

<b>Meeting</b>	OLC Board	<b>Agenda Item No. Paper No.</b>	9 107.6
<b>Date of meeting</b>	28 September 2020	<b>Time required</b>	60 minutes

<b>Title</b>	<b>Performance and COVID-19 update</b>
<b>Sponsor</b>	Mariette Hughes
<b>Status</b>	OFFICIAL

<b>Executive summary</b>
<p>At July's Board meeting the Executive clearly set out its vision for a staged approach to performance recovery with an emphasis on recommendations for the first stage. The Executive committed to report back on this first stage along with (re) considering further proposals. On this basis this report sets out a recovery forecast along with an update on performance in July and August.</p> <p><b>Section 1: Performance recovery and mitigations</b></p> <p>The Executive have agreed a set of performance assumptions which show an improvement trajectory through to the end of 2020/21. It is anticipated that it will be possible to improve performance steadily, resulting in a much more positive end of year position than could be expected from Q1/Q2 performance to date. The focus for performance recovery remains on supporting staff to optimise outputs, and significant work has taken place to launch the new approach to managing by behaviours, supported by senior HR resource. More information on the work carried out on the People Plan appears at <b>Appendix 1</b></p> <p>However, if taken in isolation these improvements will not be sufficient to improve the customer experience, and the year-end position will therefore include an increased Pre-Assessment Pool. This is clearly not an acceptable outcome for customers. The Executive has therefore set out proposals to immediately start to address this including through the work on ombudsman utilisation and as per Proposal 4<sup>1</sup> as presented at the last meeting. The Executive has reviewed the Q&amp;F model and identified a potential time saving of 180 hours per month. A full verbal update on how this time will be used to better serve customers will be provided during the OLC Board meeting. Innovation work is also underway to develop a solution to streamline contact processing at the front end as per Proposal 2<sup>2</sup>.</p> <p>Should these mitigations prove successful, the net effect is that the performance trajectory described in 1.7 – 1.9 would be improved upon, and fewer cases would remain in the PAP. The arrival of the COO and new CO will provide an opportunity for the performance</p>

<sup>1</sup> Proposal 4: Relax the QUAF model and amend the model to require fewer checks for more experienced staff.

<sup>2</sup> Proposal 2: Narrow the door and introduce a temporary change to the criteria for accepting cases.

improvements and implemented mitigations to be reviewed and reconsidered, with a view to improving the customer experience as soon as possible.

### **Section 2: Covid-19 update**

The office re-opened with a limited capacity from 18 September. This has been carried out in line with all published guidance, and 25% of staff have elected to return to the office in some capacity. A copy of the office risk assessment is included at **Appendix 2**.

### **Section 3: July/August performance**

Performance in July and August broadly mirrored the levels achieved in May and June. The number of working days in July led to a closure performance of 358, compared with 299 in August when there were only 20 working days. Whilst improvements have been made in relation to the number of cases awaiting on ombudsman decision, the key issues affecting performance remain as previously reported. Full performance data is appended to the report at **Appendix 3**.

### **Recommendation/action required**

Board is asked to **NOTE** the paper and **AGREE** the proposed recovery plan.

# Performance and Covid-19 update

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## 1. Performance recovery & mitigations

### Assumptions and forecast

- 1.1. In order for performance to reach an acceptable level, improvements must be made such that the pre-Covid levels of performance are attained and then exceeded. The Legal Ombudsman will not be able to begin improving the customer experience until such time as the number of cases resolved in month exceeds the number of cases entering the PAP.
- 1.2. The Executive has made clear to the organisation that current levels of performance cannot continue, and that making improvements for the benefit of our customers is an absolute priority. This has been delivered alongside a clear message that levels of staff availability and output should now return to normality as the schools reopen.
- 1.3. At the July meeting of the OLC Board, a number of proposals to aid performance recovery were considered and discussed. It was agreed that Proposal 1<sup>3</sup> should not be pursued, and that Proposal 3<sup>4</sup> should only be considered at the point when performance had stabilised to pre-Covid levels. It was agreed that the focus for the organisation during these next few months should be on supporting staff to optimise output, and providing line managers with the tools to support and manage their staff effectively.
- 1.4. A clear set of performance assumptions has been developed, which demonstrate a steady improvement trajectory through to the end of the year. These assumptions reflect the Executive's desire to make significant improvements, whilst also recognising the need to address the underlying people issues in a sustainable fashion.
- 1.5. The performance recovery being sought represents a steady increase in the productive output of our established investigators, whilst maintaining lower levels of attrition and sickness. This has also factored in the reduced effect of the pandemic, alongside improvements in our people management capabilities (about which further information is provided below).
- 1.6. It is anticipated that productivity per investigator will reach last year's average by the end of March 2021 – with the crucial difference being a more stable organisation in a position to continue on an improvement trajectory.

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<sup>3</sup> Proposal 1: Close the front door and stop taking new complaints until the pandemic is over

<sup>4</sup> Proposal 3: Change the model and handle low complexity cases in an adjudication model

1.7. The anticipated closure output under these assumptions is as follows:

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
367	300	318	358	299	393	459	519	426	451	491	479	4860

This anticipates a limited ongoing Covid impact, but has not factored in a significant second wave – should this happen, this will impact on the anticipated closures.

