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**COVId-19 Scenario Planning for the**

**Stirling Third Sector**

**Version 1: Reflecting SG Update of 28 May 2020**

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Covid-19 Scenario Planning Impact on Third Sector and Communities

Contents

[Introduction 3](#_Toc42856957)

[Useful information 5](#_Toc42856958)

[How to use this document 6](#_Toc42856959)

[Key Government Messages 6](#_Toc42856960)

[Example Profiles 8](#_Toc42856961)

[Understanding Crisis Response Measures 12](#_Toc42856962)

[Scenario planning framework 13](#_Toc42856963)

[Support and Assistance 14](#_Toc42856964)

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# Introduction

Coronavirus is having a significant impact on the Third Sector. We need to plan differently. This resource aims to help Third Sector organisations plan to deliver services and activities responsibly and safely in line with government guidelines.

It’s impossible to know what the future holds, scenario planning provides a framework to examine the implications of future actions, by the Government, for our service users and our organisations. It is a strategic planning tool that tries to present the future as a range of hypothetical but believable alternatives. Basically, it acknowledges that we don’t know what’s going to happen, however we can identify, through discussion and brainstorming, alterative believable scenarios.

The current restrictions were updated on 28th May and will be in place until the 19th June. The Scottish Government have published a Route Plan focusing on the controlled re-opening of schools/businesses, the need for continued social distancing/hygiene measures and a longer term ban on larger social gatherings (at least until end of 2020). It also states that stricter restrictions will be returned to if required and this could be imposed at short notice. The key scenarios looked at reflect the phases outlined by the Scottish Government:

Lockdown (Phase 0) - **High transmission of the virus. Risk of overwhelming NHS capacity without significant restrictions in place.**

This recovery phase reflects current lockdown conditions. Message is ‘Stay Home’, with outdoor exercise being one of the reasons people may leave their homes. Indoor and outdoor sport facilities are closed. Advice is to avoid outdoor recreation that isn’t running, cycling, or walking and to stay local. For example, no non-essential car journeys. Schools are closed but a limited subset of pupils attend childcare hubs. Remote working is the default position.

Phase 1 - **High risk, the virus is not yet contained. Continued risk of overwhelming NHS capacity without some restrictions in place.**

In this recovery phase people can socialise with one other household outdoors. Any permitted sport or physical activity that maintains physical distancing is allowed with one other household, outdoors. Restrictions are eased on the types of outdoor activity allowed. Some outdoor facilities are allowed to open, if they can maintain physical distancing and good hygiene. Indoor and auxiliary facilities remain closed. Travel for sport and leisure purposes is discouraged, instead people are advised to walk, wheel, or cycle locally for recreation. ‘Stay home’ message in place. Schools remain closed but a wider group of pupils are invited into childcare hubs. Quarantine measures are in place for those travelling into the UK. Outdoor based work can resume. Remote working is the default position for those who can.

Phase 2 - **Virus is controlled but risk of spreading remains. Focus is on containing outbreaks**

As the virus is controlled we see restrictions eased further. Outdoor gatherings with family and friends, with physical distancing, are allowed. We are also able to meet one other household indoors. There is limited opening of auxiliary facilities, for example toilets and outdoor bar/cafes, if they can maintain physical distancing and good hygiene. Driving for leisure and exercise purposes is allowed, with a stay local message. Professional sport resumes ‘behind closed doors’. Teachers have returned to school to prepare for the next academic year, while childcare hubs remain open during the summer.

Phase 3 - **Virus has been suppressed. Continued focus on containing sporadic outbreaks**

This recovery phase will bring us closer to feeling ‘normal’ as Test and Protect is working across Scotland and the virus is suppressed. At this stage people can socialise across multiple households, indoors. Indoor sports facilities are opening up if they can demonstrate good hygiene and physical distancing is practical. Auxiliary facilities are open. Car travel beyond the local area for leisure and exercise is allowed. Public transport is operating full services. Overnight trips are allowed. Schools are open with blended learning and staggered timetables. Expansion of the learning estate into school halls and leisure centres is possible.

Phase 4 - **Virus remains suppressed to very low levels and is no longer considered a significant threat to public health.**

In this final recovery phase the virus remains suppressed and is no longer considered a significant threat to public health. A vaccine may be in circulation but society remains alert to the virus. Almost all facilities are operational again and there is an increase in the number of people who can attend live events. School children are back, or close, to 100% in-school learning. Remote and flexible working remains encouraged.

