

Family Services

COVID-19 Family Services All About Me Recovery Strategy	
Document Title	COVID-19 Family Services All About Me Recovery Strategy
Document description	<p>This document sets out our strategic intentions for service delivery as restrictions are eased and we enter a new operating model. Including what services and practice will be restored and what will be retained because of a positive impact during P1 business continuity practices. It sets out a 5-stage recovery plan for each service area within Family Services.</p> <ul style="list-style-type: none"> • Safeguarding • Corporate Parenting • 0-25 Disability Service • Clinical Service • Support Services and Commissioning • Libraries • Education and Partnerships • Schools including early years setting, primary, secondary and special. <p>Family Friendly is a cross cutting council priority and recovery theme workstream. This strategy will cross reference to other recovery activity that fall within the workstream which includes:</p> <ul style="list-style-type: none"> • Recovery of parks <p>To be read in conjunction with Family Services COVID-19 P1 Service Delivery, Business Continuity Plan and P2 Rota; Five-point recovery plans for each service area; and Greenspaces & Leisure Recovery Programme (Green Spaces workstream) documentation.</p>
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Quality approver	Date:
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Introduction

Children are at the centre of everything that we do and we continue a relentless focus on our “All about me” practice model and Family Friendly Council. The full impacts of the COVID-19 pandemic are not yet known but emerging data from sources such as the ONS indicate a new “child poverty and mental health emergency” in the UK. This is emerging in Barnet, we are seeing an increase in anxiety related presentations to the BIC service and the KOOTH on line counselling service and the number of young people in education, employment, training. Families are facing increasing pressures due to a strain on finances, the stress of isolation and managing childcare demands alongside work commitments. Children are missing a significant part of their education and for some the vital safety net of going to school is no longer there and access to other activities and outdoor spaces has also been limited. This document sets out our strategic intentions to support children and families to flourish and for our services to deliver in a new state of “normal” within a family friendly council.

Everyone involved in promoting the welfare, protection and care of children and young people have worked extremely hard in the face of unprecedented challenges to support the most vulnerable during this period. Staff from across the service, and with our partners, have come together to deliver services in new and creative ways ensuring that universal and early help services remain operational with a continued focus on prevention and early intervention while continuing to safeguard our most vulnerable children and young people. That is why vulnerable children attending schools has increased from 13% at the beginning of lockdown to 42% (July 9th), which is in line with the national picture, and we are performing well or better across key indicators including timeliness of decisions, statutory visits and conferences. Placement capacity is stable meaning that we have continued to be able to respond to demand already in the system and COVID-19 related placement needs. Quality remains a critical focus and supervision levels are satisfactory, and for some teams improving, and management oversight remains robust.

Our library service has delivered an enhanced on-line a digital offer while the buildings have been closed which has enabled access to a much wider range of online activities and learning materials than was available previously and has proved extremely successful. The library services, that are accessed via a building, will gradually resume in line with Government guidance and local appraisal of risk and resources.

We are now through the initial phase of managing the impact of the pandemic and our response to the social distancing measures, through the new ways of working, (COVID-19 P1 Service Delivery) are well embedded. We have not seen the severe impact on the workforce as predicted or the expected rise in demand across the system. However, we anticipate a spike in demand across the system as children begin to return to school and the economic impact starts to bite and this needs to be planned for. It is widely accepted that returning to normal is unlikely to happen, in the foreseeable future, and the fact that how things were may never be the same. This does not mean that things will not be good just different and in some ways improved, as there is agreement that some things have worked better and been more effective than before. We have moved through the immediate response to the crisis and have maintained service continuity and supported our most vulnerable. Planning to exit lock down and delivery of longer term ambitions for our Family Friendly council has begun. This strategy sets out how we will approach our Family Friendly recovery through the implementation of recovery plans for each service area and the delivery of a set of strategic intentions. The initial scope for this strategy focuses on the restoration of family services including schools, early years and libraries and the restoration of parks. Though the Green spaces & Leisure Recovery Programme. There is opportunity to bring in other parts of the council and partner services to deliver wider and longer-term ambitions to meet our strategic intentions.

Restore, reinvent, retain

Not everything about how we have been working during this unprecedented time has been negative, indeed many things have worked better and some things less well. We want to capture that learning and retain the best of it while restoring what we can of what was good before. Across the council services are beginning to plan for recovery and an exercise was undertaken by each service to identify what practices they would Restore, Reinvent or Retain. Appendix A sets this out for Family Services (including libraries). Some of what we identified is consistent across the council such as reducing bureaucracy where we can, retaining home working, and creative use of technology to deliver services. The outputs of this exercise and some anecdotal feedback from staff have informed our strategic to approach to recovery recognising that this will be an evolving picture that will be reviewed on a regular basis.

Any changes that we make will assess the risks and mitigations that are required. We will consider and align with the Government's recovery strategy as much as we can but will also be guided by local circumstances so that what we do is done at the right time, is fit for purpose and safe for our workforce and the children and families that we support. To that end each service area will have a 5-stage plan which sets out the services and practice that will be reintroduced to reach full restoration, notwithstanding that might be different to pre COVID delivery.

Implementation, monitoring and reporting

The Children and Young People's Partnership Board remains the strategic body with responsibility for the delivery of Family Friendly across the Council and wider partnership. The partnership is responsible

for ensuring that new policy, strategy and service developments are designed to deliver Family Friendly outcomes for e.g. The Local Plan.

We will deliver the Family Friendly corporate recovery priority through the recovery plans and strategic recovery intentions set out in this document. Monitoring will be carried out by Family Service's SLT, which will act as the Family Friendly Recovery Steering Group. Family friendly priority is a specific strategic intention that cuts across all council business and the wider partnership. The leads for other workstreams that are in scope for delivering against this priority: Greenspaces workstream (Greenspaces & Leisure Recovery Programme) will provide an update and, as necessary, attend the steering group for discussion, monitoring and agreeing updates to the Children and Young People's Partnership Board and the Corporate Recovery Steering Group. Risks associated with delivery of the Family Service's Recovery Plans, and the Strategic Intentions will be added to the existing Family services risk register under Family Friendly risks and monitored through the SLT steering group. Risks associated with the Greenspaces workstream will be documented in the Greenspaces & Leisure Recovery Programme documentation, to avoid duplication, and shared with the Family Friendly Steering Group (SLT).

Strategic intentions

We will support children and young people to develop and flourish

Children of all ages have missed out on a significant amount of time in school and early years settings which will impact on their learning and social and emotional development. We have done well to maintain a network of schools that have been able to offer provision to key workers and our vulnerable children and young people. For some children attending school is a vital part of safeguarding and is a significant protective factor. Our schools and social workers have been working together to risk assess and encourage school attendance and this joint work will continue throughout the gradual reopening of schools.

Getting children back to school is a critical part of our strategy and have implanted a "Barnet Back to School" campaign to support, children, young people, parents and carers and education staff transition back into the class room. We recognise that this is not possible for all of Barnet's children either because of the phased return, parental preference or other reasons such as health vulnerabilities. For those children we will put in place other ways of engaging them in learning and other opportunities to support their development, for example through the provision of lap tops and 4G routers and the outdoor spaces project. We will work with schools to fully reopen in September and provide the wrap around support that is needed to ensure children are fully supported. The pandemic has highlighted that there are a number of children and families that are experiencing digital exclusion which we will address.

We are seeing negative effects on employment and training opportunities particularly for the 18-24 cohort. Economic wellbeing outcomes will be less good which in turn will impact on ability to access good quality housing, food and afford things that will help them stay connected such as laptops. Inevitably this will have a negative effect on mental health and wellbeing for some young people. We will need to work closely with local training organisations and employers to develop opportunities for young people and ensure they have the skills that the jobs market needs to increase their employability chances. These issues need to be addressed urgently through a reinvigorated "Life Chances Strategy" so that it addressed the current issues and priorities. We will commission a survey so that it is informed by what children and young people tell us.

Nationally and in Barnet we are witnessing an impact on children's mental health and if we want our children to flourish this need addressing urgently. In Barnet we are delivering our CAMHS Transformation plan and have a strong early help offer delivered by the council through the Barnet Integrated Clinical Service (BICS). We also commission a range of services including KOOTH an online counselling service. We are seeing an increase in anxiety related presentations because of worries related to COVID and the effects it is having on job, schooling and exams, family life and worries about loved ones. We will continue to invest in these services and will monitor demand closely and increase capacity to ensure that no child or young person is without the help and support they need.

We will ensure Barnet is Family Friendly

In the 2019 Young People survey 84% of young people said they felt that Barnet is a family friendly place to live and we want that to continue. Family life has been disrupted in different ways and given its cross cutting nature many services have a role to play in maintaining Barnet as a family friendly place to live. We want to maintain good, outstanding schools, attractive open places and parks to visit, leisure opportunities including restoring libraries and good quality housing.

Critical to Family Friendly is access to parks so that families can benefit from the myriad of benefits to health and wellbeing. The global pandemic and subsequent lockdown measures have highlighted the valuable contribution Barnet's parks make to residents' mental and physical health. With alternative venues closed indefinitely, parks have provided a key service in ensuring residents are able to carry out daily exercise whilst observing social distancing guidelines.

The Parks and Open Spaces Strategy (POSS) sets a clear and ambitious vision:

"Barnet's greenspaces will be amongst the best in London, and LBB is seen as a national leader in the provision of suburban parks. It is committed to ensuring that its greenspaces deliver a wide range of economic, social and environmental benefits to all those who live, work in and visit the Borough."

There are two workstreams within the Greenspaces & Leisure Recovery Programme workstreams that will have a positive impact on ensuring Barnet is Family Friendly: the S106 Area Committee Programme which is responsible for delivery of developing a forward plan for the improvement of parks; and the Volunteers and Friends Groups workstream which will delivery increased use of parks and increased volunteering.

Libraries are another community resource that benefits the entire family by creating opportunities for engaging in learning and social activities, and access to a wealth of reading and educational materials. The enhanced online offer has proved extremely successful this will continue alongside the gradual restoration other aspects of the library service.

We will support the workforce to transition to a new operating model

We have not seen the impact on staffing capacity and the level of disruption to services that was first envisaged. Our resilience indicators have remained at a level 2 consistently and most services continue relatively normal, albeit a virtual model, levels of delivery. However, we do have c150 staff self-isolating due to long term conditions which is a key consideration in ensuring the health and wellbeing of these individuals as we gradually return to a level of normality. We have carried out risk assessments for home working, office and outside spaces which have been shared with staff by their Team manager and Head of Service who will provide assurance of implementation to SLT. We are also carrying out risk assessments on individuals when needed, in line with corporate guidance.

We have been very mindful of the emotional impact on staff whether they are continuing to be out and about in the community, working from home or in self-isolation. That is why we have identified a lead for staff wellbeing and are providing materials for staff and managers and information on support available and this will continue into recovery phase and beyond. To support colleagues working in schools manage the transition we will develop a support network for schools whereby a clinical practitioner from the BIC service is assigned to each school.

A spike in demand across the system is anticipated as we move into recovery and as more children return to school. We are working with corporate HR to develop our recruitment strategy which will be based on our “grow your own” approach, the option of overseas recruitment and will identify additional capacity required. While this is being developed we will continue to recruit and use virtual means to do this.

We are also developing a fostering campaign to ensure we continue to have capacity to support current and future demand and that internal fostering is the point of first choice for most placements.

