

ITEM No ...14.....

REPORT TO: POLICY AND RESOURCES COMMITTEE – 24 AUGUST 2020

REPORT ON: COVID-19 RECOVERY PLAN

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 185-2020

1 PURPOSE OF BRIEFING

- 1.1 This report briefs members on the impact of COVID-19 on the city, outlines the initial work on the development of a COVID-19 Recovery Plan for Dundee City Council Services as attached at Appendix 1 and sets out proposals to develop a multi-agency response to recovery through the Dundee Partnership and the development of a refreshed City Plan. The recovery plan covers the period after the end of lockdown and recommencement of normal service delivery, and focuses on addressing the medium/long term social and economic impact of COVID-19.

2 RECOMMENDATION

- 2.1 It is recommended that elected members:
- a note the impact that COVID-19 has had, and is anticipated to have, on our communities, our economy and on the operation and delivery of Council services;
 - b endorse the early work done to develop this Recovery Plan across Dundee City Council Service areas, and the proposal to finalise the Plan through consideration by the Policy & Resources Committee;
 - c agree that in view of the importance of developing a multi-agency citywide response, the Dundee Partnership will take the lead role in overseeing the implementation of the Recovery Plan through a refreshed City/Council Plan, as set out in the report;
 - d note that the Recovery Plan will be kept under ongoing review and that further updates on the implementation of the plan will be submitted for members consideration’.

3 FINANCIAL IMPLICATIONS

- 3.1 The financial impact to the Council are incorporated in a separate report by the Executive Director of Corporate Services “Financial Implications of the Council’s Response to the COVID-19 Emergency - Update and Financial Recovery Plan”.
- 3.2 The financial position of the council was already a significant challenge. COVID-19 has brought an additional financial burden arising from both increased costs as well as a major loss of income. The financial impact associated with the recovery plan is likely to continue increasing cost pressures to the council. As the council progresses through recovery phases, there is potential for social distancing measures to impact further on the level of income the council receives, for example, from areas including car parking, school meals and other chargeable services. Income levels are also highly likely to be impacted by an increasing number of individuals and businesses finding themselves in financial difficulty bringing the risk of increasing levels of bad debt to the council.
- 3.3 It is anticipated there will be an impact on the council’s capital plan as a result of delays and construction sites being brought back into operation with potential restrictions that could impact on the way they operate going forward. It is intended to carry out a full review of the council’s capital plan.

- 3.4 A separate Covid-19 Council Risk Register report has been prepared by the Executive Director of Corporate Services. Internal audit will have a role to play in assessing the risks associated with new and amended COVID-19 service delivery processes. Where appropriate, internal audit will provide assurance that the design of high-risk processes includes proportionate controls to support achievement of the council's covid-19 objectives and adequately mitigate risk. Time has been allocated within the 2020/21 internal audit plan to support this work.

4 BACKGROUND

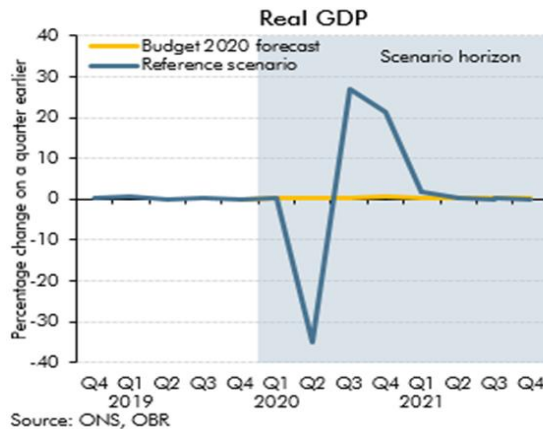
- 4.1 COVID-19 is the most significant global pandemic to disrupt our society in many decades. The economic and social impacts of the necessary suppression of the virus are very serious. Currently the UK and Scotland are in the response phase of this emergency. It is still not known at this time when we are likely to move fully into the recovery phase.
- 4.2 Tragically, at 14th June, 164 Dundee residents had lost their lives with COVID-19 directly attributed as the cause of death. More deaths may also be attributable or partly attributable to the virus. Meanwhile, across the Tayside Health Board area, a total of 1,685 people had tested positive for COVID-19 as of 12th June with the true number affected by the virus estimated to be many times higher due to a lack of universal testing capacity in the early weeks of the pandemic and many people suffering mild to moderate symptoms that did not require hospital treatment.
- 4.3 For the vast majority of people normal life has been hugely disrupted with the lockdown and social distancing requiring people to stay at home with schools and many workplaces forced to close. There is increasing evidence of economic hardship due to job losses, reduced hours and inability to trade. The lockdown has led to social isolation with fears of an increase in mental health issues and loneliness.
- 4.4 The redirection of NHS resources to tackle the virus has led to delays in access to treatment for other medical conditions which is expected to have both short and longer term implications for people's health and wellbeing. This has been compounded by a reluctance, amongst some, to seek treatment due to a fear of catching the virus or a sense that they should not compound pressure on NHS resources by presenting with other symptoms.
- 4.5 Reference is made to Report No 144-2020 - Financial Implications of the Council's Response to the COVID-19 Emergency which was approved as a matter of urgency under the Council's Essential Business Procedures and which outlined the range of financial support put in place by UK Government and Scottish Government to mitigate the economic impact faced by individuals and businesses. These schemes have been expanded and augmented as the crisis period has evolved and have been complemented by a number of measures undertaken by Dundee City Council, also set out in detail in the fore-mentioned report.
- 4.6 Steps have included the establishment of 8 community support hubs; provision of a dedicated helpline to support citizens with emergency aid; the establishment of the Michelin distribution centre; daily distribution of food and other emergency aid to vulnerable citizens; dedicated advice web pages for citizens and businesses; the payment of over 2,000 business support and hardship grants to struggling companies and self-employed people; and a range of welfare and financial resilience support for citizens.

5 ECONOMIC IMPACT

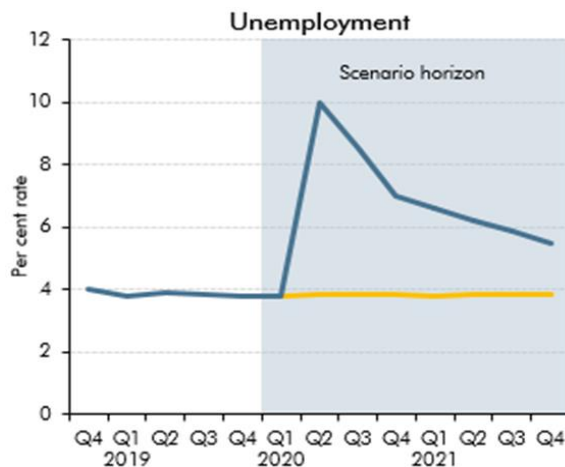
- 5.1 COVID-19 is also one of the biggest economic shocks the world has ever experienced with many commentators, including the International Monetary Fund (IMF), comparing this to the Great Depression of the 1930s. At the early stages of lockdown, in mid-April, the Office for Budget Responsibility (OBR) estimated that economic output would fall by an unprecedented 35% in Quarter 2 2020 (Figure 1) whilst Scottish Government projected a 33% fall for Scotland. On 12th June, Office for National Statistics (ONS) reported a drop of 20.4% in the month of April 2020. The optimistic assumption of a quick rebound in late 2020 / early 2021 has come under

scrutiny by commentators with the OBR Head agreeing in mid-May that a slower recovery is more likely.

Figure 1: Projected drop in Economic Output for UK



- 5.2 Work by consultancy Context Economics suggests a profound risk to jobs across local authorities from the crisis. Their jobs at risk index indicated that if the lockdown persisted for 10-12 weeks, 14,513 employee jobs in VAT Registered businesses in Dundee would be at risk and a further 2,211 self-employed jobs would also be threatened. The work showed that customer facing and construction jobs are the most vulnerable with food service and retail particularly at risk.
- 5.3 The Culture and Tourism sectors are also facing very profound challenges. OECD estimates point to a 45% decline in international tourism in 2020. Dundee attracts over 1 million tourism visits per annum with expenditure of £187 million and V&A Dundee has placed Dundee on the national and international tourism map with 1 million visitors in its first 500 days of opening. 2,800 people are employed in the Creative and Cultural Industries (CCI) in Dundee, around 4% of total employment; with a high proportion of these jobs full-time. CCI generates £147m of economic output per year accounting for 5% of Dundee's total economic output.
- 5.4 Social distancing and travel restrictions have forced the closure of major tourism and cultural assets such as Dundee Rep, McManus Galleries, V&A Dundee, Dundee Contemporary Arts (DCA), Discovery Point, Dundee Science Centre and Verdant Works. Whilst an interim date of 15th July has been announced by Scottish Government for the reopening of the Scottish Tourism sector, ongoing social distancing requirements, travel restrictions and customer anxieties mean that many cultural and tourism venues, and associated businesses, face an extremely uncertain future.
- 5.5 Support grants to businesses, hardship grants for the self-employed and job furloughing have served to mitigate some of the immediate consequences of the emergency with 15,000 Dundee workers furloughed at 31st May 2020 and 3,100 Dundee workers accessing the Self Employment Income Support Scheme. Nevertheless, the OBR have forecast that unemployment is expected to double, at UK level, to 10% in Quarter 2 2020 (Figure 2) and will take several years to recover. If replicated in Dundee, unemployment would rise to 14%. Early economic data for the start of the crisis, released in May, has reinforced forecasts with sharp rises at UK level in Universal Credit claims and job vacancies, across the UK, falling by 170,000 compared to the previous quarter. In Dundee, Universal Credit claims rose by 45% between March and April 2020 with the claimant count rising from 4.5% to 6.5% month on month (5th highest council rate in Scotland).

Figure 2: Projected Rise in Unemployment for UK

- 5.6 Young people are likely to be most affected as 30% of all employees under the age of 25 are employed in jobs negatively impacted on by COVID-19 compared to 13% of workers aged 25 and over. The Resolution Foundation has shown that by mid-May in the UK one in three under 25s had been furloughed or lost their jobs completely and over one in three had experienced pay reductions since the crisis commenced.
- 5.7 The Higher and Further Education Sector is one of the most important part of Dundee's economy, with around 1 in 5 of the city's population studying at the city's two Universities and Dundee & Angus College. All three institutions are developing plans to ensure continuity of education, and it is likely that this may involve increased use of distance learning. As well as the direct impact on students and staff, this could have a considerable impact on businesses and accommodation providers that are used by students if they chose to remain home based for some of the term, rather than living in the city full-time.

6 SOCIAL IMPACT

- 6.1 The most recent Scottish Index of Multiple Deprivation confirmed the high levels of poverty, social and material deprivation that exist across the city and concentrated in our community regeneration areas. The 2020 data shows that 70 out of 188 total data zones in Dundee are in the 20% most deprived in Scotland. 37% of Dundee's population live within these areas, and 66% of those people are of working age. Despite significant efforts by partners across the City, achieving social inclusion and justice remains the area of the City's vision where the greatest progress is still required.
- 6.2 A rapid review by Glasgow Centre for Population Health (May 2020) has highlighted the risks of the ongoing pandemic for disadvantaged communities particularly by perpetuating poor mental and physical health, social isolation, job insecurity and unemployment, and in reduced access to information, advice and health services.
- 6.3 Dundee has a high proportion of the groups identified as being at particular risk from responses to COVID-19 (Douglas et al, BMJ, April 2020) including:
- older people - highest direct risk of severe covid-19, more likely to live alone, less likely to use online communications, at risk of social isolation;
 - young people - affected by disrupted education at critical time; in longer term most at risk of poor employment and associated health outcomes in economic downturn;
 - women - more likely to be carers, likely to lose income if need to provide childcare during school closures, potential for increase in family violence for some;

- people with mental health problems - may be at greater risk from social isolation;
- people who use substances or in recovery - risk of relapse or withdrawal;
- people with a disability - affected by disrupted support services;
- people with reduced communication abilities (eg, learning disabilities, limited literacy or English language ability) - may not receive key governmental communications;
- homeless people may be unable to self-isolate or affected by disrupted support services;
- people in criminal justice system - difficulty of isolation in prison setting, loss of contact with family;
- workers on precarious contracts or self-employed - high risk of adverse effects from loss of work and no income;
- people on low income - effects will be particularly severe as they already have poorer health and are more likely to be in insecure work without financial reserves;
- people in institutions (care homes, special needs facilities, prisons, migrant detention centres, cruise liners) - as these institutions may act as amplifiers.

6.4 The pandemic will have exacerbated a range of negative outcomes for those already in poverty and vulnerable groups. These are predicted to worsen as the social impacts of the lockdown are multiplied as a result of the economic shock described above and begin to affect a greater number of people becoming unemployed and dependent on benefits. Without additional preventative and targeted responses, the level and impact in the city may reach heights unprecedented in modern times.

7 COUNCIL WORKFORCE AND ASSETS

7.1 The current pandemic has had profound implications for the way in which the Council as an organisation operates and the way in which its people have responded and will continue to the respond in the future is vital to the recovery process. A planned approach to reopening and reconfiguration of the Council's property portfolio will be essential to supporting the organisation to recover and to effective future service delivery.

7.2 The Council has learned many things since lockdown about the strength and resilience of our workforce. There is a need to build on the positives learned from the mobilisation of our workforce during lockdown. The commitment, creativity and goodwill has been outstanding. Services continued to be delivered but in many cases, from home.

7.3 We are working with our employees who are currently shielding or who have chronic health conditions to ensure we have made reasonable adjustments in the workplace to suit their individual medical circumstances. We will continue with our flexible approach to working hours and working from home practices, to take account of those with continuing caring responsibilities as a result of pre COVID-19 facilities not being open or not fully operational. Schools returning full time will greatly assist our workforce with childcare responsibilities.

7.4 Digital solutions are available to allow work to continue flexibly, collaboratively and remotely with home working continuing to be in the norm where appropriate. Many employees have embraced this, productivity has increased in some areas or not decreased significantly. With the requirement to continue to home-work where you can in the short to medium term, we need to consider the implications. Financial constraints may hinder the pace we wish to progress and sound business cases are required to show the benefits that would accrue from digital solutions

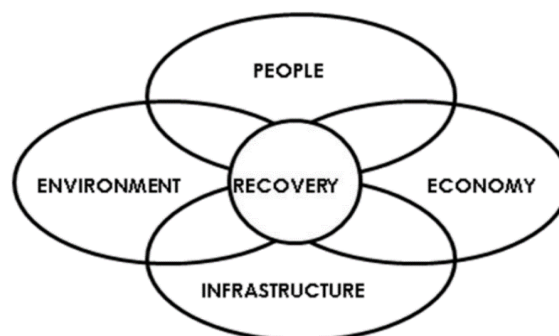
7.5 Health and Safety has played a major role in how we responded to COVID-19 and will continue to have a high profile, providing robust health and safety advice and guidance for our workforce. Our pulse survey results show that there is a high level of anxiety existing for employees around what the future of their working environment may look and feel like, travel to work is an additional emerging issue, so engagement and their wellbeing will continue to be a focus. Ensuring that employees do not feel isolated must continue to be a priority.

- 7.6 All HR policies and practice procedures are being reviewed to reflect the new normal, with meetings previously done face to face, being done via web or tele conference, homeworking being more of the norm in the short to medium term etc. These developments are linked to digital solutions being found as not all employees have the facility or devices to allow this to happen easily.
- 7.7 Relationships with the trade unions have been strong throughout lockdown and it is vital that this is maintained. Working collaboratively with our Trade Unions colleagues can greatly assist our recovery journey. As we emerge into what will be our new normal, continual dialogue on how we emerge stronger, learn from the digital solutions and new ways of working developed, manage expectations and how we manage workforce change, allowing service delivery to change and develop is critical.
- 7.8 The Council is currently developing a prioritisation programme for its property portfolio. The immediate focus is developing all educational facilities to the required standards for the return of staff and pupils through H&S servicing works, enhanced hygiene and cleaning measures and COVID-19 compliant guidance ensuring social distancing. The plan, looking ahead, will encompass all services' recovery strategies including justification for reopening. Subject to approval for reopening of individual premises, services in consultation with City Development, will develop a programme for recommissioning of closed facilities on a phased basis to ensure a realistic timeline is achieved.

8 PLANNING FOR RECOVERY

- 8.1 Recovery is defined in the Preparing Scotland Recovering from Emergencies in Scotland as 'the co-ordinated process of re-building, restoring, rehabilitating and, perhaps, regenerating communities following an emergency. Its purpose is to minimise their harmful effects on individuals and communities. One of the key elements is the implementation of the Scottish Government's Test and Protect programme, which is designed to contain and suppress the spread of COVID-19, by ensuring robust local testing is aligned with National Testing programmes.
- 8.2 An emergency such as the current pandemic has multiple implications and therefore the recovery process is likely to be multi-faceted. The diagram at figure 3 provides a framework for understanding the thematic scope of the recovery process.

Figure 3: Framework for understanding the impact of emergencies



- 8.3 In terms of the current pandemic, it is expected that the recovery process will focus most heavily on supporting people and the economy to recover due to the expected impact on health, incomes, the equalities gap, jobs and businesses. Nevertheless, the requirements for social distancing and the acceleration of home working also has profound implications for operational buildings, commercial premises and the city's office market. Therefore infrastructure is also a key consideration for the recovery phase.

