

Appendix 2: Implementation Plan

There are three stages to enable the continued use of Riverside House (RH) during the ongoing pandemic and beyond; these can be summarised as follows:

1. **Stage 1:** Review and update of existing management procedures and building usage; implement updated procedures as necessary.
2. **Stage 2 (A-D):** Implement medium-term operational management arrangements enabling a limited number of officers to work safely within RH on the basis of operational and health and wellbeing requirements. Clearance and mothballing of Level 4. Facilitation of safe working spaces and practices for future accommodation of occasional-users (Levels 3 to 1) and the potential resumption of face-to-face service delivery.
3. **Stage 3:** Long-term operational management of RH; review and implementation of measures post-COVID-19 as far as may be possible, with potential changes to the work from home policy.

SMT discussions over the lockdown period resulted in agreement that:

- All of the proposals and costs would be subject to political consideration and approval at an early opportunity.
- Home working should be facilitated though the provision of a desk, table, chair where required and based on the available information this was estimated at £26,600. Existing equipment to be used where possible.
- A move to a laptop based operation for those employees not working permanently from RH. From the analysis, the headline figure of 217 laptops was produced and at a current cost of around £520 each, a total estimated cost of £112,840 was noted. Additional costs of keyboards, mice and other sundries were estimated at £5,000 and an additional £36,000 for laptop docks. The total estimated cost for ICT equipment was £154,000.
- The Asset Steering Group (ASG) to be asked to look at rules in detail on the basis of a Permit to Access system.
- ASG to look at options for revoking visitors passes, including consideration of the need for access by Members and external tenants using Level 2.
- A floor level should be mothballed to allow business rates savings to be achieved. Managers Forum to be used to position this new way of working and a communications plan to be developed. ASG to look at the detailed requirements around which floor is best to mothball.
- A small working group from those services that previously offered customer facing services at RH should be convened and their recommendations discussed when available.

Update position 10th August 2020:

Stage 1: Here and Now - aiming to migrate to Stage 2 as soon as reasonably practicable

Adjustments have been made to the office cleaning regime for the short period to implementation of Stage 2. These are being reviewed fortnightly. There is now a cleaner in place based on an AM and PM shift system between 7.30am and 5.00pm and that cleaner tours the building cleaning touch points and communal facilities using COVID-19 compliant materials. There is an additional cost for this under the contract and the wider cleaning regime of vacuuming etc. operates in the evening.

We have formally notified the cleaning contractor of our future requirements arising from Stage 2 below, in order to re-allocate their cleaning resources currently contracted to RH.

All contractor and visitor passes (not cleaners) providing access into RH are to be suspended (by agreement) and alternative arrangements put in place.

Stage 2:

A. Facilitate safe working spaces and practices for those falling within Operational or Health & Wellbeing criteria (OHW Group) to return to RSH

Appendix 1 to this report is an Action Planning table encompassing the main deliverables within Stage 2. Key to the implementation of this is the early appointment of an on-site Building/Facilities Manager, reporting to the Head of Assets with the authority to manage access to the building under the Permit to Access system; liaise with line managers; ensure the safety and wellbeing of the OHW Group and later the transient / visitor individuals; carry out employee induction on access and safe ways of working; day to day liaison with cleaners; coordination of fire and first aid wardens; ensure an adequate stock of cleaning and PPE for people in the building; implementation and management of energy saving measures and also supervise the clearing of Level 4 and its subsequent mothballing.

This person needs to be process driven. An existing employee with the appropriate skill set has been identified and discussions are underway as to how quickly they can move into the new role.

A new cleaning regime has been agreed in principle with our Cleaning Contractor, Churchill based on the following understanding:

Level 4 – Closed. No need to clean on a routine basis, may need a one off clean following the clearing of documents and other items at some later point.

