

COVID-19: Measures Document

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Introduction

This outcome document has been produced in order to highlight the key outcomes from our full risk assessment in line with advice and guidance set out by HSE, Public Health England and using the Government's [5 Steps to Working Safely Together](#) guidance.

The assessment has been carried out by:

- Nicola Verheijen, Director of People and Development
- Alan Lloyd, Office Manager (Manchester)
- Liz Pearson, Facilities Officer (Preston)

Our assessment focused on 6 key priorities for our business in managing the safety, health and wellbeing of our people and clients in light of the impact of COVID-19.

- People
- Business Continuity
- Buildings
- Workspaces
- Equipment
- Communications

Our people were mobilised offsite to remote working with immediate effect until further notice by communication from our CEO, Robert White, on Monday 17 March 2020 following a risk assessment of the threat and risk of transmission of COVID-19 to our people. Following consultation, we formed a critical onsite team of 5 colleagues who were crucial to ensuring administrative operations within our business continued. We created a safe place to work, 1:1 support and provided private transport for those colleagues who wished to use it to transport them to and from our offices.

On 6 July 2020, following consultation with our people and having put all control measures in place, we operated an 'office' ready approach to facilitate a controlled approach to optional office based working, based on the following principles:-

- **Is it essential?** Where colleagues can work from home they should continue to do so
- **Is it sufficiently safe?** People's health and safety is paramount, and any return should be gradual to test measures can work for larger numbers for the future
- **Is it mutually agreed?** Clear dialogue between managers and people is vital in ensuring concerns can be raised and individual needs considered.

During the first few weeks, we have operated at 10%-15% capacity.

We have engaged with the Social Mobility's C-19 Business Pledge to demonstrate our commitment to helping people, clients, and communities stay safe and maintain day to day operations during these challenging times. We will achieve this aim by taking the necessary precautions to keep our people safe, sharing regular legal updates and supporting clients in real time.

Key Outcomes

People

Objective	That our people should work from home where they possibly can and to support physical and mind health. To ensure that those individuals (or households) that are diagnosed or displaying symptoms of COVID-19 remain at home to control infection transmission. To ensure that our people are treated equally, fairly and as individuals.	
Steps	Detail	Actioned
All colleagues should work from home where possible. Consideration of what resource is essential to be onsite to support continued business operations	All colleagues instructed to work from home where possible. Requirement to attend at office for critical matters to be approved by Managing Partner, CEO or Director of People and Development. Attendees managed by centralised tracker. Critical onsite admin team formed to facilitate business critical functions for continuity of business operations and client service.	Y
Keeping in touch with all colleagues with regards to business updates, working arrangements (working from home) including their personal welfare, mind and physical health	Regular communications and engagement with all colleagues from Senior Leadership Team, Heads of Department and Line Managers through different methods to support individual communication desires of our people. Development of COVID-19 Intranet Hub to build a sense of community and one stop for all communications and support including colleague chat facility.	Y Y

	Pulse surveys with regards to health and wellbeing, engagement and COVID-19 personal responses to home working, return to office based working and future working environment aspirations.	Y
Support the health and wellbeing of our people	10 week health and wellbeing campaign with calendar of activities, releasing weekly updates facilitating a wide range of support for our people. This included a 10 week online mindfulness programme to develop resilience.	Y
	Release of our annual health and wellbeing strategy and calendar of activities.	Y
	Support available from our Employee Assistance Programme.	Y
	Digital support through stress management and resilience training for people and people managers.	Y
	1:1 dedicated support from our People and Development Team for managers and people.	Y
	With the agreement of our more vulnerable colleagues (clinically vulnerable, mental health, isolation etc.), regular 1:1 calls from a dedicated member of our People and Development Team.	Y
	Financial support in the form of hardship loans available to any colleagues should they require it.	Y
Task Force to represent the views of our people, to work collaboratively, innovate and engage	Task Force lead by Director of People and Development that will support in transition from COVID-19 impact and remote working and beyond to support and engage in reimagining our future working environment.	Y

