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AUDIT COMMITTEE REPORT

Subject: Covid-19 Update	**Purpose:** **For Approval** ☐ **For Discussion** ☐ **For Information** ☒
Prepared by: Hazel Robertson, Vice Principal Finance and Corporate Resources	**Date:** 22 September 2020

Purpose:
To provide an update in relation to the College response to Covid-19

Linked to Strategic Ambition: Create high quality learning and training opportunities which are relevant, enabling and flexible

Executive Summary:
This paper provides an update on the Covid-19 paper previously supplied to the Board.

Facing the twin risks of adverse impact on student experience and outcomes, and of adverse impact on the financial position, the College has taken a cautious approach to attendance on site, health and safety, progression of the curriculum and operational planning. The paper provides assurance that the College has comprehensive plans in place.

Whilst these issues are not necessarily covered in the paper it is good to see that:

- learner success for 2019/20 was improved in most areas with the noteable exception of HEPT which dropped by 4.6%. HEFT improved by 7.1%
- 2019/20 credit targets were achieved
- performance against admissions are below target however this does not take account of October and January starts. This continues to be monitored and courses promoted.
- staff satisfaction as measured through the Good Places to work survey is high
- the financial position for 2019/20 is improved on the mid year forecast.
- the direct spend on COVID-19 to date is £53k which is within expectations.
- there was sufficient capacity in terms of loan devices to meet need.
- systems to manage access to the campuses have been effective.
- there are ongoing unannounced inspections to individual areas of the campus
- arrangements are in place to manage the impact of significant new guidance and to manage any incidents.

This is undoubtedly a very demanding situation to be working in. Staff are responding professionally, as part of a “one team” approach, and being imaginative in their response. This paper provides a very positive account of how the College has responded to COVID-19, and a strong commitment to achievement of outcomes.

Recommendation:
Members are invited to note the significant assurances given in relation to the College’s response to the COVID19 threat to student outcomes and finances.

Previous Committee Approvals: Report to Board 16th June 2020		
For publication ☒	**For publication with redactions** ☐	**Not for publication** ☐

COVID 19 AND ITS IMPACT ON THE COLLEGE– 22 September 2020

1. OVERVIEW

In response to the global spread and impact of coronavirus COVID19 we have been cautious in a desire to mitigate the twin risks of adverse impact on student outcomes and the adverse impact on our financial position. The move out of lockdown has been very complex with many variables.

Our overarching messages to staff and students are:

- ***College courses commencing in September 2020 will be delivered online with learning on campus only when this is safe to do so and where required to complete a qualification***
- ***Until agreed by their manager, staff should continue to work from home***
- ***You need to take personal responsibility for your own health and that of people around you***

We must keep staff and student numbers on campus to low levels so that we can maintain social distancing and good hygiene as important public health controls.

College staff continue to be highly responsive and effective in the response to COVID19. Curriculum delivery has transformed to support remote learning. Our managers and staff are highly engaged in the process. Our IT arrangements have proved supportive of the switch to home working and remote learning. We have made the physical changes required to our campuses. For the new academic year we fast tracked the implementation of online enrolment and online induction.

We are working to ensure positive experiences and outcomes as possible for students. We have identified students who could not complete in 2019/20 due to COVID19. The majority is due to an inability to complete practical assessments eg construction, hair and beauty. This activity has been prioritised for 2020/21. We are planning for more students on campus, within our safe numbers.

Our approach reflects Scottish Government advice

- Remember FACTS for a safer Scotland.
- As restrictions ease it's more important than ever to follow the guidance.
- Remember FACTS to ensure the virus doesn't make a comeback.

F *Face coverings*
A *Avoid crowded places*
C *Clean your hands regularly*
T *Two metre distance*
S *Self isolate and book a test if you have symptoms*

We regularly promote Scottish Government and College guidance via the website and social media channel. In addition to FACTS we promote the use of the Protect Scotland app.

Risk assessment and service planning has enabled the phased re-opening of our campuses:

- We expect to retain a significant volume of working from home and remote teaching.
- There will be a significant impact on the delivery of the curriculum, which is reflected in the College calendar and the curriculum plan for 2020/21. We are effecting some changes to staffing levels to reflect this.
- We have implemented a performance matrix which is populated weekly. Outcomes are closely monitored and in line with the curriculum plan.
- Access to and movement within our campuses is constrained and robustly managed.
- We have approval mechanisms for staff and students to be on campus, and recording of this helps contact tracing.
- Travel arrangements continue to be challenging. We have issued students with travel vouchers so that they can have maximum flexibility in how they travel to the campus.
- Social distancing and hygiene arrangements are paramount.
- We have made arrangements for self isolation should this be required.

