

Meeting of the Group Audit and Risk Committee

2.00 pm on Wednesday, 12 August 2020
via MS Teams

Agenda

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1.	Welcome and apologies		DB
2.	Declarations of interest		DB
	Coronavirus: re-opening the university		
3.	Recovery project update August 2020	3 - 40	DP
	<ul style="list-style-type: none"> • Guidance on re-opening • Remote working guidance • Project risk register 		
4.	Academic delivery	41 - 44	PB
5.	People & Organisational Development update	45 - 48	MMJ
	For information		
6.	Recovery project: executive update 5 August 2020	49 - 72	DP

Date of next meeting
4.00 pm on Tuesday, 6 October 2020

Members: Duncan Brown (Chair), John Cole, Mark Lemmon and Rob Orr

In attendance: Pat Bailey, Natalie Ferer, Richard Flatman, Kerry Johnson, Nicole Louis, Marcelle Moncrieffe-Johnson (to present item 5 at the start of the meeting; will leave at 2:30pm), David Phoenix, Ed Spacey and James Stevenson

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Agenda Item 3

	CONFIDENTIAL
Paper title:	Covid 19 Overview
Board/Committee:	Group Audit and Risk Committee
Date of meeting:	12 August 2020
Author(s):	Ed Spacey, Acting Director of Group Compliance.
Sponsor(s):	David Phoenix, Vice Chancellor and Chief Executive.
Purpose:	To note and endorse
Recommendation:	The committee is requested to note the content of the report, and endorse the principles set out.

Executive summary

To highlight the range of measures being taken to protect staff and student safety, in order to enable the campus to re-open.

The paper includes two appendices:

- Appendix A – project risk register
- Appendix B – guidance on re-opening, including remote working guidance

Recommendation

The committee is requested to note the content of the overview and endorse the principles.

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Covid 19 Recovery Project Update August 2020

1.0 Purpose

- 1.1 To provide the Group Audit and Risk Committee with assurance on the principles and safe systems in place, to facilitate a return to campus.
- 1.2 This builds upon UUK principles, Government guidance and the project management and risk based approach, set out in the previous report of 10 June.

2.0 Guidance for re-opening

- 2.1 The LSBU Group is following all appropriate Government “Covid 19 Secure” Guidance. This includes “Labs and Research Facilities” and “Offices and Contact Centres”. In addition it follows Universities UK Covid 19 Guidance for educational settings and all information from the relevant regulatory agencies.
- 2.2 People and Organisation have produced “Return to Campus Guidance” and “Working from Home Guidance”, as detailed in **Appendix B**. This further includes the approach to Display Screen Equipment Assessment for those working remotely. Changes to any national Government guidance are continually monitored for any impact on the Group, and there is a weekly scheduled review meeting.
- 2.3 There is a specific engagement workstream strand to the Project approach, and there are regular communications to both staff and students, to prepare people for the new ways of working ahead.

3.0 Project Risk Register update

- 3.1 The overall Covid Risk Register was last provided to the Committee on 10 June. This has been further reviewed by the Executive on 5 August, and is attached as **Appendix A** for information. 9 risks have been closed, and one new one added re preparing for local lockdowns.
- 3.2 Further work has taken place as part of the recovery working group, looking at the operational detail of legal compliance risk. This will be shared with the Executive.

4.0 Approach to Risk Assessment for Returning to Campus

- 4.1 In line with UK Government Guidance, a process has been established for robust covid specific risk assessment.

We follow a 3 tier approach, which has been publicised to all staff, via the intranet.

- There is an overarching organisational risk assessment.

- Each Building has a separate covid risk assessment, which covers specific methods of day to day operation, one way routes, use of lifts, ventilation/air conditioning issues (as per Health and Safety Executive guidance), and mark up of social distancing arrangements.
- There is an operational covid risk assessment produced by the senior management of each School and Professional Service Group, for the type of work/teaching conducted.

4.2. To ensure appropriate format and consistency, templates for covid risk assessment are provided centrally by the Health Safety and Resilience Team. Advice and microsoft teams training sessions are provided to operational managers.

4.3 All completed covid risk assessments are sent to the Group Health and Safety Team to quality assure.

4.4 There is a documented process in place, which has been agreed by the Trade Unions, to ensure that Risk Assessments are appropriately shared in advance of any individuals returning to campus. Unions have to be given 5 working days notice to comment on the content. Information is uploaded to a shared directory so that it is accessible.

4.5 Line Managers are further required to fully brief staff on the content of Risk Assessments, and this duty is specified in Managers Guidance.

4.6 Covid Secure Certificates are displayed around buildings, in line with Government Requirements. All buildings have been fully assessed.

5.0 Personal Protective Equipment

5.1 All areas of the campus have been provided with hand sanitizer stations, to facilitate effective hand hygiene.

5.2 The current Government Guidance on the use of face coverings is continuing to change. It is expected that all users of teaching areas will soon be required to use face coverings as mandatory.

5.3 There is an established procurement workstream within the project management methodology. This is to ensure supply, demand and logistics management of any PPE issues.

5.4 Areas of the campus have additional Covid Secure measures in place, such as protective screens on reception counters.

6.0 Staff Personal Assessment

6.1 The LSBU Group recognises that there will be those with increased personal vulnerability to Covid 19, based on a number and variety of factors including medical history, ethnicity, age, living with people who are shielding etc. These staff may not be able to return to campus as quickly as others.

6.2 To this effect, a Group Wide Personal Health Risk Assessment Questionnaire was issued in July, for completion by all staff. Where higher risk vulnerabilities are identified, advice will be sought from occupational health as to whether they can return if their role requires it, or should remain working from home.

6.3 The format and questions contained have been agreed with the unions.

7.0 Return to Campus Online Training

7.1 There is a mandatory requirement for all those returning to campus to have completed a short LSBU bespoke online training course. Completion is fully auditable, and monitored centrally by the Learning Development Team within People and Organisation.

8.0 Track and Trace of Covid Cases

8.1 In order to be able to undertake a full track and trace of any staff or students reporting covid symptoms, LSBU Group is in the process of acquiring an App for staff and students to download.

8.2 This uses an established external system called "Safezone", which has been successfully used in other Higher Education settings. It allows people to self report issues, tracing of those who have been in the same area as anyone who has reported positive for covid, and authorised messaging from an LSBU source to anyone affected.

8.3 The system will be rolled out commencing 14 August, accompanied by a full communications plan to gain maximum engagement.

9.0 International Travel

9.1 Any decision to undertake international travel for Group business or study, requires approval by an Executive Member. This is to ensure that any travel decision is appropriate, necessary and minimises any risk of being stranded abroad, or subject to changing quarantine rules.

9.2 For cases of personal holiday travel, People and Organisational Development are providing advice and guidance to managers if staff have been affected by changing quarantine rules.

10.0 Audit and Governance

10.1 A formal Audit of our overall approach to Covid issues, from initial incident management to recovery progress is planned. This will be undertaken by BDO and an initial scoping meeting is due to take place later this month

10.2 An Executive Covid Reporting Meeting takes place every 2 weeks, as the Project Board. The purpose is to monitor key developments and make strategic decisions.

10.3 A full project management approach has been established, as per the previous report to the Group Audit and Risk Committee. Weekly Working Group Meetings take place, chaired

by an Executive Member. Highlight Reports are obtained from each workstream and discussed at the meetings.

11.0 Future Planning

- 11.1 The Group recognises the need to respond to ever changing pandemic issues, and is currently planning for how it would adapt if there was a partial lockdown in key areas, or significant numbers of staff or students were affected by a second wave.

LSBU Group Covid 19 Risk Register

Date Aug-20

Version No 02-Aug

Review

Sep-20

Risk ID	Description	Owner	Unmitigated		Control	Mitigated Ratings		Status	Date closed	
			Impact x Likelihood	Score		Impact x Likelihood	Score			
1	Second Pandemic Wave	Pat Bailey	3	3	High	Work with PHE / Forward Contingency Plan	3	1	Medium	Open
2	Significant outbreak on Campus/Halls/LC/MAT	Ed Spacey	4	1	High	Ensure adherence to covid secure principles. Safety systems	2	1	Low	Open
3	Failure to prepare buildings re social distancing	Carol Rose	3	1	Medium	Checklist in place. Buildings being prepared	1	1	Low	Closed
4	Inability to deliver effective blended learning model	Deborah Johnston	2	1	Low	Project Monitoring and Exception/Risk Reports	1	1	Low	Open
5	Failure to have Covid Risk Assessments	Ed Spacey	3	1	Medium	Strutured Requirement of Covid Certificate. Sign off.	1	1	Low	Closed
6	Failure to assess BAME/vulnerable groups/shield	Alex Bush	3	1	Medium	Personal Health Risk Assessment to be issued July	2	1	Low	Closed
7	Union dispute re Covid issues	Marcelle Moncrieffe-Jol	2	1	Low	Regular mtgs and Health and Safety Joint Committee	1	1	Low	Open
8	Lack of communications (Staff & Student)	Kath Mills	1	2	Low	Comms Plan in place, monitored by Recovery Group	1	1	Low	Open
9	Clearing fails (Technology or offsite delivery)	Sukh Chonk	4	2	Critical	Testing of plans plus external call centre back up	4	1	High	Closed
10	Insufficient Clearing Volunteers	Sukh Chonk	3	2	High	Monitoring of response /Management action to support	3	1	Medium	Closed
11	Inability to develop online learning solutions/brand	Nicole Louis	2	2	Medium	Development plan monitored and resources checked	2	1	Low	Open
12	Wider transport concerns prevent return to campus	Kath Mills	2	2	Medium	Comms targeted to address safety concerns/monitor	2	1	Low	Open
13	Adverse impact on MH Wellbeing of Students/Pupils	Rosie Holden	2	3	Medium	Online support, telephone advice and range of packages	2	1	Low	Open
14	Student Hardship (£)	Jamie Jones	2	2	Medium	Use of expanded Hardship Fund	2	1	Low	Open
15	Adverse impact on MH Wellbeing of Staff	Marcelle Moncrieffe-Jol	2	3	Medium	Programme of targeted initiatives + EAP + Wellbeing Advice	2	1	Low	Open
16	Lack of safety protocols for visitors	Ben Baker	2	1	Low	Covid Guidance Document includes clear protocol	1	1	Low	Open
17	Inappropriate supply of PPE	Carol Rose	3	1	Medium	Procurement Workstream (Demand Inventory Logistics)	2	1	Low	Closed
18	Insufficient training for return to campus	Sarah Cowley	2	1	Low	Online module to go live by 19 June	1	1	Low	Closed
19	Staff do not follow new guidance	Alex Bush	3	1	High	Managers guidance in place supported by HR Policy	1	1	Low	Open
20	Students do not follow new guidance	Jamie Jones	3	1	High	Student training in place +SU support + Policy	2	1	Medium	Open
21	Pupils do not follow new guidance	Dan Cundy	3	1	High	Pupil Training in place + Teacher guidance	1	1	Low	Open
22	Loss of financial revenue /cost of covid measures	Ralph Sanders	4	3	Critical	Financial Monitoring/Forecasting, Liquidity checks	3	1	Medium	Open
23	Impact re lower UK Recruitment	Nicole Louis	2	2	Medium	Forecasting and measures to maintain competitiveness	1	1	Low	Open
24	Inability to manage international pipeline & Visas	Nicole Louis	2	2	Medium	Forecasting, Monitoring and provide remote delivery	2	1	Low	Open
25	National reduction in University Fees	Ralph Sanders	4	1	High	Financial impact modelling	3	1	Medium	Open
26	Adverse effect of any number cap	Nicole Louis	2	2	Medium	Forecasting and planning scenarios	1	1	Low	Open
27	Impact on Academic Assessment and Quality	Deboroa Johnston	2	2	Medium	Measures in place to monitor via Academic Delivery Board	2	1	Low	Open
28	Inability to implement Semester 1 Course Changes	Marc Griffith	2	2	Medium	Monitor/test deliverables and interdependencies	2	1	Low	Open
29	Inability to deliver student induction & welcome	Sarah Moore Williams	1	1	Low	Workstream to monitor and test plans	1	1	Low	Open
30	Managing quarantine issues in Halls	Carol Rose	2	1	Low	Pre-prepared plan and benchmark other HEIs approach	1	1	Low	Open
31	Inability to implement January Course expansion	Marc Griffith	2	2	Medium	Workstream evaluation /monitoring of deliverables	2	1	Low	Open
32	Inability to deal with enrolment online	Ralph Sanders	2	2	Medium	Test systems and plans to ensure viability/backup	2	1	Low	Open
33	Inability to deal with re-enrolment	Jamie Jones	2	1	Low	Monitor milestones, test system in advance + backup	1	1	Low	Open
34	Hardware delay/doesn't support output	Alison Chojna	2	2	Medium	Procurement Cycle checked plus contingency in place	2	2	Medium	Open
35	Software doesn't support remote study/work	Alison Chojna	1	2	Low	Check implmentation cycle, monitor and test operation	1	1	Low	Open