Timescales

It is likely that physical distancing and increased hygiene measures will be required in some way until there is a cure or vaccine in adequate distribution. This could take up to 18 months. During this period we may move between phases depending on the rate of transmission of the virus.

Each of these scenarios will shape what we can and cannot deliver and have an impact on our communities. Further discussion and wider input required, but **key things to consider include:**

* **Funding**: There has been a substantial amount of funding distributed for a Covid emergency response, but we do not know yet what funding will be available to ease the re-opening of services.
* **Clients**: If social distancing remains in place for some groups long term, even after lockdown is eased, this will bring additional needs, e.g. social isolation. How do we best identify changing needs and be agile enough to respond to them? There will be groups who will face specific difficulties, e.g. shielding group, unpaid carers, and families with school age children. There are challenges in how people are experiencing the new processes that have been put in place - e.g. long queues at pharmacies, difficulties getting online supermarket delivery slots.
* **Staffing**: Organisations need to establish how many of their staff are likely to be able to return to the workplace. Many staff will struggle to return as they won't have childcare, may have underlying health conditions, or are living with somebody at risk. Staff may also be anxious about returning, so this will all need to be managed carefully. What PPE requirements will there be for staff?
* **Transport**: There is likely to be disruption to public transport, which will have to maintain social distancing, and which people may be understandably reluctant to use. This will impact on both staff and service users getting to an organisation's premises.
* **Technology and premises**: New methods of working with clients, such as online support, requires upskilling, appropriate technology, and access to Wi-Fi for staff/volunteers and clients. To maintain social distancing we may need larger spaces to operate from. Outdoors activity has a lower risk – could activities be delivered in the open air?
* **Volunteers**: There are currently a large number of new volunteers available – we need to be clear around roles and responsibilities, and the support they will require. We also need to plan for some of them leaving their roles as they return to work.

We also need to be mindful that we do not know how the coronavirus will develop. If there is a ‘second wave’ of the virus, we may see a return to lockdown, or even additional restrictions. Whatever happens, we need to plan for a long term continuation of social distancing.

# Useful information

**Coronavirus (COVID-19) framework for decision making:** This document outlines the approach and principles that will guide Scottish Government decisions about transitioning out of the current lockdown arrangements. [NATIONAL FRAMEWORK](https://www.gov.scot/collections/coronavirus-covid-19-framework-for-decision-making/) . The Route Map gives guidance on the four phases of moving out of the pandemic, and is a key document. [ROUTEMAP](https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/pages/7/)

**Coronavirus (COVID-19): social distancing in non-healthcare public services:** Advice for organisations and their staff working in non-healthcare public services. [NON-HEALTHCARE](https://www.gov.scot/publications/coronavirus-covid-19-social-distancing-in-non-healthcare-public-services/)

**Coronavirus (COVID-19): social distancing in education and childcare settings** [CHILDCARE](https://www.gov.scot/publications/coronavirus-covid-19-social-distancing-in-education-and-childcare-settings/)

**Full range of Covid-19 guidance:** [FULL SET OF GUIDANCE](https://www.gov.scot/collections/coronavirus-covid-19-guidance/)

**Working Safely:** The Westminster Government has produced guidance to help employers, employees and the self-employed understand how to work safely during the coronavirus pandemic.  **This only applies to England**, however it may be useful for organisations who are thinking how they will operate when staff return to work.  There is guidance on social distancing, for example, in office settings and people's homes.  [WORKING SAFELY](https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19)

# How to use this document

SVE hopes this document will be useful to Third Sector organisations planning for the future. Suggested use is:

* Consider the appropriate profile for your client group (or create a profile if there is not a relevant one);
* Consider what their needs are for the different scenarios; Focus on the main decisions that need to be made now.
* Consider the services that you were previously delivering, and the services that you are delivering now, and the different methods you have been using to support clients.
* Consider the most appropriate methods for moving forward? Are there services that you want to stop doing, or ones you want to develop further (e.g. online support)?
* Have the profiles identified any unmet needs for your clients moving forward? You might find the diagram on Crisis Response Measures below useful.
* Complete the Scenario Planning framework to identify the resources you are going to need to move forward.