Infection Control of diagnosis or symptoms	All colleagues or members of their household who are displaying symptoms to remain at home and self-isolate. Colleagues must not attend at any office without express authority from MP, CEO or DPD and in conjunction with self-isolation periods and no longer displaying symptoms.	Y
	Triage area allocated and clearly communicated and identified in each office environment should colleagues or visitors become ill whilst in our office premises. Guidance provided on use of that facility.	Y
Understanding and taking into account the particular circumstances of those with different protected characteristics	Our People and Development Team working with our Together Action Group to promote equality at every stage of the employee lifecycle, to ensure that those protected characteristics do not result in disadvantage at work.	Y
Working with those colleagues whose protected characteristics might present higher risk of infection	Open conversations and support from experienced People and Development, Health and Safety colleagues and putting in place reasonable adjustments and/or measures as required, ensuring that any reasonable steps taken do not have a negative impact on some groups compared to others, e.g. family/caring/religious commitments.	Y
Provision of PPE to colleagues/clients/first aiders	All colleagues have the option of receiving a face covering and choice to wear that within our office environment and/or for use on public transport. Colleagues asked to respect individual choice.	Y
	Front of House colleagues provided with relevant PPE for use and all clients will be asked if they wish to use a disposable face covering during their visit and/or if they wish any attendees to meetings to wear face coverings.	Y
	First Aiders have been provided with PPE packs in the event of a first aid incident together with relevant guidance on usage.	Y
	PPE provided on request to colleagues attending Court hearings	Y

Business Continuity

Objective	Since the outbreak of the virus we have been doing what we can to prepare for every eventuality. We have a dedicated business continuity plan that focuses on overseeing operational effectiveness, managing risk and ensuring continuity of service.	
Steps	Detail	Actioned
Creation of a dedicated response group to apply focus to our immediate and ongoing response to the threat of COVID-19.	<p>COVID-19 Response Group ('CRG') created, consisting of Management Board and Operations Executive, meeting to share information, provide advice and guidance and make relevant leadership decisions. This then developed to include all Heads of Department each Friday to take a wider and joined up approach. This is ongoing with the variation being determined in light of the relevant circumstances.</p> <p>We also developed a Client COVID-19 Response Group ('CCRG') to innovate to provide an optimum service to clients to assist them in managing the impact of the crisis.</p>	<p>Y</p> <p>Y</p>
Provision of administrative support on site for essential and critical matters only	Critical admin team operating from Liverpool and Manchester to provide firm wide central services for essential matters.	Y
Minimising contact during payments and exchange of documentation by using electronic payment methods and electronically signed and exchanged documentation	Processes already in place, communication to all people given during colleague presentations.	Y
Consideration of impact of COVID-19 response in risk management, supervision, learning and development, performance management, team dynamics, integration, people on boarding, culture and values etc.	Ongoing regular discussion and guidance/policy agreed and communicated within the business.	In progress

Buildings and Workspaces

Objective	To create a safe and productive place for people to work observing social distancing (wherever possible), hygiene and interaction with others.	
Steps	Detail	Actioned
Carrying out a full risk assessment of all of our workspaces across our offices	<p>Managing overall occupancy levels on an ongoing basis in line with government guidance and our own feedback.</p> <p>Providing each Head of Department with a plan of operational and decommissioned desks in line with social distancing of 2m for onward discussion with their teams. Subject to ongoing review in line with Government guidance.</p> <p>Introduction of rota based system for office space to manage density.</p> <p>Introducing a ban on the use of shared desks/hot desks/collaboration spaces, canteens until further notice.</p> <p>Providing visuals of 2m distance to ensure full understanding of the reality of social distancing required.</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
Introducing one way traffic flow at entry and exit points to reduce contact between individuals	Appropriate signage installed in all of our buildings and offices spaces to include indicators to control flow with 'wait here' signage to manage the density and flow of traffic. Reducing congestion by creating additional exit points from our building.	Y
Staggering arrival and departure times to reduce populating public transport and our office environment	Manage within teams to support individual desires and encourage dialogue between team members to ensure that they do not exceed maximum density levels and reduce anxiety around the use of public transport during peak periods.	Y

<p>Providing or facilitating alternative methods of commute to reduce the risk of infection and reduce anxiety of use of public transport</p>	<p>Discussion with landlords to increase bike racks and storage space and/or use of other building facilities. Communication to people to understand demand and provide instructions for usage.</p> <p>Provision of private transport to and from our offices for our critical onsite administration team.</p> <p>Providing limited onsite car parking facilities where available.</p> <p>Highlighting our employee car parking discount scheme through employee benefits and encouraging collaborating with other colleagues to share use of space to provide more cost-effective solutions.</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
<p>Providing handwashing facilities and hand sanitiser at entry and exit points, brew stations and people and client working spaces</p>	<p>Each office has ample handwashing facilities and sanitiser/disinfected wipes have been provided at all entry/exit points, high touchpoint areas such as printers, switches, main thoroughfares and in our client suite and meeting rooms.</p>	<p>Y</p>
<p>Reducing movement in our office environment by discouraging non-essential trips to regional offices, client premises and other event spaces to manage risk of transmission and/or infection control</p>	<p>Communication to minimise non-essential travel, travelling together, between offices unless absolutely essential provided to all people in presentation and written format.</p>	<p>Y</p>
<p>Restricting movement in our individual office environments to manage density, congestion and overpopulating traffic systems</p>	<p>Communication provided to all people in presentation and written format.</p>	<p>Y</p>
<p>Reduced maximum capacity within our lift facilities to manage density and social distancing</p>	<p>Reduction to one person per lift journey, managed with appropriate signage and encouraging people to make use of stairs, where appropriate. Ensuring that those colleagues whose use of the lift facilities is essential, that they are provided with priority access to those facilities.</p>	<p>Y</p>

