

RECOVERY

This is the Pendle Council Plan for Recovery from the Coronavirus emergency.

In July due to the increase in numbers of positive test cases Pendle became an “area of enhanced support” and subsequently an “area of intervention” by the Government. This has led to the production of a Local Prevention Plan overseen by a multi agency Task Force. Additional restrictions have been imposed on the Borough and there is a concerted effort to increase testing.

This development has had a significant bearing on the delivery of the Recovery Plan with for example some staff deployed to areas such as contact tracing. Nevertheless the actions set out in the Recovery Plan remain in place and continue to be pursued.

Recovery can be defined as **“The process of rebuilding, restoring and rehabilitating the community following an emergency”**.

It needs to be a coordinated process, supporting and sympathetic to the needs of the community and affected individuals, taking into account the resources available.

Coronavirus is different to any emergency we have experienced before and Recovery will also be different. It is not a major incident from which there will be a relatively swift recovery to normality. It will require looking ahead and planning, probably for the next 12 - 18 months.

It will be as much about transition as Recovery. There is unlikely to be a clear and definitive step change or handover from responding to the emergency to undertaking Recovery. For an unknown length of time Response activity will probably need to continue alongside Recovery activity. Response activity may need to increase at some point if there is a further wave of Coronavirus.

The focus and pace will be affected by national developments and decisions and their timing e.g. the return to school and the re-opening of various businesses. It will also be significantly affected by how successful are Government measures to stimulate the economy. Rapid, slow and volatile returns to previous conditions are all possible.

Recovery is in part about getting back to normality but equally importantly it is also about looking for opportunities beyond normal to bring about improvement, reorganisation and even regeneration.

To start with we will need to assess the impacts of the emergency both on the Pendle community as well as on the Council itself. These will be very varied and will be humanitarian, physical, psychological, economic, environmental and financial.

There will be role for the Council's elected members in identifying problems and vulnerabilities that will require attention. They also have a role in disseminating information and providing public reassurance.

For the Recovery of the wider Pendle community the Council will need to engage with businesses through the Vision Board and other organisations. Voluntary and faith groups will play a crucial role in assisting the Council.

For the Council there will be a rising expectation on the part of the public for interrupted services to be restored as promptly as possible. This will be alongside the need to maintain those which we were able to continue through the emergency.

Social distancing will be a major factor in how all Council services are delivered and employees managed for the foreseeable future. This will require detailed consideration including the need for PPE in some instances.

Throughout the process good and comprehensive external and internal communications will be vital.

The Strategic Crisis Management Team (SCMT) will oversee and coordinate the Recovery. It will continue to meet on a regular basis. It will take into account regulations, advice and guidance from the Government and the Lancashire Resilience Forum. Appropriate officers will be appointed to the Recovery groups set up by the LRF.

The tasks identified below have been given a priority rating of Essential, Important or Desirable and also given a target date. They will be kept under continuing review and reported as appropriate to the Council's Policy and Resource Committee.

RECOVERY TASKS

TASKS	LEADS	BY WHEN	PRIORITY RATING	PROGRESS/COMMENTS
STRATEGIC				
Undertake Impact Assessment of the Emergency	DL/PM	31 st December 2020	Essential	Scoping underway. Will need to be external i.e. impact on the Pendle Community and internal i.e. on the working of the Council. Report to be submitted to meetings of P&R committee and Council
Determine what opportunities may exist for longer term improvement and change	DL/PM	31 st December 2020	Important	Scoping underway. Will need to be external i.e. impact on the Pendle Community and internal i.e. on the working of the Council. Report to be submitted to meetings of P&R committee and Council
Set overall timescale targets for the various elements of the Recovery Plan	DL/PM	31 st May 2020	Important	Report on Plan submitted to 25 th June P&R committee. Further progress report to 17 th September P&R committee.
Review Strategic Plan objectives, priorities and timescales	DL/PM/MM	31 st May 2020	Important	Report on updated Plan submitted to 25 th June P&R committee. New strategic objective of responding to the pandemic. Due to be presented to Council in September for formal approval.
Review Strategic Plan and Service Plan actions, milestones and timescales	All service managers/MM	30 th June 2020	Important	Plans finalised 30 th June, taking account of carry forward actions and strategic projects. Progress reported to Management Team 1 st September.
Review Strategic Risk Register	DL/PM/MM/CF/HC	31 st May 2020	Important	Report on updated Register to 28 th July Accounts and Audit Committee.
Review Decision making arrangements in particular the future timetable, programming of business and use of remote meetings	PM/JW	31 st May 2020	Important	Under continuous review by MT. Urgent business protocol and extended delegation in place. Remote meetings held since June in line with Government Regulations and guidance.