- 1.8. Without any additional mitigations, the year-end position in terms of closures would represent a 24% decrease on last year's performance. Given the significant effect of the pandemic in Q1 and Q2, the Executive considers that reaching this level of closures would mean that efforts at mitigation have been reasonably successful.
- 1.9. The Executive recognises however this would represent a further deterioration in the customer experience, with the PAP projected to reach 4,968 by the end of the year. As such, further improvements will be sought wherever possible, noting that any improvement must be sustainable and must not drive perverse outcomes or adverse impacts.
- 1.10. In keeping with the staged approach set out in July's Board paper, the Executive has already identified a number of improvements which are being applied and planned for now, focusing on line management, L1 ombudsman work, and front end innovation.

### **Line management improvements**

- 1.11. At the beginning of the pandemic, the organisation gave a clear message that we would take into account the difficulties and challenges faced by staff in progressing their investigations. It was acknowledged that it would be difficult to hold investigators to the same levels of productivity as previously experienced, and that the focus would be on individuals' values and behaviours during this period, rather than specific outputs.
- 1.12. However, it has become clear that our line managers were not equipped to manage in this fashion. They were also unaccustomed to managing entirely remotely, and were themselves heavily impacted by Covid as a cohort. The team leader focus has been on staff wellbeing, meaning that there has been little active behavioural management of the investigators.
- 1.13. Significant work has now been carried out around managing by behaviours, and the conversations our line managers should be having with staff. This work has been carried out with the assistance of Melanie Whitfield and lays the groundwork for some of the key deliverables of the People Plan. An update on this work was provided to RemCo in September, and a paper setting out the work completed to date and currently underway is included at Appendix 1.

- 1.14. This work represents a significant shift in organisational approach and will take some time to take effect. It is therefore anticipated that this work will contribute to a steady performance improvement, but may not demonstrate significant results until Q4.

### **L1 Ombudsman work**

- 1.15. The Senior Ombudsman (Quality & Service Complaints) and Ops Transformation ombudsman have conducted a review of the Quality and Feedback model and identified a number of opportunities for signing investigators off within the framework of the current model.
- 1.16. A time saving of more than 180 hours of L1 ombudsman time has been identified without the need to compromise on quality or alter the model. This work has therefore realised many of the benefits of Proposal 4 as presented at the July Board meeting, whilst limiting the associated risks.
- 1.17. Work has also been ongoing to gain a better understanding of current L1 ombudsman utilisation. This work has validated concerns about the variability in performance levels across this cohort. The Ops managers have been engaging with Team Leaders in relation to this and have provided a clear guidance in terms of output expectations for the role.
- 1.18. The next step is to consider how L1 resource could be better deployed in the short term to help our customers and support organisational performance. As this would likely involve a temporary change to the day to day responsibilities of the role, input and engagement has been sought across Operational Delivery in line with the recently released change management approach.
- 1.19. A full verbal update on the outcome of this exercise and performance improvements which are likely to follow will be provided at the meeting. Any performance benefits realised as a result of any proposals would deliver additional closures over and above those forecast at 1.7.

### **Innovation and future mitigations**

- 1.20. A pressing priority for performance is to improve the experience for our customers who are waiting for an investigation to begin. In addition, it is not yet known how the effects of the pandemic on the legal services market may manifest in the Legal Ombudsman underlying demand.
- 1.21. Work is underway at the front end to streamline the contact streams and enable GET to improve the service level at this stage. Further work is planned to enable the automatic syncing of emails into CMS which will also bring efficiencies.

1.22. 

[REDACTED]

1.23.

[REDACTED]

1.24.

[REDACTED]

1.25. The Legal Ombudsman is also working with other ombudsman schemes to contribute to a working group seeking to understand common issues encountered in dispute resolution processes, and identify any technological solutions which could be implemented to improve customer experiences.

1.26.

[REDACTED]

Fol exempt s.36 (2) (c) and s.43  
(2)

## **2. Covid-19 activities**

- 2.1. The reopening of schools will mean an increased level of availability for many of our staff. A clear expectation has been set with staff around the need to return to normal levels of availability and output, and further guidance has been issued around how to balance the potential for short term school closures or isolation periods with performance.
- 2.2. The Legal Ombudsman opened the office in Birmingham at a reduced capacity on Friday 18 September. 25% of staff (65 individuals) have elected to attend the office in some capacity. Only 7 individuals have requested to return to the office full time, with the majority of staff preferring to work between 1 and 3 days in the office.
- 2.3. A full risk assessment has been carried out, a copy of which is included at Appendix 2. This document has been approved by Command Team, and has also been circulated to Staff Council for additional suggestions and input.
- 2.4. A member of Command Team will be in the office on any day staff are in attendance to ensure that all safety guidelines are being followed. All staff attending the office must

confirm they have read and understood the operating manual which explains the procedures which must be followed in order to maintain a safe office environment.

- 2.5. The situation in Birmingham is changing rapidly, with further local lockdown measures taking effect from 15 September. At the time of writing, these do not require the closure of the office, however this will be kept under close consideration.