36	ICT Training is inadequate to support needs	Alison Chojna	2	2	Medium	Test rollout plan. Use of external support as contingency	2	1	Low	Open
37	Impact effect on research ability / use of Labs	Tony Roberts	2	1	Low	Workstream plan to re-open & monitoring progress	1	1	Low	Closed
38	Impact on ability to deliver ACI Curriculum	Janet Jones	2	1	Low	Workstream to consider alternate delivery methods	1	1	Low	Open
39	Student access to study space/technology	Alison Chojna	1	2	Low	Opening of campus study areas July.	1	1	Low	Closed
40	PSRB course requirements cannot be met	Deborah Johnston	2	1	Low	Monitoring, identification/negotiation with PSRB	1	1	Low	Open
41	Failure to engage Student Union	Rosie Holden	1	1	Low	Engagement Plan and Comms in place	1	1	Low	Open
42	GDPR Breach	Irina Bernstein	3	2	High	Additional awareness training and comms	2	1	Low	Open
43	Cyber Security Attack	Alison Chojna	3	1	Medium	ICT Testing Robustness and Disaster Recovery Planning	3	1	Medium	Open
44	Failure to meet Government Covid Guidance	Ed Spacey	3	1	Medium	Project Monitoring and Exception/Risk Reports	1	1	Low	Open
45	Regulatory breach	Pat Bailey	3	1	Medium	Project Monitoring and Exception/Risk Reports	2	1	Low	Open
46	Failure to prepare re local lockdowns	Pat Bailey	3	3	High	Forward Contingency Plan	3	1	Medium	Open

Risk Matrix Key:

Impact

4.Critical	High	Critical	Critical
3.High	Medium	High	High
2.Medium	Low	Medium	Medium
1.Low	Low	Low	Low
	1.Low	2.Medium	3.High

Inherent Likelihood

Impact Details

Name	Description
1.Low	The risk would have little effect on our ability to deliver operational outcomes, or require basic adaptation of processes
2.Medium	This risk may result in the failure to deliver intended operational objectives
3.High	The risk would have a significant effect on the ability of the Group to deliver output, and may lead to external criticism, breach of statutory regulation, fall in revenue or significant safety issues
4. Critical	The risk could have a critical effect on the ability of the University to continue in terms of financial impact, deaths, withdrawal of registration/censure by regulators and potentially irretrievable damage to external reputation

Inherent Likelihood Details

Name	Description
1.Low	This risk is highly unlikely to occur.
2.Medium	This risk may occur in the medium to long term.

3.High	This risk is likely to occur short term.
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Group COVID-19 Guidance (Returning to Campus)

Health, Safety and Resilience

V2.0

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Introduction

This Guidance has been produced to outline the measures necessary to ensure that all staff and students can stay safe when returning to the Campus following the Coronavirus (COVID-19) pandemic.

The document places a focus on the practical measures that managers should put in place for their staff, and to assist with the challenge of managing Health and Safety compliance moving forward. It exists in addition to all current University, Lambeth College, and South Bank Academies policies and procedures and adheres to all Government guidance.

General Advice on Health and Safety

Risk Assessment

As an employer, the LSBU Group must do all that it reasonably can to set up and implement a system of safe work for its staff and students. To ensure that LSBU Group can evidence that their actions are reasonably practicable, we must first and foremost ensure that we adhere to all Guidance set by the Government¹.

The first step in achieving this is to ensure that there is a mechanism to undertake a COVID-19 related risk assessment. The Health, Safety and Resilience (HSR) team have drafted a template COVID-19 risk assessment document to assist managers in undertaking this assessment in their respective departments.

[Link to Risk Assessment Template](#)

This template is provided as a guide and should be reviewed carefully. Managers should decide on necessary control measures to protect their employees, using the examples as a guide. These are not exhaustive, and any local controls and information should be added, utilising their existing risk assessments as necessary.

Managers must share the findings of these risk assessments with their staff, and this can be achieved by either making the risk assessments available for staff to read or by developing Safe Systems of Work (SSOW) that they should read and sign. It is best practice to keep records of this.

All COVID-19 risk assessments should be reviewed regularly, as advice is constantly being updated as new information is uncovered about the virus. HSR team strongly recommend that the risk assessments and their control measures are reviewed weekly.

Consultation with Employees on Risk Assessment

LSBU has a legal duty to consult with employees on changes that may impact their H&S at work, and HSR recommends that an open dialogue be maintained with staff. A sensible practice to achieve this is to involve staff (either directly or through Representatives of Employee Safety) in the risk assessment process.

They may better understand the areas and granular detail of certain work activities, recommend suitable control measures and help with their implementation. This will also encourage better employee cooperation and joint problem-solving.

¹ <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

Infection Control

Symptoms Guidance and Instruction

All staff, students and visitors should be given the following instructions:

1. If you display any of the following COVID-19 symptoms:
 - **High temperature** – this means you feel hot to touch on your chest or back (you do not need to measure your temperature)
 - **New, continuous cough** – this means coughing a lot for more than an hour, or 3 or more coughing episodes in 24 hours (if you usually have a cough, it may be worse than usual)
 - **Loss or change to your sense of smell or taste** – this means you've noticed you cannot smell or taste anything, or things smell or taste different to normal.

You must immediately inform your line manager and return home, And self-isolate for at least 10 days. Do not go to a GP surgery, pharmacy or hospital, but contact NHS 111²³ and order a test at www.nhs.uk/coronavirus.

Anyone who tests positive for coronavirus will be contacted by NHS Test and Trace, who will request information about their recent interactions⁴. People identified as having been in close contact with someone who tested positive must stay at home for 14 days, even if they do not have symptoms.

2. If a member of your household has any of the above symptoms or has been positively tested, you must self-isolate at home for 14 days.
3. Managers should assist the Test and Trace service by keeping a temporary record of your staff shift patterns for 21 days and assist NHS Test and Trace with requests for that data if needed. This could help contain clusters or outbreaks. Further guidance can be found [here](#).
4. **From 8th June 2020**, if a staff or student have returned to the UK from overseas travel, they must immediately self-isolate at home for 14 days except for 'travel corridor' exemptions, which are applicable from 10th July 2020. This applies to all nationalities and regardless of the length of time away from the UK.⁵

² <https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection>

³ <https://www.nhs.uk/conditions/coronavirus-covid-19/check-if-you-have-coronavirus-symptoms/>

⁴ <https://www.gov.uk/government/news/government-launches-nhs-test-and-trace-service>

⁵ <https://www.gov.uk/uk-border-control>

5. If during either 14 day isolation period scenario you begin to display the above symptoms, you must stay at home for an additional 10 days from when the symptoms appeared, regardless of what day you are currently on in the original 14 day isolation period.

Preventing the Spread of Infection

COVID-19 infection can be spread via two routes:

- inhalation of airborne droplets (within 2 metres)
- touching a surface or object that has been contaminated, then touching your face, eyes, nose or mouth.

In order to minimise the spread of infection, all staff, students and visitors must ensure that they adhere to the following Guidance:

- maintaining a 2 metre distance from others;
- [Maintaining a high standard of hand and respiratory hygiene.](#)

Social Distancing

All staff, students and visitors must adhere to the Government social distancing guidance⁶⁷. By doing so, it will ensure that you are at a safe distance from inhalation any airborne droplets, and minimise the likelihood of COVID-19 infection.

This means that, where possible, all staff, students and visitors must maintain a distance of 2 metres apart at all times.

Where the social distancing guidelines cannot be followed in full in relation to a particular activity, managers should consider whether that activity can be redesigned to maintain a 2m distance or 1m with risk mitigations where 2m is not viable. Mitigating actions include;

- Further 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) 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).

Further details of the information on how this will work in practice are outlined in the [Returning to Campus](#) section.

⁶ <https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing>

⁷ <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

Hand and Respiratory Hygiene

In all circumstances, staff, students and visitors must avoid touching their face, eyes, nose or mouth with unwashed hands in order to protect against COVID-19 infection.

You should wash your hands as regularly as possible using soap and water for 20 seconds, or by using an alcohol based hand sanitiser. Hand sanitiser is provided for at reception points across Campus for your use.

At the bare minimum, you should wash your hands upon arrival on Campus, before and after eating or drinking, or after coughing/sneezing/blowing your nose. It is also advisable to wash them after using shared workstations or equipment that others have handled.

You must also ensure that you cover any coughs or sneezes with a disposable tissue, then throw the tissue in a bin. If tissues are unavailable, cough/sneeze into your elbow rather than using your hand.

Posters have been provided to remind all staff, students and visitors how to effectively wash your hands, as well as this [NHS Handwashing Video](#).

Advice for stopping virus spread



Wash hands frequently with soap and water or use a sanitiser gel



Catch coughs and sneezes with **disposable tissues**



Throw away used tissues
(then wash hands)



If you don't have a tissue **use your sleeve**



Avoid touching your eyes, nose and mouth with unwashed hands



Avoid close contact with people who are unwell

Cleaning of Contact Surfaces

Staff and students should regularly wipe down and clean their work area regularly, including:

- desks, keyboards;
- equipment;
- door handles;
- copiers etc.

An additional deep cleaning may be required if there are a confirmed case and safe disposal measures of any contaminated waste⁸.

Returning to Campus

LSBU Group will be working towards a phased return of staff over a prolonged period. Decisions made will continue to be made in light of government guidance, relevant legislation and best practice across the sector, including engagement with staff and trade unions.

In order to safely implement a phased return, priority will be given to those roles which cannot be performed or fully carried out remotely. Over the next 6 months (until the end of the calendar year,) we expect to see a gradual return to the workplace, which will be communicated further. This will be kept under review on a week to week basis.

Changes to Terms and Conditions

The unprecedented nature of COVID-19 and the impact on ways of working means the organisation as a whole and staff will be required to work in a more agile and flexible manner. This may require changes in roles, reporting lines, hours, work pattern or location. Any such changes will be carried with full consultation of staff and trade unions in line with existing Recognition Agreements, our existing policies and legislation.