Recommence preparations for the all- out Council, LCC and PCC elections in May 2021	PM	31 st January 2021	Essential	Cabinet Office currently consulting Returning Officers on the practicalities.
Review the Financial Sustainability of the Council and the impact on the Medium Term Financial Plan	DL/VG/CF	31 st May 2020	Essential	Report submitted to 25 th June P&R committee.
Develop the 2021/22 Budget	DL/VG/CF	28 th February 2021	Essential	Initial report submitted to 25 th June P&R committee. Further report on 2021/22 budget options to be submitted to P&R in October.
Resume meetings of JADU Group and review programme	PM/WD	30 th June 2020	Important	Meetings resumed July using Microsoft Teams
Review the continuing need and format of the Community Support Hub and the staffing and financial resources available for this	DL/AG/NW/WF	31 st May 2020	Essential	Incorporated into the Contact Centre from mid July. Emergency food parcels removed from Pendle Leisure Centre to allow for its re-opening on 25 th July.
Continue to work through LRF to protect those at risk of coronavirus and to prepare for other potential emergencies.	DL/TH	31 st May 2020	Essential	Extensive active participation in LRF continuing. Task Force established to manage Pendle Local Prevention Plan to respond to additional restrictions in Pendle and establishment of testing facilities. LRF now reviewing future planning in particular around No Deal Brexit and winter severe weather and flooding incidents, alongside Covid 19.
Continue to raise awareness of safeguarding of children and vulnerable adults, domestic abuse and Prevent	WF	31 st May 2020	Essential	Awareness banners on bin wagons to aim to increase referrals to Social Care and Domestic Abuse services during lockdown. Linking with PDVI to support the CSP domestic abuse campaign, focusing on victim safety. Flyers, posters, roller banners and trolley coins have been produced and distributed widely. Social media has also been utilised. Information shared with schools/partners around Prevent

				referrals as well as the Team around the School (TAS) process
Resume meetings of IT Steering Group, review progress on IT Roadmap and Digital Strategy and review ability of IT infrastructure to cope with a similar situation arising.	DL/PM/SA/MM	31 st May 2020	Important	Monthly meetings now being held. Management Team to consider updated IT Strategy and Roadmap and Digital Strategy in early October prior to submission to P&R and Council for approval.
Produce an updated Communications Plan with emphasis on clear messages, managing public expectations and ensuring public confidence	DL/PM/SL/AB	31 st May 2020	Important	Weekly work plans now produced to respond to the rapidly changing situation particularly around restrictions and testing arrangements. Continued focus on key messages around social distancing etc.
Review Generic Emergency Plan in particular to prepare for possibility of another concurrent emergency arising.	PM/DW	31 st July 2020	Important	Review now completed. Disaster Recovery Room tested and repairs undertaken.
Review performance management approach	DL/PM/MM	31 st May 2020	Important	Review of Service plans completed including review of performance indicators. Regular performance reporting also resumed.
Resume meetings of Information Governance Working Group	PM/IGWG	30 th June 2020	Desirable	Microsoft Teams monthly meetings now being held and reports back to MT.
Resume meetings of Risk Management Group	DW	30 th June 2020	Desirable	Microsoft Teams regular meetings now being held and minutes presented to MT.
Undertake annual Health and Safety Audit	DW	30 th September 2020	Desirable	Planning started with QHS. To be conducted in September.
Maintain regular communications with councillors	DL/PM	31 st May 2020	Important	Weekly briefings now being sent to all councillors.
Produce a lessons learned and legacy of coronavirus debrief	DL/PM/TH	31 st December 2020	Important	Start made on collating and recording likely content.
Support re-opening of high streets.	PM/JW/NW	30 th June 2020	Important	Assessments made of town centres and signage etc put in place. Leaflets delivered to individual businesses. Widespread public promotional communications. Each area committee has set up "task force" to take this forward.