- 8.4 To a certain extent, the environment has experienced a short-term benefit from the current crisis where a reduction in car use, air travel and more people now walking and cycling has resulted in lower emissions, improved air quality and increased biodiversity. This has driven demand for a lasting green recovery and one that ensures long-term environmental benefits and local resilience to future shocks, not least of all those that will be brought about by climate change. The environment should therefore be a key consideration during the next phase.
- 8.5 Dundee's Climate Action Plan provides the foundations for a green recovery in Dundee. The Scottish Government is investing £62 million to transition the crisis hit oil and gas industry towards low carbon energy projects, sending a clear message that increasing renewables in Dundee must be a priority. With the announcement of large scale offshore wind installations, including Neart na Gaoithe (NnG) for which all 54 turbines will be assembled by Siemens at Dundee Port; the decommissioning of oil and gas installations, for which Dundee is fast establishing itself as a go to hub as successful work on Shell's Curlew vessel demonstrates; and the planned innovation and investment into low carbon energy and transport at Michelin Scotland Innovation Parc, it is clear that Dundee will play a central role in Scotland's green recovery.
- 8.6 Continuing to improve the energy efficiency of buildings, increasing Solar PV on many of our south facing roofs, increasing district heating and researching renewables opportunities from our local water bodies are all further opportunities to ensure our energy systems are resilient and sustainable, whilst also reducing the inevitable increasing fuel poverty that will result from the COVID-19 crisis.
- 8.7 With less cars on the road, now is the opportune time to improve our cycling and walking infrastructure, taking advantage of the quieter roads to test out different routes that will minimise impacts on local businesses. The Council has lodged successful bids for the Spaces for People Scheme which funds temporary active travel measures during the COVID-19 recovery period. A Low Emission Zone is also being developed that will help to create a healthy, vibrant and attractive city by protecting public health through improving air quality
- 8.8 The nature of the current pandemic is unlike other emergencies in that there is ongoing uncertainty when the emergency phase will end, if there will be a second or third wave, if or when a vaccine or other effective treatments will be developed that allow a shift back towards more normal ways of living. This uncertainty also has significant implications for the local economy with the risk of a prolonged recession, rising unemployment, business failures and redundancies in the event that the virus is not fully controlled or there are further peaks that require a return to lockdown.
- 8.9 It is, nevertheless, essential that a robust plan is put in place to support the city, its communities and businesses to recover when the immediate emergency abates and work towards this phase has commenced. The uncertainty means that it is essential that this is a flexible and adaptable plan that will evolve in line with the course of the pandemic. Despite the setback that the virus has brought there is an opportunity to think differently and aspire to a vision of "build back better" with wellbeing, fairness, community cohesion and the environment as key priorities.
- 8.10 The pace of the pathway towards recovery will be influenced by Scottish Government policy and decision making. "Coronavirus (COVID-19): framework for decision making" sets out the challenges that Scotland faces in the current crisis and outlines the approach and principles that will guide the Scottish Government in taking decisions about emerging from lockdown.
- 8.11 The City's approach to "economic" recovery should also take cognisance of the UK and Scottish Government's process of response in this regard. The latter is framed around "reset, restart and recovery". Many of the powers and resources to aid recovery fall outside the control of local government and influencing how these are utilised and distributed will be key. An Advisory Group on Economic Recovery has been established by Scottish Government and in response to a recent consultation exercise the Local Government Chief Executive organisation SOLACE made 5 key asks:

- a accelerated economic infrastructure investment programmes, including measures to strengthen the delivery and maximise the impact of city / growth deals;
 - b a focus on Scotland's supply chain management, building the capacity and capability of Scottish companies;
 - c targeted and bespoke active labour market policies alongside upskilling and reskilling the workforce and safeguarding apprenticeships;
 - d integrating community wealth building within Scotland's economic recovery plan building a fairer and more inclusive Scotland;
 - e meaningful consideration of a green new deal for Scotland.
- 8.12 In moving towards social recovery, it is crucial that actions are properly informed and jointly developed by people with long-term experience of deprivation and the more recent impact of COVID-19. Glasgow Centre for Population Health asserted that recovery can build on asset-based approaches and ways of working, participatory budgeting and community resilience. Their key overarching message, however, is that *for community recovery approaches to be effective and transformational, their design and delivery must clearly incorporate the views, insights and wisdom of community members and those identified as having additional vulnerability to COVID-19.*
- 8.13 Recovery planning may also result in significant changes to the shape and level of services and/or facilities. Given that those vulnerable to the additional impact of the pandemic are already those in poverty or with protected characteristics (including BAME and people with disabilities), responsibilities associated with the Fairer Scotland duty, the Equalities Act and the growing focus on human rights must be at the forefront of planning. This will necessitate a thorough process of impact assessment prior to major changes.
- 8.14 Early work has focussed on the Council's response and more details on this are set out in the following section and in the appendices to this report. In order to support the city to fully recover, however, a multi-agency response will be needed and it is proposed that this should be strategically managed through the community planning process with overall leadership resting with the Dundee Partnership and its Executive Boards.
- 8.15 The Dundee Partnership has implemented community planning in the city for over 20 years and has an even longer record of joint working to achieve economic development and regeneration. With a reputation of driving partnership working and collaboration, it is well placed to oversee one of the greatest challenges in the city's recent history. Through the underpinning local community planning partnerships (LCCPs) it can ensure that the voice of local communities informs the pathway to recovery.
- 8.16 The City Plan for Dundee 2017-2026 sets out the vision for Dundee framed around jobs, social inclusion and quality of life and the detailed outcomes that are needed to deliver these. The process of renewing the goals and ambitions in the restructuring phase would be adopt the themes in the City Plan, Fairness and Sustainability theme groups. The Partnership Theme groups would aim to engage partners and communities across Dundee in developing a city vision and plan to be adopted in 2022. That should capture how to make Dundee fairer, greener and more prosperous. It should also capture how people want their public services and city transformed and designed to meet their needs for the future. As a UNESCO City of Design, Dundee can aim to be a leader on how to design a city to meet the needs of its people and the future.
- 8.17 The Dundee Partnership has evolved its structures in recent years to strengthen the democratic relationship with citizens through elected member representation on Executive Boards. This would tackle the following issues in the recovery plan and agree the vision for the new City Plan:

- Fair Work and Enterprise:
 - ❖ the Economy;
 - ❖ City Centre;
 - ❖ Culture and Tourism;
 - ❖ Property and Housing plans.
- Health and Care and Communities and health inequalities;
- Children and Families and closing the attainment gap inequalities;
- Building Stronger Communities;
- Community Safety;
- Sustainable Dundee.

9 SERVICE DEPARTMENT RECOVERY PRIORITIES

9.1 The appendices to this report contain the initial detailed plans that have been drawn up by the Council's Services to support recovery in the short and medium terms. These provide a framework to support the Council's corporate recovery process and will inform discussions with partners regarding developing a citywide approach to recovery. A summary of some of the key priorities for each service area is set out below:

9.2 Chief Executive's Service

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Produce roadmap for development of new Plans which address post COVID-19 situation and priorities.	Pursue opportunities to progress Property Rationalisation and Digital Transformation.
Resume the Fairness Commission and plan engagement with people around recovery plan priorities.	Develop long-term emergency food approach based on the Menu for Change principles to promote long-term financial security to prevent ongoing food need.
Gather evidence of impact on health inequalities, including drug, alcohol and mental health issues.	Strengthen and further develop new partnerships established during the emergency.
Continue to inform the public through the recovery phase, with clear and consistent information aligned to national messaging and provide clear information and reassurance to Council staff during the step-down of restrictions and return to workplaces/resumption of services.	Agree new model of Fairness Commission to respond to the challenges and opportunities emerging from lockdown and provide long-term mechanism to engage lived experience in anti-poverty planning and implementation.
Ensure resilience planning is back in place from early July should no extension to transition period be agreed as the risk of a 'no deal' or hard Brexit will increase again. It will also be exacerbated by the impact of COVID-19.	Ensure that the challenges and any opportunities presented by Brexit are factored into economic recovery planning.
Establish Steering Group and complete initial feasibility work into an Eden Scotland project in Dundee.	

9.3 Children and Families Service

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Prepare for Schools opening with appropriate risk assessments and modifications to building set up and organisation	Ensure that any impact of the pandemic on staff and pupil wellbeing continues to be monitored closely over time
Complete consultation for east secondary infrastructure and options for Western gateway.	Refresh and revise the Senior Phase curriculum and SQA presentation policy in line with developments over session 2020/21. Work with City Development employability colleagues on the development of a 'Dundee Guarantee' based on the Edinburgh model for all school leavers to be supported into a positive post schools destination
Accelerate capital projects to regain lost momentum for nursery expansion and complete 1140 recruitment exercise.	Enable the delivery of 1140 hours of high quality ELC for all eligible children
Development of recovery plan with Protecting People Committees, including arrangements to continue to encourage early identification, reporting and support of all vulnerable groups	Partnership work with the Third Sector, Health and Social Care and other stakeholders on the development of a cost effective family support strategy, including in respect of prevention
Schools will adapt the curriculum to meet the needs of learners, taking cognisance of the disruption to session 2019/20 due to COVID-19	Deliver the entitlements of Curriculum for Excellence in line with the national review

9.4 City Development

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Restart £25m worth of suspended DCC construction sites within 3 weeks of construction moratorium being lifted and finalise plans for £20m of capital investment at MSIP. Update overall strategy for development at the Waterfront. Conclude leases on Earl Grey House (EGH), Slessor Gardens Pavilion and retail unit at station.	Deliver next phase £10m of major capital projects and start on site for MSIP capital works, complete Innovation Centre and secure first tenants. Complete the design, costing and procurement of the GAM office and commence construction works. Continue engagement with developers and investors to seek disposals or partnership agreements on uncommitted sites
Utilise Scottish Government Spaces for People Funding to promote active travel and social distancing. Commence Strategic Development Plan for Dundee Airport in partnership with HIAL and develop Tay Cities Deal business case	Promote active travel through delivery of active travel hub at Waterfront Place and other measures. Permanent redesign of public realm in shopping districts to support local traders and give more space for social distancing.
Accelerate preparation of long-term City Centre Strategic Investment Plan (CCSIP) options paper. Complete existing Town Centre Fund projects. Prepare programme of events and marketing to "relaunch" city centre with safe distancing after lockdown	Finalise CCSIP and start implementation of identified economic, environmental, and business actions. Develop draft programme of investment. Explore potential Business Improvement District with stakeholders.
Support culture and tourism attractions to ensure they remain financially viable to re-open (on a phased basis) after the lockdown ends. Establish new protocols to give reassurance to the public that venues and attractions are safe	Deliver medium term financial strategy for leisure and culture to ensure sustainability of V&A, L&CD and all major sport, culture and tourism attractions
Develop new Discover Work Strategy which will take cognisance of COVID-19 and outline the	Develop new or enhanced employability services by utilising emerging funds including No One Left

Partnership's medium to long-term response and activity. Targeted engagement of all developer and company interests to assess, identify and accelerate priority investment opportunities.	Behind. Development of delivery plans for key city business parks at City Gateways including Dundee Technology Park, Claverhouse, Waterfront (Port) and University Innovation District
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9.5 Corporate Services

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Work with COSLA in identifying COVID-19 cost pressures and to minimise any funding gaps. Review existing budgets and financial plans including capital and revenue funding	Seek additional Scottish Government Funding and Flexibilities.
Build on the positives learned from the mobilisation of a large proportion of our workforce to continue to work. Support all Services with specific capacity issues as a result of pre-existing health conditions, childcare or caring responsibilities	Review the Our People and Workforce Strategy commitments to reflect new ways of working as a result of COVID-19, including a review of Health and Safety Policies and practices
Continue to develop the wellbeing service to support the workforce. Revise Promoting Health and Attendance policy to reflect our new normal.	Continue to promote learning and development and health and wellbeing strategies. Review terms and conditions of service to reflect our 'new normal'
Continue full operational advice service by remote working from home including benefits, energy and debt advice, triaging of shielded helpline groups and the Scottish Welfare Fund. Maintain high level of engagement with local advice partners.	Evaluate changing city poverty profiles and ensure service specification meets changing needs at city and ward levels. Review and revise city wide co-ordinated advice plan with main local advice partners, taking into account new systems of work and demands emerging from COVID-19.
Ensure there are digital solutions for communicating with our workforce. Explore the potential of software platforms to enable remote Council/Committee etc meetings to take place.	Continued development of IT solutions, including collaboration tools for remote working,
Supporting all services to maintain ongoing strong working relationships with the trade unions to support recovery, lessons learned and change.	Continue to engage and collaborate with the trade unions as an integral part of engagement with our workforce to ensure relationships remain strong and productive.

9.6 Leisure and Culture Dundee

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
There are significant challenges to the future of the organisation in terms of financial viability. These could have an impact on Leisure & Culture Dundee's staffing establishment and workforce flexibility will be required to protect jobs.	Leisure & Culture Dundee will need to refocus on the services that we can continue to deliver, identify where significant changes will need to be made, even to the extent of ceasing to provide them.
L&CD has applied to the UK Government Coronavirus Job Retention Scheme and will continue to make claims to the end of the scheme on 31 October, as far as possible	Given the critical financial position staffing levels will need to be reviewed with a view to reducing costs.
Risk assessments are being completed for each building and service incorporating Covid-19 guidelines, which are likely to be in place for some months. On-going discussions with Dundee City Council are taking place to look at	Throughout the recovery stage and beyond, opening hours will not necessarily be the same as pre-lockdown. Adherence to new and increased health and safety measures combined with different staffing patterns to minimise

where there is potential to move services to different venues to reduce property costs	crossover will need to be taken into account and are likely to reduce capacity for an immediate return to full service
Financial modelling is key to L&CD's recovery plan. Leisure & Culture Dundee receives 55% of its turnover via income and, as the majority of L&CD buildings have been closed to normal customer engagement, this will have a huge impact on the viability of the organisation without alternative funding.	It will be necessary to take decisions regarding new models of provision which bring together proposals for changing the model of service delivery which, potentially, could include proposals for asset transfers, merger of facilities and greater use of digital facilities.
Supported by Leisure & Culture Dundee, Dundee Partnership Cultural Development Group has agreed clear steps towards formulating a recovery strategy which links to the City's Tourism Strategy and the Cultural Agencies Network (CAN).	There is a clear role for the organisation in resilience planning for communities and implementing preventative measures to support people's health and wellbeing. In addition, support to job seekers, claimants, and those needing access to IT will be even more important. The organisation will continue to work in partnership with other providers across the city to jointly make best use of our facilities.

9.7 Neighbourhood Services

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Restart £34m Housing Capital Programme, financial governance and monitoring meetings with a priority focus on requirements of projects already on site.	Review of Housing Capital Plan in line with 20/21 priorities and projects undertaken to inform future years Capital Plan. Support the delivery of ultrafast broadband to all council tenants in partnership with the private sector.
Engage with partner services to facilitate a phased re-introduction of day to day Repairs and Maintenance Service across the Council Housing portfolio. Undertake Sheltered Housing Assessment to review impact of lockdown on tenants and temporary closure of Sheltered Complexes.	Undertake a review of the Repairs and Maintenance priorities and expenditure. In line with National Health Guidance consideration of the safe reopening of Sheltered Complexes.
Produce new framework for Community Engagement building on the use of digital engagement and developing a platform for digital engagement.	Develop new model for engagement and citizen involvement. Build on the online engagement which has increased through In Your Neighbourhood. Find ways to involve the members of the community we have made contact with during COVID-19 in community recovery to harness interest and build community resilience
Support the Learning offer by having youth work provision in place to support targeted young people and to deliver alternative curriculum and flexible learning, focussing on Accreditation, Health and Wellbeing and engaging young people in the community linked to their learning offer.	Review youth work priorities in light of post COVID-19 environment taking into account the long term social, educational and health impact lockdown has had on the most vulnerable young people. Continue to develop use of online platforms for a blended Youth work offer.
Assess and re-implement as full a suite of waste collection services as possible with a view to returning to normal range of collection and disposal activities where viable, Undertake review of frontline operational arrangements including assessment of crew configurations.	Review of collection frequencies for general waste and recycling streams to meet budgetary targets. Route changes through introduction of new policies covering side waste, multiple general waste bins and contamination.

9.8 Health and Social Care Partnership

Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)
Reassess impact and suitability of enhanced remote and outreach based models of provision and reintroduce face-to-face/building based services and supports with appropriate safeguards (including social distancing and PPE).	Develop long-term approach to the delivery of remote and outreach based models, taking into account digital accessibility issues. Subsequently review and adjust building based models of support, with a focus on community-based delivery for building base services.
Maintain intensive support for care homes in-line with national guidance, including associated governance oversight and testing regimes. Ease visitor restrictions in-line with assessed risk and national guidance.	Review models of care homes based services including respite care and intermediate care. This work will be informed by national developments in relation to the review of the care home sector.
Maintain services and supports for people experiencing poor mental health and wellbeing. Develop enhanced/new models of support to respond to demand (public and workforce) associated with the impact of the pandemic, including trauma. Recommence development and implementation of Dundee's Mental Health and Wellbeing Strategy.	Revise the Partnership's Strategic Needs Assessment to provide a robust analysis of emerging evidence of the impact of the pandemic on health and social care needs. Subsequently revise the Partnership's Strategic and Commissioning Plan (statutory deadline for review is 31 March 2022) and progress work to achieve a sustainable budget for the Partnership which reflects assessed needs.
Maintain supports for people who use drugs, including for those shielding or self-isolating. Further enhance capacity to provide outreach services and continue close monitoring of remote supervised OST. Contribute to the recommencement of the work to implement the Drug Deaths Action Plan for Change.	Adjust responses to the most vulnerable/at risk groups to reflect emerging intelligence of the impact of the pandemic on wider social and economic factors. This will include a specific focus on people who use drugs and/or alcohol, people who have poor mental health and wellbeing, adults at risk and violence against women.
Implement learning from the COVID response period across community based health and social care services to inform transition to new 'business as normal'. Anticipate and respond to enhanced demand for services and supports as lockdown eases, including from people recovering from COVID-19 who have experienced enduring impacts on their physical and/or mental health.	Work through the Carers Partnership to more fully understand the impact of the pandemic on unpaid carers and their subsequent needs. Revise the Carers Strategic Plan through co-production with carers and their representatives and adjust services and supports to enable people to continuing in their caring role whilst also living a fulfilled life.
Support implementation of the national Test and Protect Scheme through ensuring rapid access to testing facilities, providing oversight to the care home sector and working with partners in the private and voluntary sector to identify and support those with particular needs including the provision of accommodation as required.	Ensure support structures remain resourced, coordinated and robust over the longer period as part of the Scottish Governments response to control the spread of the virus.

