

RECOVERY ACTION PLAN PROGRESS REPORT Report by Chief Executive

Summary

The purpose of this report is to update the Highland Council Recovery Board on the High Life Highland (HLH) Recovery Action Plan (RAP), underpinned by the *hlhbounceback* marketing campaign. This update is in place of the normal HLH reporting arrangements on the Service Delivery Contract.

It is recommended board members note:

- i. that despite projected income losses of **£9.345m**, extensive mitigation means that the HLH reasonable worst-case year-end deficit has been reduced from initial estimates of £11.4m down to **£1.55m** (with a sensitivity of £0.8m to £1.8m (deficits));
- ii. that the current projected year-end deficit of £1.55m equates to 5% of HLH overall turnover (£30.8m);
- iii. that £4.7m is projected to be drawn down from the UK Government Job Retention Scheme (JRS);
- iv. that total in-year mitigation of £7.75m (JRS income plus other costs mitigations) equates to 25% of HLH overall turnover;
- v. the significant amount of joint working between High Life Highland and the Highland Council to serve our citizens and communities during the Pandemic;
- vi. the governance and due diligence arrangements for recovery;
- vii. RAP progress against the plan and the seven key themes;
- viii. the vital importance of early HLH access to the school estate;
- ix. that strategic alignment with The Highland Council will be critical to realisation of overall benefits, with rationalisation a particular area of potential joint working;
- x. that HLH main effort is now shifting from mitigation to strategic business recovery planning;
- xi. that HLH is confident that it can recover in FY21/22 with some one-off support;
- xii. that HLH services that support vulnerable groups, music tuition and project management of the Inverness Castle Project have continued throughout lockdown.

1. Background

- 1.1 High Life Highland leisure and community facilities, libraries and museums closed on Friday 20 March 2020, with the majority of employees placed on furlough leave under the UK Government Job Retention Scheme (JRS). Key personnel have been retained to undertake essential tasks, including: business continuity functions; maintenance of a comprehensive digital offering to customers and youth and adult learning services in support of the vulnerable. HLH project management of the Inverness Castle Project has also continued unabated, with the project remaining on target despite lockdown.

2. Financial Position

- 2.1 The Highland Council (THC) has honoured its grant settlement to High Life Highland and throughout the Pandemic both organisations have worked collaboratively to support the citizens and communities that we jointly serve. A summary record of the contributions made by HLH in partnership with THC can be found at para 9.1 of this report.
- 2.2 Despite a projected loss of income of £9.345m, HLH has gradually reduced the projected deficit from initial estimates of £11.4m to £1.55m, this represents 5% of HLH overall turnover. The total in-year mitigation of £7.75m (JRS income plus other cost mitigations) equates to 25% of HLH overall turnover. Tangible progress has been made in addressing the deficit, but difficult decisions have had to be taken by the HLH Board, with obvious leadership challenges for the senior team.
- 2.3 Financial mitigation has been achieved by: optimal use of the JRS scheme (including removal of the 20% top-up to furloughed employees); removal of all relief staff costs / additional salary payments; reductions in all other costs across the organisation; retention of income (including retention of over 7,000 High Life subscriptions and through innovative use of technology (Music Tuition). Clearly, some of this comes at a cost, especially given that relief staff are generally aged 18-25 and will be further impacted by the macro-economic situation in the region. Trade Union consultation has been comprehensive throughout and employee relations remain very positive.
- 2.4 Financial projections are detailed at **Appendix A**. The main effort is now being shifted from mitigating the in-year impact of the Pandemic, to strategic business planning to re-build and sustain the Trust as restrictions are eased and the external environment transitions to a new normal.

3 Governance

- 3.1 Standard governance has been followed throughout the pandemic, with additional board meetings convened where decisions have been required. Senior council officials have been kept fully up to date by the HLH Chief Executive, with all papers shared throughout the period March–August 2020. A summary of HLH board events and key decisions can be found at **Appendix B**.