				<p>New pavement licences regime. Grant Action Plan submitted to MHCLG to support claim for allocation of £81,000.</p> <p>Town Centre businesses are visited to ensure they are Covid secure.</p>
STAFFING				
Continue to monitor sickness levels particularly coronavirus related and deal with health issues	JMcD	31 st May 2020	Important	Already underway. Low levels.
Continue to issue regular briefings to keep staff in the picture	JMcD	31 st May 2020	Important	Already underway with a weekly frequency.
Assess scope and appetite for continued homeworking via employee survey	JMcD	31 st May 2020	Desirable	<p>Employee survey undertaken and reported to MT which shows largely positive response. Results circulated to all staff.</p> <p>Further surveys undertaken to inform assessments of both return to the office and continued homeworking.</p> <p>Agile Working Strategy developed for submission to P&R committee.</p>
Review health and safety risk assessments and coronavirus precautions in buildings in light of more staff returning to the office and resumption of public access	All service managers	31 st May 2020	Essential	<p>Initial assessment of office capacities, bearing in mind social distancing undertaken.</p> <p>Signage, provision of sanitiser, one way systems etc now in place.</p>
Consider redeployment requirements and opportunities and future ability to recruit in the changed circumstances.	All service managers	31 st May 2020	Desirable	Survey of service managers undertaken and individual discussions continuing as appropriate with HR Manager.
Review suspension of flexitime	JMcD	30 th June 2020	Desirable	Significant level of homeworking likely to continue until beginning of October at least.
Review future management of annual leave	JMcD	30 th June 2020	Important	Carry over of 2019/20 outstanding leave extended to end of July. Staff encouraged to take at least 2 days' leave per month, and to have taken 30% of entitlement by September and 50% by December.

				Collation of SCMT members' leave undertaken to ensure adequate level of management cover at all times.
Assess likelihood of personal injury claims from staff due to homeworking/ additional work/stress etc	JMcD/HC	31 st July 2020	Desirable	None received so far.
PROVISION OF COUNCIL SERVICES				
General				
Give appropriate priority to the services identified as critical and essential	All service managers	31 st May 2020	Essential	Weekly reporting by service managers to MT confirms this is the case.
Prepare for return to previous or higher levels of demand or a different pattern of demand	All service managers	30 th June 2020	Important	Increased demands for bulky household waste collections. Additional slots opened but still beyond existing capacity.
Ensure that service information pages on the Council website are kept updated	All service managers	30 th June 2020	Important	Work on this continues bearing in mind other work priorities
Consider resource and management implications of dealing with additional disputes/claims/litigation	All service managers	30 th June 2020	Important	So far has not proved to be a problem.
Consider possible Insurance claims	All service managers	30 th June 2020	Important	None so far.
Collate and document relevant information and records	All service managers	30 th June 2020	Important	Underway.
Reinstate response times for Complaints and FOI requests	All service managers	30 th June 2020	Desirable	FOI requests are largely being answered within statutory time limit. Ombudsman recommenced investigations and taking on new complaints in June.
Where possible continue to use Microsoft Teams eg for multiagency meetings, interviews, engagement etc.	All service managers	30 th June 2020	Desirable	Microsoft Teams rolled out to all priority staff.
Planning, Economic Development and Regulatory				