10 POLICY IMPLICATIONS

- 10.1 This report has been subject to an assessment of any impacts on Equality and Diversity, Fairness and Poverty, Environment and Corporate Risk. There are no major issues to be

highlighted at this point but an Integrated Impact Assessment will be carried out when a formal Recovery Plan is put forward for Committee approval.

11 CONSULTATIONS

11.1 The Council Management Team were consulted in the preparation of this report.

12 BACKGROUND PAPERS

12.1 None.

David R Martin
Chief Executive

13 AUGUST 2020

DUNDEE CITY COUNCIL

COVID-19 SERVICE RECOVERY PLANS

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN - CHIEF EXECUTIVE'S SERVICES

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
1. WORKFORCE PLANNING ISSUES			
	<p>Review direct involvement of service's employees in ongoing COVID-19 support and consider the extent to which this has to be maintained and the implications for their normal work, or transferred as part of other service responsibilities now that processes are in place.</p> <p>Based on feedback homeworking reviewed to address any issues around IT and equipment to support continued homeworking of all teams until at least end of August, unless there is any significant move through release phases or exceptional circumstances.</p> <p>Ensure employees have skills to make effective use of all resources for home working, including functionality of Office 365, observe best practice in holding virtual meetings and continue to feel engaged when working remotely.</p> <p>Ensure regular communications, contact and health and wellbeing of teams monitored and issues addressed, particularly colleagues that live alone.</p>	<p>Ensure sufficient resources are in place to work on Council and our service priorities, including Best Value Audit and implementation of follow-up management action plan, while continuing any essential COVID-19 support.</p> <p>Consider arrangements to support team members with longer term requirements for home working due to chronic health issues and/or caring responsibilities as necessary.</p> <p>Support upskilling and effective use of IT with our Digital Champions supporting colleagues across our services.</p>	Head of Chief Executive's Services
2. SERVICE OCCUPIED PROPERTY - OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<p>Decide what mix of home / office working is optimal from a business and employee point of view, and what this means for future office requirements/layout and support for home working.</p> <p>Currently decanted to East Wing, but need to establish timeline and plan to return to West Wing. This may mean only returning to East Wing to safely pack up for a move.</p>	<p>Implement decisions on office requirements/layout and further support for home working</p> <p>Ensure offices are safe and comply with all guidance relating to distancing, hygiene and signage</p>	Head of Chief Executive's Services

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
3. SERVICE SPECIFIC ISSUES			
Strategic Planning	<p>Produce 2019/20 year end position statements on City Plan, Council Plan and C2022 Transformation Plan.</p> <p>Produce roadmap for development of new Plans which address post COVID-19 situation and priorities, and consult on and develop these Plans.</p>	<p>Develop and implement new strategic plans (City Plan, Council Plan and Transformation Plan) which reflect new priorities and policies, including addressing inequalities exacerbated by COVID-19 and lockdown impacts.</p> <p>Pursue opportunities to progress Property Rationalisation and Digital Transformation as we 'build back better' within the Council as well as in wider economy.</p>	Service Managers - Community Planning and Transformation and Improvement
Fairness and Equalities	<p>Continue to support emergency food provision and referrals.</p> <p>Produce progress reports on Fairness and Child Poverty Local Action which will inform recovery plans. Keep focussed work on increasing Living Wage employers in the City and reducing the cost of the school day.</p> <p>Resume the Fairness Commission and plan engagement with people around recovery plan priorities.</p> <p>Gather evidence of impact on health inequalities, including drug, alcohol and mental health issues, to inform future planning and/or policy development.</p> <p>Begin development of the Equalities Outcome Plan. Finalise and introduce revised integrated impact assessment procedures.</p>	<p>Develop long-term emergency food approach based on the Menu for Change principles to promote long-term financial security to prevent ongoing food need.</p> <p>Review Fairness Strategy to provide a clear and ambitious approach to social justice prioritisation in the Council/Partnership recovery plans.</p> <p>Agree new model of Fairness Commission to respond to the challenges and opportunities emerging from lockdown and provide long-term mechanism to engage lived experience in anti-poverty planning and implementation.</p> <p>Ensure that significant health inequalities commitments are included in longer term recovery plans and new City and Council Plans.</p> <p>Complete mainstreaming equalities outcomes report. Undertake integrated impact assessment of recovery plan and subsequent long-term city/council plans.</p>	Service Manager - Community Planning

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
	Re-introduce Community Regeneration Fund (CRF) processes to support communities to respond to immediate impacts of COVID-19/lockdown.	Review CRF process in light of opportunities to combine with local community empowerment approaches.	
Partnerships	<p>Review partnership arrangements developed to support the emergency response and to what extent these should be maintained as part of longer term service delivery.</p> <p>Review mechanisms to commence Dundee Partnership meetings to ensure buy in and oversight of changes to City and recovery plans.</p> <p>Review progress on the delivery of the Drugs Action Plan due to COVID-19.</p>	Strengthen and further develop new partnerships established during the emergency.	Service Manager - Community Planning
Performance Management and Reporting	<p>Review performance management arrangements in line with changes/feedback for LGBF, new KPIs for recovery monitoring and Audit reports.</p> <p>Restart maintaining data on Pentana - the Council's Corporate Performance Management System.</p>	<p>Put in place any new performance management arrangements following the Best Value Audit and agreed improvement actions.</p> <p>Develop use of Pentana as the main way of recording progress, performance dashboards and risk registers, as new plans develop.</p>	Service Manager Transformation and Improvement.
Research and Information	<p>Continue to produce COVID-19 programme reports and collate/submit data as required to COSLA, Scottish Government etc.</p> <p>Produce economic and social justice analysis to inform recovery planning.</p>	<p>Research impact of COVID-19 and monitor performance on our recovery plan and revised strategic plans.</p> <p>Establish performance monitoring and reporting arrangements for recovery plan and any new strategic plans i.e. City/Council plans.</p>	Service Managers - Community Planning and Transformation and Improvement
Community Engagement	Continue involvement in planning for use of CONSUL online engagement tool.	Use CONSUL (if successfully trialled) for community engagement on new strategic plans	CTFT Programme Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
Transformation	Review what has worked well in the creation of new services such as Community Support Centres at very short notice , take up of digital substitution of face to face activities, home working etc.	Adopt streamlined approaches to transformation projects which allow us to increase the pace of change while still maintaining scrutiny, transparency and engagement.	Service Manager - Transformation and Improvement
Communications	<p>Continue to inform the public through the recovery phase, with clear and consistent information aligned to national messaging. Key priorities will include schools reopening, economic recovery and phased resumption of services, along with continuing to signpost lifeline services and Protecting People support. Maintain growth of digital channels and continually review methods to fill any “gaps” which emerge.</p> <p>Provide clear information and reassurance to Council staff during the step-down of restrictions and return to workplaces/resumption of services, including safe working practices, support arrangements, signage etc. Promote OneDundee on the Move as a means of staying informed.</p> <p>Review communications partnership arrangements during the crisis response, including lessons learned to feed into LRP and national structures. Maintain ongoing partnerships to deliver consistent messaging.</p>	<p>Resume normal external communications activity aligned to the Council/Partnership’s recovery plans and create new communications strategy to reflect insights from pandemic crisis and new communications landscape. Key priorities will include supporting delivery of Tay Cities Deal, ADP action plan, Brexit etc.</p> <p>Review internal communications channels and methods to ensure these align with new ways of working. Support the delivery of Office 365, including Microsoft Teams. Resume normal internal communications and continue to provide appropriate COVID-19-related information and signposting to support.</p> <p>Strengthen and further develop these partnerships. Assess resource implications of partnership arrangements in conjunction with other agencies.</p>	Service Manager - Communications
‘Business As Usual’ Committee reports	Review and agree reporting timings for annual and one-off reports, prioritising those with statutory deadlines and delayed due to April and June Committee cancellations.	Review programme for reports to Committee to reflect revised plans.	Head of Chief Executive’s Services
Complaints	Resume normal standards of complaint handling fully adhering to targets in model procedure	Develop, report and implement the revised procedures for complaint handling and produce guidance and briefings for officers and elected members.	Corporate Planning Officer

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
Best Value	<p>Complete the BVAR information gathering and interviews as agreed with Audit Scotland.</p> <p>Respond to the findings of the published report and develop an action plan to address any areas for improvement identified in this and as part of our own BV self-assessment, adhering to statutory deadlines to report to P&R Committee.</p>	<p>Implement and monitor our agreed action plans.</p> <p>Agree and deploy our annual Best Value assessment process for 20/21 onwards.</p>	Head of Chief Executive's Services
Brexit	<p>Plan communications campaign to ensure that EU citizens in vulnerable groups are aware of need to apply for Settled Status and assistance available, and to re-assure anyone concerned at only being granted pre-settled status.</p> <p>Continue to lobby Government on replacement for EU structural funds which support local projects and on immigration policy to ensure key economic sectors have access to staff.</p> <p>Resilience planning commenced again from early July as no extension to the transition period was agreed and the risk of a 'no deal' Brexit increased again. It will also be exacerbated by the impact of COVID-19.</p>	Ensure that the challenges and any opportunities presented by Brexit are factored into economic recovery planning, including support for business preparations.	Head of Chief Executive's Services
Leisure and Cultural Sector (L&CD)	<p>Continue to work with the Executive Director of City Development to engage with cultural organisations (including L&CD), we support financially, to discuss their recovery plans and sustainability as they emerge from lockdown.</p> <p>Work with City Development colleagues and partners to develop a clear and cohesive short-term city marketing campaign (likely autumn) which generates Staycation visitor interest and promotes economic recovery in the tourism and culture sectors.</p> <p>Establish Steering Group and complete initial feasibility work into an Eden Scotland project in Dundee.</p>	<p>Work with sector to develop financial strategy for leisure and culture to ensure sustainability of V&A, L&CD and all major culture and tourism attractions.</p> <p>Support the delivery of a wider city marketing plan aligned to the priorities identified in local strategies, including the new tourism and cultural strategies.</p>	Head of Chief Executive's Services Service Manager - Communications

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown - 3 years)	Lead Officer/s
Regional Collaboration	Review the programme of regional collaboration projects which are overseen by the Joint Executive's Group (senior officers) from Dundee, Angus, P&K and Fife Councils.	Agree and begin to implement new regional collaboration initiatives	Head of Chief Executive's Services
National Entitlement Card	<p>NEC Production recommenced 26/5/20 for Renewals/Replacement. New first time applications will be processed in line with local authorities' recovery plans.</p> <p>To avoid face to face proof of ID a digital solution is in trial and will be deployed in conjunction with Improvement Service, Transport Scotland and Young Scot.</p> <p>Maintain business continuity on NEC Procurement programme (deadline end Sept).</p> <p>Deliver on interim fixes to support National concessionary transport and new Programme for Government commitments agreed pre COVID-19.</p> <p>Key Partner Transport Scotland have major challenges during COVID-19 which will have an impact on their workload on NEC processes. Working with them to minimise risks to timelines agreed.</p>	<p>Commissioning and testing of the procured NEC system with full go live by August 2021.</p> <p>Applying changes to meet needs of Transport Scotland Programme for Government commitments for concessionary travel to new population groups.</p> <p>Working with the IS and Scottish Government on new online NEC and the new Scottish Government Digital Identity Service. The workaround online process that reduces the need for an office visit to prove ID is a process that should be designed in to the service.</p> <p>Supporting Young Scot's membership and attainment challenge projects.</p> <p>Potential role out of developments in HE sector.</p> <p>National stakeholder engagement with 32 LAs.</p>	NEC Team Manager

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN - CHILDREN AND FAMILIES SERVICE

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
WORKFORCE PLANNING ISSUES	WORKFORCE PLANNING ISSUES	WORKFORCE PLANNING ISSUES	WORKFORCE PLANNING ISSUES
	<p>Recruitment for school session 2020/21 including any additional staffing requirements in relation to shielding and additional temporary school estate mobilisation to support the blended programme mobilisation</p> <p>Complete 1140 recruitment exercise.</p> <p>RAG all vacancies across service and prioritise implementation.</p>	<p>Review central management structure in light of PSIF findings and early successes with structural integration.</p> <p>Prepare for implementation of night time arrangements in the Children's Houses.</p>	<p>Executive Director and Senior Manager – Finance and Support Services</p>
SERVICE OCCUPIED PROPERTY - OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE	<p>Prepare for Schools opening with appropriate RAs and modifications to building set up and organisation.</p> <p>Review the requirements for additional school estate mobilisation to support blended learning model.</p> <p>Complete Early Years projects now 3 months behind timescales and modify intake plans.</p> <p>Complete consultation for east secondary infrastructure and options for Western gateway.</p> <p>Prepare for temporary move from Dudhope Castle for central officers.</p>	<p>Pilot mobile technology in social work to plan for further co-location and blended home working.</p> <p>Model increased flexibility for all central staff in tandem with planning for potential City Square relocation to create correct sizing and balance.</p> <p>Produce new framework for Children's Houses decant and refurbishment.</p> <p>Complete piloting of Community Hub modelling and the creation of School Community Libraries.</p>	<p>Executive Director and Senior Manager – Finance and Support Services</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
STRATEGIC FINANCIAL ISSUES	STRATEGIC FINANCIAL ISSUES	STRATEGIC FINANCIAL ISSUES	STRATEGIC FINANCIAL ISSUES
Strategic oversight and partnership engagement	Retain frequency of Children and Families Executive Board, Corporate Parenting Partnership and Tayside TRIC Meetings, alongside more frequent COG Protecting People Meetings, Child Protection Committees and MAPPA Strategic Oversight Group	Return frequency of meetings to normal whilst ensuring agenda and priorities reflect ongoing requirements relating to the outbreak, lessons learned from approaches during the outbreak and wider policy developments	Executive Director
Protection of vulnerable children and young people	<p>Development of recovery plan with Protecting People Committees, including arrangements to continue to encourage early identification, reporting and support of all vulnerable groups</p> <p>Resume face to face support with families and vulnerable adults and Unpaid Work for people in the justice system whilst complying with the Scottish Government 5 phase approach towards recovery</p> <p>Resume multi-agency face to face planning meetings for vulnerable groups such as IRDs, CPCCs, LAC Reviews and MAPPA Meetings, in partnership with all relevant partners</p> <p>Resume services to and partnership work with the Sheriff Court, Parole Board and Children’s Reporter, in respect of assessment reports, reviews and proposals relating to the continuance or enforcement of statutory orders</p> <p>Resurrect and accelerate partnership GIRFEC initiatives, including the CELCIS Addressing Neglect Enhancing Wellbeing programme, What Matters 2 U/Edges of Care, FORT and 365 schools</p> <p>Review MASH, Intake and Out of Hours capacity and resilience to screen and triage a potential increase in referrals to appropriate universal, Third Sector or Social Work support</p>	<p>Partnership work with the Third Sector, Health and Social Care and other stakeholders on the development of a cost effective family support strategy, including in respect of prevention</p> <p>Full implementation of Third Sector savings agreed by Elected Members in March 2020 of £150k in 2020-21 and £653k in 2021-22, in the context of the above</p> <p>Explore opportunities to develop consistent approaches towards risk based proportionate support to children, young people and families across the partnership</p>	Head of Service

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Re-introduce all 8 aspects of the Children's and Community Justice Improvement Plan, from quality assurance through to a re-structure involving a new internal Improvement Team</p> <p>Complete and implement agreed recommendations of a Tayside review of respite services for families with children with disabilities, from assessment processes through to commissioned services and funding/costs</p>		
Looked After Children and Care Leavers.	<p>Continue targeted, proportionate support to different placement types to promote stable, nurturing environments and prevent disruption</p> <p>Implement proposals on an additional bedroom and extra waking night in the Children's Houses to build local placement capacity</p> <p>Return young people from external residential placements to suitable local placements with additional holistic support</p> <p>Further extend engagement and participation of Looked After Children and Care Leavers beyond the Champions Board, including through digital means</p>	<p>Develop and implement a local approach towards Functional Family Therapy with families at risk of breakdown</p> <p>Develop an implementation plan for all aspects of the Independent Care Review in partnership with all stakeholders</p> <p>Work with Health and Social Care and the Chief Social Work Officer on joint approaches towards Social Work staff engagement and development</p>	Head of Service
Develop Local Education Phased Delivery Plan	Implement clear and consistent guidance for nurseries and schools to re-open over the month of June and beyond, enabling as many pupils as possible to return to our education settings, at the earliest dates possible	Disengage from recovery as all schools/establishments open and all learners return to their own settings full time	Head of Service & Education Management Team
Plans for all sectors for June 2020	Establish plans for re-opening schools in June 2020 for staff and targeted groups of learners		Head of Service & Education Management Team HTs