The COVID-19 pandemic has provided LSBU with an opportunity to review its entire approach to remote and flexible working options, and this will be developed and reviewed over the coming weeks and months.

Refusal to attend work

LSBU is mindful of concerns which some staff may have about returning. Managers will be fully briefed and supported to ensure conversations and dialogue about why it is necessary to return to work are well managed at the individual and team level. It is intended that the guidance set out within this

⁸ <https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings>

document provides assurance to staff that all reasonable and practicable measures have been taken to ensure a safe space and place of work.

In deciding what the phased approach should look like, regard will be given for protecting the [vulnerable](#), and making adjustments for those with conditions that amount to a disability where it is reasonably practicable to do so.

Some members of staff may not be able to attend work due to school closures, partial re-opening or lack of "wrap around" care both before and after school hours. Managers are required to exercise as much flexibility as possible in these circumstances by making every effort to accommodate remote working until such issues are resolved.

Every effort will be taken to ensure all reasonable general and specific concerns are addressed. Any unreasonable refusal to attend work should be resolved directly by the line manager by open communication and advice and support from the P & OD team.

Safe Systems of Work (SSOW)

COVID-19 SSOW procedures are being put in place to outline how social distancing will work in practice and to ensure that all staff understand their responsibilities in ensuring they protect both themselves and their colleagues from the risk of infection.

These procedures will be communicated to all employees in the form of an online mandatory training session and or employee briefing. This session must be completed before you will be able to return to Campus.

However, if employees are not following reasonable precautions, then the line managers must direct their staff to follow the precautions and pick them up on such issues. The last resort is a disciplinary action.

Travelling to and from Campus

The majority of staff and students will usually arrive on Campus via public transport. However, on return to Campus, staff and students should avoid public transport where possible, as the risk of infection increases the longer you are in an enclosed space in close proximity to others⁹.

Where possible, try alternative travel methods such as walking or cycling. There is no parking available on Campus, so please do not drive. If you must use public transport, please consider the following issues:

- Wear a [Face Covering](#) when travelling.

⁹ <https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers>

- Think carefully about times and routes, as travel may take longer due to reduced capacity.
- Ensure you maintain social distancing where possible, including at busy entrances, exits, under canopies, bus stops, platforms or outside of stations.
- Wait for the next service if you cannot safely keep your distance onboard a train or bus.
- Be particularly aware of the surfaces you touch, and be careful not to touch your face, eyes, nose or mouth with unwashed hands. Ensure you wash your hands immediately upon arrival on Campus.
- Avoid consuming food and drink on public transport.

Managers should give due consideration to staggering arrival and departure times of staff that must use public transport, in order to avoid rush hours or peak commuting times.

Moving around Campus

To reduce the risk of transmitting COVID-19 while moving around campus access will be restricted to certain parts of the Campus, by implementing working zones and restricting staff and students to a certain part of Campus. A one-way system will also be implemented on certain walkways with relevant signage to maintain 2m distance. Where possible, avoid using lifts, priority should be given to those with mobility issues.

Meetings

Face to face meeting should be avoided, with the remote meeting taking place instead using tools such as Microsoft Teams. If meetings face to face must take place, then they must only have necessary attendees.

The attendees must not share access pass, or equipment (e.g. pens, keyboards) if possible. All meetings should be held outside or in well-ventilated rooms and establish suitable social distancing from each other.

Staff and Student Working area

All workstations should be assigned to an individual and not shared wherever possible. If they need to be shared, they should be shared by the smallest possible number of people and cleaned after use. All workstations in use will be placed at least 2m apart. If necessary, screens and barriers (particularly for service desks library services, reception staff, and print room services) may be set up and installed.

Where new work stations are created, this should be assessed to ensure all basic needs are met in terms of lighting, heating, ventilation etc. Longer-term further assessment may be needed for Ergonomic, and Display Screen Equipment (DSE).

For those working behind the desks and therefore at higher risk due to unavoidable face to face contact, appropriate shielding should be considered. Task-based risk assessment should be completed where physical separation of persons (i.e. screens) cannot be implemented.

There must be good ventilation in all allocated working and study areas.

Handling Materials / Deliveries

Government guidance suggests that the likelihood of an infected person contaminating commercial goods is low. In situations where employees handle materials, components or other items, personnel must wash or sanitise hands regularly. It is also important to clean handling equipment regularly.

There should be a reduced need to order and deliver large quantities. After unpacking packages, staff must wash their hands. All personal deliveries are not allowed to be made to Campus to reduce the quantity of post.

Maintenance

All building and plant maintenance work should be scheduled during non-working times or when the Campus is empty.

Vulnerable People

All staff, regardless of if you work in a PSG or a School or when you might return to campus, need to fill in a Personal Health and Circumstances Assessment. This assessment will allow the University to properly support all staff who may have conditions which are likely to make them more vulnerable to COVID-19 and to take account of other circumstances

The line manager must discuss with their staff return to work issues, and allow staff to discuss any concerns. They can discuss measures to support their staff return and will complete a Vulnerable Person Risk Assessment if necessary. Occupational Health can also assist with an assessment if required, and the line manager can get this arranged.

[Clinically extremely vulnerable](#) people are strongly advised not to work outside the home. It is important to consider relocating task or provide equipment to these employees to perform in the home.

[Clinically vulnerable people](#) who are at higher risk of severe illness (for example, people with some pre-existing conditions), have been asked to take extra care in observing social distancing and should be helped to work from home, either in their current role or in an alternative role.

If clinically vulnerable individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to stay, maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable). If they cannot maintain social distancing,

managers should carefully assess whether this involves an acceptable level of risk.

It is also important to consider the impact of disability on health and safety. Consideration should be added for measures that need to be set up and implemented to assist disabled people as a reasonable adjustment.

It is important to ensure that decisions do not unjustifiably impact groups of people such as new or expectant mothers, as there are heightened statutory duties in relation to individual risk assessment, alternative duties and, possibly, maternity suspension on full pay.

It is highly likely that all those on the Extremely Vulnerable list will be disabled within the meaning of the Equality Act 2010.

Particular attention should also be paid to people who live with clinically extremely vulnerable individuals

Pregnant workers

Pregnant women are protected in law against risks to their health and safety and that of their baby. They are also protected against unfavourable treatment because they are pregnant. They also have the same statutory protection as all employees against detrimental treatment and dismissal on health and safety grounds.

Pregnant women in their first and second trimesters can (subject to risk assessments) continue to travel to workplaces and work there (including in health and social care settings). However, government advice continues to be that all pregnant women should take "particular care" to adhere to social distancing measures.

Emergencies

First Aid

LSBU will ensure the number of first aiders is adequate to meet the number of personnel on-site, as some first aiders may still be working from home at the time of returning to Campus.

First aiders will be provided with advice and information on COVID-19 treatment considerations, incorporating approved Guidance from the [Resuscitation Council](#). This includes the use of PPE and the management of social distancing when delivering treatment.

Evacuation Procedures and Fire Safety

In the event of an all emergency, all evacuation procedures take priority over social distancing measures, and all staff, students and visitors should follow the standard procedure.

After evacuating the building, ensure you do not congregate outside but disperse and stay away from the building for ten minutes as outlined in the Fire Evacuation Plan below.



**Southwark Campus
Fire Evacuation Plan**

Upon discovering a fire

-  Raise the alarm
-  Contact Security when safe to do so ex **6666**

Upon hearing the fire alarm

-  Evacuate the building safely following exit signs
-  Once outside the building, move away to a minimum safe distance of 100m
-  Stay away from the building for about 10 minutes
-  Fire Evacuation Assistants to inform Fire Coordinator of Zones checked
-  Only re-enter the building when told, by a responsible person it is safe to do so

 **London
South Bank
University**
EST 1892

Fire alarm and emergency lighting tests will be carried out following reoccupation. Fire alarm systems should still be maintained to ensure that it remains in good working order and all testing carried out and documented in the usual way.

Managers should ensure that where there are vulnerable employees, they are receiving support and all Personal Emergency Evacuation Plans (PEEPS) have been completed/reviewed to assess individual needs/or changes in their vulnerability.

Personal Protective Equipment (PPE)

It should be noted that the use of PPE is an additional preventative precaution, and should never be used as an alternative to the recommended practices of social distancing and proper hand and respiratory hygiene to prevent the spread of COVID-19.

Face Coverings

The Government now advise that people should, where possible, wear a face covering in situations where social distancing is not possible, such as when you are in crowded/enclosed areas with people you would not usually meet.

Please note: You must use face covering when using public transport and follow the recommended hand and respiratory hygiene advice.

Face covering is intended for short periods, and they do not need to be worn in the workplace.

It is important to understand those face coverings are not official PPE and do not provide protection against COVID-19. However, they can help to stop transmission from people who have contracted COVID-19 but are asymptomatic.

Please note: If you have COVID-19 symptoms, however mild, you must immediately self-isolate at home for at least 10 days from when your symptoms started. Wearing a face covering does not change this advice.

A face covering is not the same as a respirator mask (FFP2/FFP3), which the Government does not recommend using outside of a healthcare setting. There is a global supply chain shortage of these masks, and they should continue to be reserved for the use of healthcare workers¹⁰¹¹

When wearing a face covering:

- Understand their limitations.
- Wash your hands before putting it on, and after it is removed.
- Ensure it fits comfortably and snugly and is properly secured.
- Do not touch it with unclean hands while wearing (including to adjust)

¹⁰ <https://www.gov.uk/government/publications/wuhan-novel-coronavirus-infection-prevention-and-control/covid-19-personal-protective-equipment-ppe>

¹¹ [https://www.who.int/publications-detail/advice-on-the-use-of-masks-in-the-community-during-home-care-and-in-healthcare-settings-in-the-context-of-the-novel-coronavirus-\(2019-ncov\)-outbreak](https://www.who.int/publications-detail/advice-on-the-use-of-masks-in-the-community-during-home-care-and-in-healthcare-settings-in-the-context-of-the-novel-coronavirus-(2019-ncov)-outbreak)

- After each use, it must be washed before it can be reused (it is recommended to carry clean spares)

Gloves

As with respirator masks, the Government does not advise people to wear gloves outside of a healthcare setting. If not frequently changed, wearing gloves will accumulate a higher amount of germs than your hands will, and it hinders your ability to wash them properly.

There is a general tendency to leave them on for longer than recommended, increasing the likelihood of accidentally touching your face, or spreading germs to other surfaces.

A much more effective approach is to avoid wearing gloves and to maintain good hand hygiene by regularly washing your hands and or using alcohol based hand sanitiser.

If gloves must be worn, they need to be changed frequently, thoroughly washing your hand each time they are removed and before reapplication. You must also understand how to apply and remove gloves safely to avoid contamination¹²¹³

A few **DOs and DON'Ts** to remember when wearing gloves:

- **DON'T** touch environmental surfaces – e.g. door handles, keyboards, computer mice with contaminated gloves
- **DON'T** touch your face or adjust PPE with contaminated gloves
- **DON'T** remove one glove and then pull the other glove off by the fingertips
- **DON'T** reuse disposable gloves once they have been removed
- **DO** change gloves when heavily soiled or if torn.
- **DO** dispose of used gloves appropriately.