Plan for resumption of tourism activity	NW/MW	30 th June 2020	Desirable	Government start date of 4 th July. Press release issued 14 th July detailing which attractions now open.
Reinstate normal level of Taxi and Other licensing services	NW/JA/MA	30 th June 2020	Essential	Underway.
Prepare for re-start of planning applications going to committee	NW	31 st May 2020	Essential	Remote meetings of area committees and P&R resumed June and continuing on monthly basis.
Review working practices for site visits with BC, DM and licensing staff	NW	31 st May 2020	Essential	Undertaken and guidelines issued.
Housing, Health and Engineering				
Ascertain potential requirement for staff to undertake contact tracing	JW/PL	31 st May 2020	Essential	This is identified in the Business Continuity Plan as a critical service. Local contact tracing went live on 25 th August. 10 staff have been trained as Contract Tracers from across the Service Area and there is additional work managing cases and data.
Review programme of capital and grant funded programmes	JW/JS	31 st May 2020	Important	Completed. Discussing with funding bodies where appropriate
Recommence Disabled Facilities Grants service	JW/PL	31 st May 2020	Essential	Guidance for staff developed to allow the service to recommence. Staff are also doing Contact Tracing work.
Recommence all Environmental Health functions including food inspections	JW/PL	30 th June 2020	Essential	Due to staff also doing Covid related work (business visits and Contact Tracing) an agency worker has been brought in to do some food inspections as a backlog is developing.
Recommence full pest control service	JW/PL	30 th June 2020	Desirable	Underway with appropriate safeguards in place for staff.
Consider re-opening Town Hall reception point	SF	30 th June 2020	Desirable	To be considered alongside re-opening of Number One Market Street and implications for social distancing.
Reintroduce Parking Enforcement	SF	30 th June 2020	Desirable	Reintroduced from beginning of July.
Environmental				
Review demands on Bereavement Team	DW	31 st May 2020	Important	Demand has reduced after reaching a peak during early May. Normal

				demands remain manageable within the resources available. Increased requests for niche wall/ashes.
Maintain usual refuse collections	DW	31 st May 2020	Essential	All refuse and recycling collections have continued to be delivered through the pandemic to date. Recycling has increased. Refuse weights have increased significantly averaging 57 tonnes in zones 1-5 and 83 tonnes in zones 6-10.
Assess impact of re-opening of Household Waste Recycling Centres	DW	31 st May 2020	Desirable	HWRCs re-opened on 15th May.
Consider re-opening play areas and MUGAs	KR/KH	30 th June 2020	Desirable	Government Restrictions Regulations amended to allow these to re-open and detailed guidance issued. Most open from 14 th July. Social distancing reminders and guidance on precautions notices displayed. Nelson play areas and MUGAs subsequently closed in consultation with Nelson Town Council due to high local positive test rates.
Consider re-opening of sports pavilions and changing rooms	KR	30 th June 2020	Desirable	Government Restrictions Regulations stipulate that these must still remain closed.
Resume engagement of District Enforcement	DW	30 th June 2020	Desirable	Restarted 1 st July with emphasis on enforcement of PSPOs which are due to be implemented for parks from September.
Financial				

Undertake review of financial impact of the pandemic on the Council	DL/VG/CF	30 th June 2020	Essential	Monthly returns being submitted to Government detailing the impacts on the Council. Report submitted to P&R committee in June setting this out and securing agreement to earmark £1.5 m from reserves to provide resource cover.
Optimise funding for Hardship Relief and Business Grants from Government	CF	30 th June 2020	Essential	Hardship funding allocated to Council of £1.03m. Spend against this of £811.5k as at 8 th July. Business grants of 321.5m paid out under national scheme to c2000 businesses. Additional £700k paid out under Council's discretionary scheme to 95 businesses.
Complete closedown of 2019/20 accounts	CF	31 st August 2020	Essential	Completed in time.
Review debt recovery processes and use of Discretionary Hardship Fund	VG/CF	31 st August 2020	Important	Passive approach to debt recovery remains in place. Soft reminder letters issued in June for council tax non-payment. Sundry debtor, housing benefit and enforcement agent activity has recommenced (latter limited to back office work and pre pandemic debt).
Democratic				
Re-commence plans for the summer 2020 electoral canvass and community governance review	PM/JW/GT	31 st May 2020	Essential	Electoral canvass preparation underway and national data matching exercise undertaken on 23 rd June. First set off household forms sent out at beginning of August.

