



GETTING BRITAIN BACK TO BUSINESS

CREATING SAFER WORKING ENVIRONMENTS
IN LIGHT OF COVID-19

Delivering the exceptional, every day

ABOUT MITIE

Founded in 1987, Mitie is the UK's leading facilities management and professional services company. We offer a range of specialist services including security, engineering services, cleaning, landscaping, energy, waste, property consultancy, and custody support services.

We employ 48,900 people across the country, looking after a large, diverse, blue-chip customer base, from banks and retailers, to hospitals, schools and government offices. We take care of our customers' people and buildings, by delivering the basics brilliantly and by deploying advanced technology.

We are also pioneering the Connected Workspace, using smart analytics to provide valuable insight and deliver efficiencies to create outstanding work environments for our customers. Together these enable our clients to deliver the exceptional, every day.

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GETTING BRITAIN
BACK TO BUSINESS

INTRODUCTION AND OVERVIEW

When 2020 began, the business outlook was certainly challenging, but the extent to which it would worsen with COVID-19 could never have been imagined. The virus's impact in just a few short months has been unprecedented.

As organisations begin to plan for the lockdown to be lifted, ensuring the safety of people, as well as a smooth and seamless return to a fully functioning workplace, is paramount.

After the disruption of COVID-19, organisations must coordinate an efficient, secure and fully supported process for the reopening of facilities. Getting Britain Back to Business provides an indispensable four-step guide to navigate this complex challenge.

It is crucial that your facilities are fully prepared for the return of your workforce – not only so that your organisation can get back to business quickly and efficiently, but also to ensure that staff feel welcome, supported, and safe. It is also an opportunity to learn from the lockdown, adjust work patterns, procedures, resources, and portfolio footprint to ensure the best and most efficient work environment for businesses, employees, and customers.

Reopening workplaces after a sudden, albeit temporary, shutdown will involve a whole range of considerations, including evaluating their ongoing requirement, assessing their safety and operational readiness, and introducing new working practices that recognise the 'new normal'.

Following weeks or months in lockdown, your workforce may be understandably nervous about returning to work. Communication is key. By demonstrating that there are clear processes in place, you will be in the best position to allay their fears, and – most importantly – keep them safe.

This document sets out the steps you need to take for your organisation to return to work more safely, productively and efficiently. It aims to provide a measured, coordinated approach, to mitigate risk, to increase resilience and to improve efficiency.

Each business and facility will have its own unique set of circumstances, but there is a common set of considerations that will apply to all. This document contains general guidelines that will need to be adapted to your business portfolio, individual buildings, and working environments.

Most of these measures require planning, so it's important to act now.

The four phases of Getting Britain Back to Business

1. Facilities and portfolio evaluation: carry out a broad and comprehensive assessment of your facilities.
2. Recommissioning the work environment: check your working environments and bring them back into operation.
3. Adjusting to the new normal: introduce new working practices to mitigate risk and increase resilience.
4. Future-proofing: bring in technical and procedural changes to ensure readiness for future business disruptions.

At the end of this document there is a description of what needs to happen and a more detailed checklist or set of questions to consider.

All of the content, directions, and checklists need to be considered within the context of the guidelines and protocols of the UK government and public health bodies – Public Health England, Public Health Scotland, Public Health Wales, and Public Health Northern Ireland. It is the combination of the public health policies and operational implementation that will ensure a smooth, effective, and efficient opening of businesses and facilities.

Become Mitie COVID-19 Checklist Assured

By becoming Mitie COVID-19 Checklist Assured, you can demonstrate you have taken all reasonably available actions to ensure that your workplaces are fit for purpose. You can also provide the necessary reassurance to colleagues who may be concerned about the risks they are exposed to. Details are included on page 21.

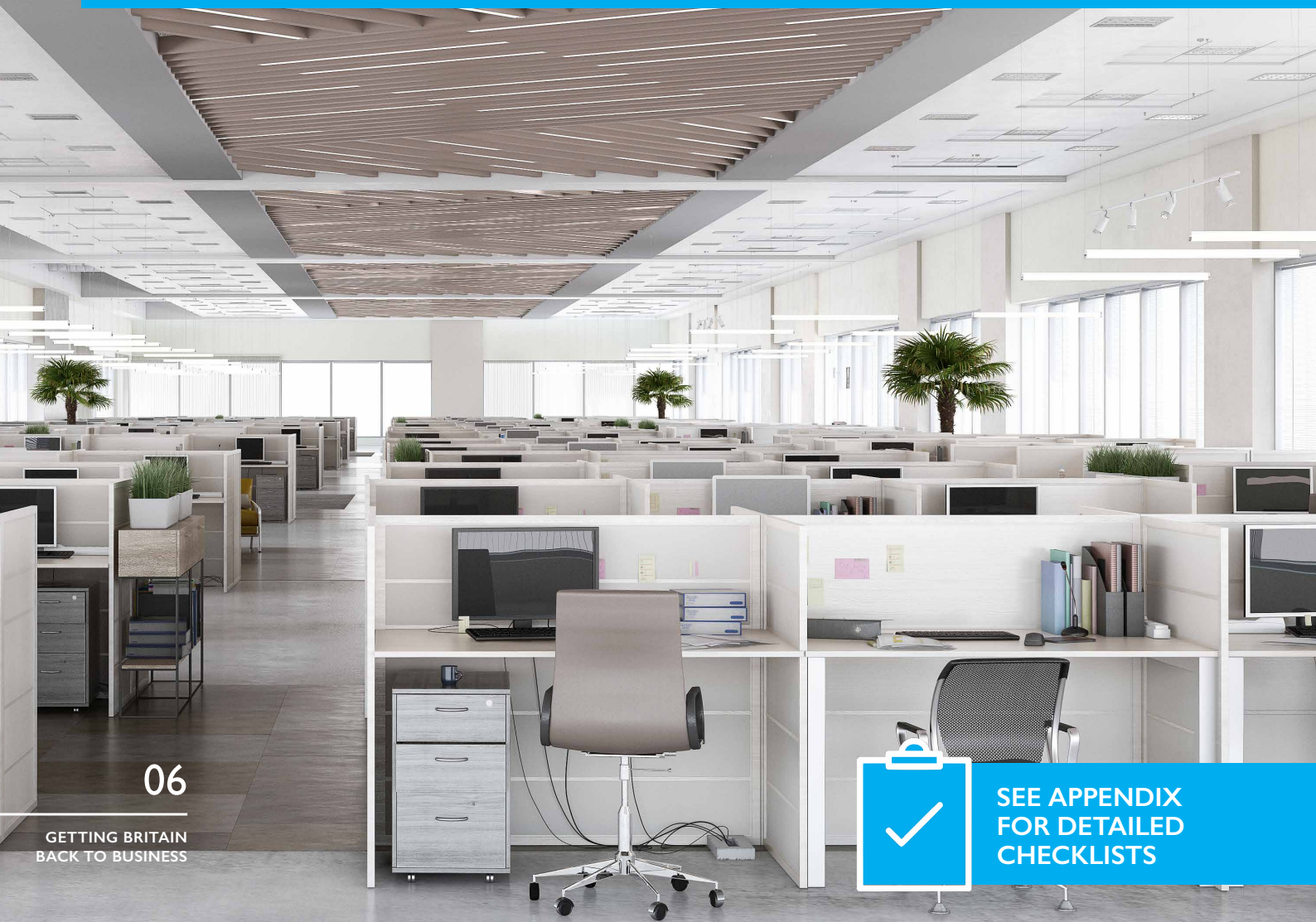


PHASE I: FACILITIES AND PORTFOLIO EVALUATION

An unprecedented challenge has yielded a new opportunity. The partial occupancy of the corporate estate, or indeed an extended absence from it, presents a chance to step back, evaluate and reset not only your organisation's building portfolio, but the workspaces within.

This is a unique time in which to reflect on whether sites are working as they should, and to enable transformational change to facilities, portfolios and workplaces.

In this section we outline key considerations to keep in mind when assessing the buildings and environments to which you would like colleagues, customers and clients to return.



Review the estate portfolio

Take the opportunity to re-evaluate the usefulness of your workspaces. You may need to consider reducing your portfolio of premises in light of changes within your organisation since the start of lockdown, or even before that.

Consider the following questions as you re-evaluate each workspace:

- What is the strategy for the return? Think about using a risk-based approach to COVID-19 hazards – **Remove, Reduce, Mitigate, Accept**. For example:
 - **Remove:** Keep workplace closed.
 - **Reduce:** Implement new occupancy standards to observe 2m rule at all times and reconfigure building services and layouts.
 - **Mitigate:** New hygiene and personal protective equipment (PPE) standards, thermal imaging.
 - **Accept:** Certain circumstances may dictate none of the above; consider how you could deal with this.
- What do you expect the level of footfall to be?
- How easy will it be to introduce physical distancing?
- How important will this space be in the day-to-day running of your organisation?
- What savings could be made by removing the workspace from your portfolio?
- What has been the effectiveness of mass employee remote working and what are the implications on facilities?

Review space management data

Consider whether each of your workspaces is being used as efficiently as possible. Analyse building occupier data to gain insights into how spaces are being used and how they could be optimised or adapted to accommodate different occupation requirements.

Computer-aided facility management (CAFM) and Integrated Workplace Management Systems (IWMS) platforms and space management expertise will be vital in this process. If you have relevant data and floor plans, these platforms can help you to calculate your organisation's space demands and agility ratios and provide recommendations on building optimisation.