### **3. July and August performance overview**

#### **Front end contact**

- 3.1. Contact levels into GET continue to rise, and are returning steadily to pre-Covid levels. The channel split between calls and emails continues to reflect a significant shift towards email contact compared with the same period last year.
- 3.2. At the time of writing, the service level for processing contacts in GET is at 31 days, with a WIP of 2,300 contacts. The slight deterioration here can be attributed in part to the lower number of working days in August, reducing the available time to process contacts. This was exacerbated by GET advisors losing 172 hours due to Covid-19 over the two month period, and an increased amount of annual leave within the team.
- 3.3. It is anticipated that the position will be recovered in September as staff availability increases, and GET will then be able to make incremental improvements in the service level at the front end.

#### **PAP**

- 3.4. The Pre-Assessment Pool grew to 3,757 at the end of July and 3,929 at the end of August. This increase is in line with growth predictions, given the lower number of cases being resolved.
- 3.5. The average case age in the PAP has therefore increased, and has also been influenced by the fact that fewer new cases were added to the PAP in August than anticipated. This does not appear indicative of a shift in demand, rather this is attributed in large part to availability in GET.
- 3.6. The number of cases taken from the PAP increased in July, but dropped off in August – however the average over the two months is in line with the observed performance in June. It is notable that the amount of active WIP in investigator names did not drop, despite closures outpacing takes from the PAP. This is indicative of the number of suspended cases reducing as service providers availability increases. This means that investigators are unsuspending previously paused cases to take these into their case holdings rather than taking from the PAP.

## **Investigations**

- 3.7. Closures in July showed an improvement on June, however this was not sustained for August. Whilst this was disappointing, August's performance is fairly reflective of the outputs observed in July, when considering the number of available working days.
- 3.8. Caring responsibilities continued to affect both the investigator and Team Leader cohorts, although the amount of time lost is steadily decreasing. This has been offset in July and August by higher levels of pre-booked annual leave. It is anticipated that the reduction in the amount of special leave being claimed will result in improved performance from September onwards.
- 3.9. The number of cases being suspended in month has decreased over July and August, and is now comparable with the same period last year. This is indicative of the return to normal operations for many service providers, and should have a positive impact on performance going forward.
- 3.10. Attrition remains at far lower than usual levels, with one investigator leaving in July and none in August. It should be noted however that the move towards more robust management and clearer expectations set by line managers may result in an increase in attrition. It is also noteworthy that a local competitor has recently opened a recruitment round for investigators at a much higher salary than offered by LeO.

## **Ombudsmen**

- 3.11. Having increased over May and June, mitigations put in place to address the number of cases waiting for an ombudsman decision have started to take effect, with 81 cases awaiting a final decision as at 1 September (down from 105 at 1 July).



## Appendix 1

### People plan update [Melanie Whitfield]

#### What we have done so far

In order to assure the Board that the issues and recommendations from each of the two independent reviews have been addressed by the People Plan we have built an evidence table aligning the recommendations and the action in the People Plan alongside the corresponding themes and metrics of the annual staff survey.

- There are a number of recommendations that are specific to the Board and it is assumed these have been incorporated into the current Board effectiveness review.
- There are some issues and recommendations that do not have a corresponding action in the People Plan.
- The majority of issues have a limited fit/alignment to the list of actions.

#### Work currently under way

Earlier this year the Board consulted on the OLC Corporate Strategy for 2020 – 2023. The strategy outlines the key actions to be taken over the next 12 months and the difference to be made in 3 years in order to deliver against 3 strategic objectives:

- 1. Improving the experience of our service for complainants and service providers while using our expertise to guide and add value to the complaints journey**
- 2. Increasing the transparency and impact of our casework to support greater access to justice**
- 3. Developing our service to ensure it is appropriate for the evolving legal sector**

In order to ensure the People Plan simultaneously supports the strategic objectives we are currently also aligning the People Plan actions to those listed in the 3 year strategy document.

More recently we have experienced the most seismic shift in working practices through the urgent and sustained response to the Covid 19 pandemic and subsequently a more immediate business recovery plan has been prioritised.

Whilst looking to align and phase the People Plan to the strategic direction of the organisation, the HR team recognise the critical requirement of identifying immediate core activity to support the workforce and business recovery in the short term of the next 5 months of this financial year.


#### Recommended immediate people priorities

The operational priorities include:

- optimum utilisation of key staff groups, particularly the level 1 ombudsman;
- a focus on guiding and enabling leadership by behaviours, and
- an improvement in performance.

Therefore the recommended immediate actions from the People Plan are:

- 1. Provide practical support to the Operations Managers and Team Leaders to build their competence and confidence in what it means to manage by behaviours*
- 2. A review of all capability and absence management cases including new starters progressing through induction and probation*

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- 3. Develop the first step of the talent and leadership strategy ( separate paper to be submitted to the October Board) by identifying the competencies (knowledge and skills) and behaviours aligned to the organisational values required by role and level of accountability*

In addition to these improvement activities the HR team is also currently leading on the Introduction of a new pay role provider and will introduce and manage the annual Staff Survey to be launched soon.