4 Recovery Action Plan Progress

- 4.1 The Recovery Action Plan (RAP) is co-ordinated by the HLH Corporate Programme Manager who reports directly to the Chief Executive. In terms of target dates, the RAP phasing is aligned to, and contingent upon the Scottish Government's Roadmap to Recovery. An updated master plan is sub-divided by the SG Roadmap phases and can be found at **Appendix C**. The HLH recovery programme is fully operational and HLH is re-establishing capacity across all 9 areas of service. In addition to the services that have continued throughout the Pandemic, members will be pleased to hear that we have recently re-opened a number of our sites and services, as shown below:

- The Ben Nevis Visitor Centre – 15 July 2020
- Far North Mobile Library – 20 July 2020

- Thurso Library – 22 July 2020
- Nairn Library – 24 July 2020
- Inverness Library – 27 July 2020
- Inverness Botanic Gardens and Nursery (external Catering Pod) – 27 July 2020
- Fort William - Library 29 July 2020
- Highland Folk Museum – 29 July 2020
- Inverness Museum and Art Gallery (IMAG) – 4 August 2020
- Adult Learning resuming some face to face outdoors sessions
- CaféBotanics – Mid-August 2020 (totally refreshed HLH café)
- Dingwall and Portree Libraries – Early/Mid-August 2020
- Highland Archive Centre - 18 August 2020
- Skye and Lochalsh and Lochaber Archive Centres will open late August/September 2020

As government restrictions ease we also look forward to the reopening of our leisure centre sites, the main source of HLH income.

5. Key Themes

5.1 The RAP (**Appendix C**) is a live document that will continue to be developed and shaped as the emerging picture develops and greater clarity emerges on the easing of lock down restrictions. Reflecting the Scottish Government's Route Map to the easing of the current restrictions, there will be a phased recovery linked to the timing of when facilities are permitted to admit customers. Each phase of the route map has its own set criteria with regards to the anticipated epidemic status at each phase, aligned with the criteria/conditions that must be evident for the 'R' value, prior to progressing to the next phase of change.

5.2 Legend

5.3 The recovery action plan is focused on the following seven key themes, these themes will remain fluid and under constant review by the recovery team, led by the Corporate Programme Manager. Progress against programme is either WHITE – not yet commenced, BLUE – completed, GREEN - on target and programme, AMBER – some slippage but within acceptable limits or RED – serious issues requiring an action plan. The themes along with a brief update are as follows:

6. Theme 1 - Staff health and wellbeing – Operational status – GREEN

- Staff engagement and consultation
- Support and guidance for staff returning to work
- Enable staff participation in health and wellbeing activities e.g. motivational staff challenges
- Facilitate specific opportunities for employees to take care of their physical health and wellbeing
- Employee surveys, including a return-to-work survey to listen to the voice of employees, making reasonable adjustments on their return to work where appropriate



- 6.1 To date this has resulted in numerous staff consultations and a return-to-work survey. We have also established HLH Huddles (virtual drop in coffee breaks) for both furloughed and working staff which have included activities to keep staff engaged. We have also created a list of FAQs for returning to the workplace and embedded this within a single point of reference (SPoR) link on the staff website. This SPoR provides staff with the latest information regarding what is happening with their roles, what facilities are planned to re-open and when.

7. **Theme 2 - Condition and rejuvenation of the existing estate/facilities/buildings – Operational status – GREEN**

- H&S requirements for reopening
- Rationalisation opportunities in collaboration with Highland Council
- Operational restrictions
- Reorganise the layouts of facilities to permit controlled numbers of customers to be permitted to use them
- Re-baseline our capital programme
- Quickly accelerate projects with highest ROI factors
- Closely monitor and adhere to Government guidelines/Route Map evolution

- 7.1 This theme has formed the backbone of the *bounceback* campaign. Sites have been made COVID-secure with layouts changed to achieve social distancing and one-way systems have been put in place. All activities have been risk assessed against the back drop of COVID-19 and all the challenges this brings. It has necessitated the creation of online booking systems, dedicated signage and the production of customer journey videos so that customers can see the changes and what will be expected of them for their role to play in keeping our sites safe for all. Customer feedback has been unanimously positive from all sites opened so far.

