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May 2020

Introduction

The purpose of this document is to detail how Kura is dealing with the current COVID-19 situation within the workplace. This document will set out the specific actions Kura has undertaken to mitigate risk in the workplace and the practical considerations we have adopted.

This document does not supersede any legal obligations in relation to health and safety, employment or equalities.

Thinking about risk

Kura has a responsibility to conduct and document a risk assessment in relation to COVID-19. This document has been created following consultation and collaboration from employees and the Trade Union representatives.

Managing risk

Objective: To reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.

Kura, like all employers have a duty to reduce workplace risk to the lowest reasonably practicable level by taking preventative measures. Kura works with employees, visitors and contractors to ensure that everybody's health and safety is protected. In the context of COVID-19 this means working through the following steps in order:

- Increasing the frequency of handwashing and surface cleaning
- Make every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with the social distancing guidelines set out by the government (keeping 2m apart wherever possible).
- Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, business should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between their staff.
- Further mitigating actions include:
 - Increasing the frequency of handwashing and surface cleaning
 - Keeping the activity time involved as short as possible
 - Using screens or barriers to separate people from each other
 - Using back-to-back or side-to-side working (rather than face-to-face) wherever possible.
 - Face coverings must be worn when moving around the buildings
- Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).
- If people must work face-to-face for a sustained period with more than a small group of fixed partners, then an assessment will need to be conducted to understand if the particular activity can safely go ahead. No employee is obliged to work in an unsafe work environment.

Sharing the results

Kura will share the results of the risk assessment with all employees. This will be available via the Kura intranet and the external website.

Who should go to work?

Objective: That everyone should work from home, unless they cannot work from home.

Steps that will usually be needed:

- *Staff should work from home if at all possible. Consider who is needed to be on-site; for example*
 - *Workers in critical roles for business and operational continuity*
 - *Workers in critical roles which could be performed remotely but unable to work remotely due to home circumstances etc.*
- *Planning for the minimum number of people needed on site to operate safely and effectively*
- *Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the business, especially if the majority of their colleagues are on site.*
- *Providing equipment for people to work at home safely and effectively, for example, remote access to work systems.*

Steps that Kura has taken:

- Those employees who are currently working from home will continue to do so. Only those who are unable to work from home will return to the offices.
- Our planning team have worked with operations to ensure only the minimum number of people are returning to site.
- Kura has the PAM assist programme as well as various wellbeing sessions which are available for all areas of the business. Several channels of communication are available for all employees.
- All employees who are working from home have been provided with the equipment to do so safely and effectively. Employees with any concerns should discuss with their line manager and complete the self-assessment via cascade.

Protecting people who are at a higher risk

Objective: To protect clinically vulnerable and clinically extremely vulnerable individuals.

Definitions below:

- Clinically extremely vulnerable individuals have been strongly advised not to work outside the home. (see government list for those deemed to be extremely clinically vulnerable)
- Clinically vulnerable individuals, who are at a higher risk of severe illness (for example, people with some pre-existing conditions), have been asked to take extra care in social distancing and should be helped to work from home, either in their current role or in an alternative role.
- If clinically vulnerable (but not extremely clinically vulnerable) individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to stay 2m away from others.

Steps that will usually be needed:

- *Providing support for works around mental health and wellbeing. This could include advice or telephone support*

Steps Kura has taken:

- For those people in the clinically vulnerable and clinically extremely vulnerable groups will be provided the support via their line manager and our HR team.
- Kura has the PAM assist programme as well as various wellbeing sessions which are available for all areas of the business. Several channels of communication are available for all employees.

People who need to self-isolate

Objective: To make sure individuals who are advised to stay at home under existing government guidance do not physically come to work. This includes individuals who have symptoms of COVID-19 as well as those who live in a household with someone who has symptoms.