We will support each other

Supporting and staying in touch with colleagues is important for mental health and wellbeing and maintaining a resilient workforce is vital to recovery. Being away from the office has its positives but can also be isolating for some people. Staff have come together in new ways to stay connected and provide vital peer support. SLT/SMT have been staying in touch through skype and teams have used this for meetings and supervisions. Other less formal staying in touch activities have included virtual coffee catch ups, regular on line get togethers, team videos and challenges. We will continue to use technology for team meetings, supervisions etc and encourage informal activities as means of staying in touch and to add a splash of fun to what is a challenging time.

Our lead for staff wellbeing has developed a support offer for staff including self-help materials, consultations and blogs which will continue.

The DCS messages have worked well in keeping the workforce updated with key messages and connected to what is happening within and external to the council. This is something we will retain during recovery and into business as usual.

We will support flexible and remote working

We will continue to adopt a work from home when you can policy and will support staff to do that, linking in with cooperate colleagues on issues with IT etc. to ensure that staff have the technology required for them to do their jobs. We will use corporately approved platforms such as Microsoft Teams to facilitate mobile working. Feedback from staff has been that working from home has been less stressful and freed up time so they feel more on top of their work and that the technology, when working well, has had a positive impact on engagement with both families and colleagues. Appendix C shows some examples of this. To do their jobs staff have been flexible with the hours that they work to manage childcare and other demands. This will continue during the recovery phase and will need to be considered alongside the changes to office working as capacity for hot desking will be reduced.

We will develop a safe office environment

There will be times when staff are required to be in the office and this is likely to increase as we move through the recovery phase and settle into a steady state of delivering in new ways. We will retain a mixture of remote and onsite working in line with guidance and will work with corporate colleagues to ensure a safe working environment adhering to emerging guidance on social distancing.

The move to Colindale means we will have a reduced desk to staff ratio. This will reduce further in line with social distancing and we will need to agree what measures will be put in place to manage the number of staff in the office at any one time such as limiting attendance in the office to two members for each team and re-establishing the P2 rota. Individual services/teams will need to plan how this is managed guided by a set of principles informed by safety guidance, available capacity and agreed by SMT.

We will continue to use technology to support practice

The use of WhatsApp, skype, ZOOM for Business and Microsoft Teams have all been central to maintaining service delivery. It has enabled social workers to stay in touch with families where physical visits have not been possible and has enabled child protection conferences, LAC reviews, MARAC and panels to continue. One social worker reported that they have had more time to spend with families in a meaningful way.

“With regards to what works well for me I am a permanent member of I and P 7 Safeguarding social worker. I have enjoyed the video calls to children and have felt that I actually have a lot more time to talk to them in a meaningful way than always rushed in their homes after battling through traffic. I am still undertaking face to face visits but am using the video calls in between this”

Video conferencing has worked well in bringing looked after children into their reviews enabling them to contribute more. Multi-agency attendance at virtual conferences and panels has been better than pre COVID which has enhanced collaboration. The frequency of supervision has been maintained and improved in some cases using technology.

Although using technology is no substitute for face to face meetings and contact with families it can add value particularly in improving attendance by reducing the need to travel and for engaging young people and staying in touch in between planned visits and reviews. We therefore support this to continue in a planned way and will amend practice standards accordingly.

Support and training for EHM and LCS has also been delivered through a range of technology enabled solutions, including live streaming and webinars and have proved successful and will be maintained.

We will streamline reporting and data

The use of a streamlined set of key indicators has worked well for daily reporting. Although the frequency of reporting will reduce in line with London resilience requirements we will consider how to retain a more composite set of data reports into recovery phase and business as usual which focuses on what matters most, and introduce single points of contact for data analysis with clear process for how this is shared and checked.

We will restore services when and however possible

Although most services have been maintained, albeit in different ways, some services have been reduced in line with P2 service planning for example children’s centre services. We will plan to restore these services while adhering to emerging guidance and will put in place plans that draw on learning from how schools have approached this and that are phased accordingly. Each service area within Family Services will develop a five-point recovery plan (Appendix B). A key aspect of practice will be restored as part of recovery-1:1, Family and group work and children seen by professionals in the home, school and in the community where it is practical and safe to do so.

We have been staying in touch with providers to monitor the impact on their services and to support them maintain delivery wherever possible. This has included working with providers to expand provision to ensure sufficiency of placements and joining up with regional consortium to avoid

duplication of information and reduce burdens on placement providers. we have established a system for identifying and assessing financial support needs on a provider by provider basis. We will continue this work with our commissioned services to support them to restore services as appropriate.

Libraries have continued to offer an enhanced digital offer which has been successful. There will be a gradual reintroduction of services starting with the Home Library service and we will introduce a “click and collect” services from the four core plus libraries. Other services will be resumed when it is safe and practical to do so following the 5-stage recovery plan.

We will continue to collaborate across the system

During this time good communication and joined up working has been more crucial than ever. Work with the community and voluntary sector through the support hub work has created new and strengthened links which should be retained. We have also seen increased collaboration at sub region and pan London level on resilience planning, placement planning and supply and distribution of PPE. We want to maintain these networks and make the most of new opportunities that will benefit families living in Barnet, in particular the joint approaches to working with providers being led by the west London consortium and sponsored by ALDCS.

We will review our strategic plans to ensure they remain fit for purpose

We need to plan for life being different with new and emerging issues and set of impacts brought about by the pandemic. For example, we know that children’s mental health is as important as ever although the things that concerns young people might have changed, and we know that there will be a significant economic impact which could mean increased numbers of children living in poverty. To that end we will review our plans and strategies to ensure they reflect the current context and emerging priorities starting with the Children & Young People’s Plan and Life Chances Strategy. To inform this we will commission a young people’s survey.

Summary of intentions

RECOVERY INTENTION	WHAT WE WILL DO	LEAD	IMMEDIATE OR LONGER-TERM PRIORITY
We will support children and young people to develop and flourish	Get children back in to schools and early years settings	Ian Harrison	Immediate
	Commission a survey for CYP	Ben Thomas	Medium
	Develop a new “Life Chances Strategy” informed by what CYP tell us	Ben Thomas	Medium
	Continue to invest in mental health and wellbeing services and increase investment	Chris Munday	Immediate
	Implement “Back to school Campaign”	Anindita Sarkar	Immediate
We will ensure Barnet is Family Friendly	Identify priority parks for improvement and develop a forward plan.	Cassie Bridger	Long term

RECOVERY INTENTION	WHAT WE WILL DO	LEAD	IMMEDIATE OR LONGER-TERM PRIORITY
	Increase volunteering within parks	Cassie Bridger	Immediate
	Continue the library enhanced online offer	Hannah Richens	Immediate
We will support the workforce to transition to a new operating model	Continue staff wellbeing programme	Anindita Sarkar	Immediate
	Provide a programme of support to schools to manage transition to recovery	Anindita Sarkar	Immediate
	Develop our Recruitment Strategy	Donna Swanberg with HR Business Partner	Medium
	Develop a Fostering Campaign	Kate Jeffery	
We will support each other	Continue to stay in touch using virtual catch ups, team videos etc.	All SMT to develop plans for service areas	Immediate
	Retain DCS message	Chris Munday	Immediate
We will support flexible and remote working	Retain home working	ALL SMT to develop plans for service areas	Immediate
	Continue to work with corporate colleagues on IT issues	Yogita Poppat	Immediate
	Retain flexible working hours	ALL SMT to plan with service areas	Medium
We will develop a safe office environment	Retain a mix of mobile and onsite working in line with guidance on social distancing	All SMT to plan with service areas	Longer term
	Develop a set of principles to guide teams when planning work in the office and offsite	Collette McCarthy	Medium
We will continue to use technology to support practice	Continue to use whatsApp, skype, video conferencing for visits, conferences, reviews, supervisions, panels where appropriate	All SMT to plan with service areas	Immediate
	Retain the use of webinars and streaming for support and training as appropriate (LCS/EHM)	Yogita Poppat	Immediate
	Update Practice Standards	Donna Swanberg	Medium

RECOVERY INTENTION	WHAT WE WILL DO	LEAD	IMMEDIATE OR LONGER-TERM PRIORITY
We will streamline reporting and data	Retain a composite set of data reports and reduce frequency of daily reporting	Yogita Poppat	Medium
	Introduce single points of contact for data analysis with clear process for how this is shared and checked.	Yogita Poppat	Medium
We will restore services when and however possible	All service areas to develop 5 point recovery plans	ALL SLT/SMT	Immediate
	Restore 1:1, Family and Group work and children seen by professionals in the home, school and in the community where	All SMT to plan with service areas	Medium
	Restore relevant P2 services and plan for how this is done starting with children's centres	All SMT to plan with service areas	Medium
	Support commissioned services	Grace Walker	Immediate
We will continue to collaborate across the system	Retain the networks that have been established and strengthened through Hub work	All SMT	Immediate
	Continue with the sub region/Pan London collaborations	Chris Munday	Medium
We will review our strategic plans to ensure they remain fit for purpose	Review strategic plans to ensure they reflect current priorities starting with the Children & Young People's Plan and Life Chances Strategy	Ben Thomas	Medium

Appendix A

Restore, Reinvent, Retain template

Theme	Restore – what do we want to return to normal?	Reinvent – what do we want to bring back in a different way?	Retain – are there any advantages to the current circumstances?
Organisational and service delivery (Internal)	<ul style="list-style-type: none"> • Capacity to deliver locality based community services through 0-19 Early Help Hubs • 1:1, Family and Group work to recommence • Children are seen by professionals in the home, school and in the community • Children promptly transfer to local authorities when they move out of the borough • Workforce to return to workplace resume balance of office and mobile working • Ability to meet IT demands (i.e Surgery) • Interaction between teams (social contact) • Library service/buildings open • Holding face to face training and conference events • Recruitment of carers in community 	<ul style="list-style-type: none"> • Reporting so it is more streamlined • Training on IT equipment • Fast tracking of recruitment steps (interviews/assessments/compliance) • Purchasing of equipment in a streamlined way. (e.g. Phones, Laptops, PPE) • Delivery of mandatory training via webinars or live classes using webcams/skype/WhatsApp • Single points of contact for data analysis and how this info is shared/checked. 	<ul style="list-style-type: none"> • Streamline reporting and meetings • Skype meetings/Video conferencing • WhatsApp groups & WhatsApp video calls for staff meetings and with families • On-line platforms for reaching children and families • Reduced travel time, more productive workforce • More employees now set up for remote working with equipment purchases/loans • Virtual drop-in groups to prevent isolation • Build on resilience of carers who maintained stability for children • Enhanced online library offer and some virtual activities • Using technology to deliver LCS/EHM support and training through live streaming and webinars