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
CSC holiday provision	Continue to provide childcare for key workers and provision for vulnerable children/young people during the school summer holiday	Phase out as all schools/establishments open	Head of Service & Education Management Team HTs
Phased return to schools for all learners from August 2020	All schools/establishments will have plans to ensure a phased and rotation approach for all groups of learners from 11 August 2020	Phase out as all schools/establishments open	Head of Service & Education Management Team HTs
Blended Learning	All schools/establishments will continue to develop and provide learning resources and opportunities for their learners for both in and out with school. This will involve consideration of campus approaches and joint opportunities for delivery across schools using on line facilities and where appropriate city wide support organisational approaches.	Take forward the positive pedagogical approaches into the 'new normal', in particular re online learning Build on city campus approaches and increase collaboration with college, university and SCHOLAR and emerging national E-School portal.	Head of Service & Education Management Team HTs
Increasing Sustained Positive Destinations	<p>Review by each school of current leaver cohort of all ongoing destinations with SDS. Support individual SDS plan for each leaver with additional appropriate school resource.</p> <p>Review with D and A college the operation of the Foundation Apprenticeship courses in their new format and provide appropriate support for pupils and parents to embed any changes.</p>	<p>Work with City Development employability colleagues on the development of a 'Dundee Guarantee' based on the Edinburgh model for all school leavers to be supported into a positive post schools destination.</p> <p>Evaluate the success of the changes made to the senior phase curriculum in the last 24 months and assess the changes in light of DSYW targets on vocational education in terms of quantity, quality and improvement in general attainment levels and sustained destinations.</p>	Head of Service & Education Management Team HTs
Parents/carers	The service and establishments will continue to commit to on-going and up to date communication with parents/carers	On-going engagement with our parents/carers throughout transition	Head of Service & Education Management Team HTs

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
SQA	The service and secondary schools will continue to work with SQA re possible developments for SQA examination presentations for session 2020/21 and with all partners – FE, HE, SDS	Refresh and revise the Senior Phase curriculum and SQA presentation policy in line with developments over session 2020/21	Head of Service & Education Management Team HTs
Curriculum	Schools will adapt the curriculum to meet the needs of learners, taking cognisance of the disruption to session 2019/20 due to COVID-19	Deliver the entitlements of CfE in line with the national review	Head of Service & Education Management Team HTs
SAC plan	Our service will roll forward the central SAC plan and school improvement plans into session 2020/21, taking cognisance of the disruption to session 2019/20 due to COVID-19	Continue to embed practice and policy into mainstream practice as we emerge from the first phase of the SAC	Head of Service & Education Management Team HTs
Educational Provision for Vulnerable Children & Young People, including Additional Support Needs	<p>Transition plans and visits for targeted children and young people to begin in last 2 weeks of June and continue with phased return in August.</p> <p>Continue remote and outreach arrangements to support targeted vulnerable children and families</p> <p>Continue enhanced arrangements for Child Protection, Looked After Children, Care Leavers and Community Justice</p> <p>Continue and extend direct targeted support for vulnerable children and young people including those with significant additional support needs</p> <p>Continue to monitor provision of free school meals as children return to schools on a phased basis</p>	<p>Refresh guidance and approaches to transition in recognition of transitions being a feature of blended learning and part-time attendance in schools/nurseries.</p> <p>Build on the success of the AIM programme as a community-based model of learning in collaboration with CLD, Third Sector and NHS partners</p> <p>Ensure that any impact of the pandemic on staff and pupil wellbeing continues to be monitored closely over time. Implement revised and supplementary guidance on response to Critical Incidents.</p>	Education Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Take a Trauma and Resilience informed approach to children and families based on the current implementation of 6 principles of Nurture across all settings</p> <p>Continue to monitor contact arrangements with vulnerable families not yet engaging with school</p> <p>The support of pupils with complex additional support needs will require alteration of ratios, enhanced risk assessment and consideration of Personal Protective Equipment. Timetabling will consider enhanced support during recovery, to provide continuity for pupils and respite for parents. Particular attention will be paid to the need for consistency and predictability of timetables for children and young people who find it challenging to have change and disruption to a normal routine.</p> <p>Continue provision of mental health and wellbeing support to young people including phone counselling, and resume procurement for implementation of a full counselling service from November 2020.</p>		
ELC	<p>Identify available capacity and demand</p> <p>Establish a setting by setting capacity level</p> <p>Implement clear prioritised admissions criteria in light of national guidance</p> <p>Consider implementation of statutory hours</p> <p>Accelerate capital projects to regain lost momentum for nursery expansion</p> <p>Provide clear and accessible information for families on nursery arrangements</p>	Enable the delivery of 1140 hours of high quality ELC for all eligible children	Education Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Funding additional costs associated with COVID-19 – school meal payments to parents for FSM, funding for Key worker childcare costs, reduction in income – school meals, wraparound care and breakfast clubs.</p> <p>Implementing savings agreed at March 2020, implementation programme has slowed due to COVID-19.</p> <p>Early Years – partner providers ensuring they are viable moving forward due to the reduction in their capacity which will impact on their income without the corresponding reduction in costs due to social distancing.</p> <p>Delivering the free school meal entitlement when schools open; due to social distancing unit costs will increase. Delivering FSM entitlement to those pupils not in school.</p> <p>Cleaning – requirement for day cleaning of key touch points throughout the day, this is in addition to the normal cleans.</p>	<p>Working through these issues using the flexibility in the specific grant allocation but ensuring meeting statutory obligations.</p>	<p>Executive Director and Senior Manager – Finance and Support Services</p>

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN – CITY DEVELOPMENT

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
1. WORKFORCE PLANNING ISSUES			
	DCC has placed circa 50 city development staff (parking and capital projects) on furlough using the coronavirus job retention scheme. Maintain close contact with staff during furlough, and plan for a phased return to work as parking charges are reintroduced on July 1 st , and as Scottish Government allows capital projects to recommence.	The COVID-19 emergency has highlighted significant challenges for the economy, and it will be necessary to refocus the economic development team to address key gaps and ensure that Dundee is in the strongest position possible to continue to support the private s	
	Staff will continue to work from home where appropriate, and it is important to ensure that they have access to suitable equipment and furniture for safe home-based working. Line managers will be required to validate this before long-term home-based working is allowed.	More remote and home-based working by staff will necessitate improved IT systems to enhance productivity and performance and reduce administration costs. In conjunction with corporate IT colleagues, IT systems including property asset management and Planning/Building Standards will be reviewed. All key teams will review activity to take advantage of migration to Office 365.	
2. SERVICE OCCUPIED PROPERTY -OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<p>City development will lead planning for re-occupation of corporate buildings including social distancing measures and signage. Where buildings are occupied by single services, building managers will be in charge of erecting signage and insuring social distancing.</p> <p>The short term programme will look to have Dundee House repurposed for COVID-19 compliant operation. Running concurrently the programme for Education establishments being operational for staff prior to the summer break and fully commissioned for pupils returning in August.</p> <p>Working with all Service departments a phased programme approach is being developed to provide accommodation opening</p>	<p>COVID-19 has demonstrated that some staff are keen to work from home more often and this may reduce demand on corporate office facilities, allowing us to accelerate the council's building merger programme. As sites become vacant this may generate rental or capital income for the council.</p> <p>Working with Services through a collaborative approach the Council will be reviewing the phased opening, combined with the remote and agile working procedures to measure demand and use of buildings and specific areas where they will be opportunity to develop previously models of working and create new effective ways to deliver Services going forward.</p>	

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>to suit Service requirements and the resource requirement to re-enable buildings and ensure post COVID-19 compliance.</p> <p>Service testing of systems, flushing and chlorination of pipework are statutory requirements, prior to developing new Service lead operational strategies. Each service displaying appropriate signage, creating suitable circulation routes and limiting room capacities. In addition resource for revised cleaning regimes requires to be factored in to ensure properties are brought back into operation and can be maintain and perform to the required standards going forward.</p> <p>Consideration will be required for the provision of chairs, desks and IT facilities for those staff who will be required to continue working from home in medium to long term.</p>	<p>Community Asset transfer to be promoted to encourage communities to take ownership of facilities. This will be considered in conjunction with Neighbourhood Services.</p>	
3. STRATEGIC FINANCIAL ISSUES			
	<p>There will be significant financial challenges arising from COVID-19 for city development including loss of income from car parking, commercial charges and income generated from the regulatory functions discharged by the service. Financial impact is likely to continue beyond the financial year 20/21, and cost control and income maximisation will be necessary to help address any funding shortfall.</p>	<p>Income targets require to be set at a realistic level, reflecting COVID-19 for financial year 21/22, ensuring that balanced out-turn can be achieved.</p>	
		<p>Nationally it is anticipated that additional funds may be made available by UK and Scottish government for or to support post COVID-19 economic recovery. City development will lead on developing bids for economic projects that can be put forward for additional funding from UK or Scottish government or other funding sources.</p>	

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
4. SERVICE SPECIFIC ISSUES			
Strategic Oversight & Delivery	<p>Brief Dundee Partnership and remit Fair Work and Enterprise Board to finalise and implement Economic Recovery Plan.</p> <p>Tay Cities Deal will be central to economic recovery - urgent need to sign final deal. Explore potential for further 'side-deal' investment.</p> <p>Maintain high level of engagement with local key stakeholders including SE, DACC, FSB, DSEN, Universities and Dundee & Angus College.</p> <p>Engage with regional and national partners to ensure learning and alignment with pan-Scotland recovery planning.</p> <p>Prepare assessments and update sector action plans for each key economic development area.</p>	<p>Review Regional Economic Strategy and Action Plan to reflect new economic development landscape and priorities needed to support long term recovery.</p> <p>Accelerate implementation phase to secure early support for key growth sectors and investment in tourism sector.</p> <p>Review existing Economic Development structures and resource and refocus teams to respond to recovery plan priorities.</p> <p>Review Economic Recovery Frameworks developed elsewhere in Scotland and refine Dundee approach in line with best practice.</p> <p>Take advantage of regional collaboration and reallocation of resources to help prioritise high impact interventions.</p>	Executive Director – City Development
Housebuilding & Construction	<p>Restart £25m worth of suspended DCC construction sites within 3 weeks of construction moratorium being lifted:</p> <p>Waterfront Place - Morgan Sindall Broughty Ferry Protection - McLaughlin Harvey Balmerino Nursery - Robertson Construction West City Square Refurbishment – DCS</p> <p>Finalise design for £20m of capital investment at Michelin Scotland Innovation Parc.</p> <p>Engage with all housebuilders / construction firms to facilitate reopening of sites when safe to do so, and ensure Planning and Building Standards are ready to respond. Communicate COVID-19 advice on any changes to working practices.</p>	<p>Deliver next phase £10m of major capital projects including:</p> <p>Mill O'Mains School Extension Caird Avenue Nursery Whitfield New Build housing and assisted living unit L&CD capital programme</p> <p>Start on site for MSIP capital works, complete Innovation Centre and secure first tenants.</p> <p>Get back to target of 500 houses a year being built by 2022.</p>	<p>Head of Design & Property</p> <p>Head of Planning & Economic Development</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Help negotiate agreement to upgrade Swallow junction to allow continuation of Local Development Plan housing allocation at Western Gateway.</p>	<p>Work in partnership with housebuilder, landowner and local community to deliver required infrastructure at Western Gateway.</p> <p>Identify suitable sites to maximise the number of units secured through the Affordable Housing Supply Programme.</p> <p>Work with Scottish Water, SEPA and developers to unlock infrastructure constraints and secure brownfield regeneration.</p>	
Commercial Property	<p>Prioritise marketing and contact with previous and current contacts to stimulate demand for vacant properties. Conclude registration of completed deals as soon as practicable after lockdown.</p> <p>Assess economic impact of COVID-19 on rental/capital values in the commercial portfolio.</p> <p>Resurrect soft discussions with tenants re lease matters such as rent reviews/lease renewals.</p> <p>Review market direction and capital income targets, progress disposals where possible. Advise finance of expected shortfalls.</p>	<p>Undertake comprehensive review of the impact of COVID- 19 on the commercial portfolio.</p> <p>Prepare investment report for investment/disposal of assets. Review market demand (changes to the traditional model) to ensure changes to property use are featured in planning and investment decisions.</p> <p>Provide revised list of active developers, enter in dialogue and understand their strategic aspirations.</p> <p>Meet with local & national agents to assess current market position instigate mutually beneficial strategies to encourage economic growth.</p>	Senior Manager – Property Services
Dundee Waterfront	<p>Conclude leases on Earl Grey House (EGH), Slessor Gardens Pavilion and retail unit at station as soon as lockdown ends.</p> <p>Support development of business case for Discovery Point redevelopment as part of Tay Cities Deal.</p> <p>Finalise agreement for ‘flip’ of GAM funding for next office development and commence design, costings and pre-construction activities.</p>	<p>Secure tenant for restaurant unit and small office suite at the Railway Station. Complete disposal of site 6 residential in 2022 dependant on outcome of option for office block extension of EGH.</p> <p>Support partners in concluding Tay Cities business cases for Dundee Marina, and HMS Unicorn.</p> <p>Complete the design, costing and procurement of the GAM office and commence construction works.</p>	Senior Manager - Waterfront

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Update marketing material and refresh engagement with developers and investors.</p> <p>Update strategy for overall development at the Waterfront.</p>	<p>Continue engagement with developers and investors to seek disposals or partnership agreements on uncommitted sites.</p> <p>Review asset class demand across waterfront and specific focus mix of development on Sites 2 and 6.</p>	
Michelin Scotland Innovation Parc	<p>Delivery of the first Accelerator programmes with Elevator and Strategic Alliances, agreed and in place with the local Universities.</p> <p>New programme of marketing activity, webinars and first tenant announcements.</p> <p>Agreement of business plans for the Skills Academy with Dundee & Angus College and the MSIP flagship Innovation Hub.</p> <p>Agreement of £20m Site Transformation Programme, appointment of Lead Contractor & initial design and preparatory work completed.</p>	<p>All MSIP Ltd company roles recruited and in full team in place.</p> <p>Conclusion of work on the development and agreement of the business case for Dundee Hydrogen Bus Deployment Project.</p> <p>Construction and opening of Innovation Hub, with Innovation Director in place, and innovation programme commenced.</p> <p>Conclusion of infrastructure investment on site for the Site Transformation programme. Construction of Skills Centre and Innovation Centre complete.</p>	Senior Manager – Economic Development / Head of Design and Property
Sustainable Transportation and Roads Infrastructure	<p>Promote active travel through exploring and delivery of active travel hub at Waterfront Place.</p> <p>Engage with and support bus industry to counter expected reduced patronage.</p> <p>Utilise Sustran Spaces for People funding to promote active travel and social distancing, including second round bid for further funding to promote pedestrian / cycle use.</p> <p>Commence Strategic Development Plan for Dundee Airport in partnership with HIAL and develop Tay Cities Deal investment business case.</p>	<p>Develop city wide active travel plan including additional cycling investment on key arterial routes into city centre.</p> <p>Address key public transport pinch points by exploring junction improvements to allow public transport and active travel to be prioritised.</p> <p>Permanent redesign of public realm in shopping districts to support local traders and give more space for social distancing.</p> <p>Support Aviation Academy business case development. Deliver improved radar surveillance</p>	Head of Planning and Economic Development / Head of Sustainable Transportation & Roads Infrastructure

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
		through TCD, supporting ongoing operations at Leuchars as part of wider HIAL Air Traffic Management System programme.	
City Centre / Retail	<p>Prepare programme of events and marketing to “relaunch” city centre with safe distancing after lockdown.</p> <p>Complete existing Town Centre Fund projects as soon as construction can restart.</p> <p>Work with DD One to monitor and develop recovery plan. Support the City Centre through seeking funding for physical regeneration projects.</p> <p>Develop integrated roads/planning/licencing approach to catering businesses seeking to offer external refreshments during recovery period.</p>	<p>Develop shop local campaign and spread Christmas activities over a longer period with attendance limits to meet ongoing social distancing restrictions.</p> <p>Finalise City Centre Strategic Investment Plan (CCSIP) and start implementation of identified economic, environmental, and business actions, DCC capital programme investment and assist with proposed LDP.</p> <p>Refocus and renew city centre partnership approach to get stronger focus on campaigning and results. Explore potential Business Improvement District with stakeholders after immediate economic crisis passes.</p> <p>Reprioritise Christmas budget to improve city centre offer to rebuild confidence.</p>	Head of Planning and Economic Development
Digital Infrastructure & Innovation	<p>Support private sector investment in Dundee ultra-fast full fibre network.</p> <p>Complete procurement and letting of LFFN build contract (subject to approvals) to deliver fibre connectivity to schools estate and stimulate wider investment.</p> <p>Commencement of Public Wi-Fi/ 5G Testbed installation works to deliver free public Wi-Fi to Dundee Waterfront and city centre and 5G Testbed within the waterfront area.</p>	<p>Rollout full fibre network to 74,000 homes and businesses.</p> <p>Deliver full fibre connectivity to key e, primarily city secondary and primary schools.</p> <p>Deliver free Public Wi-Fi throughout Dundee city centre and roll-out 5G Testbed. Deploy 5G use cases in city centre and explore potential to scale up and deliver on a commercial basis.</p>	Team leader – City Growth
Business Support	Deliver and communicate high quality business support advice through effective web-based services and communication channels.	Refine business support advice to reflect shift from resilience to restructuring and growth phase.	Team leader – City Growth