Appendix 2

**Edward House risk assessment**

<b>Location:</b> Edward House, Edward Street, Birmingham			<b>Date:</b> 14 September 2020			
<b>Area of Risk Assessment:</b> Whole building to facilitate safe Entrance, 1 <sup>st</sup> and 2 <sup>nd</sup> Floors, Fire Exits						
<b>Risk Assessor:</b> [REDACTED]		<b>Manager:</b> [REDACTED]				
<b>DESCRIPTION OF RISK ASSESSMENT SCOPE</b>						
<b><u>Reducing the risk of returning to key offices during the Covid-19 pandemic</u></b>						
<p>Since lockdown measures were announced on 23 March, our Facilities Management suppliers have continued to deliver a full and comprehensive range of maintenance services to the building, including those required to meet statutory requirements. Our IT team have been in regular attendance and more recently our housekeeper Linda Reilly has returned to the office on a reduced basis.</p> <p>This risk assessment considers the implications of increasing the occupancy of the building, with staff welfare and safety as the primary consideration. The Ombudsman's approach, at this point in time, is for those who wish to work from home 100% of the time to continue to do so, and to re-open our office space for those who wish to return, whilst maintaining social distancing of 2m in all areas. The risk assessment focusses on a whole building experience to ensure that all 'pinch points' are identified, assessed and where appropriate mitigations put in place. It is recognised that circulation spaces (e.g. reception, lift areas) need to be effectively assessed and managed.</p> <p>Calculating the potential capacity of the building, whilst safely maintaining 2m social distancing, will be considered on a floor by floor basis by each risk assessment, as the configuration of any given site will impact the outcome. The risk assessment will also consider if/where 2m social distancing may not be possible.</p> <p>The risk assessment also considers the implications for individuals with restricted mobility, including our approach to emergency evacuations.</p>						
No.	HAZARDS IDENTIFIED (add lines if required)	WHO MAY BE HARMED (Persons / Groups)	REQUIRED CONTROL MEASURES	ADDITIONAL CONTROLS (with MoJ Guidance references)	Action Initials Target Date	Date action closed

1	<b>Building Capacity</b>	LeO Staff / onsite cleaners or contractors	<p>A survey of the area show us that at 2 metre distant we could accommodate 69 people on the 2<sup>nd</sup> Floor and 36 on 1<sup>st</sup> floor WITHOUT addition of Perspex screens as standard. The decision to install Perspex screens for GeT desks was taken in order to maximise the number of GeT staff in the office. Our staff pulse survey results indicated that a greater proportion of GET staff wished to return to the office environment and informal feedback indicated GET valued the ability to work alongside colleagues. 12 of the 36 1<sup>st</sup> floor desks are GeT desks</p> <p>With Perspex in certain places this rises to 41 on 1<sup>st</sup> floor and 90 on second floor</p> <p>Without screens this represents 39% of our maximum capacity</p> <p>Prevent people from accessing different floors to limit the potential spread of COVID.</p> <p>Encourage staff to phone each other (particularly if they work on different floors) rather than move around the office</p> <p>We have communicated our approach to our sub-tenants as they need to take the same steps. Family Services figures are up to 15 out of 52 desks will be used in phase 1 of unlock – 28%, this will be kept under review.</p> <p>Family Services Risk Assessment - <a href="https://legalombi.sharepoint.com/:b:/t/leo/command-team/Ea-u9DaDyRREgHghVUVZIf0BbrOqSUyXoSRPgQTCiPer8A?e=Kbj2jF">https://legalombi.sharepoint.com/:b:/t/leo/command-team/Ea-u9DaDyRREgHghVUVZIf0BbrOqSUyXoSRPgQTCiPer8A?e=Kbj2jF</a></p> <p>Person specific risk assessments for anyone falling into the 'clinically vulnerable' will be conducted prior to them wishing to return to the office</p>	<p><b>LeO's</b> capacity has been assessed on the number of workstations/desks that can be utilised while maintaining a 2 metre distance and includes the work booths.</p> <p>We propose a rota system where people book to attend the office, ideally on the same set days of the week to create cohorts. Staff <b>MUST NOT</b> swap days with others at late notice or come into Edward House if not booked in. If Staff decide <b>NOT</b> to attend on their booked day they must inform their TL/member of MT.</p>	30/07/2020	03/09/2020