Community (External)	<ul style="list-style-type: none"> • Increased links with multi agency groups to deliver objectives locally • Interaction with wider family and support networks • Delivery of grant funded projects in the community • 	<ul style="list-style-type: none"> • Engagement with communities, children and young people and their families – bringing their voice in to meetings and decision making forums 	<ul style="list-style-type: none"> • The network of services that has been established across services i.e. housing, adults/children and voluntary sectors e.g. Community Hubs and VCFS work strand of help hub • Utilise various means of staying in touch with vulnerable residents, particularly skype etc.
Wider Partners (External)	<ul style="list-style-type: none"> • Restore Health Visiting, School Nursing Services • Children return to school and Early Years settings • Probation and Police 	<p>Work with providers to deliver some services on line e.g. therapies</p>	<ul style="list-style-type: none"> • Collaboration on joint venture at sub region e.g. residential placements
Barnet as a place (External)	<ul style="list-style-type: none"> • Support for town centres and local shops 	<ul style="list-style-type: none"> • E.g. Reinvent town centres • Using the Buildings more creatively • Ensure that public health continues to be at the forefront of peoples thinking • Explore holidays on business rates to support businesses getting back to full capacity • 	<ul style="list-style-type: none"> • Incentivise families to spend quality time together (offers on local attractions etc) • Healthy lifestyles • Caring and being kind • Connecting people in need with people who want to help • Community spirit – creating spaces and opportunities for communities to come together

Appendix B

Safeguarding Recovery Plans – Tina McElligott

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
<p>Phase 0:</p> <ul style="list-style-type: none"> • MASH, Assessment, Intervention & Planning, QA & Workforce Development (N/A as currently in phase 4) • Safeguarding • YOS • BICS 	Current stage	<ul style="list-style-type: none"> • Most staff working remotely (at home) • All services engaging in telephone and virtual contact with children, young people and families • Digital delivery, Early Help & BICS YouTube videos, Zoom sessions, on-line resource packs, guidance and signposting via Facebook and Barnet Youth/Council websites • Children’s centres operating telephone-based reception. • MASH operating as single point of contact for Children’s Services • Healthy start vitamins being collected from Children’s Centres that are open for midwifery delivery • Activity packs being delivered to most vulnerable via foodbanks and partners. • All multi-agency and family meetings being held on-line • Virtual Court hearings being held for criminal and family law cases • Child Contact being held virtually • High risk Child Protection and YOT cases having higher level supervision 	<ul style="list-style-type: none"> • All Early Help sites closed for all services with exception to midwifery and healthy start vitamin collection • All staff working from home unless specified • Face to face contact in compliance with family and practitioner risk assessments, PPE and social distancing guidance • Limitations to building access for maintenance, risk assessments and preparation to be COVID secure 	<ul style="list-style-type: none"> • Up to date Public Health and Government guidance • IT access/connectivity • Staff health and well being • Funding for virtual delivery • Effective and joined communication strategies

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<ul style="list-style-type: none"> • Face-to-face training arrangements suspended and training/presentations (where possible) is delivered via Windows Teams, Skype and Webinars • Practice Development to continue virtually with the PALMS contributing to audits, rag rating, risk assessing and group supervision • Team meetings and staff supervision taking place virtually 		
<p>Phase 1:</p> <ul style="list-style-type: none"> • MASH, Assessment, Intervention & Planning, QA & Workforce Development (N/A as currently in phase 4) • Safeguarding • YOS • BICS 	June/July	<ul style="list-style-type: none"> • Continuation of all Phase 0 virtual services with focus on planning to increase face to face contact including schedule of summer activities • Buildings risk assessments being undertaken to prepare to re-open in accordance with relevant guidance • Engagement with delivery partners to coordinate recovery planning • Further exploration of digital delivery platforms and evidence-based interactive programmes that can be delivered remotely • 1:1 sessions being undertaken where appropriate and following relevant guidance • On-line information for return to school developed 'Helping Children Back to School' 	<ul style="list-style-type: none"> • All Early Help sites closed for all services with exception to midwifery and healthy start vitamin collection • All staff working from home unless specified as essential delivery • Face to face contact in compliance with family and practitioner risk assessments, PPE and social distancing guidance • Limitations to building access for maintenance, risk assessments and preparation to be COVID secure • Staggered delivery time-table to maintain bubbles of 	<ul style="list-style-type: none"> • Up to date Public Health and Government guidance • IT access/connectivity • Staff health and well being • Funding for virtual delivery and safety measures for re-opening spaces, activities and buildings • Effective and joined communication strategies • Summer delivery dependant on

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<ul style="list-style-type: none"> Barnet YOS case managers attending court hearings on rota with Brent and Harrow 	<ul style="list-style-type: none"> professionals and/or children/family groups Building risk assessments and consideration for delivery in outdoor spaces in line with guidance Staff individual risk assessments underway 	<ul style="list-style-type: none"> locations, weather and guidance on 'bubbles', social distancing and group events
<p>Phase 2:</p> <ul style="list-style-type: none"> MASH, Assessment, Intervention & Planning, QA & Workforce Development (N/A as currently in phase 4) Safeguarding YOS BICS 	<p>July/August</p>	<ul style="list-style-type: none"> All of Phase 0 -1 delivery continuation with additional services: Pre- booked sessions/groups Limited hours per week – use of outside spaces where possible for summer positive activities Buggy-walks in the Park for parents of children under 5's, for more vulnerable isolated families open to CC Outreach 1:1 face to face and home visits taking place in accordance with risk assessments and guidance Early Help hubs to offer Women's Domestic Abuse recovery groups from risk assessed rooms in Children Centres Provision of a weekly Under-fives telephone helpline. Delivery of interactive virtual group work, such as conversation café and ESOL support 	<ul style="list-style-type: none"> Most staff continue working from home Risk assessments of staff, buildings and children, young people and families specified as essential delivery Face to face contact in compliance with family and practitioner risk assessments, PPE and social distancing guidance Limitations to numbers accessing buildings Staggered delivery time-table to maintain bubbles of professionals and/or children/family groups Risk assessment of outdoor spaces for delivery in line with relevant guidance Staff individual risk assessments completed 	<ul style="list-style-type: none"> Up to date Public Health and Government guidance IT access/connectivity Staff health and well being Funding for virtual delivery and safety measures for re-opening spaces, activities and buildings Effective and joined communication strategies Summer delivery dependant on locations, weather and guidance on 'bubbles', social

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
			<ul style="list-style-type: none"> • Maintain minimum 2m distance where possible or 1m plus as appropriate • Desks/equipment cleaned after each session • Sanitiser available on entry to buildings • Floor markings in place • Screens at Reception points 	<ul style="list-style-type: none"> • distancing and group events. • Building risk assessment sign off • Availability of increased cleaning services for buildings • Availability of outdoor spaces and toilet facilities
<p>Phase 3:</p> <ul style="list-style-type: none"> • MASH, Assessment, Intervention & Planning, QA & Workforce Development (N/A as currently in phase 4) • Safeguarding • YOS • BICS 	<p>August /September</p>	<ul style="list-style-type: none"> • All Phase 0-2 delivery continuation with additional services including • Early Help Groups • Children’s Centre drop-ins • Joining recovery plans with partner agencies • Delivery of Parenting Programmes and access to Family Links from school-based Children’s Centres, Solihul parenting programme and school readiness ‘Good Start, Great Start’ • Back to school campaign increased visibility of posters in the community signposting to help and guidance • The continuation of virtual delivery and conference facilities will continue in the main. • Continuation of Virtual Services including delivery of streamed programmes into schools for DOfE Award 	<ul style="list-style-type: none"> • Most staff continue working from home • Risk assessments of staff, buildings and children, young people and families specified as essential delivery • Face to face contact in compliance with family and practitioner risk assessments, PPE and social distancing guidance • Limitations to numbers of people entering buildings • Staggered delivery time-table to maintain bubbles of professionals and/or children/family groups • Risk assessment of outdoor spaces for delivery in line with relevant guidance 	<ul style="list-style-type: none"> • Up to date Public Health and Government guidance • IT access/connectivity • Staff health and well being • Effective and joined communication strategies • Return to school support dependent on spaces staff can see and work with children and young people in respect of guidance on ‘bubbles’, social

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<ul style="list-style-type: none"> • Expedition Delivery – as per government guidance if re-instatement of campsites • RHI's will be offered in open spaces unless complex and high risk, which can be undertaken in the home utilising government guidelines and use of PPE 	<ul style="list-style-type: none"> • Staff individual risk assessments completed • Maintain minimum 2m distance where possible or 1m plus as appropriate • Desks/equipment cleaned after each session • Sanitiser available on entry to buildings • Floor markings in place • Screens at Reception points • 1m + distancing of office spaces, provision of desk separators for smaller rooms • Balance home/office based working and additional measures for high risk staff groups 	<p>distancing and group events.</p> <ul style="list-style-type: none"> • Building risk assessment reviews in accordance with guidance • Availability of increased cleaning services for buildings
<p>Phase 4:</p> <ul style="list-style-type: none"> • MASH, Assessment, Intervention & Planning, QA & Workforce Development • Safeguarding • YOS • BICS 	<p>(Current delivery in AIP/MASH/QA & WFD)</p>	<ul style="list-style-type: none"> • All Phase 0-3 delivery continuation • Multi-agency conferences and Reviews to continue virtual delivery with planning to build in increased face to face contact with children, young people and families • Delivery of streamed programmes into schools for Duke of Edinburgh Award Expedition Delivery in accordance with guidance of re-instatement of campsites 	<ul style="list-style-type: none"> • Staff attending office on staggered rotation and working from home patterns continue • Risk assessments of staff, buildings and children, young people and families specified as essential delivery • Face to face contact in compliance with family and practitioner risk assessments, 	<ul style="list-style-type: none"> • Up to date Public Health and Government guidance • IT access/connectivity • Staff health and well being • Effective and joined communication strategies

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<ul style="list-style-type: none"> • All children under 5 years and subject to a Child Protection Plan will have social work home visit every 10 working days • All children over 5 years subject to Child Protection Plans will be contacted every week via Skype/Facetime/WhatsApp/Telephone and will be seen face to face at a minimum of once every four weeks • Face to face visits at a minimum of 3-week intervals for Children RAG rated as Red, 4 weeks for Amber and every six weeks for risk rated as Green. • Build in in face to face contact with the child, seen alone and in accordance with their Plan. • Child Protection procedures to remain in place and operating as BAU • All vulnerable children supported to attend school during Phase 0-3 • All children supported to return to school in September • Court hearings prepare to resume • Mental Health in schools coordinated with back to school campaign and support • Social work and student interviews and support occur virtually and in office with strict social distancing measures. • Staff working flexibly from home and attending office only if essential • Delivery from some outreach sites 	<ul style="list-style-type: none"> • PPE and social distancing guidance • Increasing access of numbers of people entering buildings • Staggered delivery time-table to maintain bubbles of professionals and/or children/family groups • Risk assessment of outdoor spaces for delivery in line with relevant guidance • Desks/equipment cleaned after each session with 1m or screens in place • Sanitiser available on entry to buildings • Floor markings in place • Screens at Reception points • Desk separators for smaller rooms/office areas • Balance home/office based working and additional measures for high risk staff groups • RAG rating for all children • Visits may take place in safe public places, including schools, the office or even in gardens or on the doorstep if necessary. • Midway visits for looked after children to take place in safe 	<ul style="list-style-type: none"> • Working with partner agencies to maximise capacity for COVID safe delivery join up • Home visits being undertaken in accordance with guidance • Availability of spaces for direct 1;1 and group work with children and young people in respect of guidance on 'bubbles', social distancing and group events. • Building risk assessment reviews in accordance with changing guidance • Availability of increased cleaning services for buildings • Families co-operating with requirements for school attendance and access to vulnerable children

