# REPORT TO THE BOARD OF MANAGEMENT

# Scenario Planning for Academic Year 2020-21

# May 2020

**South Lanarkshire College**

**COVID-19 Scenario Planning**

**A. Context**

1.       The message from government is that we should not imagine a return to "normal". It is expected that the pandemic will remain as an unpreventable and untreatable threat in the immediate future and we may have to interpret finely-balanced rules in implementing our role as educators in rebuilding society and the economy.

2.       At this time of year, managers would normally be well through the operational planning cycle with advanced preparations in place for the new term beginning in August. These plans, while going ahead, are augmented this year by a detailed scenario plan for each Department and Faculty with the underlying assumption that physical distancing will be in place for some time to come.

3.       Colleges are included in Phase 3 of the "*Scottish Government's route map through and out of the crisis*" p26:

   "We are planning for a phased return for universities and colleges with a blended model of remote learning and limited on-campus learning where a priority.  Public health measures including physical distancing will be in place".

4.       28 May 2020 Scottish Government published its "Non-Statutory" Guidance for schools reopening:

   o   Wellbeing of pupils and staff should be carefully considered
   o   Physical distancing: "*The requirement for 2m distancing reflects precautionary judgements based on public health advice at the time of writing*"
   o   Shielding of high-risk individuals
   o   Stay-at-home guidance for those displaying symptoms
   o   Enhanced infection control – cleaning, respiratory hygiene, handwashing
   o   PPE where appropriate (eg. first aiders, carers)
   o   Remote learning "as long as required but not a moment longer" – John Swinney
   o   Transport availability – 2 metre rule – passengers should consider face covering
   o   "*very brief interactions within 2m such as limited numbers of people passing each other in the corridor or walking through learning spaces…are considered low risk and permissible*"
   o   Grouping learners and not mixing with other groups
   o   Floor marking in some areas
   o   Ensure physical distancing in staffrooms and all areas
   o   Arrangements to deal with anyone who becomes symptomatic on site
   o   Consider moving away from traditional start and finish times
   o   Digital and home learning to be a key component
   o   Likely increased staffing requirements

o   SJNC agreed a range of flexibilities for temporary changes to teachers' terms and conditions to adapt to the pandemic and will consider further flexibilities

5.      Engaging in cross-sectoral college scenario planning group and CPG reform group.

6.      Disappointing response from insurers in terms of Business Continuity arrangements, potential loss of income and potential costs associated with being unable to use the building.

## B.  Basic assumptions informing South Lanarkshire College's plans:

1.  Physical-distancing rules as of today will remain applicable in some form.

2.  No access to the college building for learners prior to end of June.

3.  Limited access to the building during July to mid-August.

4.  Most learning in the autumn term will take place off campus.

5.  During Phase 3 of the Scottish Government Routemap, colleges will return to some on-campus delivery.

6.  Based on current precautionary 2 metre distancing rules, the building will hold around 20-25% of normal people capacity in August.

7.  Similar considerations to that of schools in relation to arrangements for return next term.

## C.  Programme of planned work

Project planning for next year using standard project management approach RAID: R = Risks; A = Assumptions; I = Issues; D = Dependencies (see Annex A for detail).

Each Department and Faculty is preparing detailed plans – a "work package" - for:

1.  The conclusion of session 2019-20 activities (May to June)

2.  Preparatory work required for session 2020-21.  Identification of work/tasks to be completed prior to end of June.  Work/tasks to be completed during July/August.

3.  The way that commencement and continuation of learning and the learner experience in session 2020-21 will take place.

4.  The prospect of easing of lockdown.

5.  The possibility of increased restrictions again should there be a "second wave"

**Each Manager is considering key issues impacting their area of work including**

1.      Tasks to be completed in order to conclude session 2019-20 activity: learning, teaching and assessment.  Results and outcomes.

FINAL

2. Organising the student calendar and learning process:
   - Deferred students, new students, priority groups
   - At-risk students – maintaining engagement with at-risk groups
   - College year and day; term dates; the college day; break times
   - Frequency of student attendance in the building – a needs-led basis
   - Learning process out-with the building for the majority of the time
   - Use of online learning materials
   - Reconfigure classrooms, salons and workshops

3. Common areas:
   - Flow of people around the building: social areas; toilets; food outlets
   - Car park
   - Transport to college, minibus capacity limited
   - Fire Marshalls; First Aiders; face coverings – PPE
   - Managing guests and contractors
   - Internal signage and communications
   - Access to the building: zoning; different entrances

4. Staff office space
   - Exit and entry; physical distancing – general reconfiguration; screens; signs; one-way systems; queues; stairs; hygiene; cleaning
   - Identify Facilities support and IT support required
   - No hot-desking
   - No sharing of equipment