In terms of resources:

- SFC have guaranteed our Credit funding for 2019/20 and 2020/21 and this takes a great deal of pressure off from a financial perspective.
- We projected a deficit of £218k in 2019/20.
- To date we have incurred £53k of spend on COVID19 supplies and activities.
- To end July 2020 we received funding of £215k from the job retention scheme.
- £30,338 from SFC to support digital inclusion was used to further roll out loan laptops.
- We increased our stock of 400 loan laptops by 175 during lockdown and by a further 150 in time for the new year, which we anticipate will meet student demand for digital devices.
- An additional capital allocation of £83,636 will be used to create some permanent outside spaces for students to safely socialise.
- We are permitted to use some of our lifecycle maintenance costs to support digital delivery.
- We are progressing with a restructure to reflect the impact on curriculum and support staff.

We are well placed to adapt our working and teaching arrangements to live within the constraints and dependencies outlined in this paper. We continue to use our Wider Leadership Team as a focus for communications, and our Incident Management Team in the event of a significant change in guidance, or local outbreak. Local outbreak is defined by Scottish Government as two connected cases.

2. LOCKDOWN

2.1. Operational management

From 20 April we commenced a revised meeting structure. We established an extended Senior Leadership Team, meeting weekly, including the Communications Manager, and the PMO Manager.

We implemented a weekly performance matrix with key indicators that provide an overview of how the organisation was responding to and coping with home working and remote teaching. The matrix covers student, staff and financial issues. Board members routinely receive an update on key indicators. There are no concerns at this time.

2.2. Enabling home working and remote learning

MS Teams has been a critical enabler, being used for official and team meetings, and keeping in touch with staff and students. We introduced ZOOM for corporate use when working with larger groups. The BCSA is trialling use of Abardo for interactions with large groups of students.

Achievement coaches and members of the MIS team provided additional support for teaching staff to ensure that MIS and related systems could be kept up to date.

We provided VPN tokens to staff to enable essential access to college based systems.

We made reasonable adjustments for staff to be able to work effectively from home. We delivered 155 items of equipment to 73 staff (desk, chair, monitor, mouse, keyboard).

2.3. Funding support for students

We are supporting students to apply for financial support through discretionary funding.

In line with SFC and SAAS guidance, bursary, education maintenance allowance and pre-existing discretionary fund awards have continued to be paid. We used student support funding to provide additional assistance. Some examples of the use of student support funds are data packages for internet access and emergency payments as an alternative to students having to use local food banks. Through student support funding, we rolled out an additional 175 laptops for students.

We returned an underspend in 2019/20 funding due to the lock down (no longer paying travel costs and reduction in childcare costs). In tandem with the rest of the sector we requested carry forward to the 2020/21 academic year.

2.4. Job retention scheme

Following guidance from the UK Government, Scottish Government, the SFC and Colleges Scotland the College identified 76 staff who have been furloughed under the Government Job Retention Scheme. The decision to furlough staff was taken in consultation with the EIS FELA, UNISON and the Support Staff Non Union Representative and with the approval of the Chair's Committee. To end July £215k has been received. The scheme is open until October 2020 and the College will continue to access this treasury funding for those staff who continue to be unable to fulfil their job role due to

COVID19. Receipt of these additional funds will reduce the requirement for savings (much of which would inevitably come from the staff budget).

2.5. Staff engagement

SLT approved the use of Great Places to Work to undertake a short all staff survey to gain feedback as to the impact of lockdown and homeworking. The survey was run within the first two weeks of lockdown and again at the beginning of May.

The feedback in the majority was favourable with most staff indicating that they felt:

- the College had done everything it could to make the transition to homeworking as easy as possible.
- in the main that they were well informed and were able to work in this new way.

Key themes were picked up by SLT, addressed in the College E-Magazine and by line management. The E-magazine has a readership of approximately 275 staff monthly. It started as 4 pages and grew to a 12 page edition including lots of good news stories from around the College.