# Key Government Messages

|  |  |
| --- | --- |
| **OFFICES****Phase One:** 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.**Phase Two: Remote working remains the default position for those who can. Non-essential indoor non-office-based workplaces resume once relevant guidance agreed – including factories & warehouses, lab & research facilities – to re-open with physical distancing.** | **SCHOOLS & CHILDCARE****Phase One: School staff return to schools. Increased number of children accessing critical childcare provision. Re-opening of child minding services and fully outdoor nursery provision. Transition support available to pupils starting P1 and S1 where possible.****Phase Three: Children return to school under a blended model of part-time in-school teaching and part-time in-home learning. Public health measures (including physical distancing) in place. Subject to the progress of the scientific evidence, schools are expected to open on this basis on 11 August. All childcare providers reopen subject to public health measures, with available capacity prioritised to support key worker childcare, early learning and childcare (ELC) entitlement and children in need.** |
| **COMMUNITY****Phase One:** Gradual resumption of key support services at the community level with physical distancing and hygiene measures. Greater direct contact for social work and support services with at-risk groups and families with physical distancing and hygiene measures. Access to respite/day care to support unpaid carers and for families with a disabled family member. No public gatherings permitted except for meetings of two households, outdoors and with physical distancing. | **PROTECTION****Phase One: Physical distancing requirements in place. Frequent handwashing and hygiene measures for all. Cough etiquette is maintained. Face coverings in enclosed public spaces, include ing public transport. Note these restrictions continue into Phase Four.** **More outdoor activity permitted – such as being able to sit in the park, as long as physically distanced. Meeting up with another household outdoors, in small numbers, including in gardens, but with physical distancing required.****Phase Two: Able to meet with larger groups including family and friends outside with physical distancing. Meeting people from another household indoors with physical distancing and hygiene measures.** |

# Example Profiles

1. **Kyle**

**Kyle is a five year old boy and lives with his mum, dad and baby brother. He is an example of a young person.**

|  |  |
| --- | --- |
| **What matters to Kyle?*** School and friendships
* Having fun
* Sport
* Family
 | **Services stopped*** School
* After school
* Sports activities
* School based clubs
 |
| **Impact of lockdown*** Missing friends
* Missing teacher
* Can’t play outside
* Can’t play football or do judo

**Summer holidays*** If the usual clubs/activities aren’t available to families, how can parents return to work?
 | **Leaving lockdown*** Feels nervous about going back to school- it will be different, e.g. fewer children / reduced timetable
* If sports clubs can’t resume how can Kyle keep active
* Will childcare be available for Kyle (and baby brother) so parents can return to work
* Parents have reduced income and unable to fund usual activities
 |
| **To consider:**What support as a Third Sector organisation can we give to Kyle to prepare for re-opening?What do community sport organisations need to do to diversify activities and work differently? What if the community sports organisations have folded due to coronavirus?  Do we try to start them up again or do we do something completely different? Do we need to increase childcare provision so that children can be looked after if social distancing limits numbers, allowing parents to return to work?Ask schools/colleges about plans to prepare for the return. What if children are already reluctant attendees?How do we look at supporting families over the summer holidays so that parents can return to work?Can we continue to deliver services that support Kyle that comply with social distancing? |

1. **Amber**

**Amber is 16 and is at school but wants to go to college. She is an example of a young adult aged 15-25 years of age.**

|  |  |
| --- | --- |
| **What matters to Amber?*** Friendships
* Future plans – exams, college, work
* Having fun/social life
* Family
 | **Services stopped*** Sports activities
* School based clubs
* Gym

**Other activities stopped*** Group get togethers
 |
| **Impact of lockdown*** Mental health
* Schools closed
* Friendships now via social media
* Increase on stress at home
 | **Leaving lockdown*** Risky behaviour- breaking the rules on social distancing
* Release – drinking increases
* Mental health- anxiety at going back to school/college/work
* Fewer opportunities – job/college/other destinations
 |
| **To consider:**What support can youth organisations give Amber?Ask schools/colleges about plans to prepare for the return? How can we help people avoid undertaking risky behaviour?Link with employability workCan we continue to deliver services that support Amber that comply with social distancing?  |