Consider the following questions as you review space management data:

- How many staff did you have working in a workspace before the COVID-19 lockdown restrictions, and at what agility ratios?
- How many staff can now occupy a space while reflecting safe distancing guidelines and minimising contact in workstations, break-out areas and kitchen/cafeteria spaces?
- Are there any staff that are prioritised or critical to working in an office workspace rather than remotely? If so, how many, and what are their ideal team dependencies?
- Are the current workplace layouts and/or team locations suitable to achieve the most efficient use of the space during a partial reoccupation with reduced teams?
- Will you need to change fixed and agile desk classifications?
- With a reduced capacity during spatial restrictions, what policies will you need to control occupation volumes? Consider timetables or rotas for staff rotation between working from home and working from the office. How will these be communicated and coordinated?
- Can these insights inform your Moves, Adds & Changes strategy to reconfigure or restack buildings to better accommodate new team and neighbourhood sizes and minimise disruption to operations during the restrictions?
- Having reconfigured the workplace, consider whether changes in long-term vision for your workplaces might achieve better agility ratios. For instance, adopting activity-based furniture for a range of different workspaces within a reduced real estate footprint.

Review workplace policies

Look at your workplace policies with the aim of reducing pressure on your estate, enabling physical distancing across the organisation, and protecting the wellbeing of the building users.

Consider how your policies could be updated to reduce in-person interaction between colleagues, suppliers and customers. Examine policies relating to working from home and travel. Wherever possible, organisations should minimise business travel by encouraging staff to carry out meetings remotely, using phone or video conferencing platforms.

The British Psychological Society (BPS) has issued new guidelines for optimising policies and communication during and after COVID-19 lockdown. Based on these, we recommend that organisations ask themselves:

- Have we ensured that policies, messaging, and interventions target all the relevant drivers of the behaviours we want to encourage or discourage?
- Do our workplace buildings and culture enable and support employees to be able to act on the policies?
- Are policies clear and understandable? Messages should give advice and instruction on clear behavioural actions and their related outcomes.

“Look at your workplace policies with the aim of reducing pressure on your estate, enabling physical distancing across the organisation, and protecting the wellbeing of the building users.”



WORKPLACE DESIGN & OCCUPANCY

Whilst enduring short-term reduced capacity in your workplaces, consider how this could influence bolder agility ratios for teams and departments beyond lockdown, enabling a smaller real estate footprint.

As a leading provider of independent professional property advice, programme management and workplace transformation services, Mitie can support Workplace Design and Occupancy reviews including:

WORKPLACE DESIGN

Feasibility studies; concept design; detailed construction packages; 3D modelling and visualisation; furniture specification and scheduling.

SPACE DATA MANAGEMENT

Estate space data management; utilisation measurement and reporting; occupancy surveys and sensor deployment.

STRATEGY AND CHANGE

Strategic planning; workplace strategies; change management; post occupancy surveys and evaluation.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com

Baselining energy

Commercial buildings and workspaces have never been so sparsely occupied. It makes sense to act now to perform a baselining of energy usage. This can be done by reviewing a direct comparison of energy use before and after buildings return to a more populated state. Doing so will enable you to identify the contributing factors, other than weather, affecting energy performance.

Baselining energy is a task best carried out with specialist knowledge to help identify the most relevant factors. For example, a manufacturing facility will likely have production volume as a driving factor, whereas occupancy might be the driver for an office building.

After reviewing energy consumption data over the period, further issues need to be taken into consideration to build an accurate model for monitoring and targeting, alongside tariff negotiations. Consider:

- Site opening hours;
- Comfort policy agreed (e.g. accepted range of temperature and humidity);
- Seasonality in the business activity;
- Anticipated ramp-up of electrical vehicle charging stations on site;
- Level of subscription/base load; and
- Micro/local generation opportunities.



PHASE 2: RECOMMISSIONING THE WORK ENVIRONMENT

As buildings and workspaces reopen, it is critically important that they are safe and fully operational for colleagues, clients and customers alike. Firms need the confidence that premises aren't just sanitised and secure, but that buildings and facilities operate in a seamless manner.

To maintain morale, wellbeing and employee efficiency, an orderly, flawlessly executed return of the workforce is absolutely fundamental. Planning should begin well ahead: at least 10 days in advance.

The following guidance will assist in the process of bringing colleagues back to safe and efficient workplaces that may be differently configured to the ones they used before.

Staff safety and wellbeing

Your primary aim should be to improve the physical environment for the safety and wellbeing of the people who use it. This is a shared responsibility, with roles for all stakeholders, including owners, building managers and occupiers.

Workers who are responsible for preparing a building after a period of reduced activity should be provided with appropriate PPE, as well as training in fitting and using it – and its safe removal, sanitisation and disposal. As with all staff, they should also be alerted to the requirements for handwashing and physical distancing.

Staff should be provided with PPE wherever necessary, alongside information about and support to implement physical distancing measures and other actions aimed at ensuring the health and safety of employees and visitors.

To reassure and reduce risk, you will need to inform your workforce of updated safety practices, referring where needed to existing regulatory requirements, policies, procedures and risk assessments.

You will need to assess how you redefine your use of the workspace to ensure that physical distancing is possible. This may include: workplace redesign on the use of desks and operational areas; defining your occupancy policy for meeting rooms and shared areas; and defining your occupancy and spacing guidance for common areas such as elevators, stairways and corridors.

Consider reduced access to toilets, including one-way systems, partial decommissioning or screening between urinals. You may also choose to introduce one-way systems to avoid crossing in corridors and stairways, and reducing shared resources such as libraries, magazines, and fruit bowls.

Also, think about zoning of the workplace and recording who is moving between each zone, leaving alternative desks unoccupied to avoid face-to-face contact.

As well as taking care of your workforce's physical health, you should be equally prepared for the need to look after employees' emotional and mental wellbeing. Develop a plan to address likely fears and concerns, bearing in mind that people may be worried about their health, the wellbeing of those they care about, and their jobs.

Full building and systems inspection

Since buildings may have been shut down with little warning or preparation, a thorough inspection should be carried out for any damage or other issues following the vacancy. Before the workspace is opened up to employees, assess the physical condition and operation of equipment and services supporting the building.

All safety systems will need to be inspected, including emergency lighting and fire alarms. Check that all fire extinguishers have been inspected and maintained. Emergency generators should be tested, heating systems reviewed for gas safety compliance, and carbon monoxide levels around systems that circulate air throughout buildings assessed.

It is advisable to restart building systems gradually to prevent power shutdowns. Depending on the length of time that equipment has been inactive, it could be a good idea to run building systems for a period of time under careful observation.

Identify any statutory maintenance that may have been suspended during lockdown, which you will now need to carry out. Review the associated method statements for each maintenance requirement to allow for PPE to be worn, alongside any Control of Substances Hazardous to Health (COSHH) requirements and new policies from the government and your health and safety department.

Let your insurance provider know that your buildings are reopening.

During lockdown, inspection and testing may have been suspended. To meet insurance requirements, it is vital that any suspended tasks be reviewed and undertaken prior to reopening buildings.

Pages 45 to 49 in the appendix comprise a useful checklist of the maintenance tasks that need to be undertaken and certified on CAFM systems as a minimum.



SEE APPENDIX FOR DETAILED CHECKLISTS

Security and risk assessment

Make sure that your security preparations are ready from day one by conducting a security and risk assessment across your estate. Consider the 'visitor journey' through the building. Ensure that all potential activity and interactions between visitors and the security and front of house teams have been reviewed. Any changes should be implemented to ensure that the risk to staff and the team has been reduced, both during normal and emergency situations.

Many procedures may have changed, so clear initial guidance, updates and training should take place and be continually refreshed as the situation evolves over time.

Consider new guidelines to control your buildings' entry and exit points, promoting staff and visitor safety. You may, for example, wish to reduce the number of entrances so that people use monitored and protected routes, and introduce clear wayfinding signage and floor markings to direct foot traffic while ensuring safe physical distancing. Provide hand sanitiser at doorways and consider fever-screening thermal cameras.

Provide training for reception staff on how to interact safely with guests and reconfigure visitor registration systems to avoid contact with receptionists. Consider additional measures such as: glass screens between guests and reception; virtual concierges; and touchless registration via personal mobile phones.

In-depth planning should be completed to enable the effective management of staff who have security issues that require intervention or support. For example, reactivating or replacing lost access cards, managing incorrectly booked visitors or the carriage of prohibited items. Can the number of shared items issued or returned to security staff, such as keys, be reduced or can the process be amended to include recording and cleaning as appropriate?



Ensure that the teams have been refreshed in their roles during a security incident or emergency. Should an evacuation or a shelter-in-place incident occur, then staff should be able to continue with reasonable physical distancing as well as being protected from the emergency. Dispersal methods are likely to be more appropriate for many businesses.

Before reopening, review processes for inbound and outbound deliveries and develop a revised plan to align with COVID-19 safety precautions and to manage a potential spike in deliveries as the building reopens. Ensure that loading bay teams understand the management of vehicles and people as deliveries arrive; this should include using their own pen to sign for deliveries and maintaining distance at vehicle windows as they check identification or delivery records.