¹² <https://www.globus.co.uk/how-to-safely-remove-disposable-gloves>

¹³ <https://www.globus.co.uk/assets/files/How-To-Safely-Remove-Your-Disposable-Gloves-A4-0615.pdf>

Interim Remote Working (Home Working) Guidance

1. Introduction

This interim guidance sets out our approach to home working during the Coronavirus outbreak. This guidance is in response to government recommendations relating to COVID-19 to enable social distancing and for staff members to work from home where possible. This guidance will remain under review and may be subject to change.

With the advance of office technology, it has become possible to perform certain kinds of work at home rather than in the office. This guidance covers the issues that need to be considered for both the member of staff and manager, and the action that should be taken if it is agreed that a member of staff may work from home.

It is recognised that some members of staff already work occasionally from home e.g. preparing material, assessing work, carrying out research etc. The objective of this guidance document is not to undermine existing work practices or impose unnecessary restrictions. Rather, the objectives are to:-

- ensure the health and safety of all members of staff
- to support the new government advice to work from home where possible due to the COVID-19 pandemic
- to provide members of staff with the opportunity to work from home where this is possible (dependent on role, equipment etc.)
- to ensure that members of staff are aware of their obligations in relation to information security, data protection, freedom of information and records management.

When considering working remotely from home, the needs of our business will always take priority and those who are allowed to work from home must comply with this Guidance. The safety and wellbeing of our staff working remotely is also paramount.

Remote working should not usually be used to accommodate caring responsibilities however in this evolving situation, increased flexibility will be required from line managers. Where caring for dependents is necessary and disrupts the ability to work from home, other forms of leave e.g. Carers Leave will need to be explored.

When working from home, staff will be subject to all our normal rules, procedures and expected standards of conduct and performance. Contractual obligations, duties and responsibilities remain in place, as do our workplace policies.

2. Principles of Home Working



- The arrangements for home working should be agreed between the manager and the member of staff following discussions.
- It is not intended to create a situation where staff feel obliged to work excessive hours.
- If it will not be possible for all staff to perform their full role from home, any changes concerning the delivery of projects, tasks and other responsibilities will need to be agreed with each individual member of staff.

3. Process for Considering implementing Home Working

The following points should be considered when assessing an individual case for home working, in response to the COVID-19 pandemic.

(a) The Individual

Managers need to consider the following when reviewing home working arrangements:-

- Have any vulnerabilities or risks been identified as a result of having completed the Personal Health & Circumstances Questionnaire (PHCQ).

For individuals in a vulnerable category it is of paramount importance that a DSE assessment is completed (see paragraph 8)

Members of staff working at home should ensure that that their Outlook calendars and email signature shows they are working at home as well as appropriate means of contact such as email, Microsoft Teams.

- Agree the working pattern at the outset so that contact is limited, where possible, to a member of staff's working hours and that these are reviewed on a regular basis.
- Assist members of staff with being able to input into their own agenda of work whilst ensuring the needs of the service are met.
- Ensure measures are in place so there is regular contact and utilise methods to encourage team interaction so that members of staff do not feel isolated away from work colleagues.
- Ensure any training required is accessed e.g. IT user guides.

(b) Nature of the role

- The work tasks should be assessed to see if they can be carried out and managed at home by the line manager in conjunction with the staff member.
- The member of staff's objectives should be clearly stated in terms of the quality and output expected for the period of working from home.

4. Action required to implement a Working from Home arrangement

A manager's checklist is included in Appendix 1 to ensure that the appropriate considerations are given to each arrangement. In particular, it's important that attention is given to the following:

- Good communication is an essential part of any successful homeworking arrangement. Provision must be made to allow for effective communication between the staff member and their line manager e.g. using means such as Microsoft Teams, work email etc.
- Develop methods of keeping the staff member in touch with the organisation and colleagues (particularly where whole teams are home working) so that they avoid isolation and maintain reporting arrangements.
- Consider special training required e.g. health and safety, using different IT packages, maintenance of equipment.
- Members of staff working at home need to inform their manager if they are sick or unable to work in accordance with the normal sickness absence and covid-19 reporting arrangements.
- Keep checking the coronavirus hub on the intranet and Yammer group for up to date information.

<https://our.lsbu.ac.uk/home/how-to/coronavirus-hub>

5. Communication

Staff should keep in regular contact with their line manager, making additional efforts to ensure that they keep their line manager up to date with what they are working on. Equally, staff should make sure they notify their line manager if unsure about what they are required to do. We would normally expect staff to have contact with their line manager at least weekly and more frequently as required. Staff should consider all lines of communication, including email, telephone and video calls, Teams and chat, to ensure relationships are maintained and work continues.

Homeworking over a sustained period of time can lead to feelings of isolation. Staff should ensure that they are in regular contact with their team throughout, including maintaining one-to-ones and team meetings and continuing to collaborate with colleagues remotely.

Staff are recommended to view the University's guidance on looking after wellbeing and mental health in response to Coronavirus, which can be found on the LSBU Coronavirus Hub. In line with supporting wellbeing, it is recommended that a buddying system is put in place to support staff. This would involve asking staff to identify a buddy within their team (with agreement of the line manager) to provide regular contact and advice for those experiencing different ways of working over the coming weeks and months.

6. Working pattern

Staff are free to perform the agreed hours and work at times that suit them, subject to completing the total number of hours as specified in their contract. However, there are core hours during which staff will need to be available where these fall within normal working hours. These core hours are 9.30am to 11.30am and 2pm to 3.30pm. If staff do not think this will be possible, they should speak to their line manager.



As staff are free to manage their hours, this will require organisational and time-management skills to ensure they are meeting work requirements. We ask staff to be mindful that they are not overworking due to the constant access to technology and limited opportunity to leave the house. "Downtime" from work is essential.

To help maintain wellbeing, staff should ensure that they take adequate rest breaks:

- If at all possible, take one hour for lunch each day.
- Even if busy, it is essential that staff find the time to take a break of at least 20 minutes each working day that lasts more than six hours.
- Ensure the time period between stopping work one day and beginning the next is not less than 11 hours.

We also appreciate that staff may be under the added pressure of having to deal with the potentially conflicting demands of work and looking after children or other dependants. Staff members should find an arrangement that suits them and their family. They should discuss any changes to working arrangements with their line manager.

Staff members should be as clear as possible with their line manager about their hours of work. Making use of tools such as shared calendars and out-of-office messaging can help colleagues to be aware of availability.

7. Sickness

Where staff are sick and unable to work, they must telephone their line manager on their work mobile or via teams as soon as possible also paying attention to any local arrangements. The Sickness Absence Policy and Procedure will apply in these circumstances. If staff have coronavirus symptoms they must follow the Government's self-isolation guidance <https://www.gov.uk/coronavirus>.

8. Health and safety / Display Screen Equipment – DSE

Staff should liaise with their line manager to make sure that their workstation is appropriate and that they are working in a safe manner. However, staff must also take responsibility for their own health and safety and that of anyone else in their home who is affected by their work. Staff must complete the DSE assessment which can be completed by clicking on the following link (checklist on H&S page):

<https://our.lsbu.ac.uk/article/LSBU-and-You/display-screen-equipment-dse>

Line managers will establish what action can be taken, taking advice from Occupational Health / Health, Safety and Wellbeing /HR as required.

When operating outside of a normal working environment, staff should be mindful of their posture by positioning their laptop or device at a comfortable height and distance directly in front of them, preferably on a solid surface, and avoid slouching or leaning forward.



Further options for consideration:

- If possible, adjust seat height so that arms are roughly at right angles and forearms are horizontal.
- Use a footrest if feet are not flat on floor after adjusting chair height.
- Make sure lower back is supported. If more support is needed, try using a folded towel or cushion between the back and the backrest of the chair, or consider the use of a lumbar support cushion/discuss with Line Manager.
- Keep wrists in a neutral position, not excessively flexed up or down.
- Adjust monitor height so that the top of the screen is roughly at eye level. A box or books can be used as an alternative to a laptop stand.
- Use a separate keyboard and mouse if one is available.
- If the screen is difficult to see, try adjusting its angle and brightness to best suit the environment being worked in.

Where staff are unable to work from home pending reasonable adjustments related to a disability as defined under the Equality Act 2010, advice should be obtained from the HSR team.

Taking regular breaks is just as important as setting a workstation up correctly. Staff should make extra effort to move around regularly when working from home, or five or ten minutes every hour. These measures will help to limit static postures and any ill health effects as a result.

For staff who do not have any pre-existing back condition, care and attention should nevertheless be given to the type of chair they are using on day to day basis, whilst sitting at a laptop or computer. Usage should be made of ergonomic back cushions or other aids.

Where a member of staff's main place of work is at home during this interim phase, arrangements may be made for the transportation of an office chair from campus to the staff members home address. Where the cost of transporting a chair is in excess of the cost of purchasing new one, consideration should be given concerning whether staff attend the office (subject to having completed a Personal Health & Circumstances Questionnaire (PHCQ)) or if a new office chair is purchased. Managers are advised to ensure sensible and pragmatic decisions are made in all such cases. Further advice should be obtained from the HSR team.

Staff should follow the usual reporting procedures for any work-related accidents that occur in their home. <https://our.lsbu.ac.uk/article/LSBU-and-You/accidents-and-first-aid>

9. Equipment and technology

Where staff are working from an LSBU laptop, they should continue to do so. Any new staff should be provided with an LSBU laptop where it is possible to do so. Alternatively new staff should be required to use their own laptops. Where this is not possible any such new staff may be required to work from the campus, provided it is safe for them to do so and only after they have completed a Personal Health & Circumstances Questionnaire (PHCQ) as part of the Universities onboarding process.



Additional phone lines, broadband connectivity, printers or furniture to work from home will not be provided, except in the case where a requirement has been identified as a result of DSE assessment and or as a reasonable adjustment for staff who qualify as disabled for the purpose of the Equality Act.

Staff are responsible for ensuring that they have suitable telephone and broadband services where required and contacting their service provider in the event of any technical difficulties. The University's IT Service team are unable to provide IT support to equipment owned by the member of staff.

The staff member is responsible at all times for the security of university equipment and must make all reasonable efforts to protect equipment from loss or accidental damage. Staff must take care of any equipment and materials provided by the organisation and notify the IT Service desk of any faults with the equipment and keep their line manager updated.

Where equipment is provided staff must only use it for the purposes for which it was provided, take reasonable care of it and make it available for collection on the termination of employment and at any other time if requested to do so.

10. Expenses and reimbursement

Internet services and utilities (e.g. water, gas and electricity) will not normally be paid for or reimbursed by the University.

The University will pay all charges on any mobile phone provided by the LSBU Group with the proviso that it must be used only for work-related purposes. Other call costs will only be reimbursed in exceptional circumstances and when the costs to be incurred have been agreed in advance with line manager. Itemised billing is required and staff should submit any claim through the "My Workplace" expenses claim system.

11. Tax

Staff may be able to claim tax relief for any household expenses incurred as a result of working from home, provided the expenses are solely work related. If staff wish to benefit from this tax relief, further information is available from the Government's guide on claiming tax relief for job expenses at www.gov.uk/tax-relief-for-employees/working-at-home and by using Inland Revenue Tax Relief Form P87.

In some cases there are tax implications relating to working from another country. Working from home from another country is not permitted.

12. IT Security & Data Protection

Staff who work from home are responsible for keeping all documents and information associated with our organisation secure at all times.

All staff are required to undertake the online training module on IT Security. Where a non-



LSBU owned device is used to connect to the LSBU network, access must be dependent on the installation of anti-virus software and the device's operating system must be up to date. Free antivirus software can be found at: <https://uk.pcmag.com/antivirus/120817/the-best-free-antivirus-protection-for-2020>.