- 7.2 The importance of access to the school estate cannot be underestimated. HLH shares dual-use facilities in 12 schools and these facilities are vital to health and wellbeing by providing affordable, convenient access to leisure for all communities. School access is also a key source of income to High Life Highland through High Life memberships; supplemented by school lets managed by HLH. This represents a high percentage of HLH's income and will have a significant impact going forward if unresolved.

8. **Theme 3 - Customer engagement – Operational status – GREEN**

- Establish what our customers expect when we reopen/restrictions permitting
- Build trust and confidence that it is safe to return to our facilities and engage with our services
- Retain as many customers as possible and engage positively and frequently
- Develop and implement a strategic approach to recovery and continued growth of *Highlife* subscription income

- 8.1 Our engagement for this theme has been a two-phased approach using both the direct approach from HLH but also through our membership of Community Leisure UK and their national campaign for leisure. This work has resulted in customer surveys providing some excellent feedback and we found ourselves highly rated within the national returns. Our own questionnaires also provided positive comments with praise for how HLH was managing the communications with customers. Recovery of *Highlife* membership income is a high priority, a working group is preparing options that will be complimentary to the *bounceback* marketing campaign.

9. Theme 4 - Partnership Engagement – Operational status – GREEN

- Strategic alignment with The Highland Council will be critical to realisation of overall benefits, especially with respect to alignment of recovery actions and property rationalisation.
 - Engagement with strategic partners to collate and analyse the best intelligence to inform decision-making
- 9.1 Our continued collaborative approach with the HC service delivery teams remains strong and is working well. Strong partnering with *sportscotland* and Creative Scotland has secured current funding and also additional investment in leisure facilities. Collaboration with Community Leisure UK has allowed HLH to be part of lobbying efforts without straying into the political arena. HLH also remains embedded within a number of strategic key areas supporting the wider role of civil contingency assistance as follows:

- HLH staff continue to volunteer in high numbers; this has been actively encouraged and it has been a great example of how the organisations can support each other in a crisis. We understand the average volunteer hours per month to have been at least 2,940
- HLH has also either managed, operated or supported HAC's in Inverness, Wick and Aviemore, with staff having been taken off furlough to allow this to be achieved
- HLH also managed to reach agreement agree with *sportscotland* that our 32 Active Schools Co-ordinators could be utilised to support Key Worker Hubs and HACs throughout the summer. Once again, this has been hugely successful and come at no cost to the Council
- More recently, HLH opened a childcare facility in Ainess at very short notice (three working days) to provide childcare for Key Workers
- Another unexpected outcome is that with HLH facilities closed, the utilities saving to HC is likely to be significant.

10. Theme 5 - Financial Stability and security – Operational status – GREEN

- Income generation opportunities
- Careful transition to a new way of working/emerging new normal
- Consolidation on innovation, technology and new ways of working
- Opportunities for new business and regular business done more efficiently
- Strategic Workforce Planning - determining our staffing complement going forward and adjusting skills and numbers quickly to reflect the future operational requirements

10.1 In terms of the financial position for the current year, despite projected losses of £9.345m in income, our reasonable worst-case projection has moved from an original projected deficit of £11.4m in March, reducing to £4.7m in June, to the current estimate of £1.55m. This has been achieved by: optimal use of the CJRS scheme, projected to recover £4.699m (including removal of the 20% top-up to furloughed employees); removal of relief staff costs / additional salary payments; reductions in all other costs across the organisation; retention of over 7,000 High Life subscriptions and retention of income through innovative use of technology (e.g. Music Tuition). The in-year cost mitigations of £3.05m equate to 10% of HLH overall turnover. Current projections do not take account of the JRS bonus, this will provide a further reduction to the deficit; however, further detailed analysis is required with respect to the scheme.