Activities or responses undertaken as part of the security contract of a facility may have changed significantly after the return to work. These changes should be risk assessed and communicated effectively. The following activities should be reviewed:

- Managing search activities of both body and possessions;
- Administering first aid or conducting first responder activities; and
- Uniform cleaning and change requirements.

The response to an escalating or potential violent situation needs to be updated and considered in line with the new situations that have arisen during COVID-19. Teams should understand:

- The key role of 'de-escalation' and the application of a clear methodology to manage a situation, and how physical distancing practices will sometimes need to be waived in order to protect building users from a threat such as a violent criminal; and
- New methods that individuals may use to intimidate or harm by using COVID-19 as a threat, e.g. by spitting at people. Teams should know how they should deal with the situation and where they should go for support and testing if they have been affected.

Security and front of house staff may now be responsible for additional duties that did not exist prior to the pandemic. They may now be responsible for temperature-screening equipment which monitors individuals as they enter the premises. There is a host of new requirements to be considered such as:

- Training, cleaning and first-line fault finding;
- Managing responses to the equipment, such as anger, refusal to be tested, fear at testing 'positive' and any clear escalation or disciplinary process; and
- Refusal of security staff to conduct the activity.

Several of the security force routines and duties will require review and modification. Key staff muster areas such as control rooms, training rooms and shift changeover briefings will need changing. Areas of regular congregation, such as smoking shelters or rest rooms should be assessed to ensure that physical distancing can be managed while the activity takes place.

General Security and front of house principles should be expanded to cover other building uses, such as:

- In food services, consider options such as using pre-packaged foods, installing dividers between service providers and staff, and reducing self-service access to foods. Signpost queuing areas and remove or rearrange furniture to promote physical distancing.
- In fitness facilities and bicycle storage units, signpost queuing areas. Rearrange equipment and reduce fitness class capacities in order to achieve physical distancing. Require people who are training to wear face masks.
- Introduce physical distancing queue management for people waiting for lifts. Install instructional signage communicating healthy lift use protocols such as passenger limits and safe distances. Attendants will be needed to help manage flow and discourage overcrowding.



ACT NOW WHILE BUILDINGS ARE ALMOST EMPTY

Projects that might normally be difficult because of the daily activity of your business may now be brought forward and acted upon.

- Projects that are initiated while buildings are in low occupancy will be undertaken without the hindrance of limited access or business as usual.
- As a result, they will be completed quickly and at a much lower cost.
- As an experienced principal contractor, Mitie can manage and deliver a wide range of construction and refit work for our customers, right across the commercial, retail, industrial, social and domestic property sectors.

TYPES OF PROJECTS INCLUDE:

- Air conditioning and renewable energy
- Fire and security systems
- Roofing
- Lighting
- COVID-19-related space management

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com

New cleaning requirements

Before your workforce returns, prepare a COVID-19-specific workplace plan that outlines strategies to minimise the spread of the virus.

Begin this process by taking into account your revised workplace portfolio and the latest COVID-19 government guidance. Prepare workspace cleaning requirements based on these, with guidance for all shared spaces, such as lifts, canteens, meeting rooms, desks, coffee points, toilet facilities and gyms. When choosing cleaning chemicals, use products from lists approved by governing authorities.

Distribute information to your workforce about new cleaning measures. Place signage in workspaces and common areas to promote worker safety by emphasising basic infection prevention measures, including handwashing. Encourage good personal hygiene such as turning away from others when coughing and sneezing. Make hand sanitisers available in locations close to common touchpoints.

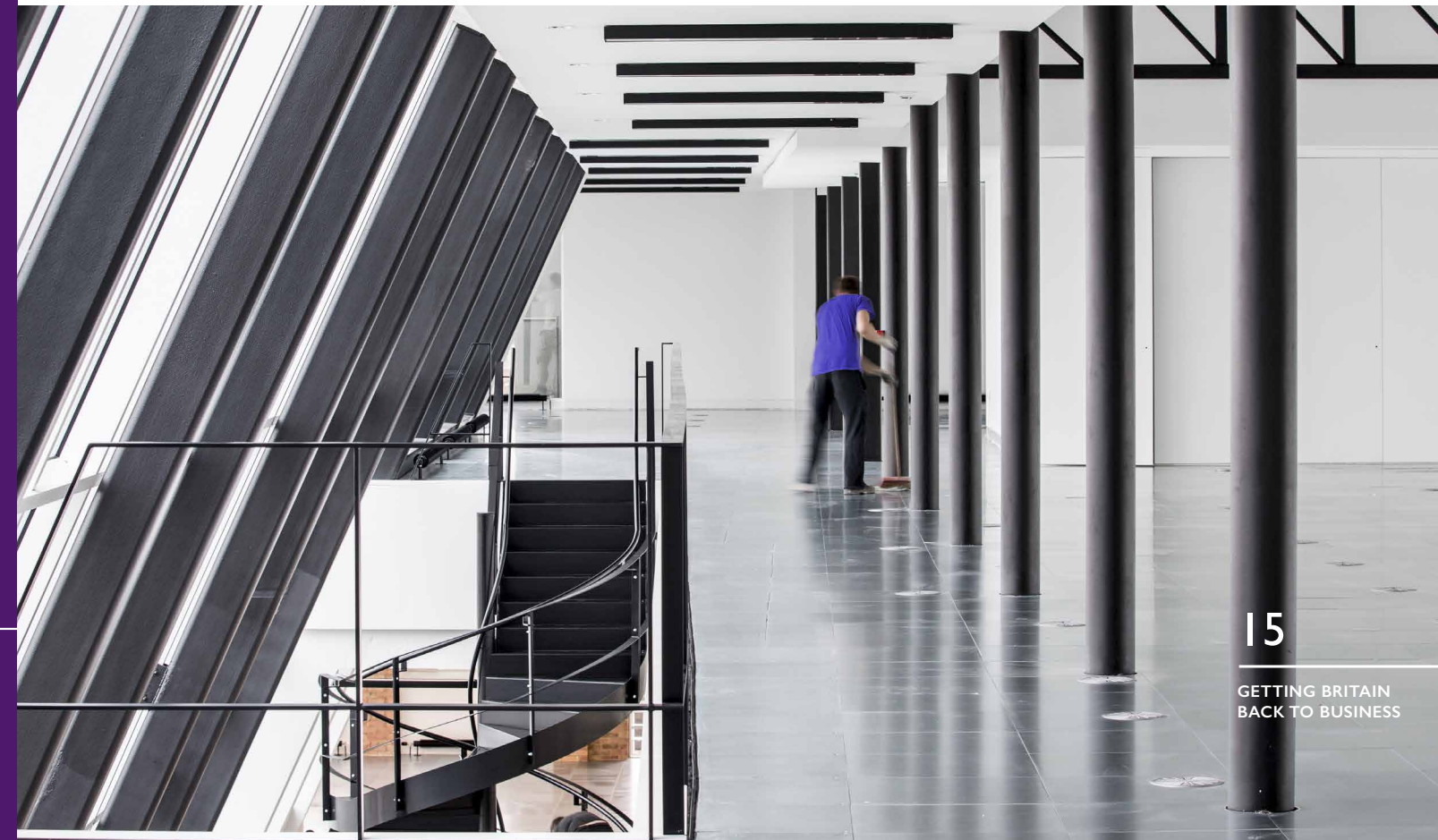
Consider other solutions to prevent the spread of the virus, such as providing disposable wipes, or installing movement- or voice-activated controls for lighting.

Waste management

Waste is a potential route for contaminants to enter the workplace. Assess the availability of waste bins throughout your estate, bearing in mind the potential for increased demand due to greater disposable waste, and the likely use and subsequent disposal of PPE.

Examine your existing waste collection provision to take account of increased volume and of legislation regarding the removal of PPE. Schedule regular waste collection in accordance with PPE removal guidelines, and work with internal teams to educate staff on the proper use and disposal of PPE.

Finally, check for compliance around the handling of business waste when staff are working remotely. For instance, material printed at home is regarded as business waste and is subject to specific disposal regulations.



Water hygiene

Ensure that chemical disinfection has been carried out in your hot and cold water, and that hot water systems have been pasteurised.

Chilled water systems and cooling towers will need to be inspected to ensure that they are compliant. Notify the local authority if towers are not fully operational. Consider the hygiene of chilled/condenser water/closed loops, water features, conveyances, and taps.

Prepare toilet facilities by flushing toilets, pouring water into floor drains and flowing water into sinks.

Landscapes

Consider carrying out a comprehensive dilapidation survey to check for hazards and areas that might impede access to your newly configured and redesigned working spaces. Survey the site access areas in order to identify areas for new signage.

Inspect the following areas for safety issues: trees, fences, paving and pathways, fire escapes, waterways and long grass – which may have a risk of fire or vermin. Look out for fly tipping, graffiti, blocked gullies, and drainage. Think about ways to use planting and signage to control the building entrances and exits in order to maintain physical distancing.

You might also wish to reconfigure outdoor communal areas to take advantage of the wider spaces required for physical distancing.



COVID-19: FEVER-SCREENING SOLUTIONS

Mitigate the spread of COVID-19 in the workplace with state-of-the-art fever-screening solutions from Mitie. Quickly and easily identify individuals with a fever that may be symptomatic of COVID-19, allowing monitoring teams to be alerted.