Where possible LSBU data should not be stored / saved to personal devices.

Staff should NOT send work emails containing sensitive or personal data, to a personal / non-LSBU email address, nor store them on an unencrypted USB memory stick or any other unencrypted device.

Staff are reminded to make sure they keep physical documents safe at all times. If staff are working in an open space at home, they should be aware of who may be able to see their screen / overhear them on the phone. Devices or physical documents must not be left unattended and unlocked. Login details must not be shared with others in the household.

All lost or stolen LSBU devices, or non-LSBU devices which contain University data, or any hard copy containing LSBU data, must be reported to line managers as soon as possible and in addition to the IT Service Desk, telephone number 0207 7815 6500 or via email at ictservicedesk@lsbu.ac.uk.

There is an expectation that staff will adhere to the data protection principles above. Where devices are stolen, LSBU will take an understanding approach towards staff, as long as they have acted reasonably.

If personal data is lost or stolen, staff must also inform the Data Protection and Information Compliance Officer as soon as is possible on dpa@lsbu.ac.uk.

13. Mortgage or rental agreements

Staff are responsible for checking applicable mortgage or rental agreements to ensure they are permitted to work from home, and for obtaining any permissions necessary to work from home.

14. Monitoring of Health and Wellbeing whilst working remotely

All concerns regarding staff having the right equipment and support to enable them to work remotely, should be addressed in the first instance by the line manager. However, where it has not been possible to resolve issues we have created a process through myworkplace.lsbu.ac.uk and the I -Trent self service module, which enables significant issues to be recorded and escalated. This process is designed to cover situations such as:

- Equipment identified as necessary as the result of DSE equipment has not been provided.
- Issues concerning mental and physical health, which are continuing and have not been resolved.
- Any other issues concerning health and safety which remain unresolved.

An employee will be able to record and document any issues or concerns relating to the three



areas above on employee self-service. The information will then be shared with HR, who will then make contact with the staff member and manager to help resolve the issue, sign posting to other services (internal or external) or escalation to a more senior member of HR where appropriate. Reports will be produced for each service area if required. For queries or further information please contact the HR Service Desk.

14. End to home working arrangements

Management will notify staff when their arrangements will be placed under review or a decision is made to bring the home-working arrangement to an end. The current homeworking arrangements are exceptional, and this arrangement does not guarantee a right to work from home indefinitely. Appropriate risk assessments will take place before staff are required to return to the workplace in line with our COVID 19 Recovery Strategy.



Appendix 1 – Managers Checklist when implementing Home Working

Managers can work through this checklist to ensure that the practical considerations are given due attention:-

1) Does the member of staff have an underlying health condition, are shielding, currently pregnant or aged over 70 years old?

These individuals are considered at more risk from COVID-19 and therefore please ensure you check the latest advice and implement arrangements to support them.

2) Does the member of staff have a Laptop?

If not, do they have the facilities to be able to work from home and what tasks will they be asked to complete.

3) Has the member of staff completed their DSE assessment?

Have any concerns or requirements been raised to you as the line manager which you need to action.

4) Has the member of staff completed their data protection and DSE training through My workplace?

You need to ensure as the manager you understand the risks and support staff in managing them whilst they are working from home.

5) Have you given consideration to how you will support the member of staff with homeworking and how you will maintain regular communications?

Detailed guidance is provided in this policy on how to do this.

6) Does the individual have the skills/training needs in relation to home working and/or virtual collaboration/meetings?

Also need to assess if you as a manager have these skills / competencies so that you can support.

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	CONFIDENTIAL
Paper title:	Academic delivery
Board/Committee:	Group Audit and Risk Committee
Date of meeting:	12 August 2020
Author(s):	Marc Griffith, Director of Teaching and Quality Enhancement
Sponsor(s):	Pat Bailey, Provost
Purpose:	For approval
Recommendation:	The committee is requested to approve the process for academic delivery as outlined in the report.

Executive summary

The attached summary outlines the processes used for quality assurance relating to academic delivery in Semester 2 2019/20 and Semester 1 2020/21, with the spreadsheet detailing the actions taken relating to each course. Please note:

1. The spreadsheet is purely used to record receipt of documentation against each course code; the accuracy cannot be checked centrally, but is the responsibility of the Course Director.
2. The documentation covers 99% of Firm Accepts (as at 24th July) across all courses.
3. There are a number of courses that are still missing documents (such as PhD/MRes courses) and some MSc courses, but these have very small numbers of students on them (0-4), and they will receive individual information shortly; PhD/MRes courses will receive separate guidance soon.
4. This tracker only records new incoming students for September 2020 – existing LSBU student coverage is not being tracked here.

Academic Delivery

Given the uncertainties created by COVID-19 surrounding academic delivery the University has put in place measures to reassure students and staff that we can deliver our courses safely, and maintain academic quality and standards. As the situation remains fluid the measures being implemented to facilitate academic delivery are underpinned by the principles of hybrid learning that incorporates a mix of online learning (synchronous and asynchronous) with campus based activities. This approach enables the scaling up or down of specific types of activities in response to the context.

Semester 2 19/20 changes

Just prior to and following the lockdown of the campus in Semester 2 of the 19/20 academic year a range of measures were put in place to enable the successful completion of the semester while maintaining the integrity of our awards and the protecting the interest of students. These included:

The establishment of the Academic Delivery Group (ADG) to oversee the design, communications and implementation of the required changes. All Schools and relevant Professional Service Groups were represented to ensure all stakeholders were involved. Implementation of the measures were devolved to the schools, and overseen by the Schools' Academic Standards Committee (SASC).

Alternate assessments that allowed the completion of assessment tasks at a distance were designed and implemented for every module where this was necessary. These were reviewed by external examiners where available and approved through the Schools' Academic Standards Committee (SASC). Where necessary PSRBs were consulted to ensure the aligned with their expectation. This allowed the successful completion of the semester.

A suite of exceptional regulations were implemented to protect the interests of students and maintain academic standards and quality. These included changes to compensation and condonement rules, number assessment attempts allowed and an automatically applied no detriment calculation to ensure that students were not disadvantaged as a result of the COVID-19

pandemic. Feedback from external examiners at the awards and progression examination boards has been positive and our initial analysis of the no detriment approach suggests that a wide range of students benefitted from the application of the exceptional regulations.

Semester 1 20/21 changes

In preparation for Semester 1 of the 20/21 academic year we are implementing a range of changes to secure academic delivery and ensure safety. The decision was taken that our delivery would be hybrid with lectures happening online wherever possible, but it would be enhanced by some on campus provision. A hybrid delivery guide for staff was produced and a new Moodle baseline specified. ADG continues to oversee and enable the implementation of the range of changes which includes:

The CoV-19 Recovery Operations Group which provides a forum for discussion and oversight of the wide range of interrelated and complex activities required to get the campus open safely and for delivery to commence. There twenty work streams addressing the range of requirements from academic delivery to technology and Health and Safety.

For the purposes of timetabling ADG has agreed a prioritisation of courses to clearly identify courses with specific requirements for campus access for delivery. The prioritisation takes account of those courses that must be on campus (Cat 1) for delivery, for example courses requiring specialist equipment / labs to those that can be delivered entirely online (Cat 3). This enables timetables be created based on course requirements.

A range of changes to courses for Semester 1 have been approved through SASC to enable delivery in semester 1. Some of these changes included moving certain activities to online delivery, redesigning assessments and rearranging the delivery order of modules. These have been documented in course addendums and communicated to students in compliance with the expectations of the Competition and Markets Authority (CMA). The attached spreadsheet shows the course list recording the receipt of documentation against each course code.

To provide additional hybrid delivery capabilities the Technology work stream is investigating and procuring a range of technologies to integrate with our existing Virtual Learning Environment. The additional investment approved for technology provides staff with access to the right tools for hybrid academic delivery, enables remote access for staff and students to specialist software, and is developing training and resources for staff and students to support the effective use of the range of technologies available. Webex, a webinar / meeting tool, has been procured to facilitate delivery to large audiences (> 300) and other tools being sought include Blackboard Ally (accessibility compliance), Poll Everywhere and an online invigilated exam tool.

Communication to staff and students is central to the successful implementation of the changes. Regular communications to staff has been maintained to inform of the expectations, support and changes. High level weekly communications have been produced for students centrally which are supplemented by course directors providing more specific school / course level communications. Course directors act as the central point of contact for students on their courses.

Agenda Item 5

	CONFIDENTIAL
Paper title:	GARC Covid 19 Recovery People Update August 2020
Board/Committee	Group Audit and Risk Committee
Date of meeting:	12 August 2020
Author:	Alex Bush, Interim Director of People
Sponsor:	Marcelle Moncrieffe-Johnson, Chief People Officer
Purpose:	For discussion
Recommendation:	The committee is requested to note the contents of the update

Executive Summary

The update from People and Organisational Development provides details of personal health and circumstances assessments, online return to campus training, and union engagement.

Recommendation

The committee is requested to note and discuss the contents of the update from People and Organisational Development.

1.0 Covid 19 Recovery Project Update August 2020

1. Personal Health & Circumstances Assessment Results & Next Steps

Analysis undertaken following the survey deadline on 2 August confirmed that 1257 staff (55.2%) had responded; however, when HPLs and weekly workers are removed from the figures, the completion rate is 84.6%, with 70% confirming they do not consider themselves as vulnerable. However, 68 staff self-declared as highly vulnerable, and a further 309 as moderately vulnerable. 33 staff exercised their right to 'opt out' of completing the full questionnaire. This figure will increase, as there are some staff who still need to complete it.

Deans and Directors have already been provided with details of their vulnerable staff, and work is underway with the HR Business Partnering team to review any existing Occupational Health reports, and where necessary, to make urgent referrals to our OH provider, so that appropriate action can be taken on receipt of their advice. Priority is being given to School-based staff and those working in PSGs where campus presence is required, to minimise the risk of disruption to students.

The questionnaire has also been forwarded to the 44.2% of staff who are yet to respond, (this group includes those who joined LSBU since the document was issued, or who failed to respond due to annual leave, as well as to staff due to return from maternity leave or sickness absence in the near future). Responses will be reviewed on a weekly basis, so that any additional OH referrals can be made quickly.

It is intended that most staff from the academic areas should be fit and able to return to campus. As regards to the PSG areas, although the majority of staff can and will continue to work from home between now and Christmas, there may be a requirement for some individuals and teams to return on an hoc basis. It is inevitable that some disputes will arise and efforts will be made to keep disciplinaries to a minimum, however the risks attached to return to work will give rise to potential claims under legislation if an employee believes he/she has suffered a detriment on the basis they believe they may be put under serious and imminent danger and cannot avert that danger (s44 Employment Rights Act 1996). This issue in practice is equally likely to arise from travelling to work as it is from the workplace itself. It is therefore critical that HR BP's are ready to be able to provide the coaching and support to managers in having those conversations with staff.

2. Online Return to Work Training & Engagement

An online 'Returning to Campus and School' module was launched on 15 June, to provide all staff with key information to help minimise the spread of COVID-19 when returning to work on Campus or at School, and to ensure

clear understanding of both individual and collective responsibilities in doing so. 469 LSBU and SBUEL staff completed this as at the end of July.

A link to this training was circulated to LSBU and SBUEL staff, with Lambeth College hosting it locally and the Academies accessing an external link. Local managers have also been provided with the link so they can forward it to colleagues who are due to return to work shortly.