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<ul style="list-style-type: none"> • Re opening of other centre link buildings • External agencies facilitating group work and face to face direct work in shared spaces • Some families attending offices for contact with professionals • 	<p>public places, including the office, gardens or on the doorstep.</p> <ul style="list-style-type: none"> • YOS and ISS ensure that the Health and Safety Procedures are amended post COVID-19 • Resume staff and volunteer recruitment • Plan for YOS community reparation projects to resume 	<ul style="list-style-type: none"> • Backlog of court hearing (Criminal and Family Law) • Staffing capacity - Increased demand for services when schools return • Families co-operating with changes to delivery approaches and return to school requirements • Limited hires of council building spaces – reducing income generation
<p>Phase 5: Return to BAU</p> <ul style="list-style-type: none"> • MASH, Assessment, Intervention & Planning, QA & Workforce Development • Safeguarding • YOS 	<p>Removal of social distancing requirements</p>	<ul style="list-style-type: none"> • All Phase 0-4 arrangements are reviewed and business as usual delivery to resume with some adjustments • All visits to be carried out to children in line with their plan and statutory duties. • Children’s plans of intervention can be progressed without interruption or delay • Intervention and support to be delivered to families within a multi-agency context, and in line with the child’s plan. 	<ul style="list-style-type: none"> • Continued focus on staff wellbeing. • Risk assessments adjusted with new guidance arising post-COVID 	<ul style="list-style-type: none"> • Up to date Public Health and Government guidance • Office space and IT access/connectivity for flexible working patterns • Staff health and well being

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
<ul style="list-style-type: none"> BICS 		<ul style="list-style-type: none"> Parenting Support delivering face to face interventions. All children will be attending school Multi-agency meetings will resume face to face with some virtual meetings continuing where this is effective All partner agencies working with families will return to BAU. Court re-opening for face to face hearings – Retaining virtual CMH. Monitoring data trends i.e. referral sources and reasons for referral, helping guide us to planning for a potential increase in need presenting when all children return to school Preparing for potential increase in contacts and referrals – This may include additional resource to manage any increases. Social workers to continue to work flexibly in and out of the office. Continued focus on children and families' wellbeing All conferences, reviews and visits to resume Conferences and reviews to be held with the CPO/IRO's, social worker, parents or child and professionals to be included virtually Each conference/review to be risk assessed and individual arrangements to 		<ul style="list-style-type: none"> Effective and joined communication strategies Adjusting to the new normal

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies / assumptions
		<p>be made to best meet to children’s needs in a safe way.</p> <ul style="list-style-type: none"> • Large multi-agency meetings by video-conference when appropriate • All training to be delivered via digital platforms and face to face training to occur for small groups. • QA and audit work continues virtually as BAU with practitioners only attending workspaces as required for team meetings, feedback sessions etc. • Children Centres and Early Help facilities are fully operational in the community delivering programmes, activities and face to face support 		

Corporate Parenting Recovery Plan – Brigitte Jordaan

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
Phase 0: Virtual Service	Current state	<ul style="list-style-type: none"> • Statutory duties remaining in place through virtual means i.e. CIC visits, PEPs, CIC reviews / initial health assessments / PPM and foster carer reviews • The Virtual School lead on the review of all PEP's , to include a reintegration to school plan for all children • Contact between children and birth families is taking place virtually through Skype / Zoom / Facetime with support offered by contact centre workers • Face to face for under 4's being offered at FRC • Robust partnership working with virtual school and foster carers to support children attending school / accessing virtual learning • Woodhouse Road remains open for emergency appointments for care leavers • Doorstep and community visits with vulnerable care leavers continues with social distancing measures in place i.e. PPE for workers 	<ul style="list-style-type: none"> • Colindale office open for those who cannot work from home – rules and restrictions within building confirmed • Majority of staff working from home • Panels taking place virtually through Skype / Microsoft Teams / tele-conferences • Majority of statutory visits / all reviews taking place virtually • Crisis CIC & leaving care visits continue to take place in the community whilst maintaining social distancing in outdoor spaces ie. Gardens / doorsteps / parks • Duty rota system in place for CIC, leaving care, fostering & carer support 	<ul style="list-style-type: none"> • Staff are healthy and well and continue to be able to work remotely • Children, young adults and carers maintain good health • Minimal placement breakdown and placement sufficient strategy remains in place • IT systems working well • Good partnership working • Staff & carers who are shielding are supported by their networks • Schools continue to be open for vulnerable children / virtual learning remains accessible for those who cannot / are not attending

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Weekly RAG reviews of all children / carers and contacts • Regular (weekly / fortnightly) virtual contact with all children /young adults / carers and birth families via telephone / Skype / Zoom / email • Virtual fostering panels taking place • Virtual permanency planning and tracking panels taking place • Regular newsletters & social media activities shared with children and carers • BOP / VOC engagement continues virtually • Active recruitment drive for foster carer continues through social media and print campaigns • Fortnightly foster carer Skype drop-in sessions with senior management • Staff supervision to take place virtually • LAC Health services have been maintained virtually with GP's conducting Initial Health assessments virtually. • Ongoing review of available fostering placements and 		

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<p>consideration of additional placements to be made available in-line with relaxed DfE guidance</p>		
<p>Phase 1: Community Service</p>	<p>Early June</p>	<ul style="list-style-type: none"> • Resumption of some visits within the community for CIC and care leavers dependent on individual circumstances and following risk assessment • Majority of visits / reviews / panels continue to take place virtually • Direct-contact with birth families being risk assessed and progressing • Direct observation for foster carer and carer assessments taking place with social distance measures in place • Virtual fostering /permanency planning / permanency tracking panels continue • CIC AAM's / PEPs / foster carer reviews continue virtually • Initial and review health assessments resume in the community 	<ul style="list-style-type: none"> • Duty rota continues to be in place • Limited direct contact with children, young adults and carers commence with social distance measures in place and dependent on individual risk assessment • Each team manager completes risk assessments for their workers • All panels continue virtually • Social distancing measures maintained at office, in homes and in community • Limited staff travel. Staff working from home where possible • Schools remain open for vulnerable children regardless of year group • RAG for all children/young people and carers to continue with individual risk assessments completed. 	<ul style="list-style-type: none"> • Risk assessments where direct contact is occurring are positive • Staff continue to be healthy and well • Carers, children & young adults maintain good health • Staff & carers who are shielding are supported by their networks • IT systems work • Positive partnership working • Schools continue to be open for vulnerable children / virtual learning remains accessible for those who cannot / are not attending

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Fortnightly foster carer Skype drop-in sessions with senior management continue • Where possible CIC continue to be encouraged to return to school • PEP's include reintegration to school plan for individual children • Skills to Foster training commences virtually through webinars • Ongoing virtual support provided to private fostered children and their carers • Letter box contact for previously adopted children and their birth parents continue during transition to Adopt London North • Children with placement orders and where adopters have been identified and matched to progress with transition planning to adoptive homes following individual risk assessments in partnership with Adopt London North 		
Phase 2: Limited resumption of services	Earliest – from mid-July - To be considered in	<ul style="list-style-type: none"> • Option for children's reviews and visits to continually virtually 	<ul style="list-style-type: none"> • Staff to continue to work from home with the option of 	<ul style="list-style-type: none"> • Staff continue to be well • Carers, children & young adults maintain good health

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
	line with Government guidance	<p>to remain with at least 1 in every 3 visits being face to face</p> <ul style="list-style-type: none"> • Option for foster carer supervision sessions to be virtual with 1 in every 3 visits being face to face • Option for care leaver keeping in touch visits to continue virtually with one visit every 6 months to be face to face • RAG ratings of all children / carers and care leavers to continue and to inform individual risk assessments • Foster carer and SG / Kinship assessments to continue virtually with at least 1 visit being face to face • Panels to continue virtually • Planning for summer activities for carers / children and care leavers including both virtual and community-based activities • Young people transitioning from CIC to leaving care to resume • Housing options for care leavers to resume with allocation of permanent accommodation for care leavers 	<p>working at the office on rota basis</p> <ul style="list-style-type: none"> • Duty rota continues to be in place across all teams • RAG rating for all children / young adults and carers continue with individual risk assessments completed prior to any changes with direct face to face contact • Social workers to continue to have access to PPE when undertaking direct visits • Panels continue to take place virtually and are quorate • Schools continue to be open to vulnerable children • Summer activities are made available by early year provision, schools and colleges 	<ul style="list-style-type: none"> • IT systems allow to productivity • Schools continue to be open for vulnerable children / virtual learning remains accessible for those who cannot / are not attending •

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Fostering recruitment drive continues with online advertising through social media and virtual outreach work commencing with current cohort of foster carers • Virtual skills to foster training continues and introduction on additional online learning for foster carers • Placement capacity continues to be reviewed through virtual high cost placements monitoring and introduction of exit interviews for resigning / retiring foster carers • Review of foster carer approvals and capacity in place as supported by revised legislation The Coronavirus Act 2020 • Respite activities for carers and children over the summer to maintain resilience and prevent placement breakdown • Development of virtual community activities for children, care leavers and carers to support activities and relationships over summer • Resumption of virtual special guardian training and support 		

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<p>groups to be provided virtually and in consultation with consortium boroughs</p>		
<p>Phase 3: Re-opening of Colindale Office</p>	<p>From Autumn</p>	<ul style="list-style-type: none"> • Reopening of Colindale office to allow more workers to return to office working • Resumption of some face to face reviews / visits / panels in line with social distancing measures • Return of panels involving mixture of virtual and physical attendees in line with government guidance • Return to home visits with appropriate social distance requirements and PPE wear • Duty rota in place for some staff to assist in duty cover for other areas (i.e. carer support and carer assessment to combine and foster support and fostering recruitment to combine). • Woodhouse road to continue to operate on skeletal staff and duty system • Ongoing reviews of all high cost placements and thematic learning of foster placement breakdowns to inform targeted 	<ul style="list-style-type: none"> • Limits on numbers of staff entering each building • Social distancing measures within office environment in place • All social workers to have access to PPE when undertaking direct visits • Children to be returning to school in line with DfE guidance 	<ul style="list-style-type: none"> • Dependent on national 'R' rate • Dependent on Transport for London safety measures • Dependent on parking availability at Colindale • Staff maintaining good health • Children and carers maintaining good health • Dependent on DfE guidance that children will return to school in September for the new academic year

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<p>recruitment drive for foster carers and consideration of respite foster carers</p> <ul style="list-style-type: none"> • Reintegration to school – with individual plans identified for all children in partnership with the virtual school • Respite activities to maintain resilience of carers • Majority of training sessions for foster carers and SG carers to be provided virtually with the option of some direct training available 		
<p>Phase 4: Resumption of full staffed hours in all locations with children, carers and care leavers being supported through direct intervention</p>	<p>In line with further relaxation of social distancing measures</p>	<ul style="list-style-type: none"> • Duty rota in place across all teams / services to ensure adherence to government guidelines • Children attending school • Reviews, visits and other statutory duties continuing to with a combination of virtual and direct visits (in line with government guidance) • Activities for children / young adults / carers taking place in the community including children foster care and other kinship care arrangements (private fostering / SG) 	<ul style="list-style-type: none"> • RAG reviews continue for children / young people / carers rated RED • Duty system for CIC, O&U and fostering to continue 	<ul style="list-style-type: none"> • Government guidance supporting virtual and direct visits / meetings / reviews • Society at large maintains good health and there is no ‘second wave’ of the pandemic