11. **Theme 6 - Lessons identified within this COVID-19 'season' – Operational status – GREEN**



- Consideration of an on line/virtual membership as well as a physical visit membership
- Smarter working / uplift in home working
- Greater use of technology for service delivery (Music Tuition etc.)
- Reduction in mileage claims from circa £106K to £28K p/a

11.1 This unprecedented period has allowed focus on the operational activities that we undertake. It has also allowed reflection on working practices, leading to staff and customer engagement towards informing future operating models. Ultimately, this will inform the service re-imagining and the creation of a 'new-blueprint' for HLH. A good example of the use of innovation has been in Music Services where provision has continued unabated. We will also consolidate the reductions in motor mileage to complement our climate change initiatives.

12. **Theme 7 - Resilience planning for the future – Operational status – GREEN**



- Strategic Workforce Planning. Having the right staff, with the right training in the right places to deliver services
- Contingency planning
- Operational needs for now and going forward

12.1 With the ongoing uncertainty of what the service will look like in an emerging 'new normal', we need to test and adjust our 'offering' as and when restrictions are lifted. Our staff continue to demonstrate how resilient and flexible they are and this has allowed us to be reactive to situations and circumstances. We have already been able to work constructively with Trade Unions to remove all relief staff costs and transfer employees on to contracts of employment, giving structure and financial certainty with respect to staff costs. Consolidating on this experience will be essential to our ability to react to strategic shock in the future.

13. **Risk Management**

13.1 The recovery action plan is delivering within a high-tempo and rapidly evolving operational environment, populated with known risks and many unknown parameters.

13.2 Current key risks for the Charity are:

- Major external issues affecting HLH ability to deliver services (Pandemic lockdown etc)
- Non-achievement of income and failure to control expenditure.
- Impact of slowdown of Highland Council Capital Programme on our ability to grow income and meet targets

13.3 As the RAP progresses, aligned with the Government's route map, we will continue to review the risks in line with the HLH governance.

14. Implications

14.1 *Resource Implications* – There is huge scope for joint rationalisation between HLH and THC and as the Pandemic abates, collaborative working on estate management would be very welcome. The biggest challenge for HLH as a charity will be to re-build to the previous baseline and generate further growth. However, we believe our brand and reputation is strong, underpinned by the thousands of customers who have supported us through the Pandemic shutdown period. Our recovery marketing *#bounceback* campaign has received extensive coverage and is progressing on time and on budget. Numbers are good, bookings are full, and from our customer surveys, customer confidence is high, with some 80% indicating their commitment to return to the charity's locations as soon as it is safe to do so.

That said, as our teams are working positively to reach an outcome that assures the safety of all users. HLH is confident that it can recover in FY 21/22 with some support. It is likely that HLH will make a formal request to Highland Council once the charity has more certainty with respect to Scottish Government restrictions and the medium-term impact on our income generating locations.

14.2 *Risk Implications* – COVID-19 is already on the HLH risk register, and this RAP is the part of the management plan to mitigate the risk as highlighted above. There are no new risk implications associated with this report.

14.3 *Legal Implications* – there are no new legal implications associated with this report.

14.4 *Equality Implications* – removal of the 20% top-up for those employees placed on furlough will take many below the level of the SLW. Removal of relief staff payments will have an impact on around 500 relief employees across the Highlands, many in the age range 18-25.

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Date: 24 August 2020

Scenario Planning Model 2020/21

APPENDIX A

Category	Budget	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Total	Variance
Income							
Services Fee	14,469,171	3,617,293	3,617,293	3,617,293	3,617,293	14,469,171	0
Highlife Income	7,194,403	713,984	681,330	818,251	958,573	3,172,138	(4,022,265)
Other Income	7,253,421	255,796	466,117	541,269	667,046	1,930,228	(5,323,193)
Grant Income	1,945,041	479,163	479,165	479,094	554,028	1,991,450	46,409
JRS Income	0	2,693,673	1,797,365	207,990	0	4,699,028	4,699,028
Total Income	30,862,036	7,759,908	7,041,271	5,663,897	5,796,939	26,262,015	(4,600,021)
Expenditure							
Staff Costs	(25,212,909)	(6,149,702)	(5,769,187)	(5,778,974)	(5,925,991)	(23,623,853)	1,589,056
Other Costs	(5,649,127)	(745,211)	(1,013,030)	(1,017,632)	(1,411,336)	(4,187,209)	1,461,918
Total Expenditure	(30,862,036)	(6,894,912)	(6,782,217)	(6,796,606)	(7,337,327)	(27,811,062)	3,050,974
Surplus/(Deficit)	0	864,995	259,054	(1,132,710)	(1,540,387)	(1,549,048)	(1,549,048)