Level 3 – Occupied with OHW Group and later occasional-use employees - need to agree a COVID-19 procedure with our contractor and a permanent day time cleaner required for disinfection

Level 2 – Cleaning of The Space, CST area, Tenant floor areas i.e. Bowls England and potentially the front facing reception area at some point in the future, with the requirement for routine disinfection of high touch areas. This can be covered by the day time cleaner

Level 1 – Occupied by ICT and Post Room – again covered by full time cleaner

Further discussions on the detail of the new arrangements are scheduled during w/b 10/8 to discuss the potential additional costs or savings relating to the modification of the cleaning regimen over Stages 2A to D.

An updated Risk Assessment and Method Statement for updated working practices will be undertaken. We are also aware that Churchill will need to undertake some consultation with staff, although this is unlikely to delay the deployment of new approach.

An appropriate signage and information plan is being developed together with Media and using the “Back to the Future” theme throughout the building and indicative layouts are shown in Appendix 2 to this report.

Signs will be procured for Stage 2A from a specialist design operator (in consultation with Media team) and sourced via our existing maintenance contractor. There is an estimated cost of £6,000 for this. In addition, there is a further cost of circa £8,000 for Perspex screens to be installed between clusters of desks to permit safe working of the OHW Group (desks or areas not in use to be clearly marked) with a further £4,000 for hand sanitiser stations and other safety equipment. There will be additional costs for stocking and maintenance of the sanitiser stations and related safety equipment requiring a further provision of £2000 for the balance of 2020.

Dorguard systems to allow opening of fire doors to give line of sight and reduce touch points will cost circa £2,500.

B. Clear Level 4: Relocate essential items to Level 3, 2 and 1

In accordance with the decision of 13 July, Asset Steering Group considered the mothballing of a floor and, having taken all factors in to account, decided that it would be Floor 4 that would be mothballed as part of Stage 2B

The consequent actions for this stage are set out in outline in Appendix 1 to this report. Detailed measures are within the Action Planning spreadsheet.

Associated costs TBC

C. Facilitate safe working spaces and practices for occasional-users working in RSH

The consequent actions for this stage are set out in outline in Appendix 1 to this report. Detailed measures are within the Action Planning spreadsheet.

Associated costs TBC but likely not to exceed £20,000.

D. Facilitate safe working spaces and practices for Reception and Customer Service Area to enable face to face service delivery

A small group of staff are working on this issue and are gathering information through Managers Forum

Associated costs TBC.

Stage 3:

This will need significant planning and research co-terminus and significantly beyond Stages 1 and 2 and also linked to the SDC programme.

Home Working

As highlighted earlier in the report, costs for the provision of desks, tables and office chairs have been identified to support staff with health and well-being issues identified from the checklist. Communication has been prepared for w/c 10.8.20 to complete this action and has been agreed by the Leadership Coordination Group.

Workforce Steering Group (WSG)/Communication strategy

The Workforce/ Assets/ICT Steering Groups have aligned to ensure there is a cohesive approach to managing the recovery. Through the Managers and Staff surveys followed by the checklist has ensured we are constantly engaging with staff relating to feedback on the impact on COVID-19 and different ways of working.

With recent discussions at WSG it has been identified that there is a gap in communications between the route we are taking and staff awareness. The setting the scene FAQ's document (set out as Appendix Three to the Executive report) will address some of these areas in the short term with a 'roadmap' for the vision of where we are aiming to be, being prepared as part of the overall communications strategy for recovery.

ICT position

Confirmed the position re ICT kit moving to a laptop based estate. Further research has been carried out regarding the wider consequences of making this change and a paper will go to DCE (AJ) to go to SMT and then Members.

In terms of interim arrangements discussions are underway to confirm arrangements to start bringing people back who have an urgent need (the OHW

Group). This has included clarification of the cleaning arrangements for kit being returned having previously been in people's homes.

Clarification has been sought on the working locations to be used and how and when these will be ready to accept users. One possibility is the use of a mix of 0-Clients and laptop docs tailored to the OHW Group to enable practical deployment of these desks.