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Signpost to national and local sources of financial support (ensuring local support remains responsive and flexible where possible).</p> <p>Deliver Business Gateway COVID-19 Survive and Thrive Programme ensuring support remains flexible and adaptable.</p> <p>Deliver webinars / other online support via Business Gateway and local / regional partners.</p>	<p>Review financial support mechanisms to ensure that they remain appropriate and promote an appropriate balance of resilience versus growth support.</p> <p>Participate in national review group for shaping future Business Gateway services and re-procure regional Gateway Service in line with recovery plans for region.</p> <p>Embed the shift towards digital channels for delivery of support whilst maintaining appropriate levels of face to face support where this is most effective.</p>	
Tourism, Culture, Sport	<p>Support attractions to ensure they remain financially viable to re-open (on a phased basis) after the lockdown ends.</p> <p>Establish new protocols to give reassurance to the public that venues and attractions are safe.</p> <p>Develop new Dundee Tourism Strategy to relaunch Dundee tourism in 2021.</p> <p>Coordinate recovery action with DAVAA, Cultural Agencies Network, Creative Dundee, Hospitality via Tourism Leadership Group and Dundee Tourism Action Group.</p> <p>Review all social media messaging to ensure integrated approach to promote Dundee as “Open for Business” and develop city as “Staycation” long weekend destination for British travellers.</p>	<p>Review of culture support within DCC to provide clearer support and leadership to support growth in the sector.</p> <p>Deliver medium term financial strategy for leisure and culture to ensure sustainability of V&A, L&CD and all major sport, culture and tourism attractions.</p> <p>Create new integrated Dundee Tourism Partnership to deliver 5 year Dundee Tourism Strategy & Action Plans.</p> <p>Promote Dundee as part of the overall Scotland's Tay Country brand and target those looking for a longer stay within the region using Dundee as base or place to visit.</p> <p>Enhance relationships with International Travel Trade. Target wider UK & International Markets (and further develop UNESCO City of Design to promote the city.</p>	<p>Director – Leisure & Culture Dundee</p> <p>Team leader – City Promotion</p>
Leisure and Business Events	<p>Establish new protocols to give reassurance to the public and stakeholders that events and venues are safe to attend.</p>	<p>Promote Dundee as a welcome host for events and as a safe place to attend events/venues.</p>	<p>Team Leader - City Promotion</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Maintain open communications with event organisers to retain potential for 2021 and beyond.</p> <p>Focus on local events with local/Scottish visitors in short term and identify areas where spend will have most impact.</p> <p>Support National Business Events Recovery Plan and rebuild confidence (#IbelieveinScotland).</p> <p>Support planning of postponed conferences for 2021 and beyond and continue to identify new bid opportunities.</p>	<p>Invest in necessary event infrastructure to ensure reassurance to attendees.</p> <p>Rebuild a healthy event ecosystem with good mix of community/volunteer led local events as well as commercial promoter led events with national/international reach.</p> <p>Review and relaunch Convention Bureau Pathfinders Programme and continue to investigate potential for a Conference Centre in Dundee.</p>	
Priority Sectors	<p>Work with Scottish Enterprise and key city businesses to create a Fintech Cluster and Fintech Accelerator Talent Hub.</p> <p>Work with Dundee University regarding potential for creation of an Innovation District with a particular focus on the Technopole and building on cities Life Sciences & Health global expertise.</p> <p>Finalise approval of Tay Cities Deal Business Cases for key sector focussed projects with early spend i.e. Growing the Biomedical Cluster; Cyber-quarter, 5G Testbed.</p> <p>Focus on realising the initial supply chain & skills opportunities from the NNG & Seagreen Offshore Wind Developments through Forth & Tay Offshore.</p> <p>Initiate Skills Development plan for Offshore Wind and Decommissioning Sectors.</p>	<p>Launch Digital Talent Hub and engage with industry / universities to ensure that skills supply issues are met.</p> <p>Support Construction Sector through delivery of Dundee housing and commercial development opportunities and delivery of Construction Forum Activity.</p> <p>Deliver next generation of Smart mobility and Hydrogen projects cementing Dundee's position forefront of ULEV rollout.</p> <p>Support delivery through TCD funding of new Innovation Hub at Technopole to support Life Science and MedTech companies.</p> <p>Identify further opportunities through Floating Wind Scot Wind Leasing Round and engage with developers and tier 1 contractors to identify supply chain opportunities.</p> <p>Development and delivery of a refreshed Creative Industries Strategy for Dundee which encourages</p>	Team leader – City Growth

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
		innovative approaches to collaboration, showcasing talent and workforce development.	
Inward Investment	<p>Promote Dundee as a business and investor location of choice through the redevelopment and relaunch of the Invest in Dundee initiative.</p> <p>Targeted engagement of all developer and company interests to assess, identify and accelerate priority investment opportunities working with Scottish Enterprise & Scottish Development International.</p> <p>Develop refreshed City Centre Investment Strategy to catalyse new investment and propositions for the city centre</p> <p>Announce initial investment and occupiers for Michelin Scotland Innovation Parc & case for Dundee and Region to be recognised Low Carbon / Smart Mobility centre of excellence.</p> <p>Continue to develop Civil Service Jobs Campaign.</p>	<p>Develop new City Prospectus to showcase opportunities in city to national and international sectors and markets.</p> <p>Develop and refocus One City Many Discoveries to promote Dundee investment propositions and dedicated Skills & Talent Campaign.</p> <p>Develop an effective network of Dundee Ambassadors from the private and academic sector to promote the Invest in Dundee message to a global audience.</p> <p>Development of delivery plans for key city business parks at City Gateways including Dundee Technology Park, Claverhouse, Waterfront (Port) and University Innovation District.</p>	Senior Manager – Economic Development
Employability Support	<p>Work across all Employability delivery partners to ensure service delivery continues and makes transition to virtual delivery environment.</p> <p>Review and respond to changing labour market position and predicted demand of key sectors including Health & Social Care & Retail.</p> <p>Develop new Discover Work Strategy which will take cognisance of COVID-19 and outline the Partnership's medium to long-term response and activity.</p> <p>Implement flexibility in pre-existing services to support additional / alternative target groups (e.g. those whose jobs may be at risk when Job Retention Scheme ends).</p>	<p>Deliver revised structure of Discover Work Partnership structure to achieve stronger links between strategy and service delivery.</p> <p>Develop new or enhanced services / interventions by utilising emerging funds including No One Left Behind and Parental Employability Support Fund from Scottish Government.</p> <p>Greater integration and alignment of Council and Partner Employability Services.</p> <p>Greater integration and alignment of Council and Partner Employability Services.</p>	Senior Manager – Economic Development

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	Develop plan for greater use of Community Benefit Clauses in Capital Projects to drive local training and employment opportunities.	Deliver effective vacancy matching to emerging high demand sectors utilising SDS My World of Work Jobs Hub and any new or enhanced services / interventions within the Discover Work Service.	
Brexit Preparation / EU Engagement	<p>Continued outreach campaign on EU Settlement Scheme – deadline to sign up 30 June 2021.</p> <p>Continue to raise awareness of UK Government immigration position, which hinders access to labour for important sectors.</p> <p>Lobby for access to key EU programmes for council, including Interreg and Erasmus+.</p> <p>Relaunch No Deal Brexit preparations, if no extension has been agreed by deadline of 30 June 2020.</p>	Review status and avenues of EU engagement, based on outcome of Brexit negotiations and participation in EU funding programmes.	Team leader – City Growth

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN – CORPORATE SERVICES

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
1.	WORKFORCE PLANNING ISSUES		
	<p>Corporate Services will –</p> <ul style="list-style-type: none"> • Build on the positives learned from the mobilisation of a large proportion of our workforce (Corporate Services and the wider Council Services) to continue to work from home taking account of health, safety and wellbeing issues • Support all Services with specific capacity issues as a result of pre-existing health conditions, childcare or caring responsibilities and with those employees at home with no work or without the digital capability to work from home • Review all human resources policies and procedures to reflect our 'new normal' ways of working • Ensure there are digital solutions for communicating with our workforce, including informal interactions and formal proceedings i.e. Promoting Health and Attendance, Disciplinary and Grievance Hearings etc. • Consider the commitments in the Our People and Workforce Strategy (OPWS) for the recruitment and deployment of our workforce • Build on the success of the Deployment Team which forms part of the Learning and Organisational Development Service • Maintain positive relationships with the trade unions 	<p>Corporate Services will –</p> <ul style="list-style-type: none"> • Review the OPWS commitments to reflect new ways of working as a result of COVID-19, including a review of Health and Safety Policies and practices • Work with all Services to review working practices, increasing flexibility and mobility thus reducing headcount • Work with Services to review workforce resources and succession plans • Continue to promote learning and development and health and wellbeing strategies • Review terms and conditions of service to reflect our 'new normal' • Continue to maintain positive relationships with the trade unions 	<p>Head of HR&BS</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
2. SERVICE OCCUPIED PROPERTY - OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<p>City Square West proposed office layout requires to be reviewed before construction works can recommence. Capacity of Council Chamber/Marryat Hall/meeting rooms/offices in City Square and Dundee House etc being reviewed in light of social distancing. Laboratory at James Lindsay Place can be operated respecting social distancing.</p> <p>Office layouts and workflow may have to be amended and use of communal facilities (eg lunch areas, toilets, stairs, lifts etc) will have to be regulated to ensure social distancing.</p> <p>Office areas where interaction with the public occurs being reviewed to ensure staff/the public are kept safe by the installation screens, restricting the number of members of the public in the office at one time etc.</p> <p>Corporate Services occupy premises across the City. The majority of staff are working at home and will continue to work at home. Tackling worklessness while developing permanent, remote working arrangements with health, safety and wellbeing at the forefront of plans will free up property for other uses.</p>	<p>Continued development of IT solutions, including collaboration tools for remote working, while requiring investment, is more cost effective than paying for building space</p>	<p>CSMT</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
3. STRATEGIC FINANCIAL ISSUES			
	Continue to work with COSLA in identifying COVID-19 cost pressures and to minimise any funding gaps	Seek additional Scottish Government Funding and Flexibilities	Executive Director of CS and Head of Corporate Finance
	Work with the Council's management team to ensure that financial plans and resources are aligned with priorities and recovery planning. Ensure service budgets are being actively monitored and agreed savings delivered to minimise any pressure on our 2020/21 Budget.	Explore opportunities to better link our financial planning and Transformation priorities to address the significant financial impacts caused by COVID-19.	Executive Director of CS and Head of Corporate Finance
	Review existing budgets and financial plans including capital and revenue funding	Manage revenue and capital budgets in light of monitoring information Prepare 2021/26 Capital Plan Prepare 21/22 Revenue Budget	Executive Director of CS and Head of Corporate Finance
	Continued recruitment freeze wherever practicable and work with services and the Deployment team on internal solutions to fill posts	Review of terms and conditions of service taking changes to working arrangements into account	Executive of Corporate Services and Head of HR& CBSS
		There is a potential for an increase in requirements for the Council to provide equipment for home working. So far work has been carried out in many cases through staff voluntarily using their own equipment. Should a high scale of home working be required for a sustained period the Council should arrive at a policy for the provision of equipment which will have a revenue cost. This could be offset partially or in whole by reduced property costs.	IT Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
4. GOVERNANCE			
Democratic and Legal Services	Corporate Services will lead on exploring the potential of software platforms to enable remote Council/Committee etc meetings to take place		Head of Democratic and Legal Services
Internal Audit and Risk Management	Finalise 19/20 Internal Audit Annual Report Evaluate risk register in light of changed circumstances, and investigate any additional controls required Prepare recovery risk register Agree 20/21 Audit Plan Annual Internal Audit Progress review		Head of Corporate Finance
5. FINANCIAL			
Accounting	Finalise 19/20 Annual Accounts including Governance assessments Begin monitoring of 20/21 proposed savings to identify any impact of delayed implementation Begin revenue monitoring to identify any pressures from “business as usual” activity. Begin capital monitoring to identify any impact of delayed implementation	Establish potential impact and mitigation If there is change to employer contribution rate following triennial valuation outcome Consider impact of potential reduced collection rates on write-offs and provisions	Head of Corporate Finance
Procurement	Review financial assessment for tendering procedures in light of potential COVID-19 impact on suppliers	Progress Tayside Procurement collaborative	Head of Corporate Finance

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
SERVICE SPECIFIC			
Advice and Support	<p>Continue full operational advice service by remote working from home including benefits, energy and debt advice, triaging of shielded helpline groups and the Scottish Welfare Fund. Continue to link in with health and safety advice on homeworking and safe systems of work.</p> <p>Look to test team bubble model in line with building re-opening recovery plans (operating any necessary face to face engagement)</p> <p>Maintain high level of engagement with local advice partners including DMA partners such as Dundee CAB, Brooksbank and Shelter. Adapt joint partnership efforts to include ongoing COVID-19 responses (e.g. Dundee Money Action/Connecting Scotland)</p> <p>Engage with regional and national partners (e.g. Macmillan, Rights Advice Scotland and Public Health Scotland) to ensure learning and alignment with advice and public health recovery planning</p> <p>Prepare detailed assessments of demand for services in current climate including risks to key vulnerable groups, areas of demand, citizens access to digital technology, customers' engagement preferences, identified unmet need etc.)</p>	<p>Review new models of operational front line work in light of changes in priorities following review of Council and City plans.</p> <p>Evaluate changing city poverty profiles and ensure service specification meets changing needs at city and ward levels.</p> <p>Review and revise city wide co-ordinated advice plan with main local advice partners, taking into account new systems of work and demands emerging from COVID-19 (including redundancy, higher unemployment levels, higher indebtedness, increased benefit claimant levels)</p> <p>Look to implement learning from end of Dundee Money Action Project and evaluate effectiveness of safeguarding approach taken in relation to shielded group.</p>	Senior Manager- Council Advice Services
PEOPLE	<p>Support Services to develop new normal – consolidate what has gone well during lockdown</p> <p>Review recruitment, selection and induction process and practice</p> <p>Review HR Policies and Practice</p> <p>Review our communication strategies with employees i.e. general; 1-1, teams etc – use of video conferencing is a vital tool</p>	<p>Review OPWS to reflect the new normal</p> <p>Review all policies and procedures to reflect changes to the way we work including the requirement for an increasingly flexible workforce</p> <p>Terms and Conditions – what needs to change?</p> <p>Staff Deployment Team consolidated and development of internal jobs market</p>	Head of HR & CBSS

	Business and Usual – Consolidation of the Living Wage; Construction Services terms and conditions Maintain relationships with the trade unions Staff Deployment Team – next steps		
Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
HEALTH AND WELL-BEING	Encourage all employees to use OneDundee as first port of call for HWB information, advice and guidance Revise homeworking guidance Continue to develop the wellbeing service to support the workforce Revise Promoting Health and Attendance policy to reflect our new normal Review Learning and OD practices to reflect our new normal	Continuation of initial 6 months focus as new normal settles	Head of HR & CBSS
HEALTH AND SAFETY	Ensure all services work collaboratively with H&S to keep our employees safe Ensure H&S Team are resourced to reflect the enhanced role of the team and ensure services are supported	Review Health and Safety Policy corporately and in Services to reflect new ways of working	H&S Manager
BENEFIT DELIVERY	Continue to provide benefit assessment and Council Tax liability service with staff working from home. Recommence previous year's Council Tax billing alongside current years billing. Start 20/21 statutory Council Tax recovery procedures. Introduce small numbers of staff coming back into the office where there is a reason for doing so. Increased comms around support for households unable to pay Council Tax bills and rent payments such as DHP & hardship.	Review impacts of new working methods on staff and customers. Consider changing priorities in light of the council & City plan.	Senior Manager Customer Services & Benefit Delivery
CUSTOMER SERVICES	Continue with Customer Service operations provided from home. Consider the need for Customer Services presence at East & West District offices. Introduce appointment system for all frontline services when Dundee house re opens. Redefine current appointment system to adhere to social distancing and lockdown conditions. Only	Review impacts of new working methods on staff and customers. Consider changing priorities in light of the council & City plan.	Senior Manager Customer Services & Benefit Delivery

	<p>bringing staff into DH when required. Restrict number of customers allowed into the office.</p> <p>Consider use of public phones on ground floor Dundee House.</p>		
Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
BILLING AND RECOVERY	<p>Continue with recovery service being provided from home.</p> <p>Introduce small numbers of staff coming back into the office where there is a reason for doing so.</p> <p>Engage with Sherriff Officers around expectations of existing debt held.</p> <p>Increased comms around support for households unable to pay debts.</p> <p>All billing to & recovery be restarted, including sundry debtors & NDR annual billing.</p> <p>Restart formal recovery procedures including Summary Warrants.</p> <p>Consider approach to rent arrears in light of the Coronavirus Scotland Bill around rent arrears and debt recovery.</p>	<p>Review impacts of new working methods on staff and customers.</p> <p>Consider changing priorities in light of the council & City plan.</p>	<p>Senior Manager Customer Services & Benefit Delivery</p>

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN – LEISURE & CULTURE DUNDEE (SCIO SC042421)