- **Hand-held:** A hand-held solution that your staff can use to test individuals at the entrances to your buildings or randomly around your premises.
- **Basic:** A system that can be deployed using a tripod and laptop and operated by staff at entrances. Individuals found to have a high temperature can be diverted.
- **High accuracy:** A system that includes a temperature calibration unit. The system is also suitable for use with multiple cameras situated around site entrances and exits, with monitoring from a central location.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com



Resourcing, shift patterns and work regimes

As you head back into the workplace, ensuring that the right facilities management people are on site at the right times will be balanced against the need for building users to rigorously apply physical distancing measures to ensure everyone's continued safety.

To achieve this, a review of the current situation measured against the latest guidance from the government will ensure that site operations can be recommissioned effectively in line with the latest advice. Many of the pre-pandemic norms may not be relevant, and contracts may no longer meet requirements. Contractual obligations and Key Performance Indicators (KPIs) may require adjustments or renegotiations.

The situation will evolve. Flexibility should be built into the new operating model which will be key should any return to lockdown occur. Prioritise focus on those roles that are required for statutory compliance, critical and essential tasks, as well as those roles or tasks considered as non-essential.

After tasks, clear focus on staffing is required. Confirm any skills or capability gaps due to staff who have left the business or who are unable to return to work due to shielding or poor health. Identify training or upskilling opportunities to ensure resilience and the ability to maintain the minimum staff numbers on site at any one time. As staff numbers are reduced, management may also require adjustment.

Consider whether working routines for facilities management staff are appropriate, and ask yourself the following questions:

SERVICE DELIVERY SCHEDULES

- Can they be adjusted effectively to support building reoccupation? Will traditional peak times change and can shift changeovers or break times be staggered to avoid large congregations of staff?
- Can staff shifts or teams be fixed to ensure that the same employees are in contact, with no overlap?
- Which tasks can be undertaken out of working hours to reduce cross-contact?
- What is the new cleaning requirement, and is the appropriate assurance regime in place?

SHARED SPACES

- Can changing areas, locker rooms and shift changeovers be separated to avoid staff crossovers?
- Has a regime been established to ensure the deep cleaning of sites between shifts, or periods of work?

EQUIPMENT AND PPE

- How are equipment, uniforms, consumables and other devices issued, managed, maintained and cleaned?
- Has a reassessment of tasks that conflict with physical distancing and PPE requirements been conducted? Some tasks may require more staff or greater PPE/consumable products to perform effectively.
- Have all remote monitoring options been considered to reduce the need for site attendance?

MITIE DEEP CLEANING

Mitie has provided cleaning services for over 30 years. In response to the COVID-19 pandemic, our Technical Cleaning Services division is using this deep knowledge to help clients create safer environments for staff and customers:

MISTING

Already commonly used throughout healthcare to rid spaces of viruses and bacteria, Mitie is now delivering CitroXProtect misting deep cleans to clients across various sectors. Areas are sprayed and decontaminated within 30 minutes.

CITROXPROTECT

The world's first eco-safe, natural 3D microbiota barrier to protect surfaces from cross-infection. Currently undergoing testing to prove its effectiveness against the COVID-19 virus, CitroXProtect is proven to be highly effective against other coronaviruses such as swine flu and avian flu, as well as MRSA, HIV, E. coli, VRE, Hepatitis B, Trichophyton, and Aspergillus niger, with a proven kill rate of 99.9998%.

CitroXProtect is effective in many environments, including healthcare, retail buildings, corporate offices or leisure and entertainment facilities such as restaurants, to create safer environments.

- Helps to reduce microbial build-up on non-floor surfaces for six months.
- 100x more powerful than other natural cleaners and those with toxic chemicals.
- A totally natural product with 100% organic active ingredients, extracted from citrus fruits.
- Non-toxic, non-oxidising, non-mutagenic, non-carcinogenic, hypoallergenic and non-corrosive natural sanitisers.

Mitie has obtained exclusive use and distribution rights in the UK facilities management market, making us the only facilities management provider in the country who can provide CitroXProtect.

CitroXProtect

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com

Communication

Creating a sense of safety and security for employees is key to a successful return to work. For this, communication is key.

Developing a clear change management strategy will help you communicate with your workforce. Address the details of the transition and anticipate employee questions, anxieties and concerns. Prepare for the possibility that the level of health risk could increase suddenly.

Ensure that you communicate frequently so that employees are aware of the changes designed to keep them safe and healthy. Encourage employees to take part in new work practices, and carry out demonstrations and training to introduce new skills to staff.

Consider using a wide range of communication channels to get your messages across to staff, including email, employee portals, text messages, video, virtual live events, posters and digital displays.



MAKE YOUR SITE MITIE COVID-19 CHECKLIST ASSURED



We are facing a new world after COVID-19. Everything has changed and anxiety is growing. And, for the many people waiting to get back to workplaces where retransmission of the virus could occur, confidence is needed. Putting minds at rest is essential if organisations are to get back on their feet and ready for the new normal.

It's for this reason that Mitie has introduced its confidence-boosting 'COVID-19 Checklist Assured' initiative.

Organisations that work with Mitie to undertake appropriate recommissioning measures outlined in this section, will qualify for the 'Mitie COVID-19 Checklist Assured' mark.

This mark represents a thorough, responsible approach to getting workplaces back in action, based on our deep experience of effective workspaces, and demonstrates our determination in making safety and wellbeing an absolute priority.

Accompanied by a reference to Mitie's COVID-19 Checklist website, detailing the measures required, the Mitie COVID-19 Checklist Assured mark can be used by clients to demonstrate that they have taken all reasonably available actions at the point of reopening to ensure that their workplaces are fit for purpose and, in so doing, provide the necessary reassurance to colleagues.

Contact your Account Director now to become Mitie COVID-19 Checklist Assured.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com

PHASE 3: ADJUSTING TO THE NEW NORMAL

The workplace will undoubtedly be transformed due to COVID-19, but embracing that change offers opportunities.

As organisations and employees settle into the 'new normal', consisting of different behaviours, working practices and expectations, it is important to embrace a new approach. Improved efficiencies will be realised, along with updated workplace procedures, policies and technology.

The 'new normal' will transform many organisations' facilities for the better and, by taking appropriate action, yours won't be left behind. In this section we introduce the new ways of working that will benefit your organisation.



Review options to leverage technology to reduce cost and human interaction

The rapid adoption and deployment of new technology has proven essential for many companies to remain operational during COVID-19. Obvious IT tools such as video conferencing and chat platforms have ensured that teams who would normally meet under one roof can remain functional. Closed-loop digital signature and document management platforms have ensured that contracts still get signed and business continues.

In facilities and energy management, COVID-19 prompts questions about how and where to best leverage technology to reduce the risks associated with further outbreaks, increase resilience, and create efficiencies.

Areas to consider include:

- **Desk utilisation:** Consider desk sensors to provide visibility of occupancy levels over time; to check adherence to physical distancing guidelines; and to help inform workspace design/rationalisation.
- **Communal areas sensor monitoring:** Sensors can be used to monitor workplace traffic, allowing you to identify hotspots to be managed or provided with enhanced cleaning. They can also help with toilet access to avoid cross-contamination.
- **Building services remote monitoring:** Reduce the need for engineer site visits and keep building services running at optimum levels while saving energy.
- **Automated access and reception services:** Consider a self-checking reception and automatic doors fitted with sensors, or doors that constantly revolve. Enhanced access control can also enable further zoning of the workplace.
- **Fever screening:** Body temperature detection systems, potentially including facial recognition, can be linked to your access control system.
- **Contactless catering:** Contactless payments and pre-order apps can be used in cafés.
- **Digital communication:** Consider using digital signage and communication apps to push notifications to assist building users and nudge them towards safety-conscious behaviours.

Review energy analytics

Energy data and the tools for its analysis will be very useful when deciding how to approach a staged return to the workplace. These insights will provide the greatest energy savings and efficiencies.

Quantitative and qualitative data can help you make decisions that could save energy consumption and costs over what is likely to be an extended transition period. For instance, you may find that it's more efficient to reoccupy a larger floor of a building if it consumes less energy than a smaller floor which may have larger windows and greater heating or cooling needs.

Mitie's recently published Digital Transformation report¹ found that organisations without access to rich energy data could be burdened with unnecessary and increasing costs as legislation on carbon emissions tightens.

Workforce changes

As lockdown is reduced and staff begin returning to work, new levels of activity and routines will be established. This new normal may ramp up from 35% occupancy to 75% occupancy or return to a lockdown status at any time if there is a resurgence of COVID-19 across the population.

Commuting and travel patterns are likely to have changed during the pandemic, along with building occupancy and delivery schedules.

Many office staff – including facilities management teams and back office employees such as contract helpdesk or administration – may be required to continue to work from home as much as possible to mitigate risk in the workplace. Those returning to workplaces may be required to use PPE, which will in turn require safe disposal.

Many of the changes will be unclear immediately and a flexible approach should be taken.

¹ <https://www.info.mitie.com/digitaltransformation>

Workforce changes (continued)

Questions that you will need to ask as your workforce returns include:

- What are the phasing requirements of a return to the workplace?
- What communication method should be used for this process?
- How does your communication method align with the return to work of furloughed, locked-down, shielding staff, or those on sick leave?
- How will staff holidays be managed post lockdown?

It may be advisable to form a working group of human resources, health and safety, and facilities management teams to provide consistent guidance on the phasing of the return to work.