5. Classroom space
   a. Exit and entry; physical distancing - general reconfiguration; screens; signs; queues; hygiene; cleaning
   b. Identify Facilities support required
   c. Identify IT support required
   d. Cleaning down of each classroom after each use

6. Staffing considerations:
   - Shielding/carer responsibilities/underlying health matters
   - Transport – travelling to work via public transport
   - Identify HR support required
   - Shift patterns for staff
   - No hot-desking
   - No sharing of equipment

7. Professional learning:
   - learning materials and approaches – pedagogy required for blended learning approach.
   - Development and purchase of materials
   - training and upskilling as required

8. Process and procedure changes
   - E-delivery – learning and teaching
   - Quality assurance processes – PDLT; Self-evaluation; Internal Verification; External Verification; Audit; assessment decisions; awarding body liaison

FINAL

- Digital/electronic changes required to current paper processes – list requirements and liaise with Information Systems
- Academic Board to be reimagined

9.  Internal and external communications:
    - Students; stakeholders; staff; partners; contractors

10. Events:
    - Graduation
    - Construction Awards
    - Principal's address
    - Staff conference

11. Sector-wide strategies:
    - APUC – bulk purchase of equipment?
    - HEFESTIS – increased engagement – cybersecurity
    - External quality assurance; awarding bodies; Education Scotland

**Going forward**

- 1st draft scenario plans in place and update as further Phase 3 guidance emerges.
- Involved in sector-wide consultations on how the college sector prepares for August
- Detailed discussions with stakeholders and partners going ahead including: industry bodies; local authorities; SDS; Education Scotland; Catering supplier; HEFESTIS (Higher Education and Further Education Shared Technology Information Services) [cyber security is a heightened concern];
- Regular meetings with unions, College managers and middle managers
- Essential staff numbers increased for building cleaning, recommissioning and preparation
- Risk assessments visible
- Considering giving every member of staff the opportunity to access the building once each before the summer – wellbeing, re-connection, collect anything they need etc. etc.
- Final internal construction works for 2019-20 planned to begin 15th June when Phase 3 of the SG plan for construction begins (–may be delayed to 22nd June of SG plan delayed).
- Pre-construction meeting with contractors Friday 29th May; on-site planning meeting tomorrow will take account of additional risks and requirements regarding Covid 19.
- Additional meetings of H&S committee taking place specifically to address COVID-19 issues.
- Reviewing working-at-home DSE and risk assessments to ensure that people are operating in a safe environment that supports their wellbeing.
- Room audit underway to identify max numbers for each classroom, workshop, salon etc.
- Cross-college and individual area risk assessments being updated in readiness for limited return to building in August.

| 1.   Programme of Work | |
|---|---|
| **Work Package** | **Manager** |
| HR | Lisa Beresford |
| HR – Staff Training | Lisa Beresford |
| HR – Staff Communications | Lisa Beresford |
| Finance | Keith McAllister |
| Facilities | Craig Ferguson |
| Facilities – Campus Common Areas | Craig Ferguson |
| Facilities – Health & Safety | Craig Ferguson |
| Information Systems – IT | Linda Young |
| Information Systems – Student Records | Linda Young |
| Information Systems – Developers | Linda Young |
| Alternative Funding | Anne Doherty |
| Student Services - Admissions | Rose Harkness |
| Student Services – Student Support Funds | Rose Harkness |
| Student Services – Marketing | Rose Harkness |
| Student Services – Library | Rose Harkness |
| Student Services - Counselling | Rose Harkness |
| Student Services – Student Association | Rose Harkness |
| Student Services – Office Services | Rose Harkness |
| Student Services – Student Communications | Rose Harkness |
| Fac. of Care – Beauty Therapy | Myra Sisi |
| Fac. of Care – Health & Social Care | Myra Sisi |
| Fac. of Care – Childcare | Myra Sisi |
| Fac. of Care – Hairdressing | Myra Sisi |
| Fac. of Care – Life Sciences | Myra Sisi |
| Developing the Young Workforce | Myra Sisi |
| Quality | James Martin |
| Fac. of Construction – Built Env. | James Martin |
| Fac. of Construction – Painting & Decorating | James Martin |
| Fac. of Construction – Carpentry & Joinery | James Martin |
| Fac. of Construction – Plumbing & Gas | James Martin |
| Fac. of Construction – Trowel Crafts | James Martin |
| Fac. of Business – Hospitality | Alison Chambers |
| Fac. of Business – Business | Alison Chambers |
| Fac. of Business – Admin. & Events | Alison Chambers |
| Fac. of Business – Learning Development | Alison Chambers |
| Access and Inclusion | Alison Chambers |

FINAL