Completion reports for LSBU and SBUEL have been circulated to Deans and Directors, and specific reports are available from the Lambeth College HR team and the provider for the Academies.

An Engagement toolkit has also been created, in the form of a slide-deck for ease of use by local managers. The toolkit will be held on the intranet so the slides can be easily updated in line with decisions taken by the Executive Recovery Team or changing Government advice.

3. Guidance issued to date

The COVID 19 Hub page has been refreshed and updated, so that all key HR and H & S documents can be found in one place, this includes the COVID return to work guidelines, Working from Home Guidelines, Frequently Asked Questions for all Staff and Managers Guidance. These documents are reviewed and updated on weekly basis to take account of changing circumstances both internally and externally

4. Trade union engagement

Specific COVID 19 meetings with Trade unions are set on a two weekly cycle. These sessions are designed for all TU's to attend and ask questions, seek clarifications and input into any new guidelines and policies. Engagement has been positive from Unison and GMB who have fed into the Personal Health and Circumstances Questionnaire. UCU have challenged on aspects of the process for introducing Guideline documents as we have not sought to enter into negotiation and agreement

Disputes may start to arise once staff are required to return to campus and refuse to follow a reasonable management instruction to do so. We will continue to aim to work in partnership with TU's to ensure disputes and indeed disciplinary action is kept to a minimum.

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Agenda Item 6

	CONFIDENTIAL
Paper title:	Recovery project update to Executive, 5 August 2020
Board/Committee:	Group Audit and Risk Committee
Date of meeting:	12 August 2020
Author(s):	Ed Spacey, Acting Director of Group Compliance.
Sponsor(s):	David Phoenix, Vice Chancellor and Chief Executive.
Purpose:	For information
Recommendation:	The committee is requested to note the update.

Executive summary

The attached update on the coronavirus recovery projects was given to the Executive on 5 August 2020. It is included here for information.

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**London
South Bank**
University

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Covid-19 Recovery Project

Executive update 5 August 2020

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Become what you want to be

Overview and Summary

Managing the phased return

Page 52

- How to gather ongoing feedback to ensure safety– from Library, Clearing and Lab operations
- Developing the engagement approach for staff and students – helicopter overview
- Ensuring Legal Compliance

Become what you want to be



September Return to Campus

- Interim remote working guidelines for staff has been finalised and ready to launch
- In the process of agreeing the PCHQ process for new starters, maternity and return to work from sickness
- Return to work e-learning module launched for staff.
- No Auto enrolment for students
- Student attendance and engagement will be monitored (online and on campus) via our existing systems. Gary Smith (Head of Student Admin) is working with the DESEs to ascertain the levels of attendance/engagement needed for students.
- Timetables released to staff and students date moved from 31 July to 1 September (on track to meet new deadline)
- Re enrolment to go live from 31 July

Clearing

- Overall clearing plan finalised with crisis contingency in place (if phones fail, dual campus and remote plans)
- Estates risk assessment has been completed and proposal on set up of social distance call centre in Faraday has been put together
- Telephony system for remote service delivery tested and completed
- Quotes for additional licenses needed.
- First training session for staff clearing is scheduled 6-8 August.

Change in Government Guidance

- Parameters continuously changing
- Face masks made compulsory extended from 8 Aug
- Localised lock

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Covid-19 Project, Risk Summary

No	Type	Workstream	Description	Impact	Date Open	Mitigation	Assigned to	Date Closed
1	Issue	Academic Delivery S1	Uncertainty remains in terms of funding for AQE and secondments. Delay in leading indicators that imply a delay in meeting deadlines.	Medium	21/07/2020		Deborah Johnston	
2	Issue	Academic Delivery S1	Uncertainty on how transition activity is progressing	High	28/07/2020		Deborah Johnston	
3	Decision	Hardware Technology to Support Staff and Students	Staff hardware needs, need to be fully identified with prioritisation of staff decided	High	16/07/2020	Proposal finalised and deadline date to be reviewed	Alison Chojna	
4	Decision	Estates	Creation of space over summer for students, need to determine if extra spaces are necessary.	Medium	28/07/2020	Immediate review with Head of Library	Carol Rose	
5	Decision	Estates	Re-opening of limited number of catering outlets, decision as to whether or not open will need to be taken when semester numbers are clearer	Low	28/07/2020	Immediate review needed ahead of semester 1	Carol Rose	
6	Issue	January Start Course Expansion 2021	Propose and agree new calendar, completion date moved from 30th June to 6th August. Delays due to exam boards, workflows and annual leave.	Medium	28/07/2020	To complete within newly extended deadline date	Marc Griffiths/Nuria Prades	
7	Issue	Timetabling	Specific school requesting extensive space, the existing available rooms are only holding 10 or less	Medium	04/08/2020	Further clarity received	Jamie Jones	

Work stream name & area of business	Health & Safety (Student and Staff)
Work stream lead	Ben Baker/Sven Harris/Jack Newing
Report date	04/08/20

Overall
G

Milestone	Due Date	Status	Commentary
Develop a robust Student Track and Trace and Central reporting process for Semester 1	24/08/20	Ongoing	Process base on government guidance in place, need to establish a central reporting hub with limited resource.
Conduct performance Evaluation (Monitoring) Review	14/10/20 20	Ongoing	Monitoring of the control measures in place through obtaining feedback from employees, trade union representatives
Create a comprehensive staff FAQ on the Safe Return to Campus (COVID-19)	27/07/20 20	Complete	The FAQ will be updated regularly following changes in advice from the UK Government.
Raising COVID-19 Awareness and expectations by; - Create COVID-19 Behavioral Safety Do's and Don't on a digital platform, and - Create return to campus protocols	07/08/20 20	Ongoing	Used to help increase awareness of COVID-19 and expectations while on campus

Progress this week: N/A

Decisions required from committees or other groups: N/A

Key activities planned over next week:

Working with digital team to create a digital message for TV's and Screens on campus

Comms required next week: N/A

Work stream name & area of business	Infrastructure (Estates and Academic Environment)	Overall G
Work stream lead	Carol Rose	
Report date	03 August 2020	

Milestone	Due Date	Status	Commentary
Signage around campus	31 Aug 2020	Yellow	Signage across campus to be completed
Semester 1 and Welcome Week arrangements in place	1 Aug 2020	Yellow	Meetings held with Timetabling Team and requirements/extent of campus use being identified with all stakeholders. Facilities support being given where required. Meetings now being held with caterers etc.
Provision of remote telephony for off-site clearing operation	27 July 2020	Green	Laptops now issued to the remote Team, EAE staff continue to support the Solidus 6100 software.
Creation of space over the summer for students to come and study and use IT etc.	If required	Green	Spaces will be created if necessary when demand/use of Perry Library is clear
Review of offer in residences and identification of alternative offer	3 Aug 2020	Yellow	First round of offers made to applicants. Acceptance window extended to allow applicants to review timetables.
Catering re-opening of limited number of outlets	3 Aug 2020	Green	The two public facing cafes due to re-open. This will be followed by re-opening of two other facilities, Grads Café, Café Geo and supplemented by the mobile Coffee Cart.
On-site Clearing facility up and running	24 July 2020	Green	Rooms now set up as per original request –minor changes to layout have been undertaken

Progress this week:

- Signage and the creation of cleaning stations across campus continues
- First round of offers made for student accommodation
- Arrangements in place for 2 cafes to open in 4 weeks followed by additional outlets
- Some cleaners in the communal areas being assigned as 'marshalls' just to remind staff and students to maintain safe distances etc.
- Completion of signage plan at Lambeth College
- Assistance with Lambeth College Risk Assessments.

Decisions required from committees or other groups:

N/A

Key activities planned over next week:

- Continuation of residences first application round
- Continuation of signage project and creation of one way systems etc.
- EAE representation at the three COVID-19 Recovery meetings
- Regular meetings with new caterer to discuss a 'COVID offer' together with other initiatives they are proposing
- Finalising the space for Clearing operation.
- Assisting with COVID related estate issues across the Group

Comms required next week:

N/A



Work stream name & area of business	P and OD- People/ HR	Overall G
Work stream lead	Alex Bush – Interim Director of People	
Report date	3 rd August 2020	

Milestone	Due Date	Status	Commentary
Design and roll out of Personal Health and Circumstances Questionnaire (PHCQ)	Ongoing	 	Survey closed. Completion rate 85%
Interim Remote Working (Homeworking) Guidelines	Complete	 	.Continue to review in light of changing circumstances
Updated Managers Guidance & FAQ's	Complete	 	As above
I – trent configuration work to enable staff reporting of H & S concerns (see below)	Complete	 	
Agencies have been contacted to confirm risk assessment process for agency staff	03/08/20	 	Agencies have been contacted. Have chased.
PCHQ process new starters, maternity/ sickness returns.	07/08/20	 	On track to complete this week
Explore and scope project for digital remote working products for team management.	31/07/20	 	Have set up an initial project group to look at options.. Meeting next week

Progress this week

- Initial analysis started on PCHQ.
- COVID Meeting with TU's.
- Managers Guidance and FAQ's updated to deal with new quarantine issue

Decisions required from committees or other groups:

- Approach to be agreed concerning OH referral process for staff identified as vulnerable

Key activities planned over next week

- Weekly HR./ OD/ H & S/ Comms meeting
- Establish “joined up “ comms with H & S. Agree Comms Plan.
- Analyse PHCQ returns.

Comms required next week:

“ Clean up” of all HR and H & S pages

Work stream name & area of business

Engagement

Work stream lead

Anna

Report date

14.07

Overall

G

Milestone	Due Date	Status	Commentary
Workstream mobilised.	10.07		
Interdependencies understood and critical	17.07		
Define: objectives and outcomes	17/07		<i>How do link up with other work streams, or other engagement activities. I.e Staff Survey results</i>
Define roles and responsibilities of others in engagement	24.07		
Finalise plan	24.07		

Progress this week:

Decisions required from committees or other groups:

- Input on engagement (week of 27.06)
- Should we be using Groups such as the LEAP change agents?
- Awaiting overall Recovery project plan (from Recovery project team) as foundation for engagement plan activity

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Key activities planned over next week:

ACTION: Create an engagement plan.

Including:

- 1) Ed Spacey, H&S, (to offer) to attend townhalls / open sessions over the summer. Objective would be to reassure and help people understand measures are in place. Also at a more macro and that our approach is people centric.
- 2) Review HR / HRBP engagement – what else is needed to support return to work?
- 3) Providing the opportunity for a small group to come and look round before term starts (could be the school SMT or other leaders/influences) so that colleagues can report back to others). Objective as above.
- 4) Work with comms on people friendly rtw guide
 - Identify who has returned to work
 - Timetable of who will be returning over the next month

Comms required next week:

Work stream name & area of business	Technology to Support Remote Education, Service and Working - Hardware	Overall
Work stream lead	Alison Chojna + Malvina Gooding	A
Report date	04/08/2020	

Milestone	Due Date	Status	Commentary
Staff hardware needs identified.	12/06/2020		1,075 LSBU staff completed the IT hardware survey. Need to follow up on the gaps. Prioritisation of staff proposal is currently being worked up. Budget still unconfirmed.
Staff hardware orders placed.	19/06/2020		New batch of laptops in stock and being deployed based on individual orders.
Options for student access to digital hardware in place and communicated.	30/06/2020		Sum for the digital hardship fund has been agreed. Continuing to progress laptop purchase scheme. Meetings with suppliers ongoing.
Scope project for asset data management across the Group. Propose asset life-cycle approach.	30/06/2020		Staff asset data needs to be linked to staff records to enable management of the full asset lifecycle. Need to review data from staff audit.
Review and update classroom technology to support hybrid delivery where needed.	31/08/2020		Working with Timetabling to review which spaces will be used by which courses and will then liaise with Schools on their planned delivery and tech needs. Budget still unconfirmed.
Reopen Perry and Havering Libraries	17/08/2020		Perry Library opened 11-3pm, Monday to Friday from 13/07/2020. Increasing opening hours to 9-5pm from 10/08/2020. Havering Library to open 11-3pm from 17/08/2020.