Appendix 1:

This is a distilled set of headline tasks taken from the detailed RSH Operational Planning control sheet (<L:\Work Groups\RSH OP Plan\RSH Operational Planning.xlsx>)

STAGE	Task	Indicative Date for Completion:
STAGE 1	Here and Now - aiming to migrate to Stage 2 as soon as reasonably practicable	Now
	Additional cleaning put in place as set out above	Completed
	Terminate all contractor and visitor passes (not cleaners) to RSH and alternative arrangements put in place	Ongoing Dodds no longer using RH. New HRA key handover process being agreed to eliminate the need for Axis to enter the building. Discussions underway with building tenants. Bowls England have confirmed they would not return to the building prior to Jan 2021.
STAGE 2	Intermediate Measures	

STAGE 2A	Facilitate safe working spaces and practices for those falling within Operational or Health & Wellbeing criteria (OHW Group) to return to RSH	
	Stage 1 and 2A budget figures and general process/ timeline to SMT for signoff	Completed
	Appoint Building Manager and appropriate cover	14.08.20
	Complete design of standard signage etc.	14.08.20
	Complete Permit to Access Process and Standard Operating Procedures document (to reflect completed risk assessment L:\Work Groups\RSH OP Plan\Risk Assessment) and implement	21.08.20
	Complete design of bespoke signage and messaging	21.08.20
	Update Permit to Access and Standard Operating Procedures to control and manage occasional visitors to RSH	28.08.20
	Ensure Track and Trace system accounts for all individuals accessing RSH	28.08.20
	Clear desks in Safe Working Space Area, Level 3. Requires management and comms with existing 'desk owners' to safely to enter RSH by appointment and clear desk/ desk drawers	28.08.20
	Ensure measures in place for OHW Group (first aid, fire evacuation, personal evacuation plans)	28.08.20

	Installation of Social Distancing signage, wayfinding, screens, sanitisation stations etc.	04.09.20
	Commence induction of OHW Group into RSH	07.09.20

STAGE 2B	Clear Level 4: Relocate essential items to Level 3, 2 and 1	
	Identify quantity of essential equipment and files to be relocated to Levels 3, 2, 1 as necessary	TBC
	Space plan relocation of equipment and files	TBC
	Plan and timetable removal of personal items (clear desks, shelves, drawers, lockers) from Level 4	TBC
	Plan and timetable removal of personal items (clear desks, shelves, drawers, lockers) from remainder of Levels 3, 2 and 1	TBC
	Undertake relocation of equipment and files from Level 4 to lower levels, as required.	TBC
	Relocate paperwork and files from Level 4 to store, scan or dispose	TBC
	Remove IT equipment from Level 4	TBC
	Undertake energy saving measures (reduced lighting, equipment and heating)	TBC