2	<b>Building systems</b>	All building users	<p>Our Facilities Management suppliers have continued to deliver the full range of maintenance services to the building, so all statutory maintenance tasks continue to be completed.</p> <p>Air con was serviced by the has been serviced by the landlord's contractors on 21 August and will be done again when ground floor building works are completed in mid-October 2020</p> <p>A limited number of windows can be opened to also improve fresh air flow and a daily 'fresh air' regime will be initiated.</p>	<p>Flushing of Water systems has been undertaken by our cleaners</p> <p>It has been confirmed that our air con is recirculated apart from kitchens and toilets. Therefore, the Air con will be dosed monthly to minimise the risk of spreading infection. LeO has written confirmation from the landlord that the air con is safe to use. As it is approaching the colder months the fresh air flow will be kept under review</p>	30/07/2020	17/09/2020
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3	Cleaning	All building users	<p>Our Facilities Management suppliers have continued to clean the building to ensure that the building remains safe for building occupants (the building has not closed completely).</p> <p>We have also taken the opportunity whilst the building is quieter to deep clean areas of the building, such as the reception area.</p> <p>We will implement an enhanced/more regular cleaning regime across the building when usage increases, that includes:</p> <ul style="list-style-type: none"> <li>• All frequently touched items, such as security pods, lift buttons, internal and lobby, door push plates, handles, vision panels, handrails, light switches, radiator controls, etc will be disinfected. <b>Increase from one to four times per day.</b></li> <li>• Regular disinfection of washrooms paying special attention to push panels, door handles, toilet flush levers, toilets, taps and dispensers. <b>Increase from one to four times per day.</b> Middle sink in each washroom to be out of use. Only one urinal in gents and last cubicle nearest sink in ladies to be taken out of action.</li> <li>• <b>No more than two</b> people in each bathroom at a time</li> <li>• Food safe sanitiser will be used in kitchens and tea points, paying special attention to all the frequently touched surfaces. <b>Increase from one to four times per day.</b></li> <li>• Sanitiser will be a minimum of 70% alcohol.</li> <li>• Antibacterial Cleaning wipes will be available in meeting rooms and areas to provide colleagues the ability to clean surfaces before and after they have used the meeting space, to supplement increased scheduled cleaning tasks</li> <li>• Lockers will be cleaned and spray and wipes provided for people to wipe down.</li> </ul> <p>The cleaning regime will be visible to staff in certain areas, but has also been saved in SharePoint - <a href="https://legalombi.sharepoint.com/:w:/t/leo/command-team/EX2iA-iyR_ZPkvJNuKVIR1EBTNNg5AjTaeylhyD2IfalEA?e=pUsIYZ">https://legalombi.sharepoint.com/:w:/t/leo/command-team/EX2iA-iyR_ZPkvJNuKVIR1EBTNNg5AjTaeylhyD2IfalEA?e=pUsIYZ</a></p> <ul style="list-style-type: none"> <li>• The showers will be emptied of all personal belongings and going forward, personal belonging will not be able to be</li> </ul>	<p>Should building users have any specific feedback in relation to cleaning standards, this should be reported in the first instance to Linda Reilly</p> <p>As building occupancy increases, the level of cleaning will increase in line with this.</p> <p>Routine cleaning during the night continues to include a refresh for the following morning.</p> <p>The Centre for Disease Control recommends soap and warm water is the gold standard for preventing the spread of Covid however when this is not available or practical numerous studies have found that sanitisers with between 60-95% Alcohol are effective</p>	Aug 2020	Sep 2020
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			<p>stored in these areas. The showers are for essential use only</p> <ul style="list-style-type: none"> <li>• Antibacterial cleaner are to be provided for staff to clean the shower before and after use.</li> <li>• Management/facilities are to carry out regular checks of these areas to ensure high standards.</li> <li>• Staff are to be instructed on the procedures for using the showers.</li> <li>• The showers are to be included in the daily cleaning of the office</li> <li>• Hand sanitiser is confirmed as being 70% Alcohol</li> </ul> <p>The coat racks will NOT be in use as they create a pinch point and are not able to be sanitised properly</p>	<p>at killing covid by dissolving its fat membranes. Sanitisers with less than 60% alcohol have been found to be ineffective.</p> <p>It is an HSE recommendation that lockers should be provided for staff where possible so belongings are not left out where they can be handled by other members of staff. Pigeon holes have been ordered for any belongings which were left on desk before lockdown.</p> <p>Staff to be allowed to place coat/jacket on back of chair or back of chair at a desk NOT IN USE. LeO</p>		
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				confirmed with Southalls this is a lesser risk to H&S than the use of the coat racks at this time.		
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4	Reception	All building users	<p><b>Access and Egress</b></p> <p>To ensure 2m distancing, the following measures will be employed:</p> <ul style="list-style-type: none"> <li>• One entrance will be for access this will be the MAIN FRONT DOOR</li> <li>• Car park door on Ground floor is EXIT ONLY</li> <li>• Signage to guide people and to maintain distancing has been installed in stairwell and lifts by Workman</li> </ul> <p><b>Reception and visitors</b></p> <p>Visitors to site should be limited. Where visits are essential, we have:</p> <ul style="list-style-type: none"> <li>• Perspex screens at the reception to safeguard reception staff and visitors.</li> <li>• 2m distancing will be in place from the reception area and for queues.</li> <li>• One person only at the Reception waiting seats. NOT FOR STAFF USE AT ANY TIME</li> <li>• Signage to guide people and to maintain distancing will be installed in the reception area.</li> <li>• Before/once visitors are on site, they should be asked if they have any symptoms of COVID. If they do, they will be asked to leave immediately, and the areas cleaned and disinfected thoroughly.</li> <li>• All external visitors will need to report to Linda as per our normal visitor's protocol. If Linda hasn't been notified in advance this will result in the visitor being turned away. It will be the organisers' responsibility to check in with their visitor to ensure they are not coming into the office if showing any COVID symptoms.</li> <li>• Visitor's badges will be disinfected after use and completed by Linda to avoid the use of shared pens. After use they are to be placed in a tray for Linda to disinfect.</li> <li>• Contractors will be asked to complete the questionnaire before attending site. If they refuse or provide answers showing they may be symptomatic, they will not be allowed on site.</li> </ul>	<p>The front door handles, banisters, lift, car park exit button and reception area is identified as a high-use touch point - the cleaning regime will be increased to ensure more regular cleaning is undertaken.</p> <p>Extra wall mounted sanitiser for exit routes. To be used Prior to touching 1<sup>st</sup> and 2<sup>nd</sup> floor exit door buttons</p> <p>Keep left signs have been placed on the stairs in order to maintain social distancing.</p> <p>Temp checks will be taken for all staff who are due to be working in the office that day.</p>	Aug 2020	17/09/2020
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			<p>All staff to report to 1<sup>st</sup> floor reception for any day they are due to work in the office to have temperature taken. If Linda is not available, please see the member of command team that is present on that day – Rota will be on LINK and on the doors of the 1<sup>st</sup> and 2<sup>nd</sup> floors.</p>			
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				There is signage on toilet doors advising of Max occupancy		
6	Lifts/lift lobbies		<p>The lift lobby areas and lifts in Edward House have been identified as a pinch-point only one person will be allowed in at a time.</p> <p>To achieve this, we will:</p> <ul style="list-style-type: none"> <li>• Ask colleagues to use the stairs where possible. Edward house has one staircase.</li> <li>• Signage to guide people to maintain distancing will be installed in the reception area.</li> </ul>	<p>The lifts/lift lobby area is identified as a high-use touch point - the cleaning regime will be increased to ensure more regular cleaning is undertaken. How many times a day. Ask landlord</p> <p>Hand sanitisers will be placed in lift lobbies on all floors to enable people to sanitise their hands post floor selection. Hand sanitiser is also available in reception and common areas to allow people to sanitise their hands on entry to the building</p>	Jul 20	Aug 20