2.6. Union engagement

The Principal and the Head of HR and Development meet with Union Representatives every two weeks in addition to the formal LJNCC and JCCP meetings. The informal meetings allow for transparency and sharing of ideas, challenges and up to date information, thus enabling increased partnership working. Though these meetings we addressed matters before they become issues and we shared the financial challenges the College is facing. The Unions have appreciated this interaction, are able to understand the challenges and actions that we may have to take.

Health and Safety staff Reps are working closely with the Estates Manager and the Health and Safety manager to ensure that our campuses are safe to enter, and that safe systems of work continue to in place. A programme of unannounced Health and Safety inspections is in place.

2.7. Equipment loan

We loaned the two new beds and smaller equipment from BTECH to the Louisa Jordan field hospital. These items have now been returned so we are able to deliver curriculum from the BTECH area. Should the pandemic require use of the Louisa Jordan hospital we have committed to re-loaning the equipment when required.

3. PART THREE - ROUTE MAP THROUGH AND OUT OF CRISIS

In light of the progression of the UK and Scottish lockdown exit plans, we held IMT meetings to manage our transition through the phases of the Scottish government route map. The IMT has met as frequently as required, stepping up to daily meets at key points, with a sub group dealing with issues relating to the student experience, and a further sub group dealing with tracing arrangements.

We moved the SLT to fortnightly, with the WLT also meeting fortnightly to oversee progress and achievement of deadlines, to ensure that we learn from each other and that consistency of approach is maintained. We convened a fortnightly campus management meeting to ensure a coordinated response for the Netherdale campus.

The COVID19 MSTeam, shared drive and the website are used as repositories for information including Guidance on return to the Campus, Risk Assessment, Equalities Impact Assessment and Frequently Asked Questions.

3.1. Scottish Government advice

The government route map provides the framework for carefully and gradually changing lockdown restrictions. It provides examples of what people, organisations and businesses can expect to see change over time. An extract of the phasing table (as at 4 June 2020) is attached at Appendix 1.

The virus continues to pose a significant public health threat. Core requirements in all phases are:

- Hand hygiene
- Cough hygiene
- Physical distancing
- Face coverings in enclosed spaces including public transport.

In response to this guidance, our campuses now look and feel very different. It is more, not less, complicated than lockdown. Guidance to staff and students will evolve and the importance for us to be providing clear and consistent messages will increase.

Overarching advice throughout the process is:

- To stay at home unless there is a requirement for essential work that can't be done at home
- When you do go out, stay two metres apart from people from other households
- Undertake thorough and regular handwashing.

We receive and act on further guidance as a result of government considerations

3.2. Arrangements for isolation

We have identified areas within the campuses that are suitable for isolation purposes. We have provided guidance and awareness raising for our first aiders in the procedures to be adopted. All staff and students have been advised to contact a first aider, line manager or course tutor as relevant, to advise of any concerns about a person displaying symptoms. The guidance is available on our COVID19 shared area on the network.

3.3. Processes to support contact tracing

The College consists of multiple campuses and the main campus in Galashiels is shared with the Heriot Watt University School of Textiles. We have kept our arrangements as simple yet as comprehensive as possible:

- We are encouraging staff to continue to work from home where possible. Attendance on campus whether planned or adhoc must be approved in advance by their line manager, and entered on a master rota which is held on our COViD19 shared drive. This rota includes start and finish times. It covers all college staff on all campuses. Should there be a need for contact tracing this will be facilitated by one of the Human Resources team.
- For students we are using our normal register arrangements through Unit-E with the added enhancement that registers will indicate if students are engaged (off campus) or present (on campus). Should there be a need for contact tracing this will be facilitated by one of the Student Support Team.
- For other visitors to the campus, the normal reception arrangements will apply and should there be a need for contact trading this will be facilitated by reception staff.
- Baxters Storey can use their click and collect app to support contact tracing.

HWU have put in place very similar arrangements, and contact tracing will be facilitated through the office of the Head of the School.

The application of these arrangements will be overseen by the Incident Management Team. An oncall arrangement has been put in place.

3.4. Plans to minimise numbers on campus at any one time

Through our operational planning work with the WLT we have consistently reinforced the need for staff to work from home where possible and for curriculum delivery to be remote where possible.

During the time of lockdown we implemented a programme to ensure that staff had the technology and office resources they need to be able to work from home.

We implemented online enrolment and online induction to minimise students on site before commencement of the academic year. We had appointment based supported enrolment sessions taking place in our ilearn room with a reduced number of stations so that we can operate social distancing. For hard to reach students we used a variety of social media and 1-1 contact to assist them through the admission process.