Summary of HLH Board events and key decisions

19 March 2010 - HLH Board meeting

- Initial estimates of deficit **£11.4m**
- Initial actions – staff safety and welfare; support Council in civil contingency; mitigate financial losses

2 April - Special Meeting of HLH Board

- Board Approval to make an application to HMRC on the UK Govt JRS scheme

16 April Covid-19 Situation report to HLH Board

- Projected budget gap **£4,753m** (based on September re-opening)
- Update on Recovery Action Plan
- Update on financial mitigation plan

14 May - Special Update to HLH Board

- Update on JRS
- Update on Financial Scenario
- Update on Recovery Action Plan

25 May - Finance and Audit Committee

- JRS update
- Financial update **£4.384m** deficit

18 June - Highlife Highland Board Meeting

- Financial update **£3.3m** deficit (sensitivity range **£1.3m** to **4.1m** (deficits))
- Further financial mitigation measures approved
- Approved removal of JRS scheme top-up of 20% for all furloughed staff
- Recovery Action Plan approved

10 August - Finance and Audit Committee

- Financial update **£1.5m** deficit (sensitivity range **£0.8m** to **1.8m** (deficits))



V6.2 31 July 2020

Legend

Blue	Completed
Green	On target and progressing to plan
Amber	Some issues but being managed
Red	Serious issues requiring an action plan
White	Not due to commence yet

HIGH LIFE HIGHLAND – Recovery Action Plan (RAP)

Back to Business – July saw the first HLH site re-open with the Ben Nevis Visitor Centre re-opening its doors on 15 July 2020, closely followed by a number of libraries and visitor attractions. Learning from this initial phase it clearly demonstrated that the main challenges for HLH within our '*BounceBack*' campaign would be customer and staff confidence to provide the necessary assurance that our facilities were safe and compliant, whilst balancing compliance, staff needs and the financial viability of re-opening. Additionally, any medium/long term prevention of access to the shared school/HLH estate could further exacerbate this situation.

Senior Responsible Officer (Sponsor and Owner) – Chief Executive

Lead Officer for the Recovery Action Plan – Simon Swanson – Corporate Programme Manager

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
L.1	Maintaining strategic overview of the RAP and reporting in line with the approved governance procedures	SW	SS	Blue		Completed – reporting and governance procedures approved by the HLH Board and implemented
L.2	Liaison with the HC – SDC and re-opening obligations	SW	SW initially	Green		Ongoing collaborative working with the HC staff – continual testing and adjustment to ensure alignment of the HLH RAP with THC recovery plan and SDC expectations to avoid conflicting approaches or duplication for the use of space/infrastructure leading to confusion for both staff and customers with associated delays.
L.3	Liaison with the HC – Risk management	SW	SS	Green	Possible lack of available contractors - being addressed by THC	Reporting channels identified and clear - operating very well. Contractor resources tight for water safety matters but being excellently deployed and managed by the HC
L.4	Liaison with Trade Unions for terms and conditions discussions and future staff planning model talks	JWM	MM	Green		Trade Union support going forward will be a critical element to the RAP along with THC support within SDC discussions
L.5	Refine financial planning scenarios for quarterly Board updates	SW	NJ	Green		Ongoing and continuous
L.6	HLH to continue volunteer support to HC community hubs and develop the exit strategy as we return to business	DW	AM	Green		Exit strategy developed in conjunction with THC to ensure that as key staff transit from furlough leave back to work that volunteer posts are not left vacant thereby impacting on THC.