7	Workspace	<p><b>Desks</b></p> <p>We have assessed the number of desks that can be used whilst maintaining social distancing of 2m. total of 100</p> <p>Signage will be installed on desks to advise staff what desks to use and what desks not to use.</p> <p>Pink Mushroom chairs have all been removed to minimise risk of people sitting at other people's desks</p> <p><b>Breakout space</b></p> <p>Stools and chairs have been removed. Each small breakout table will be single occupant only and all tables and chairs have been placed 2 metres apart.</p> <p>Signage has been installed to advise staff of these measures. Furniture is NOT TO BE MOVED. Each booth will have a max occupancy of 2 and they must be either side of the table not side by side</p> <p><b>Meeting rooms</b></p> <p>We have assessed a revised meeting room capacity whilst maintaining social distancing of 2m.</p> <p>Signage installed to advise staff of the revised capacity. Only Innovate and Collaborate can be used for group meetings. All other rooms can be used for <b>Max 2</b> people at one time. <b>Effective</b> is no longer in use at all. Furniture is not to be moved and desks to be used as physical barriers</p> <p>The Matrix booking system had been updated to reflect the reduced capacity</p> <p>Social distancing significantly reduces the capacity of meeting rooms, so advice is to continue to meet with colleagues using technology.</p>	<p><b>Desks</b></p> <p>Desks designated for use will be thoroughly cleaned and disinfected before and after each occupant and each evening.</p> <p>Antibacterial Alcohol Cleaning wipes will be available to provide colleagues with the option to clean desk surfaces.</p> <p><b>Breakout space</b></p> <p>The breakout areas are identified as a high-use touch point - the cleaning regime will be increased to ensure more regular cleaning is undertaken.</p> <p><b>Meeting rooms</b></p> <p>Meeting rooms will be thoroughly cleaned and disinfected before and after each use and each evening.</p> <p>Antibacterial Cleaning wipes will be available in meeting rooms colleagues must use to clean surfaces in between meetings. It</p>	<p>Aug 20</p>	<p>Sep 20</p>
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		First Aid	<p><b>First Aid/Faith room</b></p> <p>Max 2 people in the 1<sup>st</sup> Aid/Faith room This will be open for use and social distancing must be adhered to while in these areas.</p>	<p>will be the outgoing occupant's responsibility to wipe down All surfaces, door handles, IT equipment before leaving the room</p> <p><b>First aid/Faith room</b></p> <p>First aid room will be cleaned and disinfected after each use by the Facilities Assistant or Sodexo cleaners, regardless of nature of usage. PPE to be provided in a central location AND the wellbeing room for First aiders. To include gloves, masks and aprons. These are part of the standard daily Sodexo clean. Prayer mats can no longer be left in the Faith/First aid room. Staff to be notified of this</p>		
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8	Catering	Kitchens	<p>2 people in the kitchen area at one time with a clear one way and queuing system in place. Plentiful sanitising wipes and a table top bin so that the <b>USER</b> of the zip tap/tap/fridge/microwave sanitises <b>AFTER</b> use ready for the next user.</p> <p>The toaster will not be in use and a DO NOT USE sign will be placed on it.</p> <p>The microwave and fridges can be used as long as they are wiped down after each use by user</p> <p>All tea, coffee, sugar and milk facilities have been removed from kitchen areas as these are high pinch points and therefore staff will be advised to bring their own in and store away in lockers / pedestals.</p> <p>The vending machine has not been re-commissioned as of publication. A date for this will be advised</p>	<p>BonBons are not returning at this stage as all staff are on Furlough</p> <p>The vending machine has been cleaned and will be re-stocked – signage to clean down / sanitise will be visible as well as anti bac wipes on the kitchen top.</p> <p>Markers will be placed on the floor 2 metres apart to allow for queuing for the kitchen</p> <p>Family Services have also been made aware and are content with this approach.</p>	<p>■ Aug 20</p>	<p>■ Sep 20</p>
9	Restricted mobility		<p><b>Lifts</b></p> <p>Lift access to all floors will be maintained.</p>	<p>It is essential that PEEP risk assessments are reviewed and provided to the HR team prior to planned reoccupation and stored within Safety Cloud.</p>	<p>■ Aug 20</p>	<p>■ Sep 20</p>