Visitor and staff declarations of health and signing of new operating procedures or agreements should be recorded and managed effectively to ensure that they comply with new standards.



REDUCE ENERGY COSTS BY UP TO 35%

While occupancy levels have dropped significantly, data indicates that buildings are consuming pre-lockdown levels of energy.

- Buildings the length and breadth of the UK and Ireland are needlessly costing organisations significant sums.
- Without intervention, they are likely to represent a material problem to organisations as they manage finances prior to a return to working environments.
- Mitie Energy is helping customers reduce their energy usage with a set of measures, many of which can be undertaken entirely remotely, that are proving to save an average of 35% in energy consumption.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com



Ask the following questions:

- Is it possible to implement 'home basing' for some staff, to reduce the numbers permitted to move between different sites or zones within the premises?
- Are there any critical or high-risk sites or areas that cannot receive visitors, such as call centres or CCTV monitoring centres?
- Has a regular review process for the update of risk assessments, RAMS (Reliability, Availability, Maintainability, and Safety) and methods of work been agreed, to ensure that the latest advice and government updates are followed?
- Have staff been made aware of the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reporting requirements for COVID-19-related illness?
- Should contractual KPIs, standards of service, or future requirements be amended and agreed with suppliers, bearing in mind shifts of emphasis, constraints through the phases of the pandemic, treatments and vaccinations, or any return to lockdown that may occur?
- What is the enforcement method or assurance of newly implemented control measures? How is this audited, by whom, and when? Will this require additional resources, or adding to the responsibilities of existing staff?
- Can searching, pass checking, payment, printing or any other regimes be moved to a contact-free, cashless or single-issue model?
- What are the site procedures and reporting requirements if there is an infection within your business premises? Who is responsible, and how are staff expected to respond?

Workplace practices and policies

Policies provide an important role in setting expectations for employees returning to work. During the lockdown period, many organisations introduced greater flexibility into their policies, especially those relating to time off, remote working and work schedules.

Now that you're creating a new framework for returning to the workplace, consider which policies need to be changed or reinstated.

Policies for consideration might include the following:

- **Return to work policies:** Think about how to apply these to individual roles, depending on the need for specific employees to be in the workplace.
- **Remote working policies:** Consider introducing policies related to working from home environments, including ergonomic instructions, stipends, and purchasing programmes for tools and equipment.
- **Guest and visitor policies:** Consider limiting access to specific workplace areas to certain categories of site visitors such as suppliers and contractors. You may also wish to develop policies around temporary workers in the event of some of your full-time workforce becoming unavailable.
- **Employee work safety policies:** Develop guidelines to prevent the spread of COVID-19, including health screening and reporting, the introduction of confinement areas, and a communications plan in response to new COVID-19 cases.

- **Physical distancing protocols:** Work out a set of simple and clear workable agreements and rules of conduct that put safety first. Wayfinding signage, floor markings and protected routes should be developed for every workplace, designed for worker safety. Trained employees should be on hand to advise and ensure that the working environment is safe, and that employees know exactly how the new protocols work.
- **Health reporting practices:** Many organisations have practices that allow employees to report an illness to human resources departments confidentially and in accordance with the law. You may wish to revisit these practices, as the COVID-19 pandemic has tested their effectiveness in many cases.
- **Other policy areas:** Employee travel policies; considerations around high-risk groups; and exceptions and processes for parents or caregivers when schools are closed and other childcare is unavailable are among other areas that need to be looked at.

Communicating company policies – including recent updates and how they relate to your organisation's vision – will be crucial in keeping employees informed.

“ Now that you're creating a new framework for returning to the workplace, consider which policies need to be changed or reinstated. ”



REMOTE MONITORING

The COVID-19 outbreak and subsequent lockdown has created serious challenges for the many organisations that are yet to implement remote monitoring of buildings and critical assets.

Mitie is at the forefront of remote monitoring. With a combination of state-of-the-art Operations Centres, pioneering performance data and threat analytics, and expert risk, security, and engineering teams, Mitie is forging ahead with solutions that provide its customers unparalleled resilience, security and operational efficiencies.

Remote monitoring for safety and security

Mitie's state-of-the-art Global Security Operations Centre (GSOC) central security hub gathers intelligence from multiple sources and carries out detailed analysis to identify and gauge risk. By combining this intelligence with Mitec, our dedicated building security monitoring facility, we provide customers with unparalleled levels of security for their people and assets.

Remote monitoring for resilience and efficiency

Mitie combines operational and performance data from building management systems and critical assets to provide a holistic view of how interconnected building systems relate and influence each other. As a result, facilities managers are empowered to make changes that constantly improve resilience and increase efficiency.

Remote monitoring for space and portfolio management

With desk and washroom sensors installed by Mitie, essential information relating to footfall and occupancy can inform key decision-making. This includes considerations of how to support space and portfolio rationalisation to release cost savings, increase organisational efficiency and check adherence to physical distancing guidelines.

Over time, data from desk and workplace sensors provides insights on trends and forecasting to further inform estate requirements.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com

PHASE 4: FUTURE-PROOFING

The post-COVID-19 world will be epitomised by the uncertainty of the future. While organisations can't account for every eventuality, the global pandemic has rightly resulted in greater focus on dealing with unexpected disruption. Being caught flat-footed isn't an option.

Whether we face further pandemics or global economic turbulence, Mitie will be there to support your organisation through all eventualities. From technical and procedural changes to the optimisation of facilities and work environments, we are by your side.

In this section we provide practical recommendations based on our wealth of experience helping organisations through challenging circumstances.



Understandably, many organisations were caught off-guard by the acceleration of COVID-19 and the subsequent lockdown it prompted. Those able to move swiftly to redeploy people and continue operations relatively unhindered, were those with robust processes and systems.

The next few pages outline the process and system changes we recommend you make so your facilities are ready to respond quickly and seamlessly.

FUTURE-PROOFING: PROCESSES

Review disaster recovery plans

Now would be a good time to review your current and future business continuity strategies. The range of mitigations that may have been implemented during lockdown were probably never part of your plans, so a new central strategy could be required.

As part of the recovery process, the strategies identified or used during COVID-19 should be reviewed and, as a minimum, the following potential disruptive events be planned for:

- Adverse weather;
- Cyber security breach or attack;
- Power outage;
- Fuel supply disruption;
- Loss of premises;
- Pandemic;
- Failure of critical supplier;
- Industrial action; and
- Protest action.

Any business continuity review should include bringing together a group of stakeholders to form your critical incident or emergency team. This team should include people who have the experience, responsibility and authority to direct resources in response to an incident in order to reduce the impact on the business. This team should be practised and confident in making decisions during a crisis.

Organisations should, as a minimum, ensure that they have a priority agenda for the critical incident team to work towards during a crisis. A suggested agenda is:

- Implement immediate actions to save lives or reduce the chance of injury;
- Account for and communicate to involved staff; and
- Implement priority response tasks:
 - i. Protect assets (people, property/equipment and information);
 - ii. Restore critical business processes and systems;
 - iii. Reduce length of business interruption;
 - iv. Protect reputation and inform media coverage; and
 - v. Maintain customer relations.

As we return to the new business as usual, lessons learned during the early phases of COVID-19 should be implemented, and improvements made in preparation for any return to a pandemic status.

Consider the need to:

- Ensure that your organisation can distribute mass communications to staff to inform them of:
 - Any updates or changes to operations or procedures;
 - Site closures or infection control measures;
 - Invocation of business continuity measures; and
 - Invocation of disaster recovery measures.
- Prepare pre-templated and agreed communication flows, including centrally available stakeholder and contact lists.
- Ensure that monitoring capability is retained, to identify a potential return to pandemic state, and any updates to guidance or best practice.
- Review resilience of critical third and fourth parties, extended supply chains and key operation skills to ensure that there are no points of failure should the pandemic return.
- Monitor business liquidity or financial reserves.

Develop a resource contingency plan

COVID-19 has posed a serious resourcing problem for many organisations. In-house provision of important services such as cleaning, security and waste has become a particularly difficult challenge. Businesses that source such services internally should develop a resource contingency plan that will help them to quickly gain support from a list of preferred suppliers at short notice.

Carry out a supply chain review

Many organisations have demonstrated a collective understanding of the shared challenges as businesses attempt to remain operational during the COVID-19 outbreak. Penalties have been replaced by support at a time when supply chains have never been more co-dependent. But when supply chains break down, look for back-up suppliers to help you out.

Focus on five essential areas:

- **Materials:** Shortages in the supply of materials or finished goods.
- **Logistics:** Supply networks may be impacted by limitations in capacity and availability.
- **Human resources:** Throughout the supply chain, certain members of staff may not be available due to quarantine guidelines or illness.
- **Sourcing:** Travel restrictions may limit the ability to discover, qualify and certify new business or programmes, and to carry out transactions.
- **Buyers:** Buyers are likely to be more cautious in their purchasing habits due to fears about being in public and potential exposure to the virus. Transactions that might ordinarily occur in person, especially in retail, will likely switch to online, placing different burdens on supply networks.

Incorporate sustainability

Whatever changes you make as you futureproof your business, make sure they support your sustainability goals – this is an opportunity to bring those goals forward.

This might include introducing a new building management system, enabling you to make more energy-efficiency gains. Or you could move to remote monitoring, which comes with predictive maintenance and remote issue resolution, and brings a raft of sustainability benefits, including fewer road miles being covered as engineers will need to visit your site far less.