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Outreach work to support foster carer recruitment resuming in the community • Direct contact with birth families taking place at FRC and in community • Placement sufficiency maintained with strategic planning and development to include supported lodgings, respite, mother and baby placements and children with disabilities foster carer recruitment 		
Phase 5: Return to BAU	Removal of social distancing requirements	<ul style="list-style-type: none"> • Visits taking place in and outside and the home for children, young adults and their carers • Reviews & PEPS taking place at child's chosen location • Assessments taking place in the homes • Contacts with birth family taking place with physical affection • All panels fully quorate • Group activities taking place at Woodhouse Road and Colindale • Pre-COVID Practice standards fully restored 	<ul style="list-style-type: none"> • Research into placement stability – lessons learnt from the Corona crisis • Research into virtual working with children in care and care leavers: lessons learnt from the Corona crisis • Research into flexible support offered to SG and kinship carers during the COVID-19 pandemic to consider whether a flexible fostering support service would reduce placement breakdown / resignation and support ongoing placement sufficiency streams. 	<ul style="list-style-type: none"> • Government support in revised legislation to allow for greater flexibility and creativity in delivering services and interventions

Phase	Likely Timescale	Current Corporate Parenting Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none">• Retain combination of virtual and direct contacts, meetings, reviews that fit with the individual child's plan• Maintain resilience of carers and placements – research what worked during earlier phases		

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0-25 Disabilities Service Recovery Plan – Brigitte Jordaan

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
Phase 0: Virtual Service	Current state	<ul style="list-style-type: none"> • <u>Short Breaks</u> – support available and advice and alternative resources being made available where providers are not open. List of all providers and their operational status is being compiled weekly. • <u>Respite</u>: Very Limited provision available. Significantly reduced packages available. Where possible additional home care is being put into place to support parents/carers. • <u>Direct Payments</u> continues as before. Additional Covid packages being reviewed and monitored. No visits are taking place by DP officer. • All families have been asked to contact the team if they have any issues with their usual package of support and alternative support will be discussed. Additional support hours have been provided for those children who cannot access education due to shielding via the COVID19. 	<ul style="list-style-type: none"> • Staff are working from home • Panels and Meetings taking place virtually through Skype / Microsoft Teams / tele-conferences • Majority statutory visits / all reviews taking place virtually • Crisis/ safeguarding visits take place in the community in gardens or outdoor spaces whilst maintaining social distancing. • Duty rota system in place • Social workers are making weekly contact virtually with families with children on CIN, CP plans. Carers & CLA are contacted weekly to keep in touch. 	<ul style="list-style-type: none"> • Staff are healthy and well and continue to be able to work remotely • Parents and Carers maintain good health • IT systems working well • Good partnership working • Staff & carers who are shielding are supported by their networks

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • <u>CWD1</u> – Care and Support Packages continue and staff have contacted families to ensure they feel supported and to remind them of contact details should their situation change. • <u>CWD2</u> - Care and Support packages continue and allocated SWs are making regular contact with each family. Covid contingency plans in place. • Programme of Reviews for CWD1 and 2 being completed via virtual media. • <u>CWD3</u> – Most statutory visits are taking place virtually given the additional vulnerability of children. However, some safeguarding visits are taking place face to face and where this happens a Visit Risk Assessment is completed and PPE worn. • Statutory meetings such as CIN meetings, reviews and conferences continue via virtual media. • Assessments (CWD, C and F, Care Act, MCA, DoLs) are all being completed via virtual media. Timescales have been adjusted accordingly. 		

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • The only type of assessment which is not taking place is CHC due to the CCG suspending this during the pandemic. • Court Proceedings continue as determined by the presiding judge. • Staff Supervisions are being completed within timescales and performance is far better than pre-lockdown. • Regular staff and management meetings are being held with good attendance. • DRP Panel is being held virtually and is now working as before. • OT visits and assessments are being completed as required. • Start the Open Space Scheme 		
Phase 1: Community Service	Early June	<ul style="list-style-type: none"> • Develop list of any providers who might be open during the summer holidays. • Discuss with families the alternatives to SB provision 	<ul style="list-style-type: none"> • Duty rota continues to be in place • Any direct contact with children, parents and carers to be discussed with line manager and ensure safety measures in place and risk assessment completed. 	<ul style="list-style-type: none"> • Risk assessments where direct contact is occurring are positive • Staff continue to be healthy and well • Parents, Carers and children maintain good health

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Explore extension of Open Space Project over the summer. • Review COVID19 Packages • Resumption of some visits within the community dependent on individual circumstances and following risk assessment • Majority of visits / reviews / panels continue to take place virtually • Starting to explore with families their children returning to school and identify any blocks. • PEP's include reintegration to school plan for individual children • To create space for staff to talk about their experience of lockdown 	<ul style="list-style-type: none"> • Each team manager completes risk assessments for their workers • All panels / meetings/ supervisions continue virtually • Limited staff travel. Staff working from home where possible 	<ul style="list-style-type: none"> • Staff & carers who are shielding are supported by their networks • IT systems work • Positive partnership working • Limited school provision available

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
Phase 2: Limited resumption of services	Mid-July - To be considered in line with Government guidance	<ul style="list-style-type: none"> • SB co-ordinator to update the list of available providers weekly. Ensure options for SB are published and communicated via the Parent/carer forums • Expand Open spaces scheme to 3 venues for summer holiday activities • Increase in Respite availability likely to be allocated to those families most in need • Circulate information on any summer holiday activities at schools and 0-19 EH services to families • COVID19 Packages to be reviewed once schools return or circumstances change by virtue of the easing of the lockdown. • Option for reviews and visits to continue virtually where child is shielded and where virus is still circulating. For some children where risks are lower for 1 in every 3 visits being face to face. 	<ul style="list-style-type: none"> • Staff to continue to work from home but starting to do some visits • Duty rota continues to be in place remotely • Risk assessments completed prior to any changes with direct face to face contact • Social workers to continue to have access to PPE when undertaking direct visits • Panels continue to take place virtually • Summer activities are limited 	<ul style="list-style-type: none"> • Risk assessments where direct contact is occurring are positive • Staff continue to be healthy and well • Parents, Carers and children maintain good health • Staff & carers who are shielding are supported by their networks • IT systems work • Positive partnership working • CCG are able to re-start CHC assessment work

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • Option for panels/ meetings/ supervision to continue virtually • CC and CHC to return to previous service and postponed DSTs to be completed • Consider care needs of each child with health or mobility needs to consider the impact of therapies provided in schools not being available and to build this into all reviews or updated assessments • Consider the staff's feelings regarding the easing of lockdown and to adjust to returning to work/life balance 		
Phase 3: Re-opening of Colindale Office	From Autumn	<ul style="list-style-type: none"> • Given the size of the team limited numbers will be able to go to the office at any one time Lockdown has allowed staff to get used to remote working so mixed working patterns will continue. • Resumption of some face to face reviews / visits / panels in line 	<ul style="list-style-type: none"> • Limits on numbers of staff entering each building • Social distancing measures within office environment in place • All social workers to have access to PPE when undertaking direct visits • Children to be returning to school in line with DfE guidance 	<ul style="list-style-type: none"> • Dependent on national 'R' rate and lockdown status of region • Dependent on Transport for London safety measures • Staff being willing to use transport • Dependent on parking availability at Colindale • Staff maintaining good health

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<p>with social distancing measures and PPE if needed</p> <ul style="list-style-type: none"> • Return of panels involving mixture of virtual and physical attendees in line with government guidance • Increase in home visits with appropriate social distance requirements and PPE • Duty rota in place for some staff to assist in duty cover and duty workers likely to be office based if safe to do so. • Reintegration to school – with individual plans identified for all children in partnership with school and families 		<ul style="list-style-type: none"> • Children, parent and carers maintaining good health • Dependent on DfE guidance that children will return to school in September for the new academic year
<p>Phase 4: Resumption of full staffed hours in all locations with children, carers and young adults being supported through direct intervention</p>	<p>In line with further relaxation of social distancing measures</p>	<ul style="list-style-type: none"> • SB provisions to be fully functioning and staff will need to ensure packages are in place and personal budget changes are recorded 	<ul style="list-style-type: none"> • Risk assessments continue to be reviewed in light of any changes in the regional COVID status • Duty system to continue 	<ul style="list-style-type: none"> • Government guidance supporting virtual and direct visits / meetings / reviews • Society at large maintains good health and there is no ‘second wave’ of the pandemic

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none"> • COVID packages will end and families will need to be prepared for this change • Children will be returning to schools and re-integration plans will be reviewed • SWs will consider any impact of the lockdown on the children and families • SW to provide emotional support to families in respect of any continued anxieties about the virus and adjusting to the new normal • Duty rota in place and duty workers to be office based. • Reviews, visits and other statutory duties continuing to with a combination of virtual and direct visits (in line with government guidance) • Family support resuming in the community 		

Phase	Likely Timescale	Current Services Available	Safety Measures	Dependencies/ assumptions
		<ul style="list-style-type: none">• Direct contact with birth families taking place at FRC and in community• Supervisions and staff meetings to be a combination of face to face and virtual		

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Family Resource Centre Recovery Plan – Brigitte Jordaan

