitment to Project Roles and Senior Carer roles as agreed at SW committee.

→ Renewed focus on Hamilton and Rutherglen services and support to new Operations Managers coming in.

What is being considered in the longer term?

→ Undertake further engagement on the transformation programme through a series of workstream projects reporting into the Programme Board and bring further reports with recommendations on priorities, delivery models and structures to IJB/SW committee.

→ Implement key strands of transformation programme already agreed
   → Care at Home as only a provider
   → Hospital discharge team
   → Total Mobile Scheduling
   → Senior Carer Role
   → Stronger focus on short-term interventions
   → Refresh of contract framework.

→ Consider the financial position re COSLA directed support/finance availability.

Care Homes

The current position in terms of service delivery

→ All council care homes fully operational and guidance implemented e.g. visitor restrictions, use of PPE, testing etc.

→ Staff redeployed from SLLC (mostly casual staff) and Day Care to support council services.

→ McWhirter care home recommissioned to provide temporary additional capacity to support flow from Acute in a reablement model – working well.

→ Kirkton on standby for a similar purpose – not been needed.

→ Additional nursing home beds purchased at the outset to support discharge from Acute and follow Scottish Govenment directions. Some e.g. Bothwell Castle Unit now stood down.

→ Ongoing support to external sector, e.g. Locality based check ins, weekly conference call, PPE Hub, Assurance groups.

→ Partnership support to care homes with challenges

→ Financial support provided to the sector in accordance with COSLA guidance.

COVID-19 recovery plan

What is planned in the short term (to end of September 2020)

→ Maintain service delivery and support the sector.

→ Review position in line with updated guidance.

→ Consider longer term implications for the sector.

→ Stand down Kirkton and potentially also McWhirter by end September.

→ Consider the next steps for the remodelling programme and potential need to review some of the assumptions. Some background work has continued.

→ Consider the introduction of Contract Monitoring (practice) roles into the Locality Team structure to provide capacity to monitor and support the sector in the longer term.

What is being considered in the longer term?

→ These services will continue to have a role in supporting the frailest.

→ However, care home residents are among the most vulnerable to Covid-19 – could key elements of the existing situation prevail in the longer term e.g. visitor restrictions, use of PPE?

→ Consider commissioning strategy in light of emerging issues

  → Viability of care homes
  → Demand for care homes
  → Guidance updates
  → Costs and budgets
  → Role in unscheduled care.

→ Complete review of implications for council services remodelling programme.

→ Consider the financial position re COSLA directed support/finance availability.

Supported Living

The current position in terms of service delivery

→ Core services have been maintained albeit with some modifications based on risk assessment and taking account of guidance.

→ Some services primarily day support and respite have had limited or nor functional service and staff have been redeployed.

→ Financial support provided to the sector in accordance with COSLA guidance.

→ Weekly provider calls.

What is planned in the short term (to end of September 2020)

→ Maintain liaison/monitoring with the sector.

→ Review the position with services that are stood down and next steps.

→ Consider the financial position re COSLA directed support/finance availability.

What is being considered in the longer term?

Service to continue with adjustments made considering prevailing guidance and available finance.
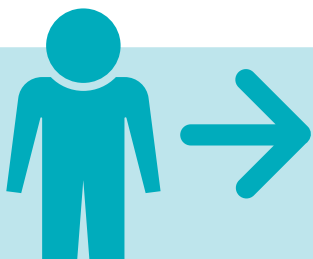
Education Resources

The Education Resources Recovery Plan is being reported in a format which is different to the other Resources which reflects the uniqueness of the specific circumstances and requirements around the recovery and re-start of schools and early years establishments.

Background

The framework for re-opening schools was jointly developed by the Scottish Government and Local Government, with support from key partners across the education system, and is an agreed strategic framework to be used at local level in conjunction with Local Phasing Delivery Plans for the reopening of schools and early learning and childcare (ELC) provision in Scotland. The council's Education Local Phasing Delivery Plan outlines the detailed actions being undertaken to re-start our schools and early years establishments.