Lockdown may have caused changes in your asset portfolio, meaning that your carbon reduction strategies will need to be reassessed.

“Whatever changes you make as you futureproof your business, make sure they support your sustainability goals – this is an opportunity to bring those goals forward.”

**PLAN
ZERO**
A MITIE INITIATIVE

With our Plan Zero initiative, which ensures the company remains on track to net zero carbon emissions by 2025, Mitie is driving the agenda on carbon reduction in facilities and energy management.

The accelerated replacement of our vehicle fleet with the most advanced electric vehicle (EV) alternatives, demonstrates the company's resolve in tackling complex nationwide carbon-reduction challenges. Our energy business has helped us reduce carbon footprint and save more and more costs as we introduce greater integration.

Our proven Plan Zero carbon reduction experience is now being leveraged by organisations looking to deliver on their own goals.

With Plan Zero, we will identify your baseline position and develop a Carbon Management Plan to find specific opportunities to reduce carbon across your operations. Our framework covers everything you need to do to reduce your consumption of energy, reduce waste and minimise your carbon impact.

For more information please reach out to your Account Director or email us at backtobusiness@mitie.com



FUTURE-PROOFING: SYSTEMS

I. Investigate remote monitoring systems

Many of the key building systems such as heating, ventilation, air conditioning, lifts and access control provide some level of remote monitoring. However, in many cases, these are manufacturer-dependent and not connected with each other.

As a result, facility managers must work with multiple interfaces, each with varying levels of capability. They are denied holistic, building-level insight that could help to fuel the important decision-making around returning to work that COVID-19 has prompted. Decisions like these, when made without the data to back them up, can be expensive.

Remote building monitoring of interconnected critical assets provides real estate and facility managers with insights that demonstrate how assets influence and relate to each other. This gives building owners the tools to:

Reduce risk: Data on building occupancy levels and access points helps inform decisions on reoccupation, contingency planning and evacuation. Combined with data from thermal screening systems, issues with retransmission of COVID-19 may be averted before they become disruptive.

Reduce downtime: Costly and disruptive downtime is reduced as issues are flagged and can be resolved before they become problems. A malfunctioning heating, ventilation and air conditioning unit, for instance, may be fixed without having to wait for an engineer to visit.

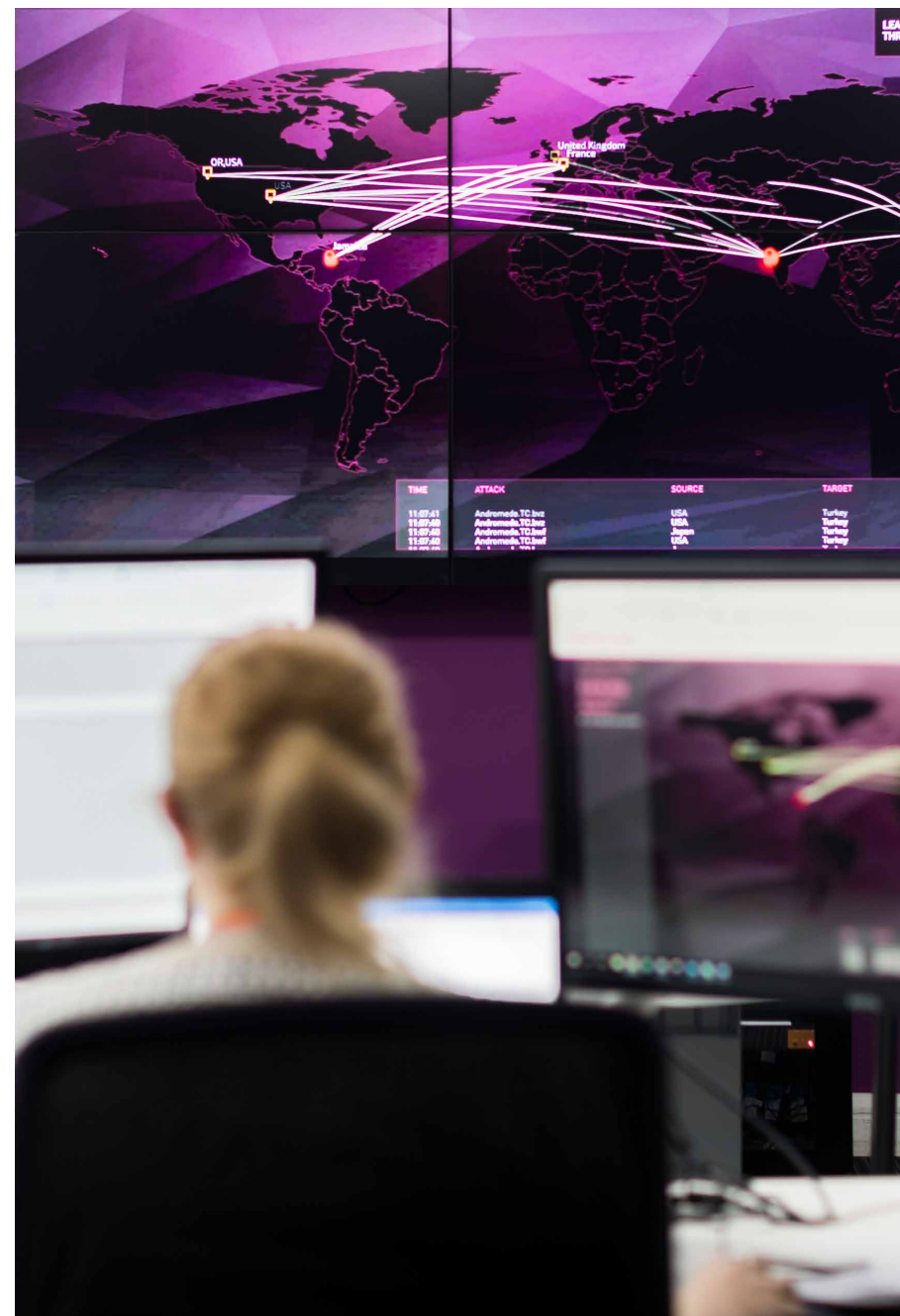
Increase resilience: Facilities managers can help their organisations to cope with unexpected external events by using available data to determine which systems to activate or deactivate for the business to remain operational, and for people to remain safe and secure. Lift systems and access points, for example, can be deactivated or reactivated in conjunction with footfall.

Reduce maintenance and energy costs:

Not only are the costs associated with replacing otherwise repairable assets reduced thanks to early warning, but so is the cost of unnecessary energy usage and disruption caused by downtime of essential systems.

Reduce insurance premiums: Savings can be made on insurance premiums by demonstrably reducing risk, downtime, and increasing resilience.

This level of remote building monitoring is an important, practical and achievable step toward future-proofing key workplaces.



2. Implement broadcast communication tools

The aim of internal communications is ordinarily to keep employees connected and informed, while creating a shared understanding of company goals, values, and guidelines. However, COVID-19 has introduced a new, and suddenly very important consideration: reassurance.

As the UK plans to get back to business, people are inevitably nervous about their safety and that of their colleagues. They will need to be reassured that the organisation is prepared and has good contingency plans should the virus be detected in the workplace. Achieving this level of comfort and confidence requires constant, informed, two-way communication and often simultaneous broadcast to entire workforces.

For smaller, office-based operations, the task is relatively simple: tools like Slack, Microsoft Teams and Facebook's Workplace provide ways to send information updates to individuals' accounts on desktop and mobile devices at the same time. But achieving this broadcast ability for distributed workforces, or those that operate in challenging environments, such as manufacturing or utilities, can be more difficult.

Dedicated, workplace-specific apps updated with information such as floor plans and access routes, can help to address the unique aspects of more demanding environments. These can also incorporate the communications tools needed to keep people connected and reassured.

ARIA: WORKSPACE USER APP

Available exclusively from Mitie, Aria is a workspace user app, built and configured specifically with your workplace in mind. Loaded with dynamic maps and floor plans, Aria is all about making things easy. From ordering coffee, to booking and finding meeting rooms, notifying facilities people of problems and spillages, and keeping informed with up-to-the-minute, information and updates, personalised just for you.

Never more important considering the COVID-19 outbreak, Aria bridges the communications gap by enabling instantaneous, two-way dialogue between organisations and the people.

ARIA ENABLES:

Dialogue between workspace users and building management. Users can log a fault with building equipment or report a workplace incident like a spill.

Interaction between other colleagues and workspace users. For example, helping to locate colleagues that are hot-desking in a different part of the building.

Information and notification about when your guests have arrived at reception, when the fire alarm is about to be tested, your parcel has arrived, an incident has occurred, or whether a building evacuation is necessary.

Insight about how people move around and interact with their work environments; Insight that informs decisions about workspace design, occupancy, utilisation and asset performance.





SUMMARY

Every organisation's approach to the reopening of workspaces will have a defining impact on how they are perceived in the years ahead. Having weathered the storm of COVID-19, the ideal response is to welcome colleagues and clients back to carefully considered environments that are safe, secure and shaped for the needs of the workforce.

It's time to get back to business – and take advantage of the opportunities ahead.

Each business should adapt this guidance to their unique circumstances, with an operational checklist for each stage and service line.