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
<p>Possible changes to each phase:</p> <p>Phase 0: Current state</p> <p>Limited staff in FRC. FRC to provide a statutory service to children having contact with a parent or family member as directed by</p>	<p>Ongoing</p> <p>Current state</p>	<p>The stages of each phase may change according to updating information from the government, Public Health and Barnet guidance on COVID 19</p> <p>On the 24th March 2020 FRC temporarily closed for two weeks to arrange an enable a COVID deep clean of the centre. To NHS standards. FRC reopened on the 7th April 2020 and continues to offer contacts for under 4-year olds on a Tuesday and a Thursday.</p> <p>At the time of closure FRC provided a total of 84 contact. In guidance from the courts via the legal physical contact for under 4-year olds was strongly recommended following a COVID 19 risk assessment to determine safety of contacts. There were 22 children under 4 years of age. Following risk assessments of foster carers and parents and other family members being assessed 11 children were identified as being risk assessed to have physical contact. This figure has fluctuated to as low as 1 contact in one week. This was due to ongoing risk</p>	<p>Implement updating COVID guidance.</p> <p>FRC has had a full COVID 19 clean. This also included all toys books etc PPE is available to all staff following guidance and recommendation for use of PPE.</p> <p>Access to each of the contact rooms are via the outside of the building. Each staff member is allocated a room to work in for the day preventing staff moving from one contact room to another.</p> <p>FRC has a COVID cleaner who carries out COVID 19 chemical surface clean in between contacts.</p> <p>The kitchen, main large entrance lobby and large play areas are not permitted to be used by parents, family members or</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
		<p>assessment of parents who were not compliant with the governments COVID guidance. Some were due to changes in the foster carers COVID 19 status.</p> <p>STAFFING All staff members have worked remotely except three staff members in the centre two days a week. There are 10 contact supervisors in total. The three work in the centre two days a week and three days remotely. Seven staff members work solely remotely. All staff working two days in the centre are agency workers. No permanent staff work within the centre other than one senior.</p>	<p>professionals. Staff use the kitchen adhering to social distancing guidelines.</p> <p>There is a toilet in the reception entrance hall for use of parents and foster carers to wash their hands.</p> <p>Foster carers dropping and picking up a child(ren) wash their hands before taking the child(ren) to the identified contact room via external access. Foster Carers collecting a child(ren) will wash hands at reception before being guided to collect the child(ren) from the contact room.</p> <p>Where a foster carer does not wish to meet a parent for handover or collecting a child a senior will assist.</p> <p>When one parent is bringing a child(ren) for contact to an estranged parent, a senior takes the child(ren) to the contact room.</p> <p>Staff use a one-way system ensuring distancing guidelines through the core of the building to use toilets solely for the use by staff.</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
RISK ASSESSMENTS	ongoing	Parents and other family members and foster carers with children looked after are subject to COVID 19 assessments.	<p>Foster carers who wish to wait rather than drop off and pick up children can access a waiting room via the outside of the building. The room allows for social distancing for up to two foster carers.</p> <p>There is a separate toilet for sole use by foster carers immediately outside the waiting room.</p> <p>Social workers will carry out a COVID 19 assessment on parents and family members and record risks on LCS.</p> <p>Supervising foster carers social workers will carry out COVID 19 risk assessments of foster carers and record on LCS.</p> <p>Physical supervised contacts will only take place following a risk assessment determining no risk of COVID 19 of either or both of Parents/ family members and foster carers</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
			<p>Allocated social workers will complete COVID 19 risk assessments of parents and others identified for contact and record.</p> <p>Allocated Foster Carers supervising social workers will complete COVID 19 risk assessments of foster carers and their family and record.</p> <p>Social Work Teams have been given guidance on risk assessment and recording.</p>	
<p>Phase 1: To gradually increase staff in FRC by gradually opening an additional day initially on a Wednesday to meet the increased demand to provide a statutory service to children having contact with a parent or family member as directed by the courts.</p>	<p>22nd June 2020</p>	<p>As above with increased delivery of a combination of virtual and physical contacts.</p>	<p>FRC will hold an outside (garden) staff team meeting on the 22nd June. This will be the first time the staff will be together (social distancing) since the lockdown. This will start the process of a staged return to working in the centre.</p> <p>FRC will have a COVID semi deep clean before permanent staff return to work in the centre which is planned for the Wednesday 1st July</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
<p>Phase 2: Increase of staff numbers in the office</p>	<p>Wednesday 1st July</p>	<p>Increased delivery of a combination of virtual and physical contacts.</p>	<p>FRC will have a COVID semi deep clean before more staff return to work in the centre before 1st July 2020. COVID cleaner will increase days working to reduce risk of COVID 19.</p> <p>Each contact room will have a sanitiser dispenser with sanitiser to COVID19 standard used by the NHS</p> <p>Each member of staff will have a hand sanitiser for personal use at work although washing of hands must always be the first option as per COVID 19 handwashing directions.</p> <p>FRC will have distancing markers in appropriate places in FRC.</p> <p>FRC will gradually increase its capacity to provide more physical contacts but maintain a combination of virtual and physical contacts.</p> <p>Initially FRC will open another day a week on a Wednesday bringing opening days to 3 days a week.</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
			<p>Increase of staff to work in FRC will start to carry out Virtual and Physical contacts within the centre.</p> <p>Access to each of the contact rooms will be via the outside of the building. Each staff member will have an allocated room to work in for the day, reducing staff moving from one contact room to another.</p> <p>FRC has a COVID cleaner who carries out COVID 19 chemical surface clean in between contacts.</p> <p>The kitchen, main large entrance lobby and large play areas are not permitted to be used by parents, family members or professionals.</p> <p>Staff can use the kitchen adhering to social distancing guidelines.</p> <p>The COVID cleaner will regularly clean the Kitchen at intervals.</p> <p>There is a toilet in the reception entrance hall for use of parents, foster carers and visitors to wash their hands. The cleaner will regularly clean.</p>	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
			<p>Foster carers who are dropping and picking up a child(ren) will wash their hands before handover and collecting a child(ren). When one parent brings a child(ren) for contact to an estranged parent, a senior will take the child(ren) to the contact room.</p> <p>There will be a one-way system ensuring social distancing guidelines through the core of the building to access toilets solely for the use by staff.</p> <p>Parents have a toilet at the entrance for use.</p> <p>Foster carers will have the offer to access a waiting room via the outside of the building. The waiting room allows for social distancing for up to two people.</p> <p>There is a separate toilet for sole use by foster carers immediately outside the waiting room.</p>	
Phase 3:	Monday 20 th July 2020	Increased delivery of a combination of virtual and physical contacts.	As above with all staff carrying out Virtual and physical contacts in FRC using	

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
			individual contact rooms and other rooms that allow social distancing.	
Phase 4	Monday 3 rd August 2020	As in phase 1, 2 and 3 start of further increase of physical contacts in FRC.	As above with staff carrying out Virtual and Physical contacts. FRC will open an additional day on Mondays starting from 3 rd August bringing open days to Monday, Tuesday, Wednesday and Thursday. The measures in place will be as in phase 0,1,2,3 with staff starting to supervise physical contacts on these days.	
Phase 5	Tuesday 1 st September 2020	As in phase 0,1,2,3,4	FRC will open 5 days a week for physical contacts and some virtual contacts where COVID risks has been identified.	
PLEASE NOTE: Possible changes to each phase:	Ongoing	The stages of each phase may change according to updating information from the government, Public Health and Barnet guidance on COVID 19	Implement updating COVID 19 guidance.	

Support Services and Commissioning Recovery Plans – Collette McCarthy

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
Phase 0: Current state	Current state	<p><u>FINANCE TEAM</u></p> <ul style="list-style-type: none"> • Payments, support and advice: All areas are being supported for payments as they were pre-lockdown. But the impact of 3 new starters and losing 2 experienced team members during lockdown has been significant, especially to Leaving Care & Prep for Independence. • Pre-paid cards: Pre-paid cards are still being loaded remotely by an officer. The only impact since lockdown is that we do not load cards on Wednesdays as the officer needs a day to work on other tasks and reconciliations. Cards were distributed early on in lockdown to I&P, CIC, O&U and Early Help for their staff and for distribution to families/yp where required. If they need more cards, they should contact us to arrange. • Cash: We are not paying out cash currently (it had reduced a lot before lockdown anyway). We gave the DATS duty tin an additional amount for business continuity. If this needs topping up they should contact us to arrange. 	<ul style="list-style-type: none"> • All staff working from home. • Regular virtual contact with senior officers and team. 	<ul style="list-style-type: none"> • Strong IT infrastructure and communications platforms. • Access to our safe at Colindale when required.
Phase 1: Limited staff in the office	September	<ul style="list-style-type: none"> • Limited staff in the office on a rota, depending on guidance from CMT. • Prepaid cards and cash to be delivered remotely but also one or two half days from the office. We will need to think about how 	<ul style="list-style-type: none"> • Follow all guidance regarding travelling to and working in the office. 	<ul style="list-style-type: none"> • As above.

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
		<p>we deliver this with social distancing still in place.</p> <ul style="list-style-type: none"> All other work to continue as per current state. 	<ul style="list-style-type: none"> Continue to hold as many meetings as possible virtually. 	
Phase 2: Increase of staff numbers in the office	2021?	<ul style="list-style-type: none"> Very similar to phase 1 but we can deliver prepaid cards and cash more regularly if required. 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> As above.
Phase 3: Return to BAU	Unknown	<ul style="list-style-type: none"> Return to pre-lockdown and C19 state in line with guidance from CMT. Likely to mean less staff in office (rota for 2-3 days each per week). 	<ul style="list-style-type: none"> As above. 	<ul style="list-style-type: none"> As above.
Phase 4				
Phase 5				
Phase 0:	Current state	<p><u>INSIGHT AND STRATEGY</u></p> <ul style="list-style-type: none"> All pre-Covid work still happening, however with some limited resources due to some time redeployed for COVID related cost tracking and one staff member managing the BEC on a rota basis <p>Commissioning</p> <ul style="list-style-type: none"> No new procurements currently taking place, partly due to the capacity of corporate procurement, partly due to availability of FS staff to support information gathering, partly due to difficulties in doing this work remotely. However mapping is in place to ensure that 		

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
		<p>the necessary procurement does occur before this has an impact on services.</p> <ul style="list-style-type: none"> Commissioning activity is still progressing, with some impact on resources for this due to staff redeployment for work on placements, work on supplier relief, and securing Covid-specific provision for certain cohorts of children. <p>Staff wellbeing and supervisions</p> <ul style="list-style-type: none"> Weekly commissioning meeting Fortnightly team meeting Fortnightly 1:1s 		
Phase 1: Limited Staff in office	September?	No change from above	No change from above	No change from above
Phase 4: normal staff numbers in office	Unknown	<p>Commissioning</p> <ul style="list-style-type: none"> Increase face to face meetings to support new procurements Increase face to face meetings with providers 	Attendance in office in line with any government advice on use of public transport to commute to work	No change from above
Phase 5: Return to BAU	Unknown	Capacity of team fully focussed on supporting business as usual work across family services	Attendance in office in line with team principles	No change from above
Phase 0:	Current state	<p><u>PERFORMANCE & IMPROVEMENT TEAM:</u></p> <ul style="list-style-type: none"> Performance – operational reporting as per normal, some delays likely to occur for adhoc data requests due to conflicting priorities Performance – preparation for statutory returns being completed in between other data requests ilnc. Discussions with service areas around data quality) 		

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
		<ul style="list-style-type: none"> • Systems Support Desk – all services now moved to virtual support via Skype/Teams and/or email • Systems Support Training - no training currently taking place • Project Activity - project activity primarily focusing on priority needs of the service to respond to COVID I.e. paperless panels, virtual conferences, online activities for children, WFD L&D Platform • Information Governance – normal support for all information governance activity now taking place virtually. Priority support given to Data Breaches or documentation required for delivering COVID related activities • Information Governance Training - new starters required to complete on-line mandatory GDPR training – no face-to-face training taking place • Staff wellbeing and supervisions - all taking place virtually, 		
Phase 1: Delivery of additional services	Mid/late June	PERFORMANCE & IMPROVEMENT TEAM: Services will remain pre-dominantly the same as above except for: <ul style="list-style-type: none"> • Systems Support Training – all training will take place virtually through Teams • Information Governance Training - face-to-face training to be reintroduced via Teams • Project Activity – COVID project activity to be supplemented with normal project activity. 		