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
1.	WORKFORCE PLANNING ISSUES		
	<ul style="list-style-type: none"> • Employees will be apprehensive about returning to work and there will be a degree of fear or anxiety which needs to be addressed, including a likely longer term impact on mental health. • Strategies will be required for those staff with underlying health conditions to ensure safe working conditions or home working where possible. • A significant percentage of L&CD staff will have been on furlough for a number of months. It is recognised that this may have had an impact on mental health and wellbeing and this will need to be considered and support put in place as they return. • Where possible, homeworking will be put in place, however, given the front line nature of most of our services, consideration will need to be given to how staff adapt to new working conditions. • The UK Government has introduced a temporary new law allowing employees and workers to carry over up to four weeks' paid holiday into their next two holiday leave years. This law applies for any holiday the employee or worker does not take because of coronavirus. • L&CD has applied to the UK Government Coronavirus Job Retention Scheme and will continue to make claims to the end of the scheme on 31 October, as far as possible. However, it is noted that there will still be a significant deficit in resource funding. • There are significant challenges to the future of the organisation in terms of financial viability. These could have an impact on Leisure & Culture Dundee's staffing 	<ul style="list-style-type: none"> • It is clear that the future viability of the organisation will be dependent on managing costs and this will include the need for changing working patterns, including opening hours and delivery models. There is a clear need for workforce flexibility to protect jobs as we navigate this changing landscape. • It is assumed that social distancing will have to remain for some time and this is being taken into consideration when bringing people back into workplace environments. • Given the critical financial position outlined in section 3 below, staffing levels will need to be reviewed with a view to reducing costs. • Leisure & Culture Dundee will need to refocus on the services that we can continue to deliver, identify where significant changes will need to be made, even to the extent of ceasing to provide them. • It is clear that the future viability of the organisation will be dependent on managing costs and this will include the need for changing working patterns, including opening hours and delivery models. There is a clear need for workforce flexibility to protect jobs as we navigate this changing landscape. • There is a clear role for the organisation in resilience planning for communities and implementing preventative measures to support people's health and wellbeing. In addition, support to job seekers, claimants, and those needing access to IT will be even more important. The organisation will continue to work in partnership with other providers across the city to jointly make best use of our facilities. • As part of the recovery process, emphasis will be given to changing methods of service delivery to directly target community needs and support society in adapting to the new normal. Mental health issues in our city are likely to be a serious concern as people adjust to life 	<p>L&CD Board</p> <p>L&CD Acting Managing Director</p> <p>L&CD Senior Management Team</p>

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	<p>establishment and workforce flexibility will be required to protect jobs.</p> <ul style="list-style-type: none"> The management fee provide by Dundee City Council to deliver services has been reduced over the period of the life of L&CD, with an increase in funding through income generation. Given the probability that this level will not be achievable in months and years to come, this should be revisited. Clear HR policies relating to COVID-19 will be required. 	<p>after lockdown, and Leisure & Culture Dundee will identify how services can help the wider recovery process of the city.</p> <ul style="list-style-type: none"> It will be necessary to take decisions regarding new models of provision which bring together proposals for changing the model of service delivery which, potentially, could include proposals for asset transfers, merger of facilities and greater use of digital facilities. 	
2. SERVICE OCCUPIED PROPERTY - OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<ul style="list-style-type: none"> Risk assessments are being completed for each building and service incorporating COVID-19 guidelines, which are likely to be in place for some months. Those areas of service delivery which cannot be undertaken as a result of these guidelines are being identified and the situation will be monitored. Not all facilities will be open in the immediate period after lockdown and recovery phase. On-going discussions with Dundee City Council are taking place to look at where there is potential to move services to different venues to reduce property costs. This process will need to take consideration of how travel around the city may be limited. 	<ul style="list-style-type: none"> As the situation develops and financial challenges are addressed, it will be necessary to focus on new models of provision as part of the recovery process. This may involve asset transfer, merger of facilities and changes to service delivery. L&CD's Capital Projects plan should be reviewed to ensure that this phasing still addresses the needs of the organisation and the public, going forward, particularly with references to the likelihood of changing levels of consumption. Throughout the recovery stage and beyond, opening hours will not necessarily be the same as pre-lockdown. Adherence to new and increased health and safety measures combined with different staffing patterns to minimise crossover will need to be taken into account and are likely to reduce capacity for an immediate return to full service. 	<p>L&CD Board</p> <p>L&CD Acting Managing Director</p> <p>L&CD Senior Management Team</p>
3. STRATEGIC FINANCIAL ISSUES			
	<ul style="list-style-type: none"> Financial modelling is key to L&CD's recovery plan in recognition that the financial impact of the lockdown period will be immense. Leisure & Culture Dundee receives 55% of its turnover via income and, as the majority of L&CD buildings have been closed to normal customer engagement, this will have a huge impact on the viability of the organisation without alternative funding. 	<ul style="list-style-type: none"> Even when facilities do re-open to the public, income may not return to 'normal' levels for several months, perhaps even years. 	<p>L&CD Board</p> <p>L&CD Acting Managing Director</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<ul style="list-style-type: none"> An internal recovery strategy will be required to identify any revenue savings which can be found, set against the loss of income. However, at this stage, the extent to which this will be required is not known. A very high level estimate of shortfall in funding of around £3.7 million. The impact of this will take some years to mitigate. 		L&CD Senior Management Team
4. SERVICE SPECIFIC ISSUES			
	<ul style="list-style-type: none"> Health and safety controls will be a primary consideration as we work to establish new working practices and procedures to deliver services and protect our staff and customers. New risk control procedures will be introduced to minimise the risks associated with the coronavirus. These will be under review as circumstances change. It is likely that restrictions on large gatherings will continue for the foreseeable future which will have a huge impact on a number of service areas. Leisure & Culture Dundee's charitable purpose is to deliver for the citizens of Dundee and those who visit the city high quality leisure, sporting, cultural and learning experiences which contribute to their quality of life. The challenge for the organisation is how this purpose can be successfully addressed with reduced resources and within the new framework of requirements. The role of the organisation in supporting the city in addressing the longer term impact of COVID-19 on physical and mental health and wellbeing will be critical. Partnership arrangements will need to be revisited to ensure the viability of continuing to meet the terms of 	<ul style="list-style-type: none"> L&CD's Business Plan 2019-2024 will need to be revised to meet the 'new normal' with a focus on the financial implications to the organisation. Throughout lockdown, service areas have been supported by Creative Services to develop a strong digital presence using social media. These elements have been pulled together into a Resource Centre as part of the Leisure & Culture Dundee website. Themed activities for children and families, health and fitness videos, regular online posts and tutorials have increased engagement and maintained the public profile of Leisure & Culture Dundee to customers. Customer take up of these services have been high, so efforts will be made to continue these where possible as an enhanced element of service delivery. Intelligence gathered from the experiences of other countries and advice from national bodies representing different service sectors strongly suggests that the recovery period for Leisure & Culture Dundee is likely to extend beyond the next two years. Although some elements of the re-opening phases may occur over a relatively short period and the practical measures towards getting back to the 'new normal' are relatively quantifiable, the medium to long term damage to the organisation has to be highlighted. The managed transition of current restrictions will focus on the continuation of physical distancing and the restriction on gathering 	L&CD Board L&CD Acting Managing Director L&CD Senior Management Team

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>agreements and to reassess what is required against what is possible</p> <ul style="list-style-type: none"> • Supported by Leisure & Culture Dundee, Dundee Partnership Cultural Development Group has agreed clear steps towards formulating a recovery strategy which links to the City's Tourism Strategy and the Cultural Agencies Network (CAN). This provides a collective response for the sector to ensure that it is recognised and supported, and able to contribute positively to recovery and renewal in the city. • A COVID-19 risk register will be developed to identify key issues going forward. 	<p>in groups, and these measures are likely to remain in place for a considerable period. In addition, public confidence in using our services will not return to previous levels in the immediate term. During this period, opportunity for positive change will sit alongside less palatable measures we will need to consider to protect the future viability of the organisation.</p>	

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN – NEIGHBOURHOOD SERVICES

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
1. WORKFORCE PLANNING ISSUES	<p>Homeworking:</p> <ul style="list-style-type: none"> - where services can be effectively delivered from on a 'home-working' basis then this will continue to be the default position; - full assessment of home working arrangements needs to be undertaken including review of IT and other equipment that may be required (needs to consider financial implications); - engage with staff to identify support needs and review how these can be met; - identify areas where home working is problematic e.g. Community Learning & Development and consider whether working practices can be adopted to reintroduce face to face contact with clients safely. <p>Staff Training & Development :</p> <ul style="list-style-type: none"> - Reintroduction of formal 121 and EPDR processes. <p>Health & Well-Being:</p> <ul style="list-style-type: none"> - review and progress unrelated COVID-19 absence management; - consider Business continuity arrangements should absence levels increase again or further restriction period emerges; - flexibility in use of staff resources e.g. where staff have childcare responsibilities and the school timetable alters; 	<ul style="list-style-type: none"> - deployment of Microsoft 365, or suitable alternative, which will allow video conferencing to benefit engagement across teams. - Driver requirements (HGV/LGV) may increase and determination of additional cover requirement due to holiday demand & timescales changing require review (Environment). - ongoing staff surveys to assess health and wellbeing and engagement; - consider ongoing impact of COVID-19 related absence over the next 12-18 months; - assess requirements for longer term redeployment of staff to support core activities and priorities. 	<p>Heads of Service / Service Managers</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	<ul style="list-style-type: none"> - introduce strategy to allow staff with underlying health issues or who live with someone with same conditions to return to work; - consider support issues for staff experiencing issues e.g. mental health problems that may have been exacerbated as a result of the pandemic. <p>Staffing & Recruitment:</p> <ul style="list-style-type: none"> - consideration of timeframes for reintroduction of specific services and associated amended requirements, noting that additional staff traditionally required over next 6 month period to cover main holiday period. - conclude and fill essential vacancies / appointments - assess impact of accrued annual leave and any other leave adjustments - review apprenticeship requirements (DCS) - continued trade union engagement for all changes to service arrangements 	<ul style="list-style-type: none"> - maintain dialogue with Trade unions including continuation of Craft Evaluation Process (DCS) - continue to review workforce demand in terms of any realignment of service changes / policies / priorities 	
2. SERVICE OCCUPIED PROPERTY - OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<p>Public facing offices to remain closed in line with Guidance and Corporate position.</p> <p>Undertake H&S assessment of all operational properties (and construction sites) for reopening and identify improvement works to action before reopening. This should be considered on a phased basis where appropriate. Need to ensure the layout of any reopened offices are sufficiently configured to meet social distancing guidance.</p> <p>While buildings remain closed to the public, planning to continue for carefully planned, managed and controlled</p>	<p>Potential Community Asset Transfer for some smaller buildings, subject to community interest.</p> <p>The opportunity provided by 365 Schools and Building Rationalisation to be harnessed for Communities services. Decisions about specific properties to be made in line with considerations about necessary investment to make schools usable and in conjunction with community consultation.</p> <p>Once key priorities have been developed and physical distancing measures have been introduced into all office</p>	<p>Heads of Service / Service Managers</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	<p>potential use of some locations for small scale, closed door face to face services e.g. ESOL and/or Youth Work where this is the most effective service delivery mechanism taking into account all the relevant factors. Ideally, this targeted use of some buildings will be consistent with other Council priorities e.g. 365 Schools and Building Rationalisation and may be short term and subject to regular review.</p> <p>In respect of office based staff, an assessment of alternative working locations shall be made. This will include consideration of staff rotas for working between home and alternative workplaces. These assessments should be considered in line with Government / DCC guidelines.</p> <p>Depot Rationalisation Programme (DCS)</p>	<p>accommodation, further review of all accommodation to be carried out with relevant stakeholders taking into account capacity, work rotas & potential sharing arrangements. These may specifically include:</p> <ul style="list-style-type: none"> - review the continued and potentially expanded multi agency use of West District Housing Office; - comprehensive review and assessment of Sheltered Housing Complexes; - evaluation of front facing offices and review the potential use of facilities within Communities; - review of current co-location arrangements for Housing staff at Construction Services Clepington Road base. <p>Assess demand within strategic delivery model review. Longer term development and full implementation of Total Mobile Solution.</p>	
3. STRATEGIC FINANCIAL ISSUES			
	<p>Cost associated with implementing remote working including consideration of provision of any IT / Other Equipment that may be required for staff.</p> <p>Implementation of agreed savings / efficiencies that were approved as part of the budget process. Where these can no longer be achieved then further consideration of alternative savings may need to be identified.</p> <p>Need to balance the net impact of any cost pressures created by pandemic. These may specifically include:</p> <ul style="list-style-type: none"> - loss of income generated from any suspended / discontinued services; - additional Fleet requirements to comply with social distancing rules; 	<p>It is anticipated that there will be a need to recast existing General Services & Housing (HRA) capital and revenue budgets in cognisance of newly emerging priorities and to potentially review ability to maintain existing commitments. Specific examples of the assessment work will include:</p> <ul style="list-style-type: none"> - establish the viability of amended service frequencies for waste & environmental direct service provision to residents and communities citywide; - carry out service re-profiling exercise to assess any possible implications to budgets and related adjustments due to reduced workload and associated income. Re-profiling of service schedules to reflect changes to workload. Specific 	<p>Heads of Service / Service Managers</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	<ul style="list-style-type: none"> - budgetary pressures on waste & environmental direct service provision once a fuller service portfolio recommences; - ongoing requirement to maintain statutory services; - unknown COVID-19 impact on third party arrangements with contractors / 3rd sector partners; - assess the financial impact of COVID-19 and delays and adjustments required within the Housing Capital Plan and HRA Repairs and Maintenance; - review COSLA and SG Guidance in terms of facilities to be provided to travellers encampments ongoing once any SG funding ends; - review full impact of reducing trading year on all DCS costs / income and impact on DCS surpluses / future surplus targets; 	<ul style="list-style-type: none"> review of revenue relating to special bulky collections & trade waste; - assessment to be carried out on start/completion dates for capital programme; - revenue budget to be re-profiled to take account of changes to project timescales, staffing levels, priority changes; - staffing forecasts to be re-profiled based on anticipated absence levels over the next 12 months; - formal reporting of revised measures to obtain approval through the formal council committee process; - revision of Lettings Charging Policy and continue to support Local Management Groups to maximise external funding. It is noted there is a separate working group under C2022 currently reviewing this policy. Review will need to take on board any prolonged impact of COVID-19; - review HRA Repairs & Maintenance and Voids budget in line with any revised processes; - undertake assessment of Gypsy Traveller budget, funding and priorities; - establish and implement Total Mobile operational and financial solutions. 	
4. SERVICE SPECIFIC ISSUES			
Housing & Communities			
Housing Capital Plan	Engage with partner services and external contractors to facilitate the safe reopening of sites and ensure COVID-19, National and Health & Safety advice is implemented across working practices and evidenced in revised RAMs/method statements/CDM.	Review of Housing Capital Plan in line with 20/21 priorities and projects undertaken to inform future years Capital Plan.	Head of Housing and Communities / Service Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	Restart £34m Housing Capital Programme, financial governance and monitoring meetings with a priority focus on requirements of projects already on site. This will include Health & Safety, Legislative requirements, SHQS, Adaptations and New Developments.	Review Recovery Frameworks developed elsewhere and refine approach in line with best practice and Scottish Government guidance. Support the delivery of ultrafast broadband to all council tenants in partnership with the private sector. Review of SHIP and the redevelopment and investment within based on SG Funding, with partners and deliver Housing Need and Demand Assessment.	Housing Senior Manager Finance & Support Services / – &
Housing Repairs and Maintenance Service	Engage with partner services to facilitate a phased re-introduction of day to day Repairs and Maintenance Service across the Council Housing portfolio and continue gas servicing programme to re-introduce “cold calling”. Review and prioritisation of Specialist Works and Disabled Adaptations and engage with contractors to ensure COVID-19, National and Health & Safety advice is implemented across working practices and evidenced in revised RAMs/method statement.	Undertake a review of the Repairs and Maintenance priorities and expenditure. Repairs and Maintenance Policy review. Review existing resources and refocus teams to respond to recovery plan priorities. Review Repairs Partnership Agreement with Construction Services.	Service Manager Housing Team Manager (HAMU) /
Tenancy and Estates	Review operational processes implemented during lockdown and develop for long term implementation with a continued focus on providing 121 person centred support to vulnerable tenants across the city (including Temporary Accommodation) and monitoring outcomes. Review relevant guidance including that issued from Social Housing COVID-19 Resilience Group and implement within revised Housing policies and practice as operational aspects are re-introduced.	Review outcomes of support and impact of service to inform future service priorities. Establish any crossover in service delivery between Housing and Communities.	Service Manager Housing Team Manager /
Sheltered Housing	Undertake Sheltered Housing Assessment to review impact of lockdown on tenants and temporary closure of Sheltered Complexes. No immediate re-opening of sheltered lounges until SG guidance clear and safe working practices developed.	In line with National Health Guidance consideration of the safe reopening of Sheltered Complexes.	Service Manager Housing Team Manager /

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
Gypsy Traveller	<p>Continue engaging with COSLA and Scottish Government and review the impact of national policy changes relating to the provision of facilities to encampments and recommencement of evictions.</p> <p>Undertake legislative remedial works and drainage works.</p>	<p>Undertake assessment of suitability of previously identified temporary overspill site location within Camperdown Park in line with SG guidance and policy on Negotiated Stopping.</p> <p>Review consultation strategy for Balmuir Site and engage with key stakeholders and community in line with funding requirements to establish areas of investment.</p>	Service Manager Housing / Team Manager
Humanitarian Project	<p>Await UK Government and COSLA guidance on when flights can resume.</p> <p>Continue to monitor adaptations to support services (DCC and Scottish Refugee Council) while lockdown and restrictions persist and assess property needs ahead of re-introduction of project.</p>	<p>Expectation is that approx. 4-6 families to arrive pa once normal services resumed.</p> <p>Continue to assess SRC project with colleagues in DH&SCP.</p> <p>Summary report on Humanitarian Project good to go to Committee- for information- once Committees re-established. UK Government funding for the Project ends March 2021 at present- prepare exit strategy if no funding extension provided.</p>	Head of Housing and Communities / Humanitarian Protection Project Co-Ordinator
Voids/Lettings	<p>Review requirements for 'flipping' temporary accommodation to permanent accommodation due to high numbers of clients in network accommodation in line with Rapid Rehousing Transition Plan (RRTP) and HARSAG recommendations to end homelessness and rough sleeping. Engage with CHR partners to assist the effective recovery from lockdown during which time no allocations of permanent accommodation were possible.</p>	<p>Commence consultation of Allocation Policy (delayed by lockdown) with key stakeholders.</p> <p>Continue ongoing review of Voids Management process and Letting Standard</p>	Service Manager Housing
Housing Options	<p>Overview of Year 1 RRTP submitted to Scottish Government June 2020.</p> <p>Further review of Year 2 and 3 in partnership with DH&SCP and 3rd Sector to agree priorities, savings and re-investment of funding to deliver overarching principles.</p>	<p>Implement Year 2 RRTP agreed actions and develop year 3 plan based on impact of recovery. Re-engage with Scottish Housing Regulator on homelessness issues and incorporate feedback into any required review of Housing Options Service.</p> <p>Re-introduce Homelessness SPG and review the Housing Options and Homelessness Partnership.</p>	Service Manager Housing