As buildings and facilities are being reoccupied, it is important to:

- Prioritise employee safety and wellbeing;
- Over-communicate with employees, building owners, supply chain partners, and any other critical stakeholders;
- Reoccupy in increments to minimise operational issues;
- Plan in advance for procedures appropriate to the 'new normal' (e.g. physical distancing, hygiene protocols); and
- Ensure that you take advantage of any learnings to future-proof your business – new processes, procedures, technology, and structural business shifts, for example, relating to supply chain and sustainability.

We are here to help – if you need our support through any of the stages in this process, please reach out to your Mitie Account Director or email us at backtobusiness@mitie.com



CHECKLISTS

We have included a detailed set of checklists to use to inform and guide reopening working environments. Every business and facility is different and therefore these checklists will need to be tailored accordingly. They should, however, give you a comprehensive set of considerations and actions to get your workspaces up and running. When using these checklists, there are multiple aspects to be taken into account.

- Maintaining all Quality, Health, Safety and Environment (QHSE) standards and procedures.
- Managing the impact on staff and their wellbeing. This requires clear policies for deciding who returns and when, plus definitive steps to mitigate concerns and anxiety.
- Creating physical distancing plans to minimise the risk of people operating within 2m of each other. Key activities include review of spatial requirements, decreasing density, enhanced signage, plus training of key people to manage physical distancing policy.
- Access control covering elements such as restricting access points into buildings, protocols for health and safety checks, management of reception spaces, use of elevators, and visitor policy.
- Cleaning and maintenance. This includes identification and reduction of key touchpoints (doors, desks, elevators, common areas), cleaning regimes required pre and post opening, enhanced cleaning of common areas.

- Ensuring buildings are fully maintained and operational on opening.

- Communicating regularly and with confidence in recognition of the concerns colleagues will have on returning to their place of work and any commute required to get there.

Checklist 1 (pages 37 to 44) sets out key activities to be undertaken to support all the above across two key phases:

- **Phase 1:** Facilities and portfolio evaluation: This phase covers the planning required for who will be returning, defining new workplace routines and the remapping of work areas to ensure appropriate physical distancing can be maintained.
- **Phase 2:** Recommissioning the work environment: The activities required to ensure a facility, upon reopening, meets all QHSE requirements, is fully operational, clean and has adequate security measures in place. All staff and colleagues impacted are fully briefed and supported in the adoption of new ways of working. This phase also addresses activities which, if embedded, can drive efficiencies and provide medium- to longer-term benefits.

Checklist 2 (pages 45 to 49) sets out the maintenance tasks that need to be undertaken and certified on CAFM systems as a minimum.

PHASE I: FACILITIES AND PORTFOLIO EVALUATION

TIMING: 2–3 WEEKS PRIOR TO BUILDING REOCCUPATION

Site use and space/people management

- Access control for each site reviewed and a phased reoccupation for larger properties or multi-tenanted buildings defined. Consideration given to:
 - Phased departmental returns;
 - Alternative workday shifts; and
 - Extending 'normal' working hours.
- Change in workplace routines defined including:
 - Change to peak staff entry and exit times;
 - Changes to core working hours;
 - Amending shift routines, staff handovers and team briefings; and
 - Regular working from home for staff.
- Critical activities that must be completed prior to reopening identified, including:
 - Compliance or emergency equipment testing;
 - Waste and recycling collection;
 - Catering, post and parcel delivery;
 - Cleaning;
 - Planned or reactive maintenance;
 - Re-engaging contractors; and
 - Identify new contractors (if required).
- Ownership of impacted sites defined (i.e. owned, tenanted, shared space, leased third party or municipal).
- Liaise with property landlord(s) or managing agents to ensure any requirements are met.
- Redefine use of workspace to ensure physical distancing is maintained. This includes:
 - Workplace redesign on use of desks and operational areas;
 - Define occupancy policy for meeting rooms and shared areas;
 - Define occupancy and spacing guidance for common areas: elevators, stairways, corridors;
 - Reduced access to toilets – one-way systems, partial decommissioning or screening between urinals when appropriate;
 - Consider one-way systems to avoid crossing in corridors and stairways;
 - Reduction of shared resources such as libraries/book shares, magazines, sweet/fruit bowls, etc;
 - Catering options reviewed (e.g. grab and go, reopened hot food but limited choice, etc);
 - Define occupancy and spacing guidance for canteen/café areas; and
 - Remove access to cloakroom facilities (they can contribute to contamination through clothing).

- Mark out routes and distancing to support the above:
 - Implement one-way systems to avoid crossing in corridors and stairways;
 - Mark floor queuing procedures and stairwells to assist 2m distancing;
 - Zoning of workplace and recording of who is moving between each zone;
 - Alternative desks left unoccupied (seat or desk removed);
 - Chair removal to avoid/deter face-to-face contact; and
 - Protecting vulnerable people may also require a risk categorisation to be taken into account in working from home policy, space planning and desk allocation.
- Define reduction in any cash payment facilities and increase in app or contactless ordering and payment for food and beverages.
- Redefine delivery scheduling, loading bay operations and food supplies to ensure that large quantities of supplies and personnel will not be arriving together in confined loading bays.
- Backlogs of mail or deliveries assessed and prioritised for collection procedures.
- Parking availability and procedures have been defined and communicated effectively to avoid congestion and that vulnerable staff can avoid public transport.
- Consider screening solutions to protect reception staff, and use between desks when 2m distancing is not possible.
- Supply chain and third-party businesses reviewed to ensure continuity of service and impact of furloughed staff and/or financial challenges.
- Robust enforcement mechanism defined to ensure staff with any form of illness do not attend work, and actions to be taken if this situation arises.

PHASE 2: RECOMMISSIONING THE WORK ENVIRONMENT

TIMING – AT LEAST 10 DAYS* PRIOR AND DURING BUILDING REOCCUPATION

QHSE

- QHSE client site risk assessment conducted per MG(F)285 policy guideline with requisite QHSE team support.
- Fire procedures:** System confirmed as operational, signing in and out system in place, nominated fire warden in place, fire muster point confirmed.

First aid: First aid kits are stocked and available. Phone signals to contact emergency services operational.

Hygiene: Washing facilities with soap/gel available (see Cleaning below).

- Response plan defined in the event of a confirmed or suspected case of COVID-19, and communicated to senior management, facilities management teams, receptionists, security staff and cleaners.
- Any required modifications to fire alarm practices or evacuation drills to cater for COVID-19 measures have been addressed, ensuring that the activity is still compliant with relevant building and fire codes.
- Numbers of fire marshals, first aiders and any PEEP requirements defined given scale and timing of recommission/reoccupation activity.
- Emergency signage reviewed and subject to the change in layout, or restricting access to reduce risk of contamination.

- Display Screen Equipment (DSE) assessments planned and re-managed.
- Business continuity and disaster recovery plans updated based on COVID-19 implications.
- Implement physical distancing best practice.

Compliance and regulatory checks

- Full building inspection carried out:
 - All life systems inspected and passed (fire alarms, sprinklers, emergency lighting, etc);
 - Emergency generators operational (if required to provide power in an emergency);
 - Uninterruptable Power Supplies (UPS) operating effectively (if applicable);
 - Fire suppression systems inspected and all fire extinguishers are in date;
 - Heating systems reviewed for gas safety compliance. Water sampling and chemical treatments aligned to the asset strategy plans and in date;
 - Chilled water systems and cooling towers inspected and compliant;
 - Statutory compliance status assessed and plan in place to address any outstanding maintenance (omitted or suspended since the pandemic outbreak); and

*Subject to estate size, capacity, location.

– All lift maintenance requirements confirmed and in place.

- Full fire evacuation procedural review undertaken.
- All required Legionella procedures followed before the building has been reopened.
- Insurance companies notified of reopening.

Employee wellbeing and communications

- Staff briefing paper/communication issued setting out new back to work conditions and required behaviours – on arrival at work premises, operating in work premises and exiting work – including:
 - New entrance protocols;
 - How to reduce in-person interaction with colleagues, vendors and customers to the extent possible;
 - Social etiquette re sneezing and coughing;
 - Mandated use of hand sanitiser in arrival and key touchpoints;
 - Work station and keyboard cleaning protocols;
 - Revised cleaning policies to be implemented;
 - Reinforcement of good COVID-19 practices – washing hands and avoiding face contact;
 - What will be made available regarding food and drink – what will no longer be available;

– What other changes to expect addressing non-availability of certain items (e.g. fruit bowls, cutlery, plates, mugs, etc); and

– Updated work from home policy and travel policy to encourage work-related discussions via phone and minimise business travel.

- Employees inducted on any new QHSE arrangements:
 - Fire procedures;
 - First aid; and
 - Emergency arrangements in the event of a person showing symptoms.

- Workplace support, such as fire wardens and first aiders, briefed on appropriate guidance and instructions on COVID-19 issues during a crisis or emergency.

- Clarity in contact persons and dedicated email address (and owner) for employees to direct queries and concerns to.

- Use of ‘welcome/business champions’ to greet and manage concerns people will have as they return to work.

- Business champions trained to support and guide colleagues through the new way of working post COVID-19. To include mental health considerations.

- Regular (i.e. weekly) communications in place.