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
		<ul style="list-style-type: none"> • Performance – preparation for statutory returns to be ramped up with virtual data quality meetings being introduced with HOS and Directors. First input of statutory returns likely to be July. • Staff wellbeing and supervisions - some supervisions may take place in open spaces and through social distancing – will be dependent on individual circumstances 		
Phase 2				
Phase 3: Limited staff in office	From Autumn	<p>PERFORMANCE & IMPROVEMENT TEAM: Services will remain pre-dominantly the same as Phase 1 but will be reviewed in line with government guidelines. Office attendance will be in line with social distancing rules, at the moment this could be 3 members of the team in the office at any one time.</p>	<p>PERFORMANCE & IMPROVEMENT TEAM:</p> <ul style="list-style-type: none"> • All staff working from home most of the time • Monthly staff meetings held to support wellbeing • Catch-ups with seniors 3 x a week 	<p>PERFORMANCE & IMPROVEMENT TEAM:</p> <ul style="list-style-type: none"> • Strong IT infrastructure • Good collaboration with staff across the service • Flexibility of staff to be able to come into the office when required
Phase 4: normal staff numbers in office	In line with further relaxation of social distancing measures	<p>PERFORMANCE & IMPROVEMENT TEAM: Services will remain pre-dominantly the same as Phase 1 but will be reviewed in line with government guidelines. Office attendance will be in line with social distancing rules, possibly 10 staff in the office at any on time. Some of the following services could go back to being delivered face-to-face:</p> <ul style="list-style-type: none"> • Systems Support Training • Information Governance Training 	<p>PERFORMANCE & IMPROVEMENT TEAM:</p> <ul style="list-style-type: none"> • Staff following Performance & Improvement Team Principles alongside government guidelines • Each team will ensure they are all in the office on the same day each 	<p>PERFORMANCE & IMPROVEMENT TEAM:</p> <ul style="list-style-type: none"> • Strong IT infrastructure • Good collaboration with staff across the service • Flexibility of staff to be able to come into the office when required

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
			week enabling face-to-face team meetings <ul style="list-style-type: none"> • Catch-up with seniors to go back to monthly 	
Phase 5: Return to BAU	Removal of social distancing requirements	PERFORMANCE & IMPROVEMENT TEAM: Services will remain pre-dominantly the same as Phase 4, some face-to-face IT support may resume for limited numbers of days during the week	PERFORMANCE & IMPROVEMENT TEAM: <ul style="list-style-type: none"> • Staff following Performance & Improvement Team Principles alongside government guidelines • Each team will ensure they are all in the office on the same day each week enabling face-to-face team meetings • Catch-up with seniors to go back to monthly 	PERFORMANCE & IMPROVEMENT TEAM: <ul style="list-style-type: none"> • Strong IT infrastructure • Good collaboration with staff across the service • Flexibility of staff to be able to come into the office when required

Library Service Recovery Plan – Hannah Richens

Phase	Likely Timescale	Additional Library Services Available	Safety Measures	Dependencies/ assumptions
Phase 0: Digital Library Service	Current state	<ul style="list-style-type: none"> • e-books, e-Audiobooks, e newspapers and magazines, e - comics • email homework/ study help service • curated weblinks and online databases • Electronic newsletter to schools • YouTube activities and events 	<ul style="list-style-type: none"> • Library sites closed • Staff redeployed or working from home 	
Phase 1: Doorstep Library Service	Early June	<ul style="list-style-type: none"> • Resumption of Home Library Service • Resumption of limited project box/ resources support to schools via SLRS • Introduction of click/ phone and collect loans service from 4 Core Plus sites 	<ul style="list-style-type: none"> • No direct contact with customers. • Social distancing maintained • Items dropped on door step • Returned items quarantined for 72 hours before discharge. • Items pre-issued to customers and quarantined for 72 hours before collection • Timed collection slots • Items collected at library entrance • Limited staff travel. Staff working from home where possible 	<ul style="list-style-type: none"> • Requires some reduction in number of hours library managers are currently redeployed to other services

Phase	Likely Timescale	Additional Library Services Available	Safety Measures	Dependencies/ assumptions
Phase 2: Limited re-opening of 4 Core Plus sites for pre-booked PC use <u>only</u>	Earliest – from mid-July - To be considered in line with Government guidance on re-opening library buildings	<ul style="list-style-type: none"> • Pre- booked PC sessions in Core Plus libraries only. Limited hours per week. • Digital Summer Reading Challenge • Continuation of click/ phone and collect loans service with possible expansion to Core Libraries. • Expansion of online enquiries service 	<ul style="list-style-type: none"> • PCs re-sited to maintain minimum 2m distance • PCs and PC desks cleaned after each session • PC customers to sanitise hands on entry • PC bookings limited to 1 hour • Click and Collect and PC use to operate on different days to limit numbers at library entrances 	<ul style="list-style-type: none"> • Expansion of click and collect service to Core Libraries is dependent on redeployed staff and staff with underlying health conditions returning to the service • Libraries not open for generalised browsing and book borrowing (click and collect service to be used for this activity) • Libraries not open for study/ work • No hall hire
Phase 3: Re-opening of all library sites, slightly expanded on site offer – limited staffed hours only	From Autumn	<ul style="list-style-type: none"> • Staffed opening hours only – limited number per site • On site browsing and book borrowing. • Pre-booked PC use – limited access in small libraries • Re-introduction of full SLRS (from Oct half term) • 	<ul style="list-style-type: none"> • Limits on numbers entering each building • Social distancing measures at kiosks, entrances and exits • Screens at enquiry counters • Hand sanitiser at entrances and PCs • PCs and kiosks cleaned regularly 	<ul style="list-style-type: none"> • Dependent on national ‘R’ rate • Could investigate introducing ‘PC Hours’ at smaller branches • Libraries not open for study/ work • No hall hire
Phase 4: Resumption of full staffed hours	In line with further relaxation of social	<ul style="list-style-type: none"> • Full library offer - staffed hours only • Re-introduction of study space but at a reduced level 	<ul style="list-style-type: none"> • Remaining social distancing measures as required – eg PCs to remain in revised 	Some lessening of social distancing measures is required before there are sufficient staff to deliver full staffed

Phase	Likely Timescale	Additional Library Services Available	Safety Measures	Dependencies/ assumptions
	distancing measures	<ul style="list-style-type: none"> Limited hall hire – where space allows (Chipping Barnet, Church End) 	locations, fewer tables and chairs than usual.	hours. Some cover could be provided by security guards in smaller sites
Phase 5: Return to BAU	Removal of social distancing requirements	<ul style="list-style-type: none"> Re-introduction of SSO Re-introduction of on-site activities 		

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Education, Strategy and Partnerships Recovery Plan – Ben Thomas

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
Phase 0: Current state	Current state	<p><u>Partnerships Team</u></p> <ul style="list-style-type: none"> The Leadership Forum and all subgroups including the PQA and the Learning and Review Group have continued to meet virtually. New Insight and Strategy Officer started during lockdown. This has impacted on ability to get to know partners but this has been done virtually. Children’s Partnership Board is continuing to meet virtually. Strategies continue to be developed through working with partners virtually. Project about delivery of Education and Skills Service currently being undertaken virtually-meetings with all staff and all schools done virtually. <p>Staff wellbeing</p> <ul style="list-style-type: none"> All being done online 	<ul style="list-style-type: none"> All staff working from home. Regular virtual contact with senior officers and team. 	<ul style="list-style-type: none"> Strong IT infrastructure and communications platforms.
Phase 1: Limited staff in the office	September	<ul style="list-style-type: none"> Limited change to the above Some staff to come in to office if necessary Work to continue as per current state. 	<ul style="list-style-type: none"> Follow all guidance regarding travelling to and working in the office. Continue to hold as many meetings as possible virtually. 	<ul style="list-style-type: none"> As above.

Phase	Likely Timescale	Services Available	Safety Measures	Dependencies/assumptions
Phase 4: normal staff numbers in office	Unknown	<ul style="list-style-type: none"> • Increase face to face meetings to support partnership work through face to face meetings of Leadership and other groups. • Increase face to face meetings with partners 	Attendance in office in line with any government advice on use of public transport to commute to work	No change from above
Phase 5: Return to BAU	Unknown	<ul style="list-style-type: none"> • Capacity of team fully focussed on supporting business as usual partnership meetings and work. 	Attendance in office in line with guidance	No change from above
Phase 0: Current state	Current state	<p><u>Education Capital Programme</u></p> <ul style="list-style-type: none"> • Education Capital Board continues to meet monthly virtually. • Some projects have been impacted by Covid – has been reported to the Council’s Capital Strategy Board. • Most contractors are able to continue to work on site with social distancing being adhered to. 	<ul style="list-style-type: none"> • All staff working from home. • Contractors working on site where possible but some impacts. 	
Phase 1: Limited Staff in office	September?	<ul style="list-style-type: none"> • No change from above- will continue to undertake ECB virtually 	No change from above	No change from above
Phase 4: normal staff numbers in office	Unknown	<ul style="list-style-type: none"> • Increase face to face meetings for Education Capital Programme Planning and meetings 	Attendance in office in line with any government advice on use of public transport to commute to work	No change from above
Phase 5: Return to BAU	Unknown	<ul style="list-style-type: none"> • Back to face to face meetings for Education Capital Programme Planning and meetings 	Attendance in office and contractors on site	No change from above

Schools including early years setting, primary, secondary and special

Education and Skills service 'Recovery Planning support for schools' for full re-opening of schools in September

Issues / Areas	Action	By whom*	When
Opening buildings		*see key below table	
1. Ensuring schools have adequate and comprehensive risk assessments for full reopening.	Produce risk assessment templates for schools to use for whole school and for individual Staff. Organise meetings with HTs and DSLs to discuss Ras. Collect in Risk assessments from schools and share with Barnet PH and H&S. Schools receive feedback on risk assessments if necessary.	LNIs/MK NM LNIs Barnet PH/SHaW	July '20 July '20 July '20 August '20
2. Ensuring schools have sufficient resources to support them in keeping staff and pupils safe: e.g. hand sanitiser hand wash, PPE if required, thermometers etc.	Support schools to procure appropriate safety equipment, as advised by the Public Health team. Ensure schools have up to date guidance on use of PPE including face masks and are provided with links to videos demonstrating safe removal.	AD/PH team	August '20
3. Challenge of schools opening and closing, if staff or students are confirmed to have Covid-19 and have been attending school.	Liaise with Barnet PH team to provide guidance Schools to contact their LNIs for guidance (e.g. redeployment of pupils etc.).	LNIs	Ongoing from 1 st September '20
4. Ensuring staff are safe to work if they have symptoms.	Provide advice on testing and test and trace from DfE guidance.	PH Team	July '20
5. Ensure all building compliance checks are up to date: PAT testing, water testing etc.	Buildings team to offer advice if required.	AD	Ongoing
6. Support schools in finding cover if site/premises staff and/or DSLs/First-Aiders are unable to work.	LNI team to broker support from other schools Maintain list of cover DSLs and first aiders.	LNIs	Ongoing
7. Support schools with the maximising distance message by installing signage outside schools.	NM to liaise with Transport, Travel Plan and Street Scene Team to install markings and signage outside schools.	NM/ Transport/ Travel Plan / Street Scene Teams	August '20

Issues / Areas	Action	By whom*	When
Budgets and procurement			
8. Schools may need advice on the budgetary implications of the closure and in helping them to find alternatives to companies and organisations that they were using that have gone into liquidation e.g. supply agencies, after school sports clubs etc	Budget advice by school finance business partners. Budget planning advice from former headteachers brokered through BPSI. LNI to share information and recommendations from schools.	Traded service NM/ BPSI/LNIs LNIs	Ongoing
9. Support with budget and licensed deficit applications for schools still in financial difficulty	Budget advice by school finance business partners. Licensed deficit information from school funding team. NM and LNI to meet with HTs and CoG if necessary	Traded service SFT NM/LNIs	Ongoing
10. Information on available grants and other funding for schools	Ensure schools are advised on any grants or funding they can apply for	LNIs/ School Funding Team	Ongoing
People			
11. Challenge of dealing with the loss and trauma that the school communities will have faced and continue to face i.e. deaths of parents, staff and even pupils; continuing fears.	Part of EPS non-traded offer. Offer Critical Incident Support. BICS support and training offer.	NM/BB EPS and LNIs	Ongoing
12. Recognising that staff will need support in coming back to work, re-establishing routines etc.	Offer CPD (BPSI) and management advice (LNIs).	NM/BB LNIs and EPS BPSI team	August and Sept '20
13. Recognising that when schools re-open there will still be staffing shortages with some staff self-isolating, vulnerable category or having the virus: e.g. reallocating staff to different year groups, prioritising particular year groups, pupil attendance rotas (considering families with siblings).	Offer CPD (BPSI) and management advice (LNIs).	NM/BPSI/LNIs	Ongoing
14. Difficulties of social distancing in early years.	Produce additional advice documents for Nursery, Reception and Year 1.	HC/LNIs	July '20
15. Continuing fear among staff about health risks.	Meet regularly with unions.	IH/NM/HT Forums	July '20 and ongoing from then