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
L.7	Recommence capital discussions with the HC to enable acceleration of projects with highest ROI	SW	SS	TBD once commenced		To commence once we have greater clarity from THC regarding the future capital programme. Q3 or Q4 at the earliest
L.8	Review HLH Capital programme and associated OBCs	SW	SS	Green		To commence in Q3 or 4 at the earliest
L.9	Provide H&S support for PMs throughout transition phases	JWM	CS	Green		Ongoing and continuous. Pre-opening site visits carried out. Provision of RA/NOPs/EAP templates
L.10	review possible external funding streams to assist with growth and development	SS	AM	Green		Ongoing and continuous. SS funding (£37k) approved for Inverness Leisure strength and conditioning upgrade.
L.11	Customer and Staff consultation to be developed at appropriate times to coincide with the Government's Route Map phases	JWM	AJ	Completed		CLUK staff and customer surveys completed with HLH findings provided for analysis. Staff and customer surveys also completed with data analysed with findings used to inform staff consultative groups to help shape return to work guidance for employees and managers.
L.12	Health & Wellbeing agenda for staff – support and assistance for the transition from furlough leave back to work	JWM	LB	Green		Ongoing and continuous. Staff consultative groups established for furloughed and non-furloughed staff. Staff engagement to continue throughout the HLH bounceback campaign and beyond as necessary
L.13	Capitalise on the increase in physical activity – encourage long term behavioural change	DW	GR/ET/	Green		Medium to long term projects to be considered as part of the wider HLH offering
L.14	Review opportunities for HLH countryside rangers- possible link to above	DW	MD	Green		To be considered within phase 4 of the route map
L.15	Review of currently agreed business cases approved by the Board, to revalidate previous BC assumptions	SW	JWM JW DW	Amber	THC match-funding approval required. maintenance work yet to be completed	Strathpeffer Pavilion – Sale completed 26 May 2020 Caithness Horizons – discussions ongoing with THC – maintenance works still outstanding - full funding critical to the success of year 1 Lochalsh Leisure – Business Case to be reviewed

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
L.16	Review current operating agreements with management committees – revalidate the viability and financial agreements	SW	SS	Amber		Sites managed by management committees where they retain HLH membership income – explore alternative operating and financial models for such sites to provide a more stable financial footing for the site and to aid future capital investment programmes for growth. Likely to commence Q4 at the earliest
L.17	Continue to develop on line leisure centre classes	DW	GR/ET/AH	Green		Ongoing
L.18	Continue to develop on line library offering	JW	JC	Green		Ongoing
L.19	Create and maintain a bounceback media operational plan for the reopening of all sites throughout all phases	JW	AJ	Completed		Ongoing
L.19	Liaison with Cairngorms National Park for development opportunities at the HFM site for an open-air attraction for all year opening - £1M possible funding available	JWM	JM	Green		Possibility of a future project within the CNP capital programme to enable the HFM to become a year-round attraction.
L.20	Develop future funding strategies with sportscotland to align with HLH and HC capital programme	SW	SS	Green		Positive discussions between sportscotland and SW already taken place regarding current funding and future opportunities. Performance athlete funding secured for Inverness Leisure Programme for provision of additional training equipment.
L.21	Staff training and development opportunities whilst on furlough and beyond utilising the iHASCO online provision already in place	JWM	MM/CS	Green		Line managers requested to encourage staff with their own CPD and continue with their online iHASCO training. Part of the return to work but also the H&W programme

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
L.22	Develop easing of lockdown visitor management strategy for HLH visitor attractions	JW	JM	Completed		Strategy concluded that on line booking for all sites reopening in phase 3 to manage customer numbers. May be able to relax this once social distancing is relaxed.
L.23	Investigate environmental funding opportunities to improve the HLH estate	SW	SS	Green		Ongoing
L.24	Review the HLH Asset Management Plan – discuss opportunities with the HC	SW	SS	Green		Ongoing