				To be completed in time for publication of new electoral register on 1 st December. Community governance review started first week in June with target date for completion of 13 th November.
Complete costs claim for 2019 General Election	PM/GT	31 st December 2020	Essential	Further work undertaken on claim.
Legal				
Review Land charges service in light of proposed transfer to Land Registry and restart of housing market	HC	31 st May 2020	Important	Process of transfer to Land Registry started 29 th May and continuing. No impact as yet on workloads arising from restart of housing market.
Assess whether legal work meeting time limits and impact of delays in court hearings	HC	30 th June 2020	Important	All time limits on legal work so far met. Magistrates' court continues to adjourn lowest priority cases eg local taxation and summary criminal matters. Two taxi licence appeals adjourned by court but no prejudice to the Council. Urgent interim ASBO injunction telephone application heard and obtained.
Localities and Policy				
Resume meetings of the Community Safety Partnership	WF/TH	30 th June 2020	Important	Assess the impact of coronavirus on crime and ASB and determine appropriate responses. CSP meeting held 10 th June.
Consider the future role of volunteering and how this can be managed taking into account flexibility of volunteers and social distance requirements	AD	30 th June 2020	Desirable	Emphasis has been on recruiting volunteers to help with testing and its promotion. Building Bridges is playing a major part in this. Community Engagement Board established with weekly meetings.

Assess the impact of coronavirus on educational attainment	WF	30 th November 2020	Important	Work on this will start following return to schools from beginning of September.
Assess the impact of coronavirus on welfare support	GD	30 th November 2020	Important	Council staff have worked with Government departments to establish a pilot scheme of financial assistance to people on local incomes who are required to quarantine themselves.
Liberata				
Review levels of revenues and benefits work	AS/CF	30th June 2020	Desirable	No significant impact so far.
Review impact on telephone contact centre of closing down of Community Hub lines	PO	30 th June 2020	Desirable	No appreciable impact experienced.
Consider re- opening Number One walk in centre	PO	30 th June 2020	Desirable	To be considered alongside re-opening of Town Hall and implications for social distancing.
Pendle Leisure Trust				
Re- open leisure and arts facilities with appropriate re-marketing	AG	31st July 2020	Desirable	Detailed updated Recovery Plan in Appendix below
PENDLE COMMUNITY				
Business				
Engage with business groups eg Vision Board on how confidence can be maintained and further disruption can be limited	DL/NW	31 st May 2020	Essential	Meeting of Vision Board scheduled for early October.
Take forward Nelson Town Board initiative	DL/JW	31 st May 2020	Essential	Microsoft Teams meetings of the Board now being held.
Review specific impact on town centres	DL/NW	30 th June 2020	Desirable	Non essential retail sector re-opened 15 th June. Guidance issued on social distancing, street signage and marking, advice to businesses etc.

				Standard item on agendas for area committees
Voluntary and Faith Groups				
Engage with voluntary and faith groups to identify local capacities and expertise, coordinate activity and promote good practice	DL/TH/AD	31 st May 2020	Essential	Funding opportunities to support capacity of community, voluntary and faith groups promoted. Currently assessing demand for community support and working with CVS to consider future support mechanisms for vulnerable residents
Work with the Pendle Community Cohesion Action Network to consider the impact on local communities	WF	30 th November 2020	Essential	Work with the network has continued throughout the pandemic. A Community Engagement Board has been established in response to the local restrictions and the need to promote testing, with profiling work undertaken and an action plan developed. Community volunteers including Building Bridges have worked with the Board on various activities.
Assess need for further assistance to Food banks and plan for reduction in supply of food	DL/GD	31 st May 2020	Essential	Working with the foodbanks through Pendle Food Alliance to consider medium and long term plans for the foodbanks. 2 foodbanks have successfully secured funding to help with future capacity. Pendle Food Alliance has secured a Lottery Grant to support development work, which will include coordination of Pendle's foodbanks.