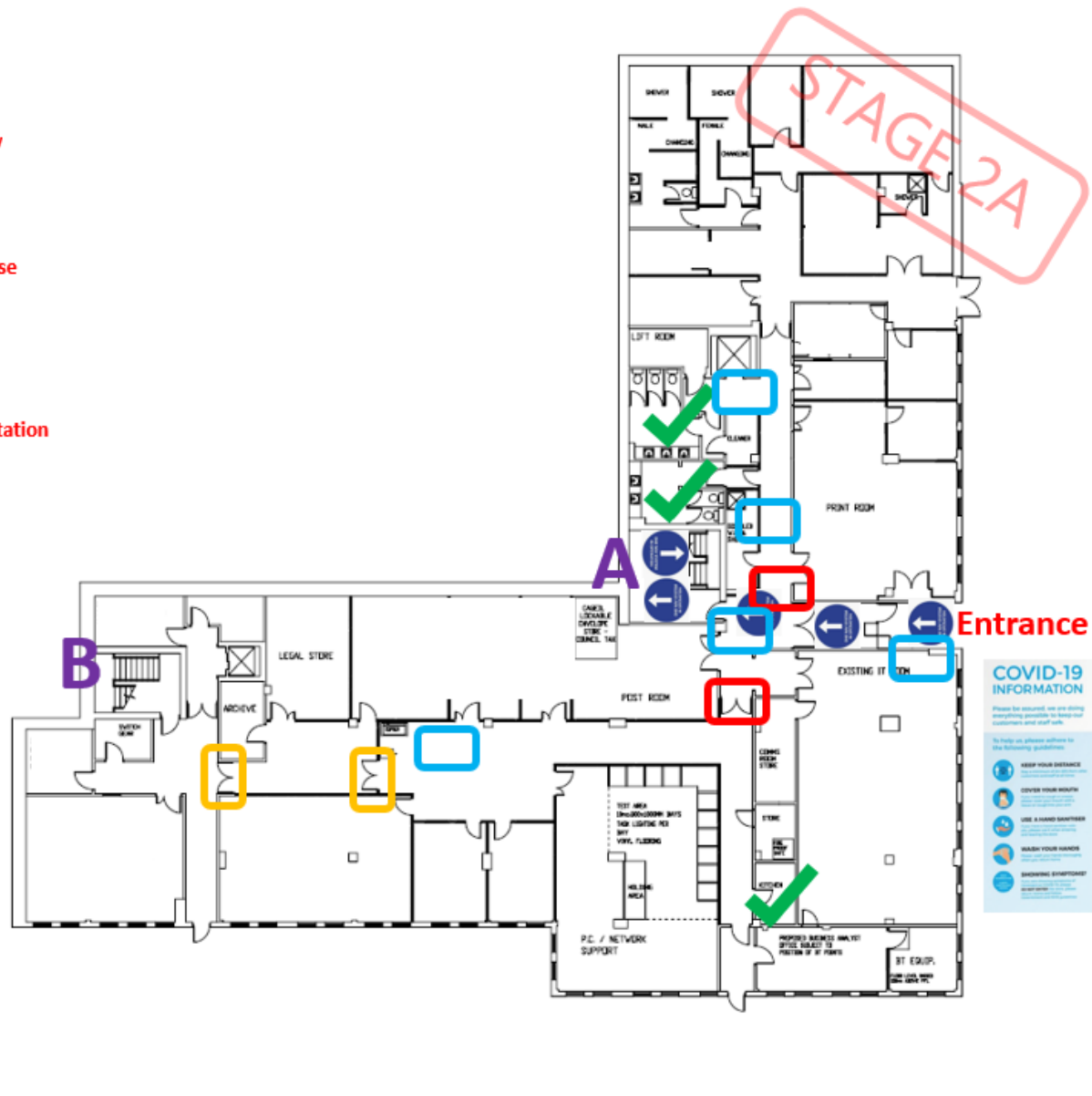
STAGE 2C	Facilitate safe working spaces and practices for occasional working at RSH	
	Identify requirement for occasional working	TBC
	Liaise with Level 1 tenants and approach to reoccupation of tenanted areas as required	TBC
	Identify specific additional Safe Working Spaces	TBC
	Plan use of meeting rooms	TBC
	Plan use of the Space	TBC
	Undertake energy saving measures (reduced lighting, equipment and heating)	TBC
STAGE 2D	Facilitate safe working spaces and practices for Reception and Customer Service Area to enable face to face service delivery	TBC
STAGE 3	TBC – Longer term HQ strategy required	TBC

Appendix 2:

Draft operational layout plans for Stage 2A (work in progress documents to facilitate roll-out)