Steps that will usually be needed:

- *Enabling workers to work from home while self-isolating if appropriate*
- *See current guidance for employees and employers relating to statutory sick pay due to COVID-19*
- *See current guidance for people who have symptoms and those who live with others who have symptoms*

Steps that Kura has taken:

- Works who are self-isolating and have the ability to work from home, can continue to work from home.
- The HR and Payroll teams are keeping up to date on government guidelines in relation to COVID-19 and statutory sick pay.
- The HR team reviews guidance regularly from the government in relation to those employees who have symptoms of COVID-19 as well as those who live in the same household.
- People who enter our buildings will have their temperature checked. Any individual who has a high temperature will be asked to return to their home.

Equality in the workplace

Objective: To treat everyone in your workplace equally.

Steps that will usually be needed:

- *Understanding and taking into account the particular circumstances of those with different protected characteristics*
- *Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk, or might make any steps you are thinking about inappropriate or challenging for them*

- *Considering whether you need to put in place any particular measures or adjustments to take account of your duties under equalities legislation*
- *Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and asserting the health and safety risks for new or expectant mothers*
- *Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example, those with caring responsibilities or those with religious commitments.*

Steps Kura has taken:

- Kura acknowledges its legal responsibilities to employees and job applicants under the Equality Act 2010. All managers have a specific responsibility for ensuring service procedures comply with our Equality and Diversity Policy.
- Kura are committed to ensuring that all decisions relating to the employment and development of our employees are objective and based on merit, whilst continuing to support the overall business goals.
- Where appropriate and reasonable, employees will be given special training and encouragement to achieve equality of opportunity within the organisation.
- Kura is committed to ensuring that employees (and job applicants) who are disabled, or who become disabled whilst employed by us, are properly supported and given opportunities to maintain employment and seek development equally in so far as it is reasonably possible to do so.
- Kura acknowledges its legal responsibilities to employees and job applicants under the Equality Act 2010. It will not discriminate directly or indirectly against employees or job applicants.

Social distancing at work

Objective: To maintain 2m social distancing wherever possible, including while arrive at and departing from work, while in work and when traveling between sites.

Steps that will usually be needed:

- *Further increasing the frequency of hand washing and surface cleaning*
- *Keeping the activity time as short as possible*
- *Using screens or barriers to separate people from each other*
- *Using back to back or side to side working (rather than face to face) whenever possible*
- *Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others)*

Social distancing applies to all parts of the business, not just the areas where people spend most of their time, but also entrances and exits, break out spaces, cafes and similar settings.

Steps Kura has taken:

- Signs and visual aids have been displayed across the sites. The cleaning team are on site to conduct the daily clean as well as the more regular cleaning of high touch points.
- At this time, we do not have a requirement for screens or barriers, with the exception of our manned reception areas as the volume of people returning to site is very low.
- Should we have a requirement to have a higher number of people working on site, we will review the layout and adjust accordingly to ensure people are not face to face.

- The people returning to site will not fluctuate. The same people will work fixed shifts in order to have limited interaction with others inside our premises.
- Face coverings are mandatory and must be worn when moving around the buildings

Coming to and leaving work

Objective: To maintain social distancing wherever possible, on arrival and departure and to ensure hand washing upon arrival.

Steps that will usually be needed:

- *Staggered arrival and departure times at work to reduce overcrowding into and out of the building.*
- *Providing parking facilities*
- *Reducing congestion, for example, having additional access or egress points*
- *Using floor markings and introducing a one-way flow at entry and exit points*
- *Providing handwashing facilities, or hand sanitiser where washroom facilities isn't possible*
- *Defining process for entry/exit points where appropriate, for example, deactivating swipe access.*

Steps Kura has taken:

- Our Resource and Planning team have worked with Operations and HR to ensure shift start and end times are staggered.
- Our sites, with the exception of Glasgow has more than enough parking to accommodate people returning to the office. For those people in the Glasgow sites and who would like to drive to work, the car park will be open for those employees to use. Please request this via your line manager.
- Kura has implemented a one-way flow system through the buildings. The main access door will be the entry to site. The fire escapes will be used for egress.
- Floor markings have been installed across all sites. This will show you where you can wait, entry and exit points as well as provide general information.
- All Kura sites have washroom facilities on all floors. Toilet facilities will only permit one person at any one time. Your security access card should be left in the box at the entry to the facility. This will highlight to another user that the facility is occupied. On leaving, you will take your security access pass with you. Floor markings are used to highlight where you should wait should the facility be occupied. In addition to the handwashing facilities, Kura has hand sanitisers available across the site as well as antibacterial spray for you to use to refresh your workstation throughout the day.
- Our people have been advised to follow government guidance regarding face coverings while travelling to and from work.