Local Phasing Delivery Plan
Preparing for recovery in schools/educational settings and services

The Scottish Government has identified a four-step approach to the easing of lockdown.

www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/

National Guidance outlines the intention to **'re-start school education for almost all children and young people in August'** and that subject to health advice, teachers and other school staff should return during June to prepare for the new model of learning in August. The document also indicates the aim of continuing to support the children of key workers, vulnerable children and states that there **'should be a particular focus on supporting children at key transition points (e.g. due to start in P1 or S1) which may include some in-school experience in late June, where possible and safe to implement'.**

More detailed guidance on the Scottish Government's approach to re-opening of education settings is provided in the document **'A strategic framework for re-opening schools, early learning and childcare provision in Scotland'.**

www.gov.scot/publications/excellent-equity-during-covid-19-pandemic-strategic-framework-reopening-schools-early-learning-childcare-provision-scotland/

There is no doubt in an ideal world we all want to get our children and young people back into schools and establishments, but it is also clear that any decision to do so must be based on medical and scientific advice and when we have the right safety measures in place for our staff and pupils.

Scottish Government COVID-19 Routemap

Scottish Government
Riaghaltas na h-Alba
gov.scot

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
	Lockdown restrictions:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:	As with previous phase but with the following changes:
Schools, childcare and other educational settings	Schools and childcare services closed. Measures in place to support home learning and to provide outreach services to vulnerable children. Critical childcare provision for key workers and vulnerable children provided through hubs, nurseries and childminding services. Universities and colleges closed – remote learning and research.	School staff return to schools. Increased number of children accessing critical childcare provision. Re-opening of child minding services and fully outdoor nursery provision. Transition support available to pupils starting P1 and S1 where possible.	On campus university lab research restarted subject to physical distancing.	Children return to school under a blended model of part-time in-school teaching and part-time in-home learning. Public health measures (including physical distancing) in place. Subject to the progress of the scientific evidence, schools are expected to open on this basis on 11 August. All childcare providers reopen subject to public health measures, with available capacity prioritised to support key worker childcare, early learning and childcare (ELC) entitlement and children in need. Universities and colleges phased return with blended model of remote learning and limited on campus learning where priority. Public health measures (including physical distancing) in place.	Schools and childcare provision, operating with any necessary precautions. College and university campuses open – including key student services with any necessary precautions.

The Scottish Government guidance states:

This Strategic Framework has been jointly developed by the Scottish Government and Local Government, with crucial support from key partners across the education system including the Education Recovery Group which was established in April 2020.

It sets out how there will be transition back to a greater level of face-to-face education in schools and ELC settings as soon as this is able to happen safely, and represents an agreed framework to be used at local level in conjunction with Local Phasing Delivery Plans. It is based upon a blended model of in-school and in-home learning for school-age children, and prioritisation of access to contact time in ELC.

These approaches are driven by the requirement to implement physical distancing measures and other age appropriate measures in education settings at present to minimise the risks of infection and transmission and ensure they are safe places to be.

Everything within the paper is predicated on two crucial factors:

I. Implementation is conditional upon scientific and medical advice confirming that it can be done so in a manner that is consistent with wider efforts to control the reproduction rate and protects the health of staff and pupils alike.

Resource Recovery Plans

Education Resources

II. Comprehensive implementation of complementary public health measures, including adherence to 'test, trace, isolate and support' (test and protect practices), the use of personal protective equipment (PPE) where appropriate for all staff, and a range of other hygiene measures such as:

→ Increased hand-washing facilities/hand sanitisers and use thereof.

→ Regular and enhanced cleaning of surfaces (e.g. sinks, toilet seats and door handles).

→ Protocols for what to do if a child/member of staff has suspected/confirmed Covid-19.

→ Ongoing risk assessments on the operational parameters of re-opened centres.

Scottish Government Principles for reopening schools and ELC setting

A set of five key guiding principles that are values-led and place the child at the centre of considerations has been identified. These principles are supported by a similar approach agreed by the Directors and Chief Education Officers across the West Partnership. The Scottish Government five principles for the safe re-opening of schools and establishments are:

Safe

1. Protects the physical, emotional and mental health and wellbeing of children and young people (this includes indirect harms through societal and economic effects) as well as all staff.

Fair and Ethical

2. Ensuring every child has the same opportunity to succeed through their blend of in-school and in-home learning, with a particular focus on closing the poverty related attainment gap.

3. Ability to prioritise learners at key points and/or with specific needs.

Clear

4. Is easy to interpret and understand, and has the confidence of parents, staff and young people so that they can plan ahead.

Realistic

5. The options are both viable and effective at the level they are applied.

South Lanarkshire Council Education Resources

Building blocks to recovery

As a Council it is essential that we have a clear process for recovery, based on building blocks that give us a firm foundation to deal with the challenges ahead. Our Education recovery process will be built upon:

> The safety, and mental, emotional, physical wellbeing of learners and staff

> Consistency with the Scottish Government's framework for decision making, to have guidance in place to support measures such as distancing, curriculum planning, managing attendance and wider protective actions.