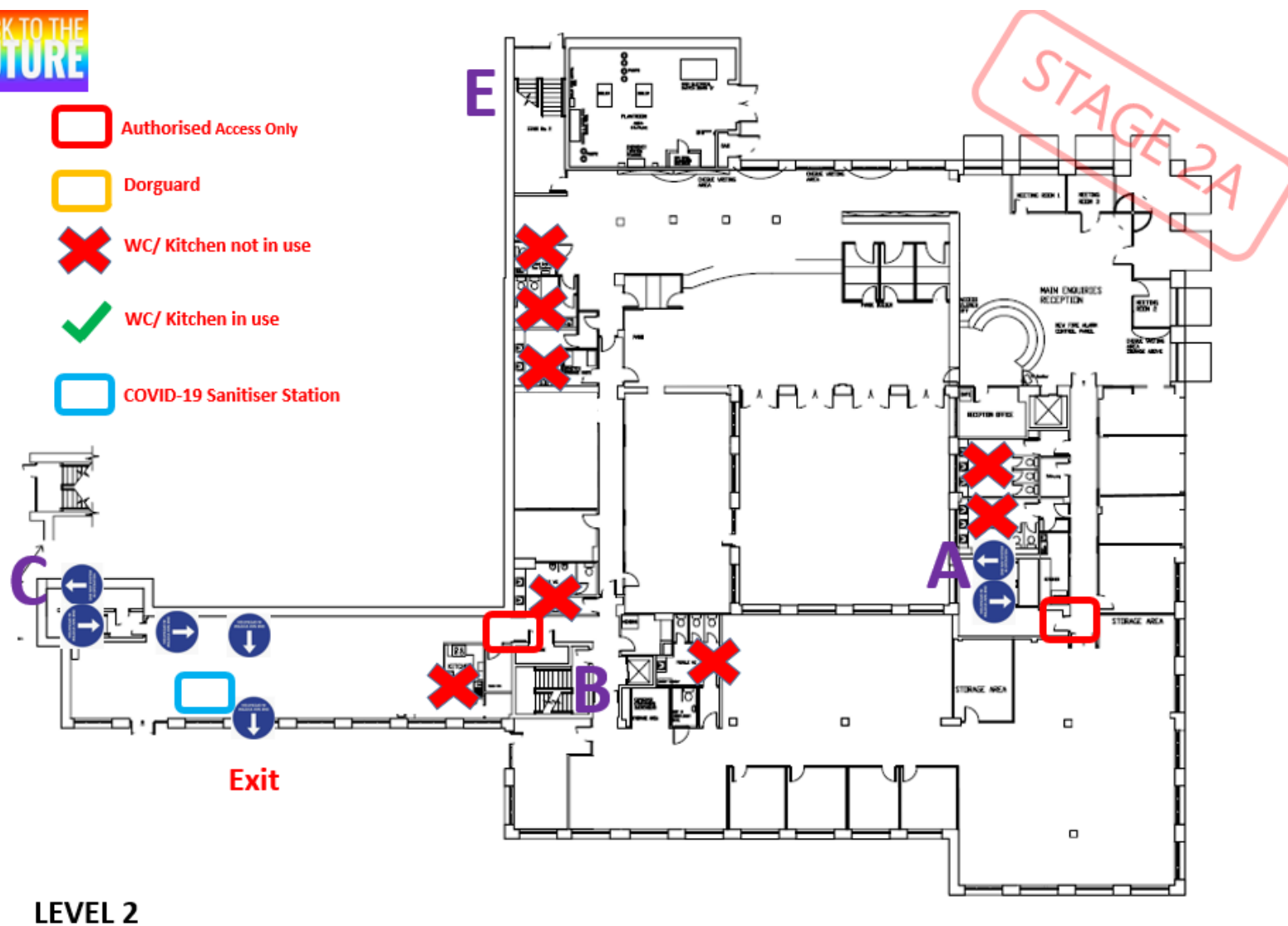


-  Authorised Access Only
-  Dorguard
-  WC/ Kitchen not in use
-  WC/ Kitchen in use
-  COVID-19 Sanitiser Station