Version dated 7th September 2020

APPENDIX

PENDLE LEISURE TRUST COVID-19 BUSINESS RECOVERY PLAN

Pendle Leisure Trust was forced to close all of its facilities by the Government with effect from Saturday 21st March 2020.

This has placed considerable financial pressure on the Trust as a result of lost income.

However as an organisation we need to ensure that we are ready to reopen as soon as the Government permits, and that the conditions in which the facilities re-open remain both safe and financially viable for operation, based on putting the safety of our customers and staff first.

Depending on what ongoing restrictions will be still in place when we re-open, we must ensure that as an organisation we meet any future public health recommendations in relation to combatting Covid-19.

In addition, whether re-opening is to be phased or not, and / or social distancing is in place which therefore prohibits the Trust to be financially viable then this must be accompanied by additional Government and Pendle Borough Council support which must be in place to a date at which full service resumes and income levels achieved. The full recovery of the business may take up to 12 to 18 months.

The facilities and services delivered by Pendle Leisure Trust play a vital role in the health and wellbeing of the local community now and in the future. These are even more important now as we move towards recovery from COVID-19 and supporting communities to return to fitness, physical activity, the arts and culture and mental wellbeing.

As reopening starts to take place we need to base our decisions on new insights that reflect emerging needs and new priorities for both our customers and our employees. During lockdown people have embraced remote working, virtual and online classes and the flexibility to juggle work and personal activities. When we do reopen these experiences will shape how our customers want to use our services and how employees want to work.

The Plan is split into 5 key areas

- Financial
- Staffing
- Facilities / Workplace
- General
- Marketing

The Business Recovery Plan will be reinforced with a Sales Strategy to drive revenue alongside a Re-Launch / Marketing Plan in place.

<u>RECOVERY THEME</u>	<u>AREAS TO CONSIDER</u>	<u>RESPONSIBLE</u>	<u>OUTCOMES</u>

FINANCIAL			
	Cash Flow position	CEO/Finance Manager	Potentially ok until January 2021 but under constant review
	12 months Budget Forecast based on the assumption of no revenue until October -then 30% income for the rest of the financial year	Finance Manager	Completed and shared with PBC and reviewed monthly
	Financial Support from PBC	CEO/PBC/Finance Manager	Discussions being held- letter of financial support required from Council
	Full Recovery - 12 - 18 months ?	ALL Managers	Ongoing - Unknown at the moment Numbers limited because of social distancing
	Potential decline in customer demand. Potential for over demand due to social distancing in place - not being fully operational	Re-build customer confidence that facilities are safe to return	
	Debtors at Year End	Finance Manager	Completed
	Rationalisation of Sites - Phased Opening of facilities	CEO / PBC	Sports sites reopened from 25 th July with social distancing measures
	Reduced Opening times	CEO / PBC	Normal opening times
	All sessions / classes / spaces to be pre bookable	CEO / Operations Manager	Completed – temporary timetables in place
	Hospitality- Bistro to reopen	UK Govt	Still closed due to local restrictions and not currently financially viable

	Income affected due to ongoing social distancing measures in place - worst case scenario v best case scenario	CEO/Finance Manager	Completed
	Sales Strategy required to drive revenue	CEO/Publicity Manager/ Operations Manager	Completed
	PLT Overarching Brand		
	Sport Facilities	<i>Memberships, Gyms, Fitness Classes, Feelgood Factory, Jnr Swimming Lessons, School Swimming, General Swimming Sessions</i>	
	Inside Spa	<i>Sports Halls - hires, General activities</i>	
	Muni Theatre	<i>Spa, Treatments, Retail</i>	
	ACE Centre	<i>Autumn/ Winter shows, Private Hires, Panto</i>	
	Community Programmes	<i>Autumn/ Winter shows, Function Suite, Regular Hires, National Theatre Live, Cream Tea Cinema, Bistro</i>	
STAFFING	Look at all opportunities to make the business more streamlined and efficient	ALL Managers	Ongoing
	Transfer of Muni / ACE tickets to rescheduled shows / refunds	Publicity Manager	Completed
	Introduce Contactless card payments only	CEO/Finance Manager	Completed wherever possible
	Job Retention scheme until October	UK Govt	Scheme will end in current format at the end of October
	Unfurlough Staff	CEO/HR Manager	Sports staff unfurloughed
	Managing change for staff returning to work	CEO/HR Manager	Completed
	Support staff wellbeing, mental health and potential anxieties	HR Manager	Completed