10	<b>Emergency procedures</b>		<p>The workplace guidance published by BEIS recognises that social distancing of 2m may not be possible in an emergency evacuation and that the most important issue will be the safe evacuation of staff.</p> <p>We recognise that whilst reduced numbers of people in the building will place reduced pressure on staircases during an evacuation, it's an area where 2m distancing will be compromised by the priority to quickly and safely evacuate people. Therefore ALL staff who can MUST wear a face mask in an emergency evacuation situation</p> <p>The buildings evacuation allows for 2m distancing once outside of the building.</p> <p>Fire Alarm: we have continued to carry out weekly testing throughout the lockdown.</p> <p>Fire wardens – The senior member of the team or nominated representative will identify a fire warden in their area for the day's activities.</p> <p>There must be a firsaider in the building within the hours of 10am to 4pm Monday to Friday. Outside of those hours' colleagues should contact the security office on site in an emergency.</p> <p>PEEP's – building systems operation and emergency procedures will operate as normal, so there will be no material change to PEEPS from a facilities management perspective. Colleagues are however advised to ensure that PEEPs are up to date.</p> <p>Ensure there is enough space for social distancing at the muster point.</p>	<p>LS Consulting with Southalls on managing risk</p> <p>Staff will be required to wear a mask in the event of an evacuation.</p> <p>Muster point - maintain social distancing once out of the building where possible, directed by fire marshalls accordingly</p> <p>It is essential that PEEP risk assessments are reviewed and provided to the HR team prior to planned reoccupation and stored within Safety Cloud.</p> <p>Additional first aid volunteers from those who have indicated that they wish to come into the office have been identified and will be trained as a priority.</p>		
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11	Communication		<p>A reference guide has been produced for Edward House and will be available on entry to the building. This will also be available on the Coronavirus pages</p>	<p>All potential building users should check intranet guidance before planning their journey to their work location.</p> <p>engagement with staff regarding COVID controls included a return to work Questionnaire, health survey and engagement with staff council prior to the RA being published. The Compliance manual has been published on LINK and staff are required to sign that they have read it. Photos and descriptors will go up on LINK so staff have a feel for the office before they come in.</p> <p>Live feedback from staff is encouraged and where possible will be acted on with immediate effect</p> <p>A member of the command team will be on site every day and any concerns staff have should be reported to either their line manager or directly to the CT member. The duty CT</p>	<p>Sep 20</p>	<p>Sep 20</p>
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				member will be clearly displayed alongside where they are seated via a rota on 1st and 2nd floor entry and on LINK		
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12	<b>Personal Protective Equipment (PPE), wearing of gloves and face coverings</b>	Masks have not been made mandatory in office buildings Wearing a mask will be at staff's discretion and they will not be provided by OLC other than to First Aiders and Emergency evac chair carriers	The wearing of gloves for specific jobs, where task-specific Risk Assessment identifying the need is stated, an adequate supply of these will be provided by the employee's or contractor's facilitator, or by the LEO where contractual agreement is in place. Staff must be instructed on how to remove gloves carefully to reduce contamination and how to dispose of them safely.	<p>Face coverings are not regarded as PPE. Members of staff may choose to wear a face covering as part of their personal precautions, but it is not required in the workplace.</p> <p>Whilst commuting, however, passengers on public transport in England must wear a covering from 15<sup>th</sup> June 2020. Face coverings - which can be homemade - must be worn on buses, trams, trains, coaches, aircraft and ferries. Passengers will not be allowed to travel without one, and if they do not wear one they could be fined.</p> <p>Staff using public transport to be encouraged to wash/sanitise hands upon entry to the building</p> <p>If you choose to wear one at your place of work, it is important to use face coverings properly and practise hand washing rigorously before</p>	<div style="text-align: center;">   <b>Aug 20</b> </div>	<div style="text-align: center;">   <b>Sep 20</b> </div>
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				<p>putting them on and taking them off.</p> <p>If members of staff chose to wear gloves as part of their chosen personal precautions, they must be reminded that wearing of gloves is not a substitute for good hand washing.</p>		
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**RISK ASSESSMENT CONTINUOUS ACTION PLAN – (Review controls as conditions change: Severity x Likelihood = Rating)**

<b>Black 16+</b>	Immediate action is required to lower the level of risk.
<b>Red 12-15</b>	Urgent action is required to lower the level of risk.
<b>Amber 5-10</b>	Review the activities with the aim of reducing the risk to the next level within planned time scale.
<b>Green 1-4</b>	Monitor to make sure that risk does not increase.