> Having the confidence of parents, staff and learners – based on evidence and information

> Ability to prioritise learners at key points including transition, BGE, Senior Phase including those from disadvantaged backgrounds.

> Continuing contribution to the national effort and strategy to fight spread of Covid-19

> Communication strategy which sets out clear and concise messages in a planned and co-ordinated manner using the most effective means to reach intended audiences.

Education Resources Recovery Process

Education Management Team
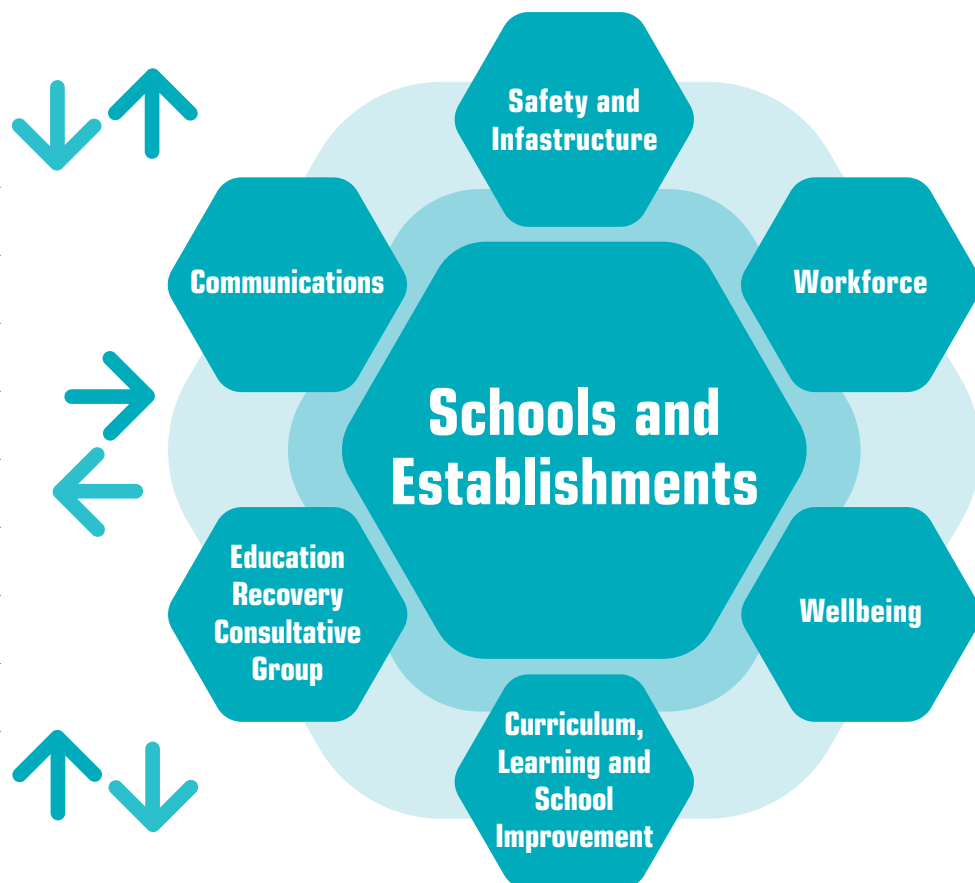
Services

CQIS

Early Years

Inclusion

Operations Service

Psychological Services

Schools Modernisation

Support Services

Youth Employability

YFCL

Schools and Establishments

- Safety and Infastructure
- Workforce
- Wellbeing
- Curriculum, Learning and School Improvement
- Education Recovery Consultative Group
- Communications
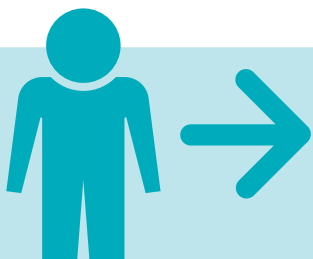
Locality support and implementation

Education Resources Recovery Process – Local Phasing Delivery Plan

Purpose

The Education Resources Recovery Process and the development of a Local Phasing Delivery Plan sets out the overarching approach to service recovery stemming from lockdown and school and establishment closures due to the Covid-19 outbreak.

The overall recovery process will seek to:

→ Support education establishments across South Lanarkshire Council to return, taking into account national guidance.

→ Prioritise the health, safety and wellbeing of all children, young people and staff working in our schools and establishments.