Moving around the building

Objective: To maintain social distancing wherever possible while people travel throughout the workplace.

Steps that will usually be needed:

- *Reducing movement by discouraging non-essential trips within the buildings, for example, restricting access to some areas.*
- *Reducing maximum occupancy for lifts, encouraging use of the stairs wherever possible*
- *Making sure that employees with disabilities have access to lifts*
- *Regulating use of high traffic areas including corridors and walkways.*

Steps Kura has taken:

- A temporary break out space has been created on each occupied floor/location on all sites. The main café area on all sites has been closed.
- Only one per person at any time will be permitted to use the lift(s). We would ask those who can, to use the stairs.
- The Estate Services team will work with the HR and Operations teams to ensure any disabled employees have access to the lift(s) when needed.
- Kura has implemented a one-way system. This will reduce high traffic areas within the corridors and walkways. The flooring has been marked to detail the 2m guidance which should be adhered to at all times.
- Facemasks will be provided to our people for use when moving around the building for those who do not have their own

Workplaces and workstations

Objective: To maintain social distancing between individuals when they are at their workstations.

- For people to work in one place, workstations should allow them to maintain social distancing wherever possible.
- Workstations should be assigned to an individual and not shared. If they need to be shared, they should be shared by the smallest possible number of people
- If it is not possible to keep workstations 2m apart then businesses should consider whether that activity needs to continue for the business to operate and if so, take all mitigating actions possible to reduce the risk of transmission.

Steps that will usually be needed:

- *Review layouts to allow people to work further apart from each other*
- *Using floor tape to mark areas to help works keep a 2m distance*
- *Only where is it not possible to move workstations further apart, arranging people to work side by side or facing away from each other rather than face to face*
- *Managing occupancy levels to enable social distancing*
- *Avoiding the use of hot desks and spaces and, where not possible, for example, call centres or training facilities, cleaning workstations between occupants including shared equipment.*

Steps Kura has taken:

- Our Estate Services team has reviewed the layout across all sites to ensure we adhere to the 2m social distancing guidance.
- Floor tape has been used across walkways, corridors etc. to highlight the 2m distance.

- At present, we do not have a requirement to move workstations due to the limited number of people returning to site. This will be reviewed as and when required.
- Kura will continue to review and adhere to the government guidelines with regards to social distancing and will ensure any changes to the number of people returning to site does not breach this.
- Hot desking/spaces across all sites is prohibited.
- Meeting rooms will be strictly controlled to ensure that social distancing measures are adhered to.

Meetings

Objective: To reduce transmission due to face to face meetings and maintain social distancing in meetings.

Steps that will usually be needed:

- *Using remote working tools to avoid in-person meetings*
- *Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout*
- *Avoiding transmission during meetings, for example, avoiding sharing pens and other objects*
- *Providing hand sanitiser in meeting rooms*
- *Holding meetings outdoors or in well-ventilated rooms whenever possible*
- *For areas where regular meetings take place, using floor signage to help people maintain social distancing.*

Steps that Kura has taken:

- The business will continue to conduct meeting via online tools such as Skype/MS Teams and Zoom.
- Where an online tool isn't available, a room large enough to safely conduct the meeting should be used to ensure 2m social distancing is maintained. The use of meeting rooms will be strictly controlled and permission to use approved by our Estate Services Team.
- All whiteboards pens will be removed from the floors to mitigate this particular risk of cross contamination.
- Antibacterial spray will be located in each meeting room. It is the responsibility of the user to clean the surfaces when entering and leaving the room.