No.	HAZARDS IDENTIFIED ABOVE	Uncontrolled Severity	Uncontrolled Probability	Uncontrolled Risk rating	WITH ABOVE CONTROL MEASURES APPLIED (Give serial numbers of related Safe System of Work etc. where relevant)	Revised Severity	Revised Probability	Revised Risk Rating
1	Spread of Covid-19 Coronavirus	4	4	16		2	2	4

**NOTES:**

Edward House has remained open for critical LeO work and sub-tenant work activity. The building has continued to be maintained and cleaned, so the current RAG rating is considered green.

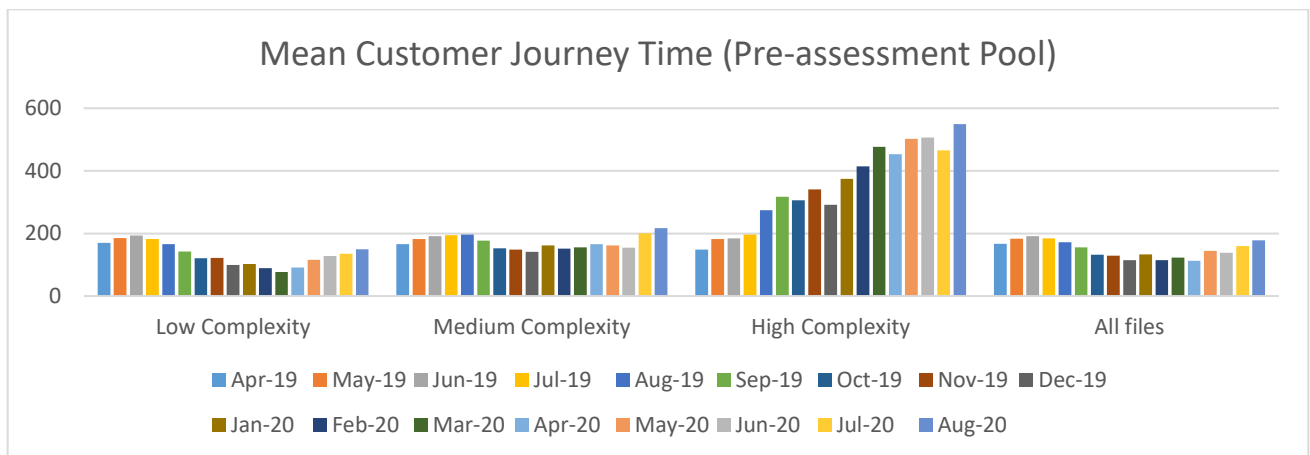
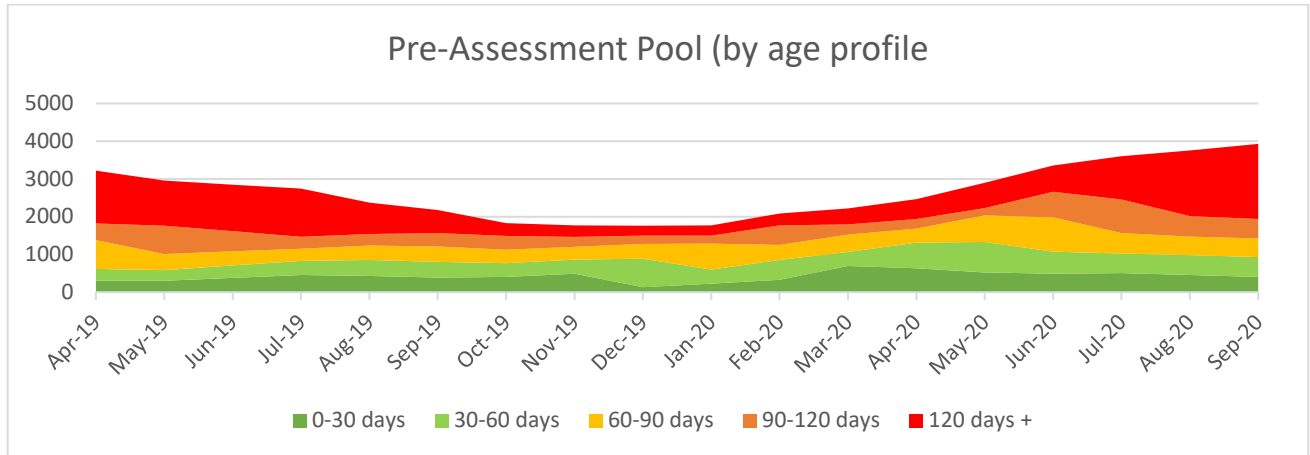
<b>RISK ASSESSOR:</b>		<b>SIGNATURE:</b>		<b>DATE:</b>	08/09/2020
					17/09/2020
<b>APPROVED BY:</b>		<b>SIGNATURE:</b>		<b>DATE:</b>	08/09/2020

**Review Date & Comments:**

## Appendix 3

### Performance data September 2020

#### Pre-Assessment Pool



## Investigation