Resource Recovery Plans

Education Resources

A successful recovery process will require all areas of the council to work in partnership with the community and key stakeholders. The Education Recovery Process is based on our existing structures and the establishment of key themes. The development of a Local Phasing Delivery Plan and a successful recovery is underpinned by the following:

The Education Management Team (EMT)

The Education Management Team (Executive Director/Heads of Service) has overall responsibility for implementing council policy and strategic management decisions within the Education Service, while working closely with Elected Members and the Chief Executive of the council, ensuring that national and local advice and guidance is implemented.

Education Services

Initially it is proposed that we build on our existing structures and services to support the recovery process. Education Resources has a clearly defined Service structure designed to support schools and establishments. Over the coming weeks and months ahead Services will focus their efforts on recovery, and how schools and establishments can best be supported.

Partnership Working

The council and the trade unions are committed to working together to deliver high quality services for the people of South Lanarkshire. To achieve this there is a commitment from both sides to work together in equal partnership.

This Partnership Agreement is based on four values of:

→ Common goals;
→ Understanding;
→ Transparency; and
→ Honesty.

Through the Joint Negotiation and Consultation Committee (JNCC) and Joint Negotiation Committee (JNC) matters which are of interest and impact on education, teaching and learning and workforce matters are discussed. The council and trade unions will work together in the spirit of these values to maximise openness and respect and to support our workforce. There has been exceptionally effective partnership working during the very challenging period of school closure and this will be pivotal as recovery is shaped.

Recovery Themes

There are a range of challenges in restarting our schools and establishments and this needs a clear, coordinated approach to achieve a successful re-opening. In the first instance, six cross cutting themes have been identified that impact on all services, schools and establishments. Led by a Head of Service, appropriate Services and subgroups will be identified and tasked within each theme with developing our approach to recovery planning within each theme, bringing expertise from across establishments and services and Resources to ensure that we resume service delivery and safely reopen our schools, establishments and Services. More specifically, this will contribute to the development of our **Local Phasing Delivery Plan** and focus on the following:

→ Development of a recovery action plan in each identified area.
→ Contribute to prioritisation of functions to support the re-opening of schools, establishments and services.
→ Meeting agreed milestones.
→ Scenario planning.

COVID-19 recovery plan

The six recovery themes are:

Safety and Infrastructure

➔ **Education settings –
readiness for re-opening**

  ➔ PPE and hygiene guidance

  ➔ Physical distancing within education settings as part of a phased re-opening of schools (including any impacts on disadvantaged children and young people)

  ➔ Response to potential and confirmed cases

  ➔ Clarification – pupil attendance procedures

  ➔ Risk assessments – building, class and individual levels, safe system of works

  ➔ Policy re: use of shared resources, groups, space and furniture to be used

  ➔ Use of outdoor space.

➔ **Transport**

  ➔ Liaison with SPT, contractors and roads officers in respect of local traffic management.

➔ **Liaison with Facilities Services**

  ➔ Janitorial arrangements

  ➔ Cleaning schedules

  ➔ Catering including free school meals.

➔ **Liaison with Housing and
Technical Resources**

  ➔ Buildings – safe re-start

  ➔ Set up assistance – furniture moves, creation of new areas, including potential use of other buildings

  ➔ Repairs and maintenance procedures.

Workforce

➔ Ensure that there is sufficient capacity in the teaching workforce in the short term to deliver education through a blended model of in-school and remote learning from August.

➔ Implications for re-opening of schools/establishments on the workforce.

➔ Teachers.

➔ Early Years Workers.

➔ Early Years Support Workers.

➔ Supply teachers.

➔ School Support Staff.

➔ Arrangements for working from home – clinically vulnerable staff.

➔ Working Time Agreements.

➔ Eligibility for testing and processes.

➔ Recruitment.

➔ Terms and conditions adjustments to support the education recovery process.

➔ ITE – student placements.

➔ Teacher Induction Scheme (TIS).

Wellbeing

➔ Equity and Inclusion.

➔ Pupil and family wellbeing.

➔ Staff wellbeing.

➔ Providing support to learners most adversely affected by C-19.

➔ Recognising the impact of social isolation on children and young people's wellbeing.

➔ Supporting schools to build resilience.

➔ Identifying new risks or newly vulnerable children and young people as a consequence of new circumstances.

➔ Providing ASN support to learners and families.

➔ The impact of a phased re-opening of schools on disadvantaged learners identified priorities.

➔ The impact of poverty on families.