1. **Helen**

**Helen lives with her husband and is a carer. She is an example of an adult aged between 25 -70 years of age.**

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| --- | --- |
| **What matters to Helen?*** Family - husband has dementia. Two grown up daughters who live locally. Helps with childcare. Sister lives in England
* Recently retired but still in touch with work colleagues
* Social groups- sewing group in Edinburgh. Likes it because it is ‘me time’. No-one knows about or asks about her caring responsibilities
* Getting out for a walk with her husband
* Drives in the countryside with family
 | **Services stopped*** DCafe and Bungalow for husband
* Sewing class
 |
| **Impact of lockdown*** No break from caring role
* Support from daughters on hold
* Cannot look after grandchildren – impact on daughters
* Cannot see daughters and grandchildren
* Still enjoying walks but worries about social distancing
* Friendships now via social media- getting the hang of it!
* Days out stopped
 | **Leaving lockdown*** How will services return for her and husband?
* Feels anxious about shopping, crowded places, getting on the bus to Edinburgh
* Mental health- needs a break. How/when will Wee Breaks be up & running?
* Will days out in the countryside be allowed?
 |
| **To consider:**What support can Third Sector organisations give to people with dementia?What can safely be provided for respite/Wee Breaks?Can volunteers be used to help build people’s confidence?How do we clearly communicate changes to lockdown so people understand what is and is not permitted?Can we continue to deliver services that support Helen that comply with social distancing? |

1. **Tam**

**Tam is an older person and lives alone. He is an example of an adult aged over 70**

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| --- | --- |
| **What matters to Tam?*** Family- son does not live locally
* Sports – likes going to the pub to watch the football
* Social – bowling club, Grassy Riggs
* Managing his health – has COPD so in shielding group
 | **Services stopped*** Grassy Riggs - contact via phone

**Other activities stopped*** Pub closed
* Bowling club closed
 |
| **Impact of lockdown*** Feeling lonely - son phones twice a week
* Neighbour picking up prescriptions
* Weekly food parcel from Council but not eating well
* Weekly call from Grassy Riggs
* On frailty list but does not want support from Red Cross at the moment
* Friendships at bowling club - not in touch. Can’t use iPad his son gave him. Doesn’t really want to phone people from the Club
* COPD not good as less active
 | **Leaving lockdown*** Will he have to still shield?
* How will services return safely?
* Feels anxious about going back to a crowded pub
* Wants to get back to doing his own shopping etc. will he be allowed to?
* Mental health- needs more social interaction. Can someone help him get online? Can Red Cross help get back to bowling club?
* Primary care back in touch to help manage COPD
 |
| **To consider:**How will services re-open and adhere to social distancing rules? If some cannot re-open, what does that mean for their survival?Encouraging people to go back to activities (safely)Multiple roles for volunteers - befriending, digital buddy etc.Good communications on new rules, primary care ‘open for business’.Can we continue to deliver services that support Tam that comply with social distancing? |

# Understanding Crisis Response Measures

Diagram from RSA

<https://www.thersa.org>



# Scenario planning framework

Please refer to the Scottish Government Route Map for more information about the Phases [ROUTEMAP](https://www.gov.scot/publications/coronavirus-covid-19-framework-decision-making-scotlands-route-map-through-out-crisis/pages/7/)

| **Scenario** | **Timescale** | **Staffing implications** | **Technology & premises implications** | **Volunteer implications** | **Trading implications** | **Grant** **implications** | **Other** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Phase 1** | From 28 May |  |  |  |  |  |  |
| **Phase 2** |  |  |  |  |  |  |  |
| **Phase 3** | Schools likely to reopen 11 August |  |  |  |  |  |  |
| **Phase 4****As we head into winter be aware that a second wave may hit and we may have to return to full lockdown**  |  |  |  |  |  |  |  |

The purpose of this framework is to get your organisations to think through what you need to do to adapt, based on the needs of the people that use your service - your users, and also the wider organisational implications such as trading, staff, volunteers, etc.

**To Do List**

|  |  |  |
| --- | --- | --- |
| **Task** | **Date** | **Responsible** |
| Purchase PPE for staff and volunteers | x | x |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Support and Assistance

If you require assistance in working through these issues for your organisation contact Lee Stevenson by email leestevenson@sventerprise.org.uk or call 01786 430000