<p>Front of House services will be adjusted to manage social distancing and risk of transmission.</p>	<p>Protective screen installed on Front of House desk to provide added protection to colleagues and visitors. Clear signage and visual aids available.</p>	<p>Y</p>
<p>Client and internal meetings will be organised where all alternatives have been exhausted and where they are absolutely necessary.</p>	<p>A record of all visitors will be kept, and hosts are required to make enquiries of COVID-19 health both when booking meeting rooms and on the day of the meeting.</p>	<p>Y</p>
<p>Providing clear guidance to hosts and visitors and establishing host responsibilities relating to their visitors and COVID-19.</p>	<p>Clear guidance will be provided to all visitors to ensure social distancing and hygiene.</p> <p>All newspapers/magazines and reading material removed from client suite.</p> <p>Appropriate PPE provided to front of house colleagues, including face coverings, aprons and gloves.</p> <p>Reduced capacity meeting rooms to observe social distancing. Chairs removed to only support the correct maximum number of attendees. Meeting rooms where social distancing cannot be observed have been decommissioned.</p> <p>Only absolutely necessary participants should attend meetings and should maintain 2m social distancing at all times.</p> <p>All stationery will be removed from the client suite and will be available on request. Stationery will not be shared and can be used by one person only who must continue to take that stationery away from the meeting room for personal use only.</p> <p>Telephones in meeting rooms have been decommissioned other than the use of STAR phones. Disinfection wipes are provided for use by individuals and will be cleaned by Front of House colleagues after each meeting. Colleagues encouraged to use their own mobile telephones during meetings</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>

	<p>Group or shared refreshments have been withdrawn with clients provided with individual drinks on request.</p> <p>Food provision is temporarily decommissioned.</p> <p>Meeting rooms will be cleaned after every use using approved cleaning products.</p> <p>Whiteboard equipment and remote controls removed from meeting rooms.</p>	<p>Y</p> <p>Y</p> <p>Y</p> <p>Y</p>
<p>Staff Lounge areas for breaks decommissioned for social gatherings to reduce risk of transmission</p>	<p>Staff Lounge can be used for provision of refreshments only which will be kept under review. Appropriate signage in place to manage the one way flow of traffic and create wait spaces for use of the facilities for refreshments.</p> <p>Colleagues asked not to share cups/glasses/cutlery and to encourage them to bring their own food into the office for consumption at their desk, taking containers home for storage.</p>	<p>Y</p> <p>Y</p>
<p>Shower facilities with landlord enhanced cleaning during the day and at the end of the day using COVID-19 approved products on a regular basis.</p>	<p>Recognising the potential for increased demand due to walking or cycling to work, shower facilities remain available, but guidance and communication given to ensure that sanitising products are used to clean the facilities after use, social distancing is observed and are kept clear of any personal items.</p>	<p>Y</p>
<p>To prioritise safety in the event that a colleague or a member of their household are diagnosed with COVID-19 or display symptoms, they should remain at home and self-isolate for a period of 14 days or until symptoms desist, whichever comes later. They should seek appropriate medical advice.</p>	<p>Full guidance provided to all colleagues and enforced by our People and Development Team.</p>	<p>Y</p>

	<p>Triage area identified within each office environment should a colleague or visitor become unwell in our offices. Colleague should immediately make their way to the triage room and contact a member of the People and Development Team for further guidance. Triage room clearly identified, and communications issued.</p>	Y
	<p>Substantial deep clean will be carried out of relevant area in accordance with Government and Public Health England advice.</p>	Y
Each individual workstation is equipped with disinfection wipes, hand sanitiser and tissues	<p>Colleagues are encouraged to clean and disinfect their workstation using the products provided. Products available ongoing from our Front of House Team as an alternative to unnecessary storage on workstations.</p>	Y
Full engineer assessment and service of our ventilation systems to ensure full compliance.	<p>Full assessment carried out using engineers who have ongoing experience of our HVAC ventilation systems and knowledge of previous settings and repairs. Carried out two repairs due to system error during period of lockdown in advance of people attending at our offices.</p>	Y
Opening windows or doors frequently to encourage ventilation where possible.	<p>Due to landlord lease restrictions and health and safety, windows cannot be opened within our Manchester and Liverpool offices but can be carried out in Preston.</p>	Y
Frequent cleaning of building shared spaces and our working environment/workstations on a more frequent basis using approved cleaning materials	<p>Cleaning operatives issued with relevant training and guidance around high touch areas such as door handles, light switches, door switches, keyboards etc. Full cleaning specification agreed and monitored with landlords and cleaning contractors.</p>	Y
	<p>All offices and each individual workstation will be sanitised at the end of each day.</p>	Y
Clearing of workspaces and aim towards clear desk policy	<p>As colleagues return to our office space, guidance to clear workspaces and desks to contribute towards managing infection and transmission. This is a longer-term action due to social distancing and remote working.</p>	In Progress