Recovery Action Plan Delivery against Scottish Government Route Map

Phase 1	Activity
	<p>Sport, Culture and Leisure: Gradual reopening of drive through food outlets, garden centres and plant nurseries can re-open – only takeaway food – no cafes</p> <p>Unrestricted outdoor exercise adhering to social distancing measurers – Non-contact, outdoor activities in your local areas, e.g. golf, hiking, canoeing, outdoor swimming, angling.</p> <p>Working Requirements: Remote working remains the default position for those who can. For those workplaces that are reopening, employers should encourage staggered start times and flexible working. Non-essential outdoor workplaces with physical distancing resume once relevant guidance agreed.</p> <p>Protections: Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.</p> <p>Sites opened in Phase 1</p> <p>Bellfield Tennis courts – contractor/operator to ensure compliance (due to reopen 6 Jun 2020)</p> <p>Whin Park Kiosk and grounds only – contractor/operator to ensure compliance</p>

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
P1.1	Phase 1 easing of lock down commences	S/Govt				Commenced
P1.2	FM review of phase 1	S/Govt				FM's review date 18 Jun 2020
No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
P2.2	Start to establish PPE requirements for all phases	SS	All PMs	Completed	Supply and demand may be an issue	Completed - PPE orders placed, and stock being delivered for reopening programme.
P2.3	Arrange central administration of PPE procurement	SS	LH	Completed	Risk regarding the HC TECH stores not achieving deliveries on time	Completed - Via BS – wider procurement strategy to be in place to support reopening needs
P2.4	Start to establish requirements for barriers, tape, sanitising stations and any additional anticipated hardware requirements	SS	All PMs	Green		Ongoing and continuous - need to ensure that a 'corporate' theme is provided and maintained for all sites such as same face coverings, same distance markings etc.
P2.5	Provide 'tool kit' for consistent messaging for posters, information notices etc	JWM	AJ	Completed		Ensure that all sites have a consistent theme for safety protocols
Phase 2 26 Jun 2020		Activity				
<p>Sport, Culture and Leisure: Previously closed small retail units can reopen with physical distancing. Outdoor markets with physical distancing, hygiene measures and controls on numbers of people within market. Pubs and restaurants can open outdoor spaces with physical distancing and increased hygiene routines.</p> <p>Working Requirements: Remote working remains the default position for those who can. Non-essential indoor non-office-based workplaces resume once relevant guidance agreed Physical distancing requirements in place.</p> <p>Protections: Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, including public transport.</p> <p>Preparation for phase 3 facilities to reopen underway</p>						

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
P2.1	Phase 2 easing of lock down commences	S/Govt				Complete
P2.2	FM review of phase 2	S/Govt				Complete
P2.3	Review HLH phase 3 planning assumptions post FM phase 2 review	SW	SS	Green		List taken to WBM for consideration and signed off for each site to be reopened.
P2.4	Review furlough to enable key staff to return to work in a timeous manner thereby maximising the furlough opportunities and minimising cost to HLH	JWM	MM	Green		Ongoing and continuous
P2.5	Activate operational workstreams to prepare for the reopening of permitted facilities	SW	SS/PMs	Green		Ongoing and Continuous
Phase 3 - Ongoing		Activity				
<p>Sport, Culture and Leisure: Updated from FM - 30 July 2020</p> <p>Organised outdoor contact sports play and physical activity can resume for all ages (subject to guidance) – Indicative date of 24 Aug 2020.</p> <p>Museums, galleries, monuments, libraries, various other visitor attractions, cinemas (including drive-ins and venues screening films) – with physical distancing and other measures (e.g. ticketing in advance) – 15 July.</p> <p>All holiday accommodation permitted (following relevant guidance) – 15 July.</p> <p>Live events (outdoors) – with physical distancing and restricted numbers. Indicative date of 24 Aug 2020</p> <p>Live events (indoors) – with physical distancing and restricted numbers. Indicative date of 14 Sep 2020</p> <p>Other indoor live-entertainment venues (e.g. theatres, music venues.) Indoor gyms and swimming pools – (with physical distancing and enhanced hygiene measures) Indicative date of 14 Sep 2020</p>						

Working Requirements: Non-essential offices and call centres can re-open following implementation of relevant guidance (including physical distancing). **Working from home and working flexibly remain the default. – date to be confirmed – not before 11 Sep 2020.**

Further reviews are planned for 20 August 2020 and 11 September 2020

Protections: Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained.