All teams undertook a planning exercise to identify what other activities required on campus presence. For most teams this is negligible and includes activity such as picking up and distributing mail, receiving and distributing loan student laptops, essential maintenance activities, cleaning and hygiene, limited Union service.

Stations were set up at reception areas with perspex screens to enable safe return and pick up of student loan laptops, on an appointment based system. We also used community facilities to

minimise distance travelled for students and reduce the volume at our main campus. Staff from across the College contributed to the rota.

The level of queries to the ISLT grew much higher than normal. Resources within the team were re-prioritised to enable at least four team members to man the helpdesk and ensure that response times could be reduced and kept low.

We anticipate all internal and external audit activity will be possible off campus.

We have a suite of documentation which all staff must be familiar with before coming on to the campus. It comprises:

- Return to campus document which explains what staff should expect
- Business continuation risk assessment which highlights the control measures in place
- Equalities impact assessment. which highlights measures put in place in relation to protected characteristics.

All staff must have a COVID19 induction where these documents are discussed. The final part of this induction involves each member of staff completing an individual age related risk assessment. We do not expect staff to share this risk assessment with their manager, rather it is to be used to stimulate discussion about any modifications that are needed to support that individual. Individual staff may discuss this with any member of the HR team or Occupational Health, if they prefer. Managers will sign off on HR21 that the COVID19 induction has been completed. Heriot Watt University are operating a very similar process with the addition of a central University approval process for any attendance on campus.

Since re-opening the main campus on 10 August we have maintained an Executive and Facilities presence on site and the total number on site has ranged from 9 to 53 (22 of whom were Facilities staff). Student numbers have gone from 6 in the first week of September to 41 two weeks later.

3.5. Teaching and Learning

College courses commencing in September 2020 will be delivered online with learning on campus only when this is safe to do so and where required to complete a qualification

Whilst we are working on the basis of as much curriculum delivery as possible through remote learning, we recognise the need for on campus activity. The early part of the year will be a blend of continuing and new students, remote, blended and on campus. The College calendar reflects this requirement.

For all groups, careful timetabling will ensure that minimum numbers are on campus at any time. If students are on campus it is likely to be maximum one day a week. A central timetabling process has been introduced to ensure that there is a good spread of attendance on campus throughout the week. This process has allowed us to identify which day of the week particular groups can be present on site. Travel is likely to be a constraint.

The gap analysis and curriculum planning quantified the delivery challenges going into the 2020/21 academic year. A significant number of students have not been able to complete in 2019/20 due to COVID-19. Completion for construction, STEM, creative industries and health and social care have been prioritised for 2020/21. For all other areas, curriculum delivery commenced on line.

We have made physical changes to the teaching space and implemented systems of work to enable social distancing and hygiene arrangements.

Having gone live with on line admissions, and developed online enrolment during the past five months (a year ahead of plan), we further accelerated our digital delivery plan. We also provided supported online enrolment for those students who require additional assistance. We have developed online induction for the coming academic year. Some elements of induction will continue to be on campus however we can reduce the requirement substantially.

We temporarily reconfigured the online admissions system to enable telephone/digital interviews, and to enable us to communicate the impact that the current measures will have on applicants at a course specific level. We used multiple communication channels (website, email, SMS, Facebook, and Instagram, to ensure that students are getting the right messages.

Further changes have been made to Unit-E to record present (on campus) and engaged (off campus).

3.6. Schools Academy

Borders College, in partnership with Dumfries and Galloway College, benefited in 2019 from significant investment from the South of Scotland Economic Partnership, to create a Digital Learning and Skills Network. This means that we invested in the majority of the secondary schools in the region to establish high quality audio visual classrooms. These began in use during the 2019/20 academic year with the provision of Higher Psychology. Having successfully piloted the technology we may be able to use these AV rooms to deliver the majority of our schools academy programme.

Due to differing technology being used in the schools, namely the iPad scheme, we had significant technical issues in getting schools academy pupils enrolled and started. The schools are not operating consistently, with some schools sending pupils home and some keeping them in school premises. We are working our way through these operational challenges.

Where there is on campus activity, we will ensure that school pupils undergo a COVID19 induction, to ensure that they are aware of College required practice.

We have no planned campus based schools academy activity until after the October holiday. At that time two classes are timetabled for campus based activity (a fitness class and Scottish Racing Academy). Where delivery requires on campus attendance, Scottish Borders Council will be responsible for transport arrangements to the campus. We have established that we can transport students to an off campus location with 8 pupils on the mini-bus.