Resource Recovery Plans
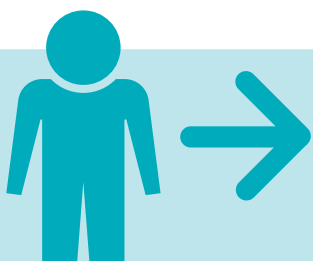
Education Resources

Curriculum, learning and school improvement

→ Recovery Planning for Schools.

→ Blended Learning.

→ School Improvement and Statutory Reporting.

→ Curriculum.

→ Teaching, Learning and Assessment.

→ 2020 and 2021 exam diet, qualifications and certification.

→ Professional learning.

→ Equity including PEF and SAC.

→ Post 16.

Education Recovery Consultative Group

The aim is to involve, support and work in partnership with all stakeholders in sharing information through dialogue, and other communication means to influence and shape our Covid-19 recovery plans in support of the Education Services and four other recovery themes. The group will:

→ Build on the strong foundation of effective collegiate and partnership working in Education Resources to establish a collaborative approach and shared commitment to recovery.

→ Use the 'building blocks' to recovery as the governing principles to guide the consultative group.

→ Empower our headteachers, schools, services and staff to be agile and solution focused.

→ Co-ordinate and provide advice, guidance, information and support across the workstreams.

→ Work with key partners to identify and address any ongoing issues or issues arising from the recovery process.

Communication

The 'building blocks' and workstreams are used as the framework to guide engagement and communication and activity

→ National and local strategic/operational decisions are appropriately and timeously communicated to education and community stakeholders.in the most appropriate format.

→ Effective communication and engagement systems are in place to ensure coherence and consistency in terms of sharing and disseminating policy and operational decisions to education and community stakeholders.

→ Effective use of IT and social media Is used to reach out to and to receive the views of education and community stakeholders.

→ Communications are adapted to suit their intended audience.

→ Media and information security protocols are implemented to safeguard all staff.

→ Ensure mechanisms are in place to gather feedback and inform the next steps.

→ Effective co-ordination and provision of communication and engagement advice, guidance.

Locality support and implementation

The South Lanarkshire Council area is large and varied and our schools and educational establishments reflect both the rural and urban nature of our communities. Consequently, a 'one size' approach to reopening does not take into account the distinct nature of our four localities. Led by each Head of Education (Area) and supported by the appropriate school/establishment lead officers and Service Manager, Area leadership groups will meet and help inform our approaches to reopening, outlining specific local issues.

Schools and establishments

As an Education Service we pride ourselves in empowering our headteachers, schools and staff to be agile and solution focused in order to best meet the needs of the local community. In what is unchartered territory, we will continue to apply this principle, but in order to do so we are keen to provide leaders with a clear framework, based on national guidance, ensuring local decisions are made in a collegiate and transparent way.

Engagement and communication with stakeholders

We will use our existing structures to engage with and to hear the views of stakeholders including the voices of children, young people, staff, parents/carers, trade unions, professional associations, Elected Members and, in the context of Covid-19, health professionals and council Resources. For example, working with our Parents as Partners Focus Group to gauge the views of families, the Early Years Partners' Consultative Forum, Secondary headteachers, Locality representatives, Primary, ASN and service representatives, the Youth Council, pupil forums and parent councils.

→ The **'building blocks'** and **workstreams** are used as the framework to guide engagement and communication activity.

→ The **survey by the Youth Family and Community Learning Service/Psychological services** will be used to inform and influence recovery plans at authority, school and service level.

→ The **Emergency Childcare Hub staff survey** will also be used to inform respective workstream plans and operational matters at school and service level.

→ **The Standards in Scotland's Schools etc. Act 2000**

   → Due regard is given to the views of the child or young person in decisions that significantly affect them, in regards to the child or young person's school education. (Section 2(2))

   → Head teachers to be aware of the need to involve the pupils, on decisions about the everyday running of their schools. (Section 6(3)).

Resource Recovery Plans

Notes

COVID-19 recovery plan
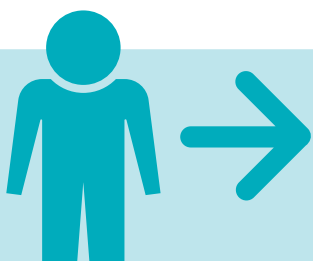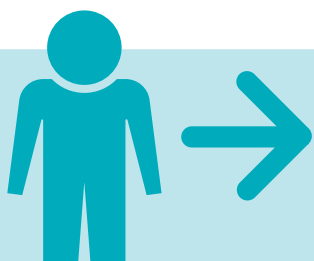
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Phone: 0303 123 1015 Email: equalities@southlanarkshire.gov.uk

www.southlanarkshire.gov.uk