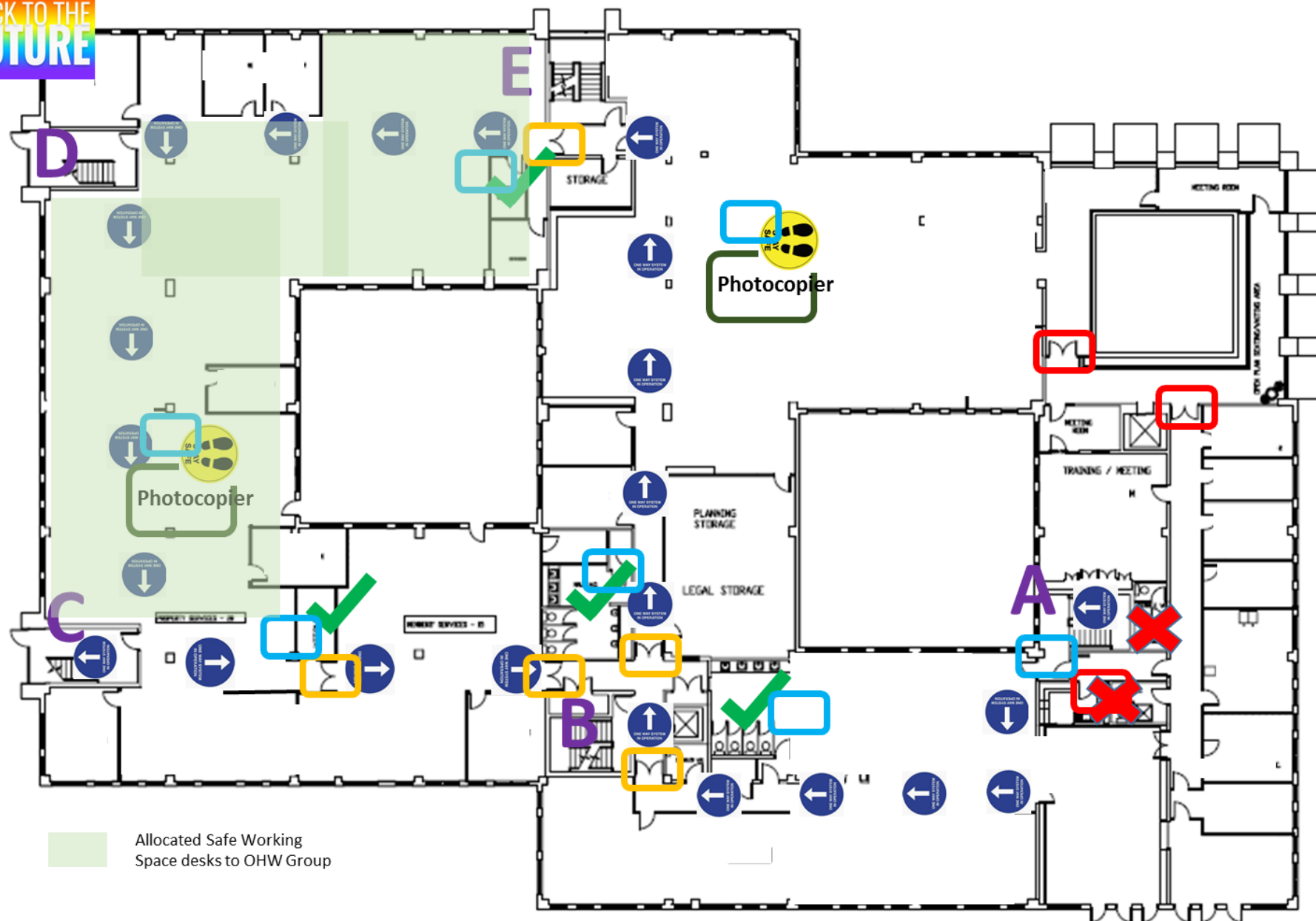


LEVEL 1

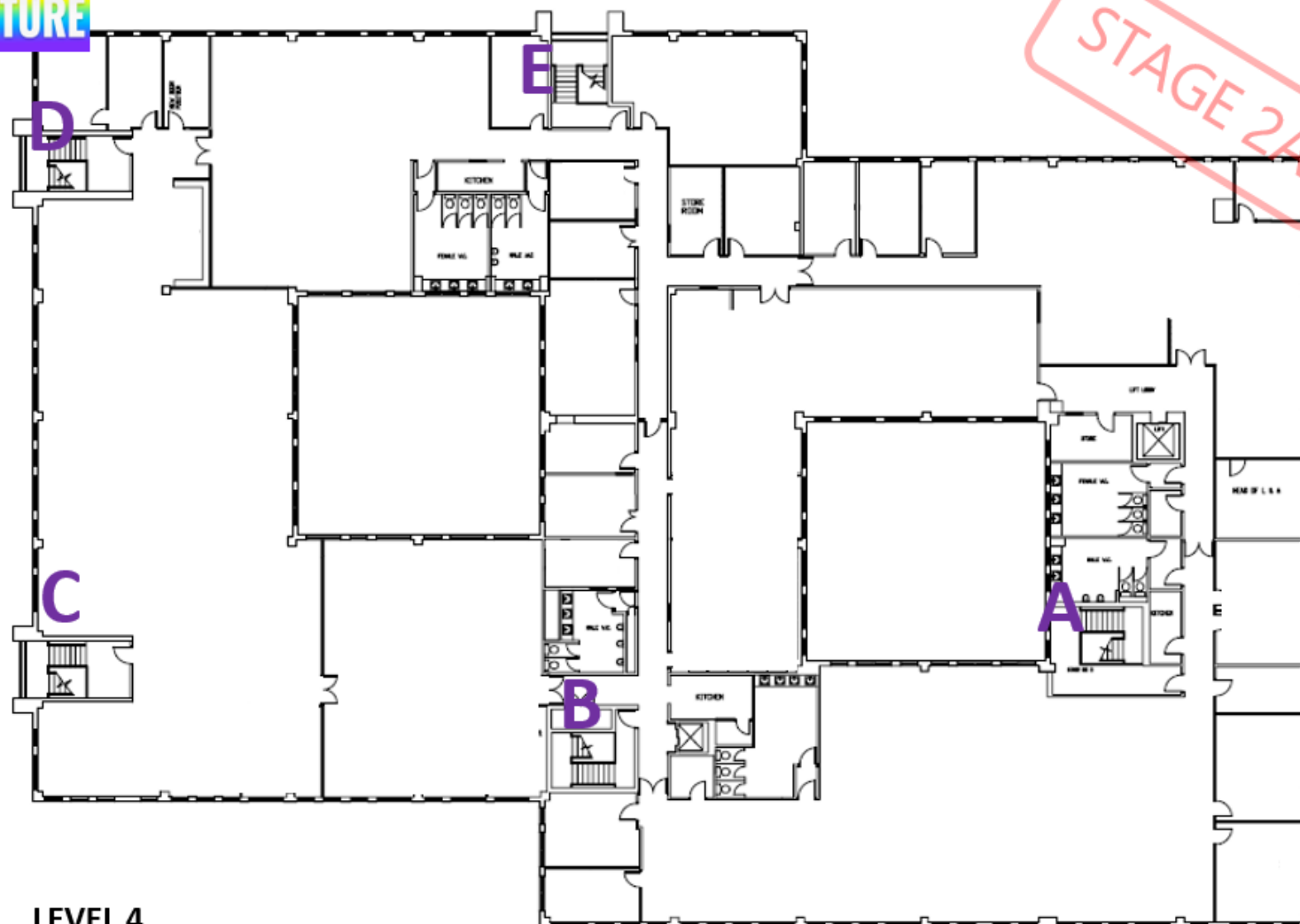
- Authorised Access Only
- Dorguard
- ✗ WC/ Kitchen not in use
- ✓ WC/ Kitchen in use
- COVID-19 Sanitiser Station



LEVEL 2



BACK TO THE
FUTURE



LEVEL 4



STAGE 2A

COVID-19 INFORMATION

Please be assured, we are doing everything possible to keep our customers and staff safe.

To help us, please adhere to the following guidelines:

- KEEP YOUR DISTANCE**
Stay a minimum of 2m (6ft) from other customers and staff at all times.
- COVER YOUR MOUTH**
If you need to cough or sneeze, please cover your mouth with a tissue or cough into your arm.
- USE A HAND SANITISER**
If you have a hand sanitiser with you, please use it when entering and leaving the store.
- WASH YOUR HANDS**
Please wash your hands thoroughly when you return home.
- SHOWING SYMPTOMS?**
If you are showing symptoms of Coronavirus (COVID-19), please **DO NOT ENTER** the store, please return home and follow Government and local guidelines.