Issues / Areas	Action	By whom*	When
16. Continuing fear among parents about health risks and reluctance to send children into school	Develop a communication strategy to assure parents of arrangements being made that will keep children and staff safe. Weekly surgery for DSLs.	NM/TMc/Comms Team/LNIs	August '20 Sept 20
17. Welcome and induct new headteachers, deputy headteachers and assistant headteachers.	<ul style="list-style-type: none"> Update Handover Checklist for new HTs. Run Welcome Event for new HTs, DHTs and AHTs virtually. 	KD/HM NM/CW	July '20 10 th Sept '20
Teaching and Learning/School Effectiveness			
18. The challenge of a full re-opening and maintaining Home Education support for those cohort pupils at home.	Provide advice to schools, drawing on DfE guidance and continue to develop the Virtual Home Education Hub.	NM and LNIs	Ongoing
19. Supporting schools with the recovery curriculum and making up for lost learning.	<ul style="list-style-type: none"> Summer Provision Survey. Ensure summer provision available across borough. Hold initial meeting for headteachers. Launch BPSI Recovery Action Plan and Covid Learning Recovery Programme (CLRP) – see attached. Run CLRP. Hold further meetings with HTs, DHT/AHTs, SENCOs, DSLs. Run training through BPSI for subject leaders, teachers and support staff. Ensure learning from Lost Learning Project communicated to schools 	NM NM/Fam Ser NM/LNIs LNIs LNIs/BPSI LNIs/SEN Team BPSI KD/MS	7 th July '20 21 st July '20 July/Sept '20 14 th July '20 Sept-Dec '20 Ongoing from Sept '20 From Sept '20 August '20

Issues / Areas	Action	By whom*	When
20. Appropriate and effective monitoring and challenge of, and support to, schools.	<ul style="list-style-type: none"> Update School Improvement Strategy. Review Network composition, creating an additional primary network to ensure even greater and more focused support, monitoring and challenge to schools. LNIs to focus Autumn Term School Effectiveness Visits on recovery curriculum in line with the Ofsted "visits" to schools. 	NM/LNIs NM/LNIs LNIs	Aug '20 Aug '20 Sept-Dec '20
21. Transition support for Year 11, 12 and 13 students.	<ul style="list-style-type: none"> Create Yr 11,12,13 Transition Strategy and get schools to sign up to it. Follow up call to each school to discuss their responsibilities. Helpline set up for students and each student has mentoring provided either by school, Post-16 Team or trained volunteers. Run Yr 11/12 and Yr 13 Events to support pathway choices. 	NM/MS/Post-16 Team MS Post-16 Team/Barnet volunteers Post-16 Team	July '20 July '20 August '20 August '20
22. Arrangements for Nursery and reception transitions – do extended settling arrangements need to be in place?	Review in discussion with heads and develop advice and share good practice.	NM/LNIs	August '20
23. Schools may need advice/support with EYFS /KS1 / KS2 teacher assessments.	Issue advice and support to nursery and primary schools.	SM	August '20
24. School staff require quality training/CPD.	<ul style="list-style-type: none"> BPSI to continue to run training virtually and record the sessions to enable staff to access when convenient. NQT Programme to run training virtually. 	BPSI SM	Sept '20 Sept '20
Early Years Settings			
25. In addition to the above, ensure PVI's and childminders have the necessary specific advice and guidance to fully open in September.	EY Standards Team to provide advice and run network meetings for settings managers and childminders.	BP/EY Team	Ongoing
26. Settings staff require quality training/CPD.	EY Standards Team to continue to run training virtually and record the sessions to enable staff to access when convenient.	BP / EY Standards	Ongoing

Issues / Areas	Action	By whom*	When
Governors			
27. Ensure governors are kept updated about DfE and Ofsted guidance and requirements for schools.	Information and advice distributed to governors through emails, Director's Report to Governors and virtual meeting for Chairs and Vice Chairs in Autumn.	GP/IH/KD	Ongoing
28. Governors require quality training and support.	Governor Services Team to run training virtually and record the sessions to enable governors to access when convenient.	GP	Ongoing
SEND			
29. Ensure that schools are kept up to date with changes to service 'offers' (including Health) in light of temporary changes to legislation, (Section 42, CF Act re provision and extension to the 20 week timescale for new EHCPs).	Circulate information via Schools Circular, Local Offer Newsletter, SENCo Zone on the Local Offer, SENCo meetings, communication with Heads of Special schools and ARPs.	HP	Ongoing
30. Fear among many parents/carers of health risks to children with special educational needs, especially those with extreme clinical needs.	Develop a communication strategy with parents/carers. Special Schools and ARPs to assure parents/carers of arrangements being made that will keep children safe. Regularly update the Parent Carer Zone on the Local Offer with this information.	HP	August/September
31. Ensure that children and young people with SEND in receipt of SEN transport, have access to their transport from September (as some companies, e.g. taxi firms, may no longer be operating).	Operational planning by the SEN Transport Brokering Team.	RR	August/September
32. Ensure sufficient appropriately trained Passenger Assistants to support CYP on SEN Transport, as necessary.	Operational planning by the SEN Transport Brokering Team.	RR	August/September
33. Possible problems with provision in EHCPs being met particularly if they involve Health, once 'reasonable endeavours' is lifted. Health may not be able to deliver due to being involved in Covid-19 response if there are local 'lockdowns'.	Check DfE advice and provide guidance to SEN team, partner agencies, schools and settings.	HP	Ongoing

Issues / Areas	Action	By whom*	When
34. Schools and settings may need support to interpret and apply any changes in SEND legislation.	Provide guidance to schools and settings on how to interpret and apply any changes in SEND legislation.	HP	September
35. Schools may need further guidance and advice on how to meet the requirements of provision in EHC Plans.	Provide guidance and advice to schools on how to meet the requirements of provision in EHC Plans.	HP/LO	September
36. Ongoing review of arrangements for Annual Reviews, including what new professional information/advice (including Health) will be needed and how this will be obtained.	Provide further advice on arrangements for Annual Reviews, including what new professional information/advice (including Health) will be needed and how this will be obtained.	HP/LO	September
37. Difficulties in social distancing for many pupils with SEND, implications of this, access and use of PPE, as appropriate and necessary.	Follow DfE Guidance and provide advice to schools as necessary.	HP	September
38. Schools may need support and advice to maintain continuity and consistency of support for pupils with SEND (as far as possible), including those in receipt of SEN Support, and who do not have an EHC Plan.	Provide further 'virtual' support to schools through challenge workshops and SENCo forums to maintain continuity and consistency of support for pupils with SEND, including those pupils who do not have an EHCP.	HP/BB/LO	September
39. Schools may need further support and training on the identification of SEND, as there will be less assessment over time.	Provide guidance and training to schools on the identification of SEND.	HP/BB/LO	September
Other Vulnerable pupils			
40. Looked After Children require support from the Transition Hub during the summer holidays.	Transition Hub to continue with remote in-reach and outreach support during summer plus some face to face sessions with students at Unitas.	TH staff/Unitas	August '20
41. Challenge of increasing numbers of vulnerable children e.g. new into care or with a named social worker, due to pressures at home during the lockdown.	Discuss what additional guidance and support schools may need with social care, schools and others and develop advice and arrange support.	NM/Family Services	August '20
42. Schools may need advice on supporting pupils without EHCPs but who are extremely clinically vulnerable e.g. challenge of providing home schooling support and schools being open for other pupils.	Continue to provide advice and support on home education, as many pupils may still be at home. Maintain home education hub. Share good practice.	NM/LNIs	Ongoing

Issues / Areas	Action	By whom*	When
Other			
43. Transport for students to school – some mainstream students travel long distances to get to school on public transport.	Liaise with Barnet PH team and provide advice on children's use of public transport. If necessary, transport brokering team to look at offering other forms of transport.	AD AD/RR	September
44. Schools will need advice/guidance re: <ul style="list-style-type: none"> absence coding where pupils are receiving education at home due to isolation. challenging parents where there is no reason for a pupil to be at home. 	EWS to review, check DfE guidance and issue advice	AD/EWT	September
45. Guidance around home visits and alternative arrangements.	Liaise with Barnet PH team over guidance on home visits; develop guidance for staff, in liaison with social care, including arrangements for PPE if required and risk assessments.	AD (with HP)	August '20
0. Schools will need advice/guidance about resuming the in-year school admission process and rolling over admission waiting lists.	Guidance to be circulated to all schools.	LF/FA	July and September
1. Schools may need advice on the dates for the resumption of statutory data return to the DfE.	List of dates to be circulated to all schools.	KD	September

AD – Alison Dawes NM – Neil Marlow HP – Helen Phelan LNIs – Katie Dawbarn, Helen Morrison, Paul Whitcombe, Helen Cheung, Jane Morris EY Standards – Beth Patrick, Eileen Heron, Maggie Hill, Susie Edwards, Jenny Boyce	PH – Public Health BB – Barley Birney LO – Linda Orr JW – Jasmine West EWT – Education Welfare Team RR – Ricky Rebello SM – Steve Marshall	TMc – Tina McElligott EPS – Educational Psychology Service SHaW – Safety, Health and Wellbeing Team LF – Liz Ferrie FA – Ferzana Arif KD – Karanjit Dhani
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Appendix C

Feedback from Staff

Liz Shaw:

I have heard some nice accounts from social workers this week about how they have used the phone to continue engage families and even do some meaningful interventions and risk focused work. They have also told me about some imaginative ways they have engaged or plan to engage children e.g. virtual high 5s and some fun direct work.

In terms of things to keep I would like to nominate the “power of the phone”, not to replace regular case work methods, but to supplement and enhance it. I hope we use it more in between our visits post COVID.

Video conferencing has also been a success in bringing looked after children into their reviews: for a few children it is reported they contributed more this way, and although I would not recommend this as a permanent change post COVID it adds new opportunities for keeping in touch between reviews. Social workers and IROs have embraced this new technology with vigour. (Even I, a luddite have done so.)

Jean Waitt:

I am working at home full time because of lockdown and when we go back to normality I would like to work more at home. I am in a small team and we communicate all the time via skype or messenger and have regular team calls. This has not impacted my work at all and I am just as productive. I would like to be able to use a platform like Zoom as this would help with meetings with professionals and schools.

Suzy Rose:

Thank you for your updates I do enjoy reading them. I was unable to get the video link to work but will keep trying.

With regards to what works well for me I am a permanent member of I and P 7 Safeguarding social worker. I have enjoyed the video calls to children and have felt that I actually have a lot more time to talk to them in a meaningful way than always rushed in their homes after battling through traffic. I am still undertaking face to face visits but am using the video calls in between this.

I have enjoyed working from home where I can peacefully without office interruptions get on with all my work and I feel so much less stressed (again without battling with traffic in rush hour to reach the office on time).

My work is continually up to date now and I feel a lot less stressed.

There have been issues with IT and I feel this has been the only stressful thing that has impacted on my workload.