<p>Progress this week:</p> <ul style="list-style-type: none"> - Continuing to progress student laptop purchase scheme and responding to queries from FMI and Procurement. Awaiting insurance quotes to underwrite any debt defaults. - Continued discussions with FMI around the capital budget. - Planning to extend Perry Library opening hours from 10/08/2020 and reopen Havering Library from 17/08/2020.
<p>Decisions required from committees or other groups:</p> <ul style="list-style-type: none"> - Lack of agreed capital budget is delaying progress against staff hardware and classroom technology.

<p>Key activities planned over next week:</p> <ul style="list-style-type: none"> - Continue to firm up details around the laptop purchase scheme. Begin to plan and schedule comms, aligned with the digital hardship fund. - Extend Perry Library opening hours to 9-5pm from 10/08/2020.
<p>Comms required next week:</p>

Work stream name & area of business	Technology to Support Remote Education, Service and Working - Software	Overall
Work stream lead	Alison Chojna + Alex Denley	G
Report date	04/08/2020	

Milestone	Due Date	Status	Commentary
Online learning platforms agreed and procured.	12/06/2020	Complete	Complete: License numbers for webex platform agreed and PO issued.
Complimentary software for teaching delivery agreed, particularly polling software and digital accessibility	26/06/2020	Complete	Costs approved and procurement proceeding.
Telephony system tested for Clearing and remote service delivery.	12/06/2020	Complete	Telephony software now installed on a 35+ devices, both LSBU and personal. Capacity testing took place.
Methods for remote access to specialist software agreed and tested.	31/07/2020	In Progress	TBC following meeting on 04/08/2020.
Licensing of specialist software needs to be reviewed and costs identified.	10/07/2020	Complete	Remote access to software suites, such as Adobe Creative Cloud, will have cost implications. Known costs have been gathered and will be submitted to Exec for 24/06/2020. TSS have supported to provide list of specialist software.
Scope requirements for online assessment and agree project lead.	26/06/2020	In Progress	CRIT to lead on scoping requirements with IT support.

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Progress this week:

- Two contract staff joined the Innovation Team for 3 months to progress scoping requirements and implementing new software – should pick up speed now.
- Adobe licenses have been purchased. Have a quote for VEO (HSC).
- Purchasing additional licenses for webex events.
- Missed deadline of 31/07/2020 for Moodle upgrade.
- Staff have begun to use webex and a more wider rollout is being planned.

Decisions required from committees or other groups:

Key activities planned over next week:

- Moodle upgrade rescheduled for 6-7th August 2020.

Comms required next week:

Work stream name & area of business	Technology to Support Remote Education, Service and Working – Training/Support	Overall G
Work stream lead	Alison Chojna + Lesley Gould	
Report date	04/08/2020	

Milestone	Due Date	Status	Commentary
A baseline of staff digital skills to be developed and existing training resources to be mapped to spot any gaps.	31/07/2020	On Track	Currently progressing well between CRIT, OD and LLR and expected to deliver on time.
A central repository of high-quality staff training resources to be curated on an online platform, available across the Group.	14/08/2020	On Track	Existing content is currently being mapped against baseline skills. Gaps in content will need to be created. Our LSBU will be developed as a central repository and working with IT to make accessible to the Group.
Recruitment for new Digital Skills Manager (LLR) about to begin.	19/06/2020	On Track	Completed: Recruitment underway.
A School engagement plan to be developed collaboratively between Schools and OD	07/08/2020	On Track	OD to work with Schools to develop a plan for each School.
General and specific student digital skills training to be planned at a course level, ready to deliver for semester one.	31/08/2020	On Track	LLR to utilise existing liaison staff to engage Schools to identify needs.
Provision made for increased "hand-holding" academic support following the summer period.	30/08/2020	On Track	Need to plan for a likely surge in requests for individual staff support as week 0 approaches.

Progress this week:

- A baseline of staff skills associated with platforms/technologies is being developed and existing training resources are being mapped against it. Progressing well.
- Investigating options to open Our LSBU as a central point of curation for training materials across the Group. Plan B also being worked up.
- Have met with LinkedIn Learning, who will be curating some generic resources for us.

Decisions required from committees or other groups:

Key activities planned over next week:

- OD to present the new intranet pages for digital training and support at the next ADG on 6th August.
- Webex training planned and scheduled.

Comms required next week:

N/A

Work stream name & area of business

S1 Course Change Management

Work stream lead

Marc Griffith

Report date

03 August 2020

Overall

G

Milestone	Due Date	Status	Commentary
Develop and agree course change approval process	3 June 2020	Yellow	<i>Reliant on TQE capacity this week</i>
Identify course needing changes within each school	6 June 2020	Green	<i>Dependency on information being received from schools (grid available)</i>
Make and approve S1 course changes (new)	13 July 2020	Green	<i>Awaiting feedback on returns – likely to be missing some schools Majority of addendums now collected Chasing remaining few</i>
Make and approve S1 course changes (returning)	7 August	Green	<i>Provide access for communicate to returning students</i>
Communicate changes (registry, marketing, etc)	7 – 14 August	Green	

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Progress this week:

- TQE / marketing auditing missing addendums
- Collected / updated majority of updates

Decisions required from committees or other groups:

- Academic delivery to discuss and agree proposed solution
- Quality and standards committee to approve changes
- Academic board to approve changes

Key activities planned over next week:

- Review / chase missing addendums
- Identify missing courses addendums
- Clarify returning students process.

Comms required next week:

N/A

Work stream name & area of business

January Course Expansion

Work stream lead

Marc Griffith and Nuria Prades

Report date

03 August 2020

Overall

G

Milestone	Due Date	Status	Commentary
Identify January start calendar and other issues	06 June 2020		<i>Extent of change may be limited based on existing system limitations</i>
Identify with schools "new" courses to start in January	12 June 2020		<i>Completed and being finalised by international</i>
Establish any technical barriers from a SRS perspective	30th July 2020		
Propose alternate calendars / approaches	6 th August 2020		
Implement required technical solutions	November 2020		Need to understand the nature and scope of technical challenge and feasibility. This will start once scope / requirements is understood

Progress this week:

- Group met and reviewed progress (limited this week by annual leave)
- Members collecting Jan start calendars from other institutions
- Registry reviewing any technical requirements / barriers
- Sub groups creating Jan start calendar proposals

Decisions required from committees or other groups:

- Academic delivery to discuss and agree proposed solution
- Quality and standards committee to approve changes
- Academic board to approve changes

Key activities planned over next week:

- Sub groups to meet to design proposal calendars
- First pass at January start calendar for August 6th
- Jan start calendars collected from other Unis

Comms required next week:

- N/A

Work stream name & area of business	Management of Domestic Applicant Pipeline
Work stream lead	Sukh Chonk
Report date	27 July 2020

Overall
G

Milestone	Due Date	Status	Commentary
PG campaign – last in-cycle push for entry 2020	06/07/2020		<i>Targeted planned advertising and potential webinars with follow up including welcome form department, Choose LSBU , Semester 1 delivery and support package,</i>
S1 delivery and Support package campaign	13/07/2020		<i>Use of Course delivery information and support package campaign to retain accepts. 13 July TQE deadline for Course Specification Addendums to get ready for web and email campaigns. Carry on meet with course tutor online events throughout summer. Email campaigns</i>
Academic Schools activity input	07/08/20		<i>Schedule of online events for PG and retention of accepts. Webinars, Meet the course tutors, Welcome to the department email, reading lists</i>
Early Clearing	06/07/2020		<i>Promotion has already started with interest registration form on web, enquirers then enter pre Clearing funnel. Early clearing application form will go live 6 July.</i>
Embargo	05/07/2020		<i>Zero Breach Embargo Plan written and distributed. Requests to complete UCAS training circulated to Admissions staff</i>
Confirmation and Clearing	09/08/2020		<i>Download of A Level and BTEC results on 7th August. The bulk of confirmation will take place on Sunday 9th August.</i>
Meeting the Cap for SNC	13/08/20		<i>Deciding mechanism of closing a course related to the SNC</i>

Progress this week:

- 90% of FAs Course Addendums received, these will go out Tuesday.
- SCC –continuing to contact new applicants as they are added to the Gecko system.
- Admissions Embargo training completed
- Go-live of subject-level Sem 1 comms for COVID hub
- Completion of "Meet your course tutor" sessions with Schools

Decisions required from committees or other groups:

A note on SNC, we are currently discussing SNC scenarios to put forward to determine process of closing course.

Key activities planned over next week:

- Completion of content (and sends) for PG 'Welcome to the School' emails and generic PG marketing emails
- Running of PG pre-app webinars for Business and LSS
- Get Ahead comms to be distributed (dependency on CRM capabilities. Alternative to send after results day).
- Embargo starts on 5pm Thursday 6 August for UGFT.
- Follow up of missing CAs and Course Specifications

Comms required next week

Work stream name & area of business	Clearing Operation	Overall G
Work stream lead	Sukh Chonk	
Report date	03 August 2020	

Milestone	Due Date	Status	Commentary
Overall Clearing Plan finalised	10/06/2020		<i>Awaiting some last-minute pieces of information from key stakeholders and can circulate – expected by August 5th.</i>
Part on campus operation Social Distance Setup	03/07/2020		<i>Final proposal/plan from Estates on how we will set up a socially distanced call centre in Faraday has been received. Estates risk assessment provided . Date of walk through to be decided.</i>
Telephony system and IT requirements distribution on campus and remote	07/07/2020		<i>Telephony Remote Testing completed. Quotes for additional licenses needed.</i>
Clearing & Confirmation approach and tariff to be agreed	22/06/2020		<i>Meeting with Deans (+Pat) to agree tariff and individual School plans</i>
Training and staffing plan for Clearing Operation	10/07/2020		<i>Deadline to confirm number of LSBU scheduled to work Clearing – 10 July Remote working will be a consideration for the delivery method, and how we will support in a remote environment. First training session 6-7 August.</i>

Progress this week:

- Finalised signage on campus
- Gathering of materials needed to set up on-site Clearing
- Staff invited to training scheduled on 6 –7th and 10 –11th August
- Final push to gather all necessary tools together to aid remote workers

Decisions required from committees or other groups:

- Agreement and finalisation of School Clearing Plans

Key activities planned over next week:

- Finalise Business Continuity Plan and send to HR business service
- Finalise contingency workflows
- Finalise catering for staff
- Phase 3 web and social content briefed into MAC
- Preparations for social media applications/process underway

Comms required next week:



Work stream name & area of business	Timetabling	Overall G
Work stream lead	Jamie Jones	
Report date	4/08/2020	

Milestone	Due Date	Status	Commentary
School to submit finer details of sessions to be taught on campus to Central Timetabling Team (CTT)	31 st July	 	<i>The majority of details received – always anticipated that further details would come in wc 3.8.2020</i>
Clarity from 2 x schools, that have recently requested extensive space requirements, as to their exact space needs	31 st July	 	<i>Further clarity received</i>
Timetable released to students which shows all planned on campus activity	17 th Aug	 	
Schools to submit finer details of online sessions (that require timetabling) to CTT	14 th Aug	 	
Personalised timetable released to students	1 st Sept	 	

Progress this week:

- Continuing to work with the schools that have requested extra space to ascertain how/where we can accommodate.
- Starting to room sessions thanks for the detail

Key activities planned over next week:

- To continue with rooming.
- To ascertain whether we can accommodate all of the room requests received, once we have agreed which rooms can be released from the original requests received

Decisions required from committees or other groups:

Comms required next week:

Work stream name & area of business	Re-enrolment & Attendance Monitoring	Overall
Work stream lead	Jamie Jones	G
Report date	04/8/2020	

Milestone	Due Date	Status	Commentary
Decision taken (by JJ), due to the risks identified, to not introduce auto re-enrolment in summer 2020. To inform all relevant parties	June 2020		
Key stakeholders to agree on how we will monitor Student Attendance and Engagement monitoring in S1 (both on campus and online)	11 August 2020		<i>Gary Smith leading on this document with the DESEs</i>
Administrators to access the re-enrolment system	5 th August July		
Re-enrolment system to go live	7 th August		<i>This date has moved from 31st July due to unavoidable delays within Registry</i>

Progress this week:

- Meetings with DESEs concerning Attendance Monitoring – plan to be amended, agreed and circulated.