When on campus, arrangements will be as for other students: 2 metres distant, smaller groups to reflect safe spaces, groups of students in bubbles, hygiene arrangements, test and protect arrangements, no social spaces, use of facecoverings as mandated, and access to student support.

3.7. International students

Based on enrolment, we have no international students. An alert system is in place to identify any such applicants so that we can ensure the necessary precautions are in place with regard to travel and quarantine.

3.8. Service planning

We have convened regular WLT meetings to focus on implementing next steps.

- how to ensure that staff could continue to work from home, and to identify any exceptional requirements to access the buildings
    - creation of a master rota for staff
    - how to manage start and finish times
    - how to comply with maximum occupancy restrictions
- what does a reduction in on site staff / students mean for your service
    - social distancing
    - transport planning
    - no social space
    - different catering provision.
- Providing guidance for staff
    - Return to campus document
    - Business continuation risk assessment
    - Equalities impact assessment
    - Individual risk assessments.

The group are very engaged and provide high quality feedback, evidencing that they are actively addressing the challenges (and opportunities) ahead. The results, along with the gap analysis, curriculum plan, and risk assessments, formed the basis for the very detailed planning required.

Some of the changes have resulted in some reductions in staffing numbers which we have briefed the staff side on, and we are working our way through this.

A significant programme of estates works was completed before we re-entered the buildings. This included legionella checks along with making sure that when systems such as air conditioning and heating are turned back on, there were no significant problems. Our systems are never switched off for this length of time. No significant issues were detected.

Implementing social distancing has required physical modifications along the lines of what you may have seen in shops and pharmacies. The Estates team have completed these works for all public areas, with changes made based on departmental risk assessments.

Health and safety risk assessments have identified safe systems of work, and PPE requirements. Our health and safety staff representatives have been fully involved in these assessments and in signing off the changes made. Health and safety inspections are conducted in order to ensure compliance.

There was some debate about whether we would adopt a temperature testing system. This is not part of the guidelines for the sector. The National Clinical Director has indicated that systems are unreliable, can give a false sense of security and may result in a drop in compliance with other measures. On this basis we have agreed not to implement temperature testing.

We have implemented one way systems where required and two way systems where possible. Hand sanitisers (all non contact) have been implemented at the entrance, outside all toilets, before and after the Union, and at other strategic points. We have purchased electrostatic cleaning devices to cover each campus. Excess furniture has been removed from teaching spaces and spaces where students would normally socialise. Staff rooms and kitchens are out of use. Toilets are single use only, with sanitising on entry and exit. Lifts will be for one person (plus carer if required). Outside

spaces are not currently available for use. A video and 360 degree tour of the main campus has been made available.

3.9. Resources

SFC guaranteed our Credit funding for 2019/20 and 2020/21 and this takes a great deal of pressure off from a financial perspective.

We projected a deficit of £218k in 2019/20 as a result of COVID.

To end July 2020 we have received funding of £215k from the job retention scheme. Staff are beginning to return to work and we will continue to make applications for those staff who remain furloughed for as long as the scheme is available.

£30,338 has been provided by SFC to support digital inclusion.

We have been given flexibility to use of some of our 20/21 lifecycle maintenance funds to support digital delivery. We are likely to use a high proportion of our £196k lifecycle allocation for digital delivery. Plans are currently being developed.

We surveyed our new students to understand their digital requirements. As a result we increased our stock of loan laptops by a further 150, which has met the demand for digital devices.

We received an additional capital allocation of £83,636 to support changes that may need to be made to the estate. We plan to use this to create some permanent outside spaces for students to safely socialise. Until these are available, we have implemented a temporary solution.

We have had to meet the costs of social distancing and increased hygiene measures from existing College funds. To date these total £53k of which part will be apportioned to HWU in relation to common areas on the Galashiels campus.

3.10. Other factors to consider

1. There has been an expectation of a significant level of consistency across the sector in terms of the dates for opening buildings, restarting services, and approach to the curriculum. Our Estates Manager is on the sector wide group which is developing the FE guidance with the Government and Trade Unions. The VP Finance and Corporate Services has taken part in several national workshops and responded to two returns for the Scottish Government. A checklist has been issued and examples of good practice.