Common areas

Objective: To maintain social distancing while using communal areas.

Steps that will usually be needed:

- *Working collaboratively with landlords and other tenants in multi-tenant sites/buildings to ensure consistency across common areas, for example, receptions and staircases*
- *Staggering break times to reduce pressure on break rooms or cafes*
- *Using safe outside space for breaks*
- *Creating additional space by using other parts of the workplace or building*

- *Installing screens to protect staff in receptions or similar areas*
- *Providing packages meals or similar to avoid fully opening staff cafes*
- *Encouraging workers to bring their own food*
- *Reconfiguring seating and tables to maintain spacing and reduce face to face interactions*
- *Encourage staff to remain on site and, when not possible, maintaining social distancing while off-site.*
- *Regulating use of locker rooms, changing areas and other facility areas to reduce concurrent usage*
- *Encouraging storage of personal items and clothing in personal storage spaces, for example, locker and during shifts.*

Steps Kura has taken:

- Kura has adopted the same principles for social distancing across all sites.
- Our Resource and Planning teams have worked with Operations to ensure break and lunch times are staggered.
- Where there is a safe outside space, this can be used. The 2m social distancing should always remain.
- Rooms on each floor that are not being used will be used for break out/café space.
- Protective screens have been installed at our manned reception areas
- All employees returning to site must bring their own food. Food must not be shared with others. Kura will supply coffee/tea/water
- Break out spaces have been reconfigured to ensure 2m social distancing.
- The use of locker rooms will not be permitted. We have spare capacity across the operational floors. Any bags (with mobile phones inside) and jackets, can be left on a desk within the same pod.

Accidents, security and other incidents

Objective: To prioritise safety during incidents.

In an emergency, for example, an accident or fire, people do not need to stay 2m apart if it would be deemed as unsafe.

People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands.

Managing your customers, visitors and contractors

Manage contacts

Objective: To minimise the number of unnecessary visits to offices.

Steps that will usually be needed:

- *Encouraging visits via remote connections/working where this is an option*

- *Where sites visits are required, site guidance on social distancing and hygiene should be explained to visitors on or before arrival*
- *Limiting the number of visitors at any one time*
- *Limiting visitor times to a specific time window and restricting access to required visitors only*
- *Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people, for example, carrying out services at night or out-with core hours*
- *Revising visitor arrangements to ensure social distancing and hygiene, for example, where someone physically signs in with the same pen in reception*

Steps Kura has taken:

- Visits to our buildings will be actively discouraged. Clients/Visitors and contractors (where possible) will be encouraged to hold meetings remotely.
- Site visits must be approved by the Head of Estate Services in advance.
- All essential/business critical maintenance will be carried out, out-with working hours, unless it is deemed a health & safety risk.
- Visitor guidelines have been reviewed to adapt to the current COVID-19 situation.

Providing and explaining available guidance

Objective: To make sure people understand what they need to do to maintain safety.

Steps that will usually be needed:

- *Providing clear guidance on social distancing measures and hygiene to people on arrival, for example, signage or visual aids and before arrival, for example, by phone, website or email*
- *Establishing host responsibilities relating to COVID-19 and providing any necessary training for people who act as hosts for visitors*
- *Reviewing entry and exit routes for visitors and contractors to minimise contact with other people*
- *Coordinating and working collaboratively with landlords and other tenants in multi-tenant sites, for example, shared working spaces*

Steps that Kura has taken:

- All employees who are returning to the office will have a telephone conversation with HR/Operations. They will also be sent an 'Return to the Office Induction' which will detail the importance of social distance and what they can expect when they return.
- Any employee who will be required to host a visitor will be given full training to ensure they adhere to social distancing.
- All visitor to the site will be required to follow Kura processes, including one-way system and social distancing.

Cleaning the workplace

Before re-opening

Objective: To make sure that any site or locations that has been closed or partially operated is clean and ready to restart.