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	Submit COVID-19 impact on the RRTP to Scottish Government in July/August 2020.		
Partnership Engagement and Consultation	Maintain regular engagement with key stakeholders including Dundee Federation and Tenants Association, Convener of Neighbourhood Services and Trade Unions highlighting service specific changes and undertake necessary consultation	Consider closer formal links between Housing and Communities roles and remits.	Head of Housing and Communities Service Manager Housing
Digital Infrastructure and IT Development	Prepare of UAT for Phase 1 of implementation of Civica Cx Integrated Housing Management System.	Successfully deploy Civica Cx IHMS.	Head of Housing and Communities Service Manager Housing
Community Empowerment: Local Community Planning	<p>Produce new framework for Community Engagement building on the use of digital engagement and developing a platform for digital engagement.</p> <p>Pilot CONSUL to develop online community engagement platform.</p> <p>Plan and deliver Community Engagement exercise to establish new Community Planning Partnership priorities and produce new Local Community Plan priorities across all 8 wards.</p> <p>Support existing and new community groups to bring in external funding to the City and to carry out functions that take pressure off public services.</p> <p>Currently engaging with Dundee Association of Local Management Group to develop the service recovery plans</p>	<p>Develop new model for engagement and citizen involvement. Build on the online engagement which has increased through In Your Neighbourhood. Find ways to involve the members of the community we have made contact with during COVID-19 in community recovery to harness interest and build community resilience.</p> <p>implement city wide engagement strategy including 3 year cycle of Engage Dundee – Local Community Plans – Engage Dundee – Plan reviews</p> <p>Review Local Community Planning Partnership model. Broaden base of participation in communities including supporting user voice and experience to feed into thematic community planning.</p> <p>Review current Community structure in line with CE Act and on line engagement.</p>	Service Manager Communities /CLD Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
Community Asset Transfer	<p>their programmes in community centres, once all services can open.</p> <p>Supporting network of Community groups including CCs, DFTA CRF and NRS to look at their role beyond lockdown.</p> <p>Develop a portfolio of properties for pro-active marketing to community groups as part of wider property rationalisation. Develop suite of tools to support CAT applicants including guidance on governance, business planning and funding.</p>	<p>Look at external funding and income generation for LMGs.</p> <p>Develop new targets for CAT across the City, actively promoting CAT and Community Right To Buy as part of a suite of tools to promote Community Empowerment.</p>	
<p>Youth Work: Mental Health and Well-Being (Young People)</p> <p>Targeted group work and 1:1 support Closing the Attainment Gap Equity Gap Accreditation</p>	<p>Deliver programme of activities for vulnerable young people.</p> <p>Continue with blended approach of online engagement through social media for engagement with all young people who are reporting high levels of anxiety and stress due to ongoing lockdown. Delivery of small targeted group work programmes for more vulnerable young people.</p> <p>Targeted 1:1 and group work support in community settings within safe distancing guidelines as well as maintaining online support.</p> <p>Support the return of pupils to school targeted community learning support to identified young people who are needing additional support.</p> <p>Continue to provide online support to complete accredited work.</p> <p>Focussed individual support.</p>	<p>Review social media platform such as Microsoft Teams, Google Classrooms to aid delivery of blended youth work.</p> <p>Staff upskilling on use of platforms to allow effective online support and access.</p> <p>Improve IT kit for effective online engagement.</p> <p>Review data and device accessibility, most young people have phones but these are not suitable for group contact-potential cost pressure to be considered.</p>	<p>CLD Manager Youth work /Senior CLD Workers</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
Youth Work: Evening Activities Drop-Ins Community Engagement P7 Transition Work Healthy Transitions	Currently providing evening virtual programmes, move to smaller scale diversionary evening work. Reduce numbers able to attend to accommodate social distancing in limited locations. Deliver focussed transition support to vulnerable young people. Supporting phased re-opening of schools with collaborated approach to transition of young people back to school and blended learning in community settings. Ongoing virtual support to young volunteers to complete accreditation.	Review open access community based provision particularly in Evenings. Continue to develop digital youth work offer. Develop blended online and group activity programmes. Review case for smaller more focused groups. Review IT requirements to meet need of young people's digital access. Review providing detached service.	CLD Manager Youth work /Senior CLD Workers
ESOL & Literacy	Small group literacy classes to support vulnerable learners who have literacy needs and are struggling with online learning. Return to physical classroom delivery for most groups as soon as lockdown ends. Class sizes to be reduced to allow physical distancing Learners to be offered a blended learning programme of face-to-face and online. Weekly small family learning groups to support early literacy, parenting and deliver public health messages re-established. Maintain a presence online. Continue small groups to support the most vulnerable learners. Some face-to-face 1:1 ESOL support and guidance for employability as referred by City Development's Employability team	Review ESOL and Literacies team as part of service redesign. Continue to offer a blended learning programme of face-to-face and online.	Senior CLD worker /CLD Manager
Community Health Team	Provision of telephone/ on-line support for groups and individuals using a social prescribing approach to refer onwards.	The establishment and implementation of a community led programme of outdoor physical activities. Delivery of a blended approach to providing physical, mental, social and economic support to local people.	CHT Team Leader

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
Direct service delivery/Recovery friendly	<p>Develop new programme of face to face short courses targeting priority individuals and responding to the inequalities emerging from Covid-19. Link with partners including HSCP/ NHST colleagues to identify needs and responses for priority client groups.</p> <p>Review commitments to the Recovery Friendly Dundee process and align actions to safe deliverables.</p>	<p>Agreed referral pathways and data collection methods in place.</p> <p>The Recovery Friendly agenda is taken forward in local communities in a safe manner and includes new actions relevant to the impact of the pandemic on people in recovery.</p>	
Community Safety & Public Protection			
Regulatory Services	<p>The regulatory and enforcement remits of the Section will be amended and expanded to include ensuring compliance is being met with The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 (as amended) by a wide range of businesses and premises.</p> <p>Compliance checks during the lockdown will continue to be carried out remotely by telephone and email correspondence with proactive surveys being issued to premises (food take-aways, essential stores etc.)</p> <p>At the commencement of Phase 1 of the Scottish Government's Routemap through and out of the COVID-19 crisis, Regulatory Services has put forward 8 names of staff who have offered to assist the NHS with Contact Tracing. These staff are all from the Food Safety and Health & Safety, however other staff have expressed their interest to assist. The extent to which the services of these staff are requested from the NHS will affect the resources available for other routine duties.</p> <p>On easing of lockdown measures and reopening of businesses and premises, on-site inspections will be</p>	Further and developing regulations and guidance will require to be incorporated.	Service Manager (Regulatory Services)

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	introduced in line with the guidance relevant to the premises or service type. Risk Assessments specific to each task will be carried out beforehand in consultation with the staff.		
Community Safety & Resilience	There may be a need to consider the provision of bespoke IT equipment or support to enable effective Homeworking by the Anti-Social Behaviour Team.		Service Manager (CS & Resilience)
Environment			
Direct Operational Activity	<p><u>Waste</u> Assess and re-implement as full a suite of collection services as possible with a view to returning to normal range of collection and disposal activities where viable, noting current relaxation on waste regulations will be reviewed and potentially restored.</p> <p><u>Environmental Management</u> Develop revised recovery programme, noting that the delay in commencing grounds maintenance activities and related mitigation planning measures required to ensure key maintenance commitments are met as fully as possible.</p> <p>Assess the emerging environmental impacts associated with the desire to maintain service continuity within communities, referencing potential increase in fly-tipping and associated removal costs as all original services may take time to be fully active.</p> <p>Re-programme annual maintenance plans and incorporate fleet and staff requirements within planning process.</p>	<p><u>Waste</u></p> <ul style="list-style-type: none"> Route re-development due to anticipated reduction in capability to achieve daily collection targets. Review of collection frequencies for general waste and recycling streams to meet budgetary targets. Route changes through introduction of new policies covering side waste, multiple general waste bins and contamination. Review actions identified within Waste & Recycling Action plan affected by COVID-19 disruption. <p><u>Environmental Management</u></p> <ul style="list-style-type: none"> Examine maintenance programmes and scheduled frequencies to meet reduced ability to meet service demands and the incorporation of Environmental and Biodiversity considerations. Review Streetscene service frequencies and associated activities relating to workload and vehicular requirements. Undertake full impact assessment from the revised Waste Services collection portfolio then applicable. 	<p>Service Manager (Waste)</p> <p>Service Manager (Environment)</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	<p>Review Street Scene and Leisure Management workloads and routes in line with available resources.</p> <p>Review Environment Events Programme including Flower and Food Festival model and wider calendar of activities.</p>	<ul style="list-style-type: none"> Determine budgetary impacts of all above issues. <p>Produce report to determine the future Flower and Food Festival event model and strategic options, including wider events schedule.</p>	
Working Arrangements	<p><u>Operational activities</u> Undertake review of frontline operational arrangements including assessment of crew configurations and develop proposals to ensure that suitable alternative arrangements are introduced.</p> <p><u>All Waste & Environment areas</u> Implement changes to allow implementation of new working practices to accommodate actions identified within revised health and safety risk assessments.</p>	<p>Continue reviewing and updating risk assessments and safe systems of work as any new factors and risks become known as lockdown restrictions are relaxed, and include any updates to national guidance.</p> <p>Once key priorities have been developed and physical distancing measures have been introduced into all office accommodation, further review of accommodation to be carried out.</p>	Service Managers, H&S Team
Fleet Requirements	Comprehensive assessment of Neighbourhood Services Fleet in order to ensure it is fit for purpose in meeting existing and emerging legislative/statutory obligations.	Review of fleet requirements once the effect of measures such as collection frequency changes, workload capability and social distancing arrangements are known. Determine the requirement for further additional modifications.	Service Managers (Waste & Environment)
External Contractors & Supply Chain	<p>Regular contact to be made with contractors to ensure business continuity is maintained, including work undertaken by the third sector organisations involved in the re-use hub.</p> <p>Assess existing contractual arrangements with third parties to ensure that both the council and contractor have the ability to maintain existing commitments. A review of resources and capacities of each service is required to identify key risks within the first 6 months of the Recovery Plan.</p>	<p>Determine the economic impact of COVID-19 within the local, regional and national context. Assess the ability of local businesses, SMEs and third sector agencies to continue to operate and assessment required on the related consequential impacts to the Council.</p> <p>A strategy will be required in order to inform and determine priorities from this process. Early focus on scale and scope to support risk mitigation.</p>	Team Leaders – Waste Policy, Projects, Greenspace

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
		Determine capacity to retain generated income from paid activities including Garden Maintenance service, Events, Football Bookings etc.	
Projects & Associated Strategy Issues	<p><u>Review of Programmed Commitments</u> There is a likely and significant impact from COVID-19 on the current City and Council Plans. A review is required to consider further and to determine themes, specific targets and priorities which will require to be modified in cognisance of the Council's likely inability to continue with 'business as usual', as was prior to the COVID-19 crisis. Similarly, there is a likely need to re-prioritise to ensure that new Covid-19 related issues are appropriately managed and monitored. In addition to projects related to Neighbourhood Services input to Council\corporate key themes, this review will include but is not limited to the following projects & strategies: <u>Take Pride in Your City</u> A fundamental review of this strategy is required to identify priorities which support post COVID-19 environmental priorities within each community within the city. <u>General Services Capital Plan projects</u> All existing non-essential on-site projects have been suspended. These will require to be re-profiled and re-programmed. New works (Committee approved but not commenced) will require to be re-programmed and the overall programme reviewed. <u>Waste Strategy Action Plan implementation</u> Agree new target dates to introduce the following activities:</p> <ul style="list-style-type: none"> • Side waste and additional capacity; • Contamination and intervention strategy; • Updated communications strategy based on new ways of working; and 	<p>Following review, and noting the as yet unknown rate of relaxation stages out of full lockdown and related service impacts, a determination will be made on the impact on ability to meet targets which were set prior to the COVID-19 situation. Noting the detrimental effect of complying with Scottish Government Guidance on performance and output of all staff. This will in turn inform:</p> <ul style="list-style-type: none"> • key projects which require to have commencement dates delayed – with related interdependencies across Neighbourhood Services & Council-wide; • Activities and projects require where completion dates will require to be altered; and • The consequential impacts of the above measures. <p>In addition, the following projects will require to be progressed:</p> <ul style="list-style-type: none"> • Garden waste charge planning for second year of operation, including route review; • Revised programme for internal waste project covering remaining schools, offices and council buildings; • Updated replacement and refurbishment programme for all recycling points; • Develop re-use policy; • Deposit Return Scheme – forecast effect on each waste stream including costs and benefits; • Finalise waste education policy – greater emphasis on schools taking lead role; 	Environmental Projects & Development Manager, Team Leaders – Projects, Waste Policy, Greenspace

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	<ul style="list-style-type: none"> Associated activities including review of route optimisation software, HWRC development, promotion of re-use, finalisation of plastic pledge & toolkit. 	<ul style="list-style-type: none"> Review revised Waste Charter Code of Practice once published & conduct impact/cost-benefit analysis; Assess capacity to continue with LEAMS/Green Flag Targets at current levels; Local Food Growing Strategy; Allotment Regulation changes; Capital Grant applications; Outdoor Access Strategy assessment; Outdoor Asset Management Plan; GIS Mapping of Environment Asset; and Service Level Agreements (Environment). 	
Transformation Reviews	<p>All services will be required to undertake a fundamental review of their existing priorities, to determine if they are still able to be maintained amidst likely significant budgetary pressures facing the council. This review will include:</p> <ul style="list-style-type: none"> Re-profiling actions and agreeing revised timescales (or agreeing to temporarily suspend actions), based on possible reduced staffing levels, and service changes through continuation of social distancing and other COVID-19 related matters such as crew size reduction; Assessment of future projects such as 3 weekly collection for general waste; Areas of Environmental Management with achievable timescales established; and Leisure Management. 	<p>Each service will contribute to a wider review which identifies further significant areas of reduced/modified services over the next 12-36 months. A plan with timescale to be developed for each activity based on review findings and consideration of updated priorities.</p>	Service Managers (Waste & Environment)
MEB Energy from Waste Contract	<p>Review consequential impacts both from the current cessation of works required to allow the completion of construction of the new facility; and the contracted arrangements as set out within the Waste Contract Project Agreement. Full review of all current contractual</p>	<p>Assessment of wider management of key Council aspects of Contract, including</p> <ul style="list-style-type: none"> Ability of the Authority to meet Guaranteed Minimum Tonnage input levels; 	Service Manager – Waste Partnership

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	commitments and consequent impacts to be carried out, including: <ul style="list-style-type: none"> • Analysis of potential impacts on Council budgets of recent delay in facility construction; • Determination of timeframe for change in contractual terms following completion of the new Energy from Waste facility; • Management of contractual variations associated with transitional phase arrangements between current and new stages of contract; and • Assessment of delayed transition in strategic and budgetary terms. 	<ul style="list-style-type: none"> • Contractor performance in securing Third party income at appropriate levels; • Potential supply arrangements with Michelin Scotland Innovation Parc; and • Budgetary impacts of above. • Wider implications within the context of the Waste & Recycling Strategy 	
MEB Life Extension Project Proposal	Assess the current proposal in context of COVID-19 issues to determine any commercial impacts which rely upon third party income and wider government policy (in relation to an imminent landfill ban and imminent changes to external waste market). Further assessment required on: <ul style="list-style-type: none"> • Ongoing viability of project, noting government policy and timescales; • Future market assessment; and Likely impact on Council budget.	Upon this project advancing, detailed evaluation of the Life Extension project to be undertaken after first full year of project completion. Review to identify projected revenue and anticipated range of programme and related critical success factors.	Service Manager – Waste Partnership
Statutory Obligations	Maintain knowledge of ongoing temporary amendments to Waste & Environmental Management regulatory measures & ensure adherence in all spheres of activity, utilising horizon scanning to determine forthcoming change requirements.	Ensure & maintain compliance.	Service Managers
Construction Services			
Sub-Contractor/Supplier Procurement	Sub-Contract resilience Conclude review of existing suspended contracts; Conclude contract awards for imminent site starts; Agree process for substituting alternative companies if required; Conclude expanding Sub-Contract Framework alternatives Scotland Excel and supply Frameworks	Maintain demand review Conclude increased framework solutions	Operations Manager

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 years)	Lead Officer/s
	Establish demand and supply chain resilience; Establish PPE demand; Conclude expanding Supply Framework alternatives		Commercial Manager
Maintenance – Housing R&M Property	<p>Maintaining existing service levels Restricted to emergency and essential works; Gas Safety Testing; Relets and Voids</p> <p>Impact Review of Scottish Government Phased Return Review work streams within follow-on Phases</p> <p>Maintenance Backlog Establish Client Priority demand</p>	<p>Engage with respective client/user groups Review and establish works categories, priorities and performance monitoring</p> <p>Establish and implement Total Mobile operational and financial solutions</p>	Service Managers
Capital Plan General Services HRA	<p>Suspended Works</p> <ul style="list-style-type: none"> • Carry out re-programming exercise • Carry out Project Cost reviews • Assess work stream opportunities reflecting SG Phases • Assess demand on furloughed staff <p>Imminent Works</p> <ul style="list-style-type: none"> • Confirm awards in place • Client liaison to establish priority projects <p>Current Tender Activity</p> <ul style="list-style-type: none"> • Agree Client priority demand • Review programme implications against budget requirement 	<p>Engage with relevant Client Groups</p> <p>Assist with Review of Capital Plan</p> <p>Assist with financial modelling of Capital Plan</p>	Operations Manager

COVID-19 - RESILIENCE, RECOVERY AND RESTRUCTURING PLAN – HEALTH AND SOCIAL CARE PARTNERSHIP

The Integration Joint Board, as commissioners of health and social care services and supports, are responsible for the agreement of recovery plans that relate to delegated health and social care functions. The information below is extracted from the Health and Social Care Partnership's draft recovery plan; it provides a high level summary with a specific focus on social care and social work functions delegated by Dundee City Council as well as interfaces with corporate support functions provided to the IJB by the Council (for example, IT, HR and property). The Partnership's full draft recovery plan covers all delegated functions in detail, as well as the Partnership's business support functions and the governance arrangements and strategic commissioning responsibilities of the IJB, reflecting the whole systems approach to recovery that will be required to address health and social care needs and outcomes across the population of Dundee.