2. As a rule of thumb, implementing social distancing reduces space capacity to one third of normal levels. This figure will be lower for some areas due to the specific layout of spaces and the level of practical activity.

3. As the numbers of people on campus increase, we need to consider staff start and finish times, class start and finish times, and whether to have evening and/or weekend opening to reduce the potential for social contact.

4. Travel is one of the most challenging issues. Use of public transport is significantly constrained by social distancing requirements. If we decide we need to run curriculum areas in the evenings or weekends, this will further compound the travel challenges. We have issued travel vouchers to students rather than specific tickets.

5. We may face shortages of supply in cleaning products, materials to support social distancing and any PPE that may be required. If we have to rely heavily on PPE then we probably have not implemented sufficient physical and operational measures to protect staff and students.

6. The Union space is significantly constrained. We are currently using this space for storage of excess furniture. There are no internal social spaces where staff or students can go to in breaks or lunch time. Should we determine it is appropriate to open up the Union we will need to find space to store surplus classroom and other furniture. We have made contact with the Council to see if they are aware of a location we could use.

7. We are implementing a monitoring system to ensure the external social space does not present a significant risk. If social distancing and hygiene measures are not observed, we may need to close this area.

8. We need to decide when we will open services, such as the restaurant and the salon, to the public. In the first instance assessments will involve family members rather than members of the public.

We will want to continue staff working from home and students learning remotely if all possible. Staff groups will need to robustly set out why it is essential for them and students to be on campus.

We have been cautious in a desire to mitigate the two risks of adverse impact on student outcomes and the adverse impact on our financial position.

3.11. Other sectoral and wider considerations

We have established a campus management IMT and liaise regularly with HWU to ensure we are taking consistent approaches.

We are continuing to receive updates from our partner organisations and regulatory bodies in terms or their response to the COVID19 pandemic, the impact on their own functioning and planning, and in particular changes to their planned engagement with us.

We have had contact with the local Public Health team and Health Protection Scotland, this has helped to set out outbreak management arrangements. An on call rota has been established with staff from the Incident Management Team. The Scottish Government also wish to be informed of any potential outbreak (defined as 2 or more linked cases).

The mobile COVID19 testing station is located in the main campus car park, which has not as yet been a constraining factor for parking. Usage of the station is increasing and we are in touch with the Council about any impact on College access to the car park and the testing station.

On 27 May, SFC and Education Scotland jointly communicated the decision to delay the requirement for submission of the Evaluative Report and Action Plan until further notice. We still plan to undertake a self-evaluative exercise, to recognise the steps taken through the year and in particular the rapid acceleration over the past few months. However, we will adapt our approach to enable us to undertake this remotely, at a high level, offering the opportunity to WLT to participate whilst ensuring it remains proportionate, given the priority of COVID19 planning.

SFC has provided reassurance and additional guidance on 29 May, on how the Outcome Agreement cycle for 2020/21 will be completed, and we await further communication on refocused sector commitments and priorities.

The Scottish Government have from time to time been in contact with all Colleges to seek assurance as to our arrangements. They have also written to all students to encourage compliance with safety measures. They require us to notify them of any outbreak, which is defined as two linked cases, and to keep them up to date.

APPENDIX 1 **SCOTTISH GOVERRNMENT ROUTE MAP (EXTRACT)**

	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Seeing other people	Within own household No social gatherings	Meet small numbers outdoors with social distancing	Meet larger groups outdoors with social distancing Meet people from other household indoors with distancing and hygiene	Meet people indoors from more than one household with distancing and hygiene	Further relaxation Public health measures continue
Getting about	Stay at home Essential travel only Public transport physical distance Face coverings	Consistent with opening of businesses If home working is not possible – manage travel demand through start and finish times, and flexible working	Consistent with opening of businesses If home working is not possible – manage travel demand through start and finish times, and flexible working Public transport operating increased services but capacity strictly limited	Public transport operating full services but still restriction for social distancing	Public transport full services Physical distancing may remain in place
Schools, Colleges and Universities	Schools and childcare closed Universities and colleges closed – remote learning and research	School staff return to schools Increased number of children accessing childcare	On campus university lab research restarted subject to physical distancing	Children return to school under blended model. Social distancing in place. Expected to open on 11 August Universities and colleges phased return with blended model of remote learning and limited on campus learning where priority. Public health measures (including physical distancing) in place.	Schools and childcare provision, operating with any necessary precautions. College and university campuses open – including key student services with any necessary precautions.