Steps that will usually be needed:

- *Checking whether you will need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels*
- *Most air conditioning systems do not need adjustment, however where systems serve multiple buildings or you are unsure, advice can be sought from your heating ventilation and air conditioning (HVA) engineer advisors*
- *Opening windows and doors frequently to encourage ventilation (where possible)*

Steps Kura has taken:

- All HVAC systems across the Kura estate have been serviced following the site closures. This maintenance includes a filter clean/change.
- There is not a requirement to adjust the HVAC system due to the reduction in occupancy levels.
- Windows can be opened where possible. A request should be submitted via the Fix-It channel as normal.

Keeping the workplace clean

Objective: To keep the workplace clean and prevent transmission by touching contaminated surfaces.

Steps that will usually be needed:

- *Frequent cleaning of work areas and equipment between uses, using your usual cleaning products*
- *Frequent cleaning of objects and surfaces that are touched regularly, such as door handles and keyboards, and making sure there are adequate disposal arrangements*
- *Clearing workspaces and removing waste and belongings from the work area at the end of a shift*
- *Limiting or restricting the use of high-touch items and equipment, for example, printers or whiteboards*
- *If you are cleaning after a known or suspected case of COVID-19 then you should refer to the specific guidance*

Steps Kura has taken:

- Kura maintains high standards for the cleanliness of our buildings and as such our cleaning teams across all sites will continue to work as normal.

- Each site has a dedicated cleaner responsible for maintaining the regularly touched areas such as door handles, light switches, microwaves etc throughout our operational hours. Used blue roll/antibacterial wipes can be disposed of via the general waste.
- It is the responsibility of the employee to ensure their workstation is completely cleared at the end of the day. No personal effects are permitted at workstations.
- The use of printers and whiteboards are prohibited.
- Where a case of COVID-19 is confirmed, we will refer to the guidance provided by the government at the time.

Hygiene – handwashing, sanitation facilities and toilets

Objective: To help everyone keep good hygiene throughout the working day.

Steps that will usually be needed:

- *Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available*
- *Providing regular reminders and signage to maintain personal hygiene standards*
- *Providing hand sanitiser in multiple locations in addition to washrooms*
- *Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible*
- *Enhancing cleaning for busy areas*
- *Providing more waste facilities and more frequent rubbish collections*
- *Where possible, providing paper towels as an alternative to hand dryers in handwashing facilities*

Steps Kura has taken:

- Signage and posters across all sites have been displayed to raise awareness of good hygiene practices/technique.
- Reminders on maintaining good personal hygiene will form part of team briefs as well as regular updates via the Kura intranet.
- Hand sanitiser dispensers are located across the building. Please contact Fix-It should you notice a dispenser that needs replenished.
- Toilets and washroom facilities will only permit 1one person at any one time. Please adhere to the guidance provided and maintain 2m. The use of urinals is no longer permitted.
- More frequent cleaning has been arranged for the busier areas/high touch points.
- Waste is removed from site daily. The internal waste bins are emptied frequently throughout the day.
- Tissues should be disposed of via the general waste receptacles located in the operational floor.
- Paper towels are now available in all toilet facilities across the estate. The use of hand dryers is no longer permitted

Changing rooms and showers

Objective: To minimise the risk of transmission in changing rooms and showers.

Steps that will usually be needed:

- *Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that social distancing is achieved as much as possible*
- *Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day*

Steps that have been taken:

- Shower rooms on sites (were available) will remain open. Please ensure you make reception or a member of the Estate Services team aware then this facility is used in order for it to be cleaned. Locker rooms will not be used.
- Enhanced cleaning will continue throughout each day.

Handling goods, merchandise and other materials, and onsite vehicles

Objective: To reduce transmission through contact with objects that come into the workplace and vehicles at the worksite.