	Communication to staff before re-opening - standards etc	CEO / Operations Manager	Completed
	Extra resources required before re-opening	ALL Managers	Completed
	Ensure staff are trained and prepared	ALL Managers	Completed
	Extra training required depending on social distancing measures in place	ALL Managers	Completed
	Create Social Distancing Champions to demonstrate social distancing guidance to customers	ALL Managers	Completed
	Some staff where the business allows to continue to work from home	CEO/HR Manager	Ongoing
	Staff to change into uniform at work - need for storage facilities	ALL Managers	Completed
	Review office layouts - avoid hot desking / shared equipment / staff to work side by side	CEO/HR Manager	Completed
	New Rotas in place	ALL Managers	Completed
	Complete Appraisals	ALL Managers	Ongoing
	PPE / Uniforms	ALL Managers	Completed
FACILITIES / WORKPLACE			
	Prepare for re-opening	ALL Managers	Completed
	Written Risk Assessment of work conditions for staff	HR Manager	Completed
	Adaptation of facilities if social distancing measures are in place e.g. Screens at receptions	CEO / Operations Manager	Completed
	Define number of customers allowed for maximum floor space at any one time	BD Manager / Ops Manager	Completed
	Look at flow routes / one way system around the buildings	BD Manager / Ops Manager	Completed
	Reduce congestion / avoid crowded reception areas	BD Manager / Ops Manager	Completed
	Look at positioning floor tape - 2m apart	BD Manager / Ops Manager	Completed
	Reconfigure seating and table areas	BD Manager / Ops Manager	Completed
	Minimise access and contact for staff in staff rooms / kitchens	BD Manager / Ops Manager	Completed

	Complete Deep Clean	ALL Managers	Completed
	Hand sanitiser in place at entry and exit points and in every space in the facility	ALL Managers	Completed
	Check all plant and equipment	ALL Managers	Completed
	Legionella checks etc.	ALL Managers	Completed
	Undertake maintenance where required	ALL Managers	Completed
	Replenish Stocks	ALL Managers	Completed
GENERAL			
	2 weeks notice required and clear guidance from Govt. required on social distancing measures to be in place	UK Govt	Completed
	Re-open Phase - Restricted Access	CEO / PBC	Completed
	Review all Policies and Procedures	HR Manager	Completed
	Ensure uptodate Risk Assessments in place - social distancing etc.	HR Manager	Completed
	Update Cleaning Schedules etc.	ALL Managers	Completed
	Frequent cleaning of all facilities, space and equipment	ALL Managers	Completed
	Update COSHH Records	ALL Managers	Completed
	Funding Providers to discuss contracts / relaunch position / realign and reposition targets / funding streams	CEO / TaAF Programme Manager / Up and Active Manager	Completed
MARKETING			
	Re-open Date	UK Govt	Sports reopened 25 th July
	Partial Re-open	CEO/PBC/UK Govt	Muni/ACE/Hospitality still closed
	Re-Launch / Marketing Plan Physical Marketing Campaign Digital Marketing Campaign Value of Trusts - non profit / community	CEO / PR Manager / Operations Manager	Completed

	Staff Sales and Marketing training	PR Manager / Ops Manager	Ongoing
	Be aware of Budget Gym re-opening Campaigns	PR Manager / Ops Manager	Ongoing