Decisions required from committees or other groups:

- None

Key activities planned over next week:

- To finalise the plan for Attendance Monitoring
- Administrators to get access to the online system and undertake the required work.

Comms required next week:

- Pre-planned comms as part of the Student Services workstream

Work stream name & area of business

Return to Work e-learning module, P&OD

Work stream lead

Argyrios Georgopoulos

Report date

04/08/20

Overall

G

Milestone	Due Date	Status	Commentary
Research a training provider, negotiate contract and timelines to implement a Return to Work e-learning module	15/06/20	Completed	Cost: £10,000 plus VAT Provision details: 3000 licenses for 12 months, including 6 monthly content updates (or when there is significant material change in government rules and regulations)
Validate the learning content with the Health and Safety Team (Ben Baker)	15/06/20	Completed	
Host the learning content on respective Moodle platforms for LSBU, SBUEL and Lambeth College (UAE and UTC content to be hosted externally on the MS of the provider) by June 15 th	15/06/20	Completed	LSBU/SBUEL course: https://learningstation.lsbu.ac.uk/course/view.php?id=46 Lambeth College course: https://moodle.lambeth.ac.uk/login/index.php UAE/UTC course: https://returntoworkcovid-19.online/
Provide support in monitoring and reporting completion for LSBU, SBUEL, UAE and UTC. (Lambeth College will monitor and report locally).	04/08/20	Completed	Initial report created. Awaiting approval from H&S, to build into BAU.

Progress this week:

Decisions required from committees or other groups:

Engagement plan contains training

Key activities planned over next week:

Comms required next week:

Work stream name & area of business

Induction & Welcome

Work stream lead

Sarah Moore-Williams

Report date

Ongoing

Overall

A

Milestone	Due Date	Status	Commentary
Decision on platform & interface.	10/7		<i>Webex licence for 3,000 users is secured, Ross Butler in continued negotiations with regards to capabilities – possibly not got the sophistication one would expect from such an expensive & established system but we are working with them. (ie no ability to put a background!)</i>
Enhanced 'Welcome & Support' planned	10/7		<i>Week 0 is now planned. - 2 hours face to face & rest on line. Tracey & Ross now working with teams to do the detail prep.. Week 1 still need final amendments but all is in progress.</i>
Detailed project plan to get us to mid September	10/7		<i>We have it.</i>
Welcome events/ material produced & on platform or timetabled events	1/9		<i>Before you Start Webpages are ready. We are still working on how we communicate & book students into sessions.</i>
Communication plan finalised	10/7		<i>Jl still have concerns re the booking of students oin to the sessions. Working with Marketing on this.</i>

Progress this week

- Tracey & Ross now working with the delivering teams on preparing the sessions
- Ross working with Webex to get functionality.
- SMW reached out to ACI to try & get ACI facility for delivery
- Most of material now ready for Welcome pages.
- ID cards to be sent out - decision made in conjunction with LEAP team.
- Academy of Sport have reached out as want to run some sessions in Kell street
- SMW talking to Carol re Estate,
- Decisions on comms & booking made – needs fine tuning but basically there now.

Decisions required from committees or other groups:

Key activities planned over next week:

- TD & RB to work with session owners to finalise sessions
- Marketing to finalise CRM process to work out how we book students into induction s face to face,
- DESE's. Deans & DORES to feedback again on face to face (fine tune)
- Web team to finish loading on Welcome page info supplied by CDS.
- SMW to work with Academy of Sport/ Carol/ACI/ Rosie's team to look at more detail on the ground activity.in week 0 & week 1.

Comms required next week:

Reminder to staff about volunteering.

Work stream name & area of business	Communications	Overall G
Work stream lead	Kath Mills / Claire Melia-Tompkins	
Report date	03/08/20	

Milestone	Due Date	Status	Commentary
Weekly all staff communications.	Occurs weekly as and when required	Ongoing	No all staff comms this week.
Weekly staff e-newsletter	Weekly	Ongoing	
Weekly student e-newsletter	Weekly	Ongoing	
Update Corona Hub - Our LSBU	End of W/C 20/07/20 Then ongoing	Completed	Clean up Coronavirus and recovery info on Our LSBU. Updating info and docs currently on the hub. Working with and seeking input from IT and ES and AB. Will continue to update with new content as and when required.
Update Applicant comms - website /social messages	W/C 27/07/20	In progress	Main changes and information is live. Some content still to go up ahead of UCAS embargo. Due to go up by Thursday 6 Aug.
Mirroring comms for existing students to align with applicant comms	W/C 27/07/20	In progress	CMT working with RH on this to ensure we have specific info for existing students to mirror what going to applicants and to provide clarity on their studies for Sem 1.
Welcome week comms support and prep (has its own workstream)	Ongoing	In progress	Working with SMW the LSBU lead for Welcome. Reporting in to the working group there to have a programme and comms plan to support welcome week. Meeting on Wed 5 Aug. Comms actions updated then.
Existing student communications plan development	Ongoing	In progress	CMT working with RH for ongoing existing student comms plan for sem 1 and over summer.
Staff calendar of communications up until Dec 2020	Ongoing	In progress	This is focussed wider than just recovery and COVID. For Recovery and COVID reliant on decisions and info in other areas. CMT keeping looped in with people across the org.
New Managers guide	New draft completed 24/07/20	Completed	Updated managers guidance on Covid hub. Will be updated as and when things change.
Interim remote working guide shared with staff	New draft completed 24/07/20	Completed	Saved on Covid hub and in all staff email. Will be updated as and when any changes.
Staff / student Covid FAQs	New draft completed 23/07/20	Completed	Saved on Covid hub on our LSBU. Will be updated as and when any changes required.
Student return to campus guide	W/C 3 Aug	In progress	Copywriter completed writing. Draft with Rosie. CMT and RH to discuss next steps and get designed.



Progress this week:

- Staff newsletter circulated
- Student newsletter circulated
- Work on student return to campus guide in progress with Rosie. Draft text completed.
- Updated references to isolation from symptoms (now 10 days)

Key activities planned over next week:

- Student return to campus guide to be designed
- Working with RH on existing student comms
- Video for staff on return to campus and guide

Decisions required from committees or other groups:

- Working with IT / P&OD / H&S to check their resources, support and pages are up to date and info linked to from Corona hub is still valid.
- Update comms plan from anything following recovery group Tuesday meeting
- Update comms plan from anything from Monday recovery check in with PB

Comms required next week:

Will monitor information from other work streams and action where appropriate.



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Work stream name & area of business	Graduation	Overall G
Work stream lead	Michelle Moore	
Report date	27 July	

Milestone	Due Date	Status	Commentary
Student petition is losing momentum, we have planned counter-comms to mitigate and reached out directly to the author of the petition to reassure that it has always been our intention to provide alternatives to 2020 ceremonies. Our dialogue with the SU (Hattie and Josh) suggests that the overall student body is happy on the whole. Reassuring messaging was also sent (from VC) in the Exam results packs in mid-July..	Done	Complete	No issues
Ongoing negotiation with RFH regarding our options for 2021 ceremonies (spring and/or autumn dates). Contract will be amended to include a COVID clause to give LSBU greater protection in event of second wave.	Start: June2020 End: Aug 2020	Ongoing no issues	COVID clause has been received from RFH and is being checked by LSBU Legal Team. We hope to be in a position to secure 2021 dates by end of August at the latest.
Full comms plan for Class of 2020 over summer – includes special gifts, social media activity and video messaging from VC. Aim to give them a special send off to their studies in the lead up to what would have been their ceremony dates.	Start July2020 End Oct 2020	Ongoing no issues	Full details available next week

<p>Progress this week: RFH have given us a COVID clause to include in contract for dates for 2021. Mass redundancy at RFH explain their delay on this.</p> <p>Comms plan messaging for students is rolling out – we took part in a UUK Campaign for the class of 2020 on 31 July.</p>
<p>Decisions required from committees or other groups: None</p>

<p>Key activities planned over next week: Within the next 2-3 weeks we should be in a position to secure new dates from RFH. There will be an additional cost for this but we have reassured students that we will reschedule their ceremonies, when it is safe and legal to do so.</p>
<p>Comms required next week: None</p>

Become what you want to be

Work stream name & area of business

Student Support Package 2020

Work stream lead

Rosie Holden, Interim Director of Student Services

Report date

28/07/2020

Overall

Milestone	Due Date	Status	Commentary
Re-enrolment requirements identified	29/05	Complete	Complete
Framework template complete	29/05	Complete	Complete
Enrolment requirements identified	05/06	Complete	Complete
Services completed their student support frameworks	08/06	Complete	Complete
Subgroups completed their assessment and recommendations	19/06	Complete	Complete
Final package identified and articulated	26/06	Complete	Complete (paper and overview to be written)
Comms plan complete	17/07	Complete	Comms plan complete – now being delivered to schedule
Student consultation complete	12/06	Complete	Complete, though further student consultation opportunities identified and being pursued – does not impact overall project timescales
Enrolment and reenrolment questionnaire and tech complete	19+26/06	Complete	Complete
Moodle site set up	26/06	Complete	Ready to be published later in August.
Programme completion	17/07/2020	Complete	Delay in course information being available (course addendums) has led to delayed continuing student comms – while the Student Support Package itself is complete, and course addendums sit within ADG, the communication with students is an integral part and so is being captured here

Progress this week:

- SafeZone procurement for Group handed over to ES/HS&R
- Revised design for Student Support Package
- Student Support Package copy completed for multiple uses (Welcome, summer comms, Moodle site, MyLSBU)
- Moodle site now built out, awaiting final images

Decisions required from committees or other groups:

Key activities planned over next week:

- Final design for student support package (to match messaging matrix)
- Moodle site to be populated in line with 'brand'
- MyLSBU and external site to be updated with 'brand'
- Continuing student comms out this week, opening re-enrolment, providing course information, and offering personal support/study plans.

Comms required next week: Continuing student comms going out this week