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
1. WORKFORCE PLANNING ISSUES	<p>All services to develop plans in regard to the allocation of staffing resources in a way that mitigates risk but provides a level of continuity for those using our services.</p> <p>All services to start to develop induction plan for staff returning to services/workplaces to ensure they are clear about guidance, protocols and changes to work arrangements/environments.</p> <p>Ongoing management of range of factors impacting workforce capacity, including shielding / at-risk groups and withdrawal of additional deployed staff and volunteers.</p> <p>Consider impact of economic situation on future recruitment of vacancies that have historically been hard to fill, including range of social care vacancies, and adjust recruitment approach accordingly.</p> <p>Based on feedback work with NHS Tayside and Dundee City Council to review homeworking and remote/mobile working and address issues around IT, access to video-conferencing and equipment to support continued delivery of services.</p>	<p>Consider arrangements to support team members with longer term requirements for home working due to chronic health issues, reduced office capacity and/or home schooling and caring responsibilities.</p> <p>Support upskilling and effective use of IT equipment and digital approaches to service delivery.</p> <p>Continue to provide enhanced support in relation to workforce health and wellbeing, including collaboration with NHS Tayside and Dundee City Councils are workforce employers.</p> <p>Progress restructure of the Partnership's Support Services to address areas for improvement identified in previous audit reports and ensure sufficient capacity to deliver statutory and core functions of the Integration Joint Board and wider Partnership. .</p>	<p>Chief Finance Officer / Head of Service, Health and Community Care / Locality Managers / Senior Managers</p> <p>Supported by Dundee City Council and NHS Tayside corporate support functions for IT and HR.</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Ensure employees have skills to make effective use of all resources for home/remote/mobile working, including functionality of available software, observe best practice in holding virtual meetings and continue to feel engaged when working remotely.</p> <p>Ensure regular communications, contact and health and wellbeing of teams is supported.</p> <p>Consider options for acknowledgement / celebration of contributions of the workforce during the COVID-19 response period.</p>		
2. SERVICE OCCUPIED PROPERTY -OPERATIONAL ISSUES AND OPPORTUNITIES FOR REDUCING COST BASE			
	<p>Support workforce impacted by accelerated building closure programme within Dundee City Council and identify suitable temporary working arrangements.</p> <p>Decide what mix of home / office working is optimal from a business and employee point of view, and what this means for future office requirements/layout and support for home working.</p> <p>Consider needs of teams established or displaced by COVID-19 specific responses and plan for longer-term accommodation needs.</p> <p>Consider impact of accelerated building closure programme on the availability of clinical and community facing building capacity.</p> <p>In collaboration with NHS Tayside and Dundee City Council agree phased property utilisation plan and begin implementation.</p>	<p>Model increased flexibility for all support staff in tandem with planning with Dundee City Council for potential City Square relocation to create correct sizing and balance.</p> <p>Work with Dundee City Council and NHS Tayside to plan for closure of Claverhouse Office and subsequent need to identify alternative accommodation for the workforce.</p> <p>Continue to review all staff workplaces and building based services to ensure that all required adaptations and adjustments in order to maintain evolving COVID-19 guidelines are put in place, including sourcing and application of appropriate signage and screening.</p>	<p>Chief Finance Officer / Head of Service, Health and Community Care / Locality Managers / Senior Managers</p> <p>Supported by Dundee City Council and NHS Tayside corporate support functions for Property and HR.</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	Review all staff workplaces and building based services to ensure that all required adaptations and adjustments in order to maintain COVID-19 guidelines are put in place, including sourcing and application of appropriate signage and screening.		
3. STRATEGIC FINANCIAL ISSUES			
	<p>Work with the Integration Joint Board to ensure that financial plans and resources are aligned with priorities and recovery planning.</p> <p>Ensure service budgets are being actively monitored and agreed savings delivered to minimise any pressure on 2020/21 Budget.</p>	Progress work with Dundee City Council and NHS Tayside to achieve a sustainable budget for the Partnership which reflects assessed needs.	Chief Officer / Chief Finance Officer
4. SERVICE SPECIFIC ISSUES			
Governance and strategic support	<p>In collaboration with Dundee City Council Committee Services Implement arrangements for re-commencement of full IJB meetings and PAC using digital approaches. Reconvene the Integrated Strategic Planning Group.</p> <p>Complete initial review of impact of COVID-19 pandemic and recovery plan on implementation of Partnership's Strategic and Commissioning Plan 2019-2022.</p> <p>Completion of statutory annual reports, information returns and annual accounts.</p> <p>Progress development of Winter Plan 2020/21 in collaboration with NHS Tayside.</p> <p>Maintain intensive support from Social Care Contracts Team for external provider sustainability, including provider communication infrastructure.</p>	<p>Phased approach to recommencement of business as usual governance and strategic planning meetings, including enhanced use of video-conferencing and recommencement of face-to-face meetings.</p> <p>Progress full revision of Partnership's Strategic Needs Assessment to incorporate data regarding impact of COVID-19 pandemic on health and social care needs.</p> <p>Progress full revision of Partnership's Strategic and Commissioning Plan (statutory deadline 31 March 2022)</p> <p>Recommence business as usual contract monitoring arrangements with external providers.</p>	<p>Chief Officer / Chief Finance Officer / Senior Manager</p> <p>Supported by Dundee City Council Committee Services</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
<p>Assessment and Care Management / Discharge management</p> <p>(including care at home, older people, physical disabilities)</p>	<p>Reassess impact and suitability of enhanced remote and outreach based models of provision and reintroduce face-to-face / building based services and supports with appropriate safeguards (including social distancing and PPE).</p> <p>Plan for response to increased demand from people recovering from COVID-19 who have experienced significant broader impacts on their physical and mental health, for example exacerbation of pre-existing long-term conditions.</p> <p>Move towards reinstatement of full assessment for all service users by care management teams.</p> <p>Maintain outreach provision as temporary replacement for day care services whilst planning for gradual reintroduction of day care provision. Develop models to support reintroduction of day support taking into account social distancing requirements.</p> <p>Gradual recommencement of day care services and face-to-face models of provision.</p> <p>Review discharge pathways to support new inpatient COVID-19 / non-COVID-19 model in Acute and Community sites (unscheduled, scheduled, COVID-19, discharge hubs, stepdown, palliative and community assessment).</p> <p>Embed extended remit of discharge hub as business as usual' activity.</p>	<p>Develop long-term approach to the delivery of remote and outreach based models, taking into account digital accessibility issues. Subsequently review and adjust building based models of support, with a focus on community-based delivery for building base services.</p> <p>Continued implementation of Independent Living Review Team to review the number of packages of care in the community, to work with community care staff and contribute positively to support and enable earlier discharge for individuals from hospital, and to enable their independence in the home environment.</p> <p>Implement locality working models across care management and community based health and social care services.</p>	<p>Head of Service, Health and Community Care / Locality Managers</p>
<p>Drug and Alcohol Services</p>	<p>Maintain home delivery of OST and clinical interventions to those who are shielding / self-isolating and plan for long-term continuation of this approach.</p>	<p>Implement service redesign based on learning from COVID-19 response period.</p> <p>Active contribution to range of workstreams within the Drug Deaths Action Plan for Change, including focus on whole systems redesign.</p>	<p>Head of Service, Health and Community Care / Integrated Managers / Clinical Leads</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Review access pathways, including options for re-opening of direct access, taking account of social distancing requirements.</p> <p>Maintain alternative assessment arrangements, including same-day prescribing.</p> <p>Enhance capacity to provide outreach services and respond to increasing demand from those people whose drug use has started / escalated during lockdown.</p> <p>Implement robust risk management approaches to support prioritised contact with service users whilst lockdown / social distancing restrictions remain in place.</p> <p>Contribute to Alcohol and Drug Partnership work to access additional national funding allocations for drug and alcohol services.</p> <p>Plan for re-instatement of work associated with Dundee Drug Commission action plan for change, particularly whole system redesign.</p>	<p>Active contribution to revision and implementation of wider revised strategic plan for Dundee Alcohol and Drugs Partnership.</p> <p>Adjust responses to the most vulnerable / at risk groups to reflect emerging intelligence of the impact of the pandemic on wider social and economic factors. This will include a specific focus on people who use drugs and / or alcohol, people who have poor mental health and wellbeing, adults at risk and violence against women.</p> <p>Contribute to further work by the Alcohol and Drugs Partnership to secure additional investment in drug and alcohol responses in Dundee from national innovation and research funds.</p>	<p>Supported by Alcohol and Drugs Partnership</p>
Protecting People	<p>Recommence the Early Screening Group.</p> <p>Further develop our understanding of and response to hidden harm whilst lockdown restrictions and social distancing remain in place across a range of vulnerable groups (including adults at risk, women experiencing domestic abuse and carers).</p> <p>Implement the use of video conferencing facilities to support enhanced participation of service users and carers within adult support and protection meetings / processes.</p>	<p>Recommence face-to-face multi-agency ASP case conferences and associated meetings, including service user and carer participation.</p> <p>Consider retraction of COVID-19 specific amendments to multi-agency protection procedures.</p> <p>Contribute to implementation of multi-agency strategic Protecting People recovery plan.</p>	<p>Head of Service – Health and Community Care / Integrated Managers</p> <p>Supported by Protecting People Committees and Strategic Support Team</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Plan for recommencement of face-to-face service user participation in multi-agency ASP case conferences.</p> <p>Recommence strategic review of multi-agency screening arrangements for people of all ages.</p>	<p>Adjust responses to the most vulnerable / at risk groups to reflect emerging intelligence of the impact of the pandemic on wider social and economic factors. This will include a specific focus on people who use drugs and / or alcohol, people who have poor mental health and wellbeing, adults at risk and violence against women.</p>	
Mental Health / Learning Disabilities	<p>Review existing caseloads and categorise on the basis of clinical need to transition back to face-to-face care (against 4 defined categories). Begin gradual transition to increased face-to-face contact across clinical settings.</p> <p>Undertake strategic planning and commissioning activities to support increased population demands for mild-moderate anxiety and disorders and mood disorders.</p> <p>Undertake work to address increase in waiting times as those currently in treatment are likely to require longer-than-expected treatment episodes causing reduced throughput.</p> <p>Assess resource requirements to increase capacity to provide tailored support to people who face barriers to employment for next 18-24 month period.</p> <p>Maintain respite provision supported by revised operating procedures and contingency arrangements (ref detailed plan).</p> <p>Identify all MHOs capacity to undertake Adults with Incapacity work, balancing this with the responsibilities of their substantive posts (excludes MHO team) to address the backlog once Courts agree to receive this work.</p>	<p>Expansion of use of community facilities as national guidance allows.</p> <p>Gradual recommencement of congregate services.</p> <p>Collaborative approach to a range of workstreams arising from the outcome of the Independent Inquiry into Mental Health Services in Tayside. In addition to this, a Tayside Mental Health and Wellbeing Strategic Plan will be developed and implemented.</p> <p>Adjust responses to the most vulnerable / at risk groups to reflect emerging intelligence of the impact of the pandemic on wider social and economic factors. This will include a specific focus on people who use drugs and / or alcohol, people who have poor mental health and wellbeing, people with learning disabilities and/or autism, adults at risk and violence against women.</p> <p>Further develop models to respond to trauma across public and workforce.</p> <p>Refresh Dundee's Mental Health and Wellbeing Strategic Plan in light of emerging evidence about the economic and health effects of COVID-19. As part of this process, particular attention will be paid</p>	Head of Service, Health and Community Care / Locality Manager / Integrated Managers / Clinical Leads

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Maintain and develop the MH Discharge Hub to ensure safer discharge processes and personalised follow up for people. This will be essential to support timeous discharges, particularly where there may be restrictions to hospital admission.</p> <p>Develop enhanced / new models of support to respond to demand (public and workforce) associated with the impact of the pandemic, including trauma.</p>	<p>to the weighting of priority actions across a whole system of care.</p>	
Rehabilitation	<p>Continue remote consultation first approach. Begin gradual reintroduction of routine waiting list and other services.</p> <p>Recommence some group sessions via remote working solutions.</p> <p>Develop models to support re-introduction of elective surgery.</p> <p>Develop and implement post-COVID-19 rehabilitation model for people who have been COVID-19 positive.</p> <p>Develop Community Rehabilitation model to enhance preventative approaches and reduce falls.</p>	<p>Gradual recommencement of routine services and face-to-face models of provision.</p> <p>Implement Community Rehabilitation model to enhance preventative approaches and reduce falls.</p>	<p>Head of Service, Health and Community Care / Locality Manager / Clinical Leads</p>
Care Homes	<p>Maintain intensive support to all care homes as per care home plan submitted to Scottish Government.</p> <p>Complete programme of support visits to individual care homes.</p> <p>Maintain care home testing pathways (including enhanced outbreak testing) and support care homes to participate in weekly testing arrangements.</p>	<p>Review models of care homes based services including respite care and intermediate care. This work will be informed by national developments in relation to the review of the care home sector.</p> <p>Release capacity of Care Home Team from quality assurance activity and recommence planned work support and improvement work.</p>	<p>Head of Service, Health and Community Care / Locality Manager / Integrated Managers / Social Care Contracts Team</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
	<p>Maintain enhanced governance and support arrangements, including Tayside Oversight Group, daily huddle and daily assurance returns from care homes.</p> <p>Ease visitor restrictions in-line with national guidance and assessed risk.</p>		
Carers	<p>Recommence meetings of Dundee Carers Partnership.</p> <p>Work with carer organisation to better understand the impacts of lockdown on their immediate needs / priorities and develop enhanced responses, including to carer stress.</p> <p>Consider options for acknowledgement / celebration of contributions of unpaid carers during the COVID-19 response period.</p>	<p>Work through the Carers Partnership to more fully understand the medium and long-term impact of the pandemic on unpaid carers and their subsequent needs.</p> <p>Revise the Carers Strategic Plan through co-production with carers and their representatives and adjust services and supports to enable people to continue in their caring role whilst also living a fulfilled life.</p>	<p>Head of Service, Health and Community Care / Senior Manager</p> <p>Supported by Dundee Carers Partnership</p>
<p>Operational Supports:</p> <ul style="list-style-type: none"> • Infection Control Infrastructure (including PPE) • Community Testing (staff and public) • Test and Protect • Clinical, Care and 	<p>Maintain and continuously review health and social care PPE distribution, including PPE hubs.</p> <p>All services to continue to develop safe systems of work / risk assessments for the environment, visitors and transport and identify possible additional PPE stock requirements based on latest guidance.</p> <p>Consider approaches to support the continued provision of social care services to those who are COVID-19 positive and are shielding, including provision of PPE.</p> <p>Work with NHS Tayside to maintain staff testing, pre-admission testing and care home testing in-line with national guidance. Plan for transition of Community Testing Service</p>	<p>Recommence business as usual arrangements for procurement and distribution of PPE. This includes revision and retraction of local PPE distribution hubs at an appropriate point in time.</p> <p>Support transition of Community Testing Team to suitable medium-term arrangements.</p> <p>Recommence full remit of clinical, care and professional governance activities across all services utilising remote working solutions and / or face-to-face sessions.</p> <p>Unless an effective Vaccine is found, Test and Protect will continue as a key tool in the effort to</p>	<p>Head of Service, Health and Community Care / Locality Managers / Clinical Care Governance Lead</p> <p>Supported by NHS Tayside, Dundee City Council Procurement and IT</p>

Theme	Recovery Phase (End of Lockdown + 6 Months)	Restructuring Phase (6 Months post lockdown – 3 yrs)	Lead Officer/s
Professional Governance <ul style="list-style-type: none"> • Digital 	<p>to support implementation of the Scottish Government's Test and Protect programme, which is designed to contain and suppress the spread of COVID-19, by ensuring robust local testing is aligned with National testing programmes. Ensure the needs of vulnerable individuals who have tested positive (or their close contacts) who have been identified through tracing systems are met in an adaptive, personal centred way.</p> <p>Recommence Clinical, Care and Professional Governance Group and Forum, as well as primary governance groups. Ensure implemented changes through COVID-19 response period are reflected through exception reports to primary governance groups and clinical, care and professional group / forums.</p> <p>Continue to expand scope of NearMe (Video Consultation). MS Teams and other digital projects to support wide scale adoption of remote consultations (telephone and video), including for Primary Care, Mental Health and AHPs.</p>	<p>contain the virus for many months to come. Resources will continue to be required to support the National programme in the way outlined.</p>	