Face coverings in enclosed public spaces. Face coverings are mandatory on public transport. Mandatory face coverings in shops and other retail.

HLH facilities phased reopening within Phase 3 and Preparation for phase 4 facilities to reopen underway

Approved: **BLUE** means open

Whin Park Crazy golf and kiosks - contractor/operator to ensure compliance - Open

Bellfield Park contractor/operator to ensure compliance - Open

Boating Lake - contractor/operator to ensure compliance Open

The Ben Nevis Visitor Centre – 15 July 2020 - OPEN

Far North Mobile Library – 20 Jul 2020 - OPEN

Thurso Library – 22 July 2020 - OPEN

Nairn Library – 23 July 2020 -OPEN

Inverness Botanic Gardens and Nursery with outside catering pod – 27 July 2020 - OPEN

Inverness Library – 27 Jul 2020 - OPEN

Highland Folk Museum – 29 July 2020 - OPEN

Fort William - Library 29 Jul 2020 - OPEN

Inverness Museum and Art Gallery (IMAG) – 4 Aug 2020

Café Botanic – Indoor café to reopen early/mid Aug 2020

Dingwall and Portree Libraries – Early/Mid Aug 2020

Highland Archive Centre 18 Aug 2020

Skye and Lochalsh and Lochaber Archive Centres Late Aug/Sep 2020

Sites awaiting Scottish Government's approval to re-open

1. Inverness LC Dry & wet
2. Dingwall LC Dry & wet

3. Thurso LC dry and wet
4. ECCF / Wick LC Dry / wet
5. Lochaber Dry / wet
6. Invergordon Dry / wet
7. TRACC/school dependant
8. Lochbroom/Gairloch too small
9. IRA/ school dependant
10. Community centre spaces for fitness classes where possible
11. CMLC/ school dependant
12. Badenoch/ school dependant
13. Aviemore/ school dependant
14. NCL dry / wet
15. Ullapool Dry / classes group fitness
16. Poolewe wet
17. Portree - school dependant

No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
P3.1	Phase 3 easing of lock down commences	S/Govt				Commenced
P3.2	FM review of phase 3	S/Govt				FM's review dates - 20 Aug and 11 Sep 2020
P3.3	Review HLH phase 4 planning assumptions post FM phase 3 review	SW	SS	TBD once commenced		
P3.4	Review furlough to enable key staff to return to work in a timeous manner thereby maximising the furlough opportunities and minimising cost to HLH	JWM	MM	Green		Ongoing and continuous
P3.5	Activate operational workstreams to prepare for the reopening of permitted facilities	SW	SS/PMs	Green		

Phase 4 TBC		Activity				
<p>Sport, Culture and Leisure: TBC</p> <p>Working Requirements: Further relaxation of restrictions in line with public health advice TBC.</p> <p>Protections: TBC</p> <p>HLH facilities likely to reopen within Phase 4 will be considered and approved by the HLH executive team at the weekly business meetings</p>						
No	Action	Sponsor	Lead	Workstream Status	Blockers	Comments
P4.1	Phase 4 easing of lock down commences	S/Govt				Commencement date to be confirmed by the FM
P4.2	FM review of phase 4	S/Govt				FM's review date TBC
P4.3	Review HLH phase 4 planning assumptions post FM phase 4 review	SW	SS	TBD once commenced		
P4.4	Review furlough to enable key staff to return to work in a timeous manner thereby maximising the furlough opportunities and minimising cost to HLH	JWM	MM	TBD once commenced		Ongoing and continuous
P4.5	Activate operational workstreams to prepare for the reopening of permitted facilities	SW	SS/PMs	TBD once commenced		