Use of signs/visuals and posters to build awareness of good handwashing technique	Displayed around office environment, our intranet and in colleague presentations of the importance of good handwashing technique, the need to increase frequency of handwashing, avoid touching face and to cough or sneeze into a tissue, binned safely, or into your arm if tissue is unavailable.	Y
	Regular reminders to be issued.	In Progress
	Paper towels issued in toilet facilities to provide people with choice of motion sensor hand dryer or paper towels.	Y

Equipment and Deliveries

Objective	To reduce transmission through contact with objects that come into the workplace.	
Steps	Detail	Actioned
Home working risk assessments to ensure colleagues working from home safely and to avoid/minimise the impact of ergonomic injury	Once complete due consideration around reasonable provision of equipment to support people working from home as their main base.	In Progress
Risk assessment in conjunction with suppliers of vending machines and water coolers to ensure safe use and ongoing cleaning and sanitation.	Vending machines and water coolers safe for use and enhanced cleaning in place. Additional sanitation wipes for use by individuals on high touch points for additional cleaning.	Y
Use of remote working tools to avoid in person meetings.	Encouraging use of alternative methods of communication via telephone, Skype, Teams, Zoom, email etc. to avoid unnecessary face to face meetings and only in cases where it is absolutely necessary	Y

Cleaning procedures for goods, parcels and post entering our offices to reduce person to person contact during delivery.	Allocated space at our front of house entrance for goods to be delivered to maintain one space and avoid footfall of third parties through our office space.	Y
	All items to be sanitised where possible before onward transmission through our office space to individuals with packaging discarded.	Y
	All colleagues responsible for sanitising provided with relevant guidance and PPE.	Y
Identifying areas where items are passed from person to person internally and identifying ways of removing direct contact from person to person wherever possible.	IT Team created a pick up and drop off zone for all items to minimise risk and transmission.	Y
	Finance Team have digitalised their internal processes to reduce hard copy paper forms.	Y

Communications

Objective	To ensure clear, concise and timely communications with all of our people and to create an open two way exchange, so that people are able to use their voice appropriately and that they are kept up to date with safety measures being implemented and/or updated.	
Steps	Detail	Actioned
Providing clear, consistent and regular communication to improve understanding and manage fears or anxiety	<p>Communications via multiple channels are circulated, including weekly, 'In the Know' newsletter, 'Health and Wellbeing Update' and various relevant communications from the Senior Leadership and Operations Executive Teams.</p> <p>COVID-19 Intranet Hub created to specifically act as a hub and one stop shop for all information and to build a sense of community.</p>	Y

Engaging with people to explain and agree any changes to working environments	A variety of internal communications have been utilised with regular and open dialog.	Y
Developing communication and training materials prior to return to any office based activities, especially around measures and changes to procedures.	Group Skype calls arranged with all colleagues and presentation around measures given with Q&A session specifically designed for each location. Open forum for people to ask questions with the session being recorded for ongoing use and guidance.	Y
	Written guidance material distributed and available on the COVID-19 Intranet Hub.	Y
Ongoing engagement with people to monitor and understand any unforeseen impacts of changes to working environments.	A variety of internal communications have been utilised including pulse surveys around health and wellbeing, our response to COVID-19 and ongoing input and engagement around future working environments.	Y
Awareness and focus on the importance of mental health at times of uncertainty.	Communications as part of our weekly 'Health and Wellbeing Update' providing guidance, support and signposting as well as relevant guidance and peer to peer support.	Y
	Digital personalised training sessions for Brabners around developing resilience in response to the pandemic.	Y
	Experienced support for all colleagues from our People and Development Team.	Y
Collaboration and open dialogue with our landlords and shared space tenants to develop best practice and offer a community of support	We have engaged in open, regular and honest dialogue with our landlords.	In Progress