Steps that will usually be needed:

- *Cleaning procedure for good and merchandise entering the site*
- *Cleaning procedure for vehicles*
- *Introducing greater handwashing and handwashing facilities for workers handling goods and merchandise and hand sanitiser where this is not practical*
- *Regular cleaning of vehicles of workers may take home*
- *Restricting non-business deliveries, for example, personal deliveries to workers*

Steps Kura has taken:

- All deliveries will be handled by the Estate Services team. Cleaning, where necessary will be done prior to goods entering the building.
- Company vehicles will be cleaned regularly, inside and out.
- Hand sanitiser will be kept replenished in the company vehicles. Washroom facilities are available for all employees.
- Personal deliveries are prohibited.

Personal Protective Equipment (PPE) and face coverings

PPE protects the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment such as face masks.

Where are you already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so.

The government has detailed the steps which should be taken to manage risks in the workplace. This includes working from home and staying 2m away from others in the workplace if at all possible. When managing the risk of COVID-19, additional PPE beyond what you usually wear is not beneficial. This is because COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed terms or partnering, not through the use of PPE.

The exception is clinical settings, like a hospital, or a small handful of other roles for which Public Health England advise the use of PPE. For example, first responders and immigration enforcement officers. Further detail can be found at :

<https://www.gov.uk/government/publications/coronavirus-covid-19-personal-protective-equipment-ppe-plan/covid-19-personal-protective-equipment-ppe-plan>

and

<https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings>

Workplaces should not encourage the precautionary use of PPE to protect against COVID-19 outside the clinical settings or when responding to a suspected or confirmed case of COVID-19.

Unless you are in a situation where the risk of COVID-19 is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is very limited. However, if your risk assessment does show that PPE is required, then you must provide PPE free of charge to workers who need it. Any PPE provided must fit properly.

Face coverings

There are some circumstances when wearing a face covering may be marginally beneficial as a precautionary measure. The evidence suggests that wearing a face covering does not protect you, but it may protect others if you are infected but have no developed symptoms.

A face covering can be very simple and may be worn in enclosed spaces where social distancing isn't possible. It just needs to cover your mouth and nose. It is not the same as a face mask, such as the surgical masks or respirators used by health and care workers. Similarly, face coverings are not the same as the PPE used to manage risks like dust and spray in an industrial context. Supplies of PPE, including face masks, must continue to be reserved for those who need them to protect against risks

in their workplace, such as health and care workers, and those in industrial settings like those exposed to dust hazards.

It is important to know that the evidence of the benefit of using a face covering to protect others is weak and the effect is likely to be small, therefore face coverings are not a replacement for the other ways of managing risks, including minimising the time spent in contact, using fixed teams and partnering for close-up work, and increasing hand and surface washing. These other measures remain the best ways of managing risk in the workplace and government would therefore not expect to see employers relying on the face coverings as a risk management for the purpose of their health and safety risk assessments.

Wearing a face covering is optional and is not required by law, including in the workplace. If you choose to wear one, it is important to use the face coverings properly and wash your hands before putting them on and taking them off.

Employers should support their works in using face coverings safely if they choose to wear one. This means telling works:

- Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it
- When wearing a face covering, avoid touching your face or face covering as you could contaminate them with germs from your hands
- Change your face covering if it becomes damp or if you've touched it
- Continue to wash your hands regularly
- Change and wash your face covering daily
- If the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in your usual waste
- Practise social distancing wherever possible

You can make face coverings at home and can find guidance on how to do this and use them safely on www.gov.uk

Steps Kura has taken:

Kura has a supply of washable face masks for those employees who do not have one of their own. Please contact Estate Services via the Fix-It mailbox.

Face coverings are mandatory when moving around the building.

Workforce management

Objective: To change the way work is organised to create distinct groups and reduce the number of contacts each employee has.

Steps that will usually be needed:

- *As far as possible, where staff are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people*

- *Identifying areas where people directly pass things to each other, for example office supplies, and finding ways to remove direct contact, such as drop-off points or transfer zones*

Steps Kura has taken:

- The employees returning to site will not change. Only those employees who cannot work from home, will be able to return to the office.
- There is not a requirement within the office environment to pass objects to each other.

Work related travel (cars, accommodation and visits)

Objective: To avoid unnecessary work travel and keep people safe when they do need to travel between locations.

Steps that will usually be needed:

- *Minimising non-essential travel – consider remote options first*
- *Minimising the number of people traveling together in one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face to face*
- *Cleaning shared vehicles between shifts or on handover*
- *Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines*

Steps Kura has taken:

- Only those employees who cannot work from home, have the option to work from the office. Travelling to other Kura sites is not permitted.
- Kura does not share vehicles. Employees who are sharing vehicles with family should ensure they are cleaned before being used.
- Kura has prohibited travel across sites; therefore no overnight accommodation is required.

Work related travel (deliveries to other sites)

Objective: To help workers delivering to other sites such as branches, or suppliers, or customers premises to maintain social distancing and hygiene practices.

Steps that will usually be needed:

- *Putting in place procedures to minimise person-to-person contact during deliveries to other sites*
- *Maintaining consistent pairing where two-person deliveries are required*
- *Minimising contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents*

Steps Kura has taken:

- Deliveries across sites will be handled by the Estate Services team or via Royal Mail.

Communications and Training (Returning to Work)

Objective: To make sure all workers understand COVID-19 related safety procedures.

Steps that will usually be needed:

- *Providing clear, consistent and regular communication to improve understanding and consistency of ways of working*
- *Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements*
- *Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work*

Steps Kura has taken:

- The HR and Operations team will have regular communication with those employees who are returning to work.
- Our HR, Operations and Estate Services teams will continue to engage and collaborate with employees, employee reps and Trade Union reps (where applicable).
- All employees will also be provided with a virtual induction presentation to support their return to the office.

Communications and Training (ongoing communications and signage)

Objective: To make sure all workers are kept up to date with how safety measures are being implemented or updated.

Steps that will usually be needed:

- *Ongoing engagement with workers (including through trade unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments*
- *Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on mental health – www.gov.uk*
- *Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language*
- *Using visual communications, for example, whiteboards or signage, to explain changes to schedules, breakdowns or material shortages to reduce the need for face-to-face communications*
- *Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience*

Steps Kura has taken:

- Our HR team will continue to engage with our employees and Trade Unions in relation to changes to the working environments.

- The Kura HR team are working with other business areas to raise the awareness and focus on the importance of mental health.
- All communication will be shared with all users. Where any employees requires this communication in a different format, this can be provided.
- Communications can be issued through various channels, including the Kura intranet, email and text. Where a face to face communication is required, social distancing measures must be maintained.

Inbound and outbound goods

Objective: To maintain social distancing and avoid surface transmission when goods enter and leave the site.

Steps that will usually be needed:

- *Revising pick-up and drop-off collection points, procedures, signage and markings*
- *Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for the use of electronic booking*
- *Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often*
- *Where possible and safe, having single workers load or unload vehicles*
- *Where possible, using the same pairs of people for loads where more than one is needed*
- *Enabling drivers to access welfare facilities when required consistent with other guidance*
- *Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways*

Steps Kura has taken:

- Goods and deliveries (depending on site) will be received via the main entrance door. This will be very limited due to the nature of our business.
- Larger, less frequent orders, when needed will be placed to avoid regular deliveries to site.
- Where it is safe to do so, only one person will manage a delivery. Where this is not possible, and social distancing isn't possible, face coverings and gloves will be provided.
- Drivers, where necessary, can utilise the washroom facilities. A member of the Estate Services team must be aware to ensure limited access to the building.

Further guidance

COVID-19: what you need to do: <https://www.gov.uk/coronavirus>

COVID-19: guidance for employees, employers and businesses:

<https://gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19>

Version Control Information

Document Status: **CURRENT** / ARCHIVE / RETAINED

Storage: **LOCAL INTRANET** / OWNER LOCAL DRIVE / ARCHIVE

Keywords: Task, Instruction

Revision History

| Revision Number | Author | Details | Sign Off | Release Date |
|-----------------|--------------------|--------------|----------------|---------------------------|
| | Leigh-Ann Paterson | New document | Julie McIntosh | 22 nd May 2020 |
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