Security

- Security implications for reopening sites is defined; sites impacted, security passes required, any restriction on access points.
- Security personnel communication protocols defined (plus response) in event of incidents/risks in relation to:
 - site closure/adjustment;
 - infection control measure;
 - business continuity/disaster recovery; and
 - staff shortage.
- Replacement of visitors’ lanyards with disposable badge holders considered or sterilising processes introduced (also see Front of house/reception).
- Policy defined to deal with instance of unexpected employee/third-party arrival (e.g. refused entry recommended).
- Consider strategies defined to reduce the number of potentially infected staff or visitors from entering site:
 - Thermal imaging; and
 - Temperature checks on arrival.
- Assessment undertaken to identify any security gaps due to leave periods/staff absences due to illness.
- Procedures and roles defined to manage expected peak in expired, lost, stolen staff passes upon site reopening.
- Threat assessment on revised buildings and assets portfolio undertaken given potential resurgence of terrorism, protestors and general criminality which have reduced significantly during COVID-19 lockdown.
- Security strategy defined for any buildings that will remain empty – use of remote monitoring, physical security or mobile response.
- Security staff fully briefed on return to work and all new security protocols.

Cleaning

- Revised cleaning regime defined to ensure that staff feel safe and that transmission of COVID-19 remains low. This should include enhanced:
 - touchpoint cleans – door handles, lift panels, hand rails, toilets and bathrooms, taps, soap dispensers, table surfaces, microwaves, fridges, printers, photocopiers, reception areas, etc;
 - deep clean regimes in place plus ability to react on need (reinfection); and
 - cleaning of shared areas and meeting rooms.
- Application of CitroxProtect considered to support above – natural 3D microbiota barrier to protect surfaces from COVID-19.
- Resource requirements and shift patterns revised to take account of:
 - scale and nature of building usage;
 - any changes in staff working hours;
 - physical distancing for staff and cleaners; and
 - above work requirements.
- Cleaning regime defined is highly visible to help reassure staff and takes into account impact on resourcing and scheduling.
- Point of Contact (POC) per work area inducted on new cleaning requirements/ regime. Highly visible role – name tags, stand-out uniforms, wearing PPE.
- Collateral prepared and displayed describing the new cleaning measures/ regime to occupants to reassure and address any negative perceptions.
- Site inventory reviewed (chemical and tools) to ensure adequate for above. Includes need for PPE usage/disposal (see Waste below).

- Necessary (bulk) orders in place for hand sanitisers, wipes, face masks, to reflect company commitment to employee safety. Consider need for and implications of any client branding.
- Hand sanitiser made available at all key touchpoints (entrance points, reception, common areas, toilets, mail room, deliveries).
- Full deep clean undertaken prior to site opening.
- Consumables fully replenished prior to opening (e.g. toilet tissue, hand towels, coffee, tea, etc).
- Robust and frequent quality checks in place to ensure new cleaning regime adhered to.
- Usage of key products (e.g. hand sanitiser) monitored to identify patterns and inform replenishment schedules.

Front of house/reception

- Front of house staff provided with PPE and briefed on how to reduce the risk of onward transmission. This should include:
 - Use of gloves;
 - Availability of hand sanitiser on entering reception;
 - Regular handwashing;
 - Visual identity check of documents without contact;
 - Prevention of multi-use of touchscreen technologies;
 - 2m distancing between receptionists; and
 - Identification and response to staff or visitors presenting with COVID-19 symptoms.

- Clear method of physically distancing of staff and visitors in reception areas defined and implemented. This should include:
 - Queuing systems or processes; and
 - 2m spacing in waiting and reception areas.
- Screening solutions considered to protect reception staff.
- Visitor booking and recording process redefined to be as 'contact free' as possible. Effective signage in place to explain the system.
- Replacement of visitors' lanyards with disposable badge holders considered or sterilising processes introduced (also see Security).
- Consideration given to use of hosts to guide employees and visitors when entering building.
- Consideration given to electronic visitor management system to reduce visitor interaction.

Waste

- Bin provisions throughout buildings and estate assessed and actioned to account for:
 - increased levels of disposable waste; and
 - use and subsequent disposal of PPE in some areas/circumstances.
- Waste collection provision assessed to take account of new cleaning regime (e.g. deep cleans, extra waste due to 'trash bash' initiatives) and legislation regarding the removal of PPE.
- Required building users educated on use and disposal of PPE.
- Order and install containers for contaminated PPE (72 hours before collection).

- Waste volumes reviewed, taking into account increased use of disposable cups (vs mugs), and volumes of people returning to work, etc.
- Define policy for wearing masks to work plus disposal procedure. Mitie will provide special waste receptacles for these PPE items and a bespoke collection/disposal service.
- Ongoing review of waste types and volumes after opening.
- Define and communicate compliance on the handling of business waste at household residences (material printed at home is regarded as business waste and is subject to specific disposal regulations).

Landscapes

- Comprehensive dilapidation survey completed to check for hazards and/or impeded access to newly configured/redesigned working spaces.
- Site access surveyed to identify areas for new signage.
- Plan in place to address work on safety of trees, fences, paving and pathways, fire escapes, fly tipping, graffiti, blocked gullies/drainage, waterways, long grass (fire and vermin risk).
- Consideration given to use of planting and signage to control access/egress of buildings to maintain physical distancing.
- Communal areas reconfigured to maintain physical distancing and (where possible) to take advantage of wider spaces.

Post room and deliveries

- Sterilising process for all incoming deliveries introduced (e.g. UV cabinet located at delivery point).
- Hand sanitiser dispensers positioned at delivery entry point to buildings/sites.
- Mail room and delivery operatives provided with appropriate PPE and instructions on how to use/dispose (see Waste above).
- Where possible, outer packaging to be removed and disposed of prior to moving items from the delivery point.
- Decision to be made on whether all colleague personal deliveries are stopped.

Other operational/maintenance considerations

- All open water systems flushed, e.g. taps, toilet cisterns, water dispensers/fountains, water boilers.
- All ZIP boilers or equivalent refilled that have been drained down. Filters to be changed.
- All isolated power supplies and equipment re-energised (e.g. fridges, freezers, ZIP boilers, dishwashers, lighting, power outlets, boilers, fan coil units, etc).
- Previously isolated HVAC to run for between 48 to 72 hours as a minimum timeframe to ensure fresh air has been circulated throughout.
- All air flow rates maximised.
- Upgrade ventilation/extract, particularly to maintain negative pressure in washrooms and in general to supply (75% air change constantly).
- Maintenance operating procedures and routes mapped throughout buildings to minimise human touch contact, and engineers carrying debris from filters on their uniform.

- Assessment made on feasibility of bringing forward project works and outstanding remedial works. Cost savings from unimpeded/reduced access to buildings.
- Pre-planned and reactive maintenance requirements revisited, and impact on resource levels, shift patterns defined.
- 'Grilles and diffusers' maintenance regime SFG20 26.01 enhanced by either removing the grille to clean both sides or to use air jetting and extraction.
- Adoption of Condition Based Maintenance (CBM) considered. Enabled by connecting to Mitie's Service Operation Centre. Minimises human resources cost and travel while improving the resilience of the service.

Energy

- Building management systems health check completed and reconfigured to the new operating model (i.e. anticipated occupancy levels and refreshed comfort policies).
- Capability of current building management systems assessed to ensure fit for purpose in a rapidly changing environment, post lockdown.
- Heating and lighting needs reconfigured to optimise energy usage in reduced occupancy or reconfigured/redesigned working environments. Maximise cost savings.
- Analytics from pandemic period undertaken to better understand opportunities to save costs and reduce interdependencies (e.g. occupancy vs energy).

Other considerations

- Change governance in place to identify and respond quickly to unforeseen challenges or changes in governance guidelines.
- Contingency plan in place for possible switch back to lockdown.

Organisations that work with Mitie to undertake appropriate recommissioning measures outlined in this section, will qualify for the 'Mitie COVID-19 Checklist Assured' mark.



MAINTENANCE TASKS CHECKLIST

During lockdown, inspection and testing may have been suspended. To meet insurance requirements, it is vital that any suspended tasks be reviewed and undertaken prior to reopening buildings.

The following checklist sets out the maintenance tasks that need to be undertaken and certified on CAFM systems as a minimum.

HEATING, VENTILATION, AIR CONDITIONING (HVAC)

Air conditioning/ventilation

- Check the refrigerant level
- Inspect the drain pans and condensate drains for obstructions
- Inspect and clean or replace all filters
- Vacuum and disinfect all return air grilles
- Run a general system test to check for unusual noises, odours and measure indoor/outdoor temperatures and system pressures as needed
- Clean all outdoor condenser coils
- Clean all indoor evaporator coils with a cleaner and disinfectant
- Check outdoor fan motors and indoor blower assemblies
- Update F-Gas Register

Air handling systems

- Clean louvres and check for proper operation
- Clean evaporator coils with a cleaner and disinfectant
- Inspect the drain pans and condensate drains for obstructions
- Inspect and clean or replace all filters
- Vacuum and disinfect all return air grilles
- Run a general system test to check for unusual noises and odour

Pressure systems

- Ensure that the unit has a valid in-date insurance inspection
- Ensure that the Written Scheme of Examination is in date

Cooling towers

- Visual inspection of pack and drift eliminators
- Perform water quality checks, dip slides TVC sampling
- Remove and clean strainer in sump
- Power wash tower hot deck and cold deck
- Power wash tower fill and use scale remover as needed
- Check bottom of hot and cold decks for corrosion and rust
- Check gear reducer lubricant and refill with factory-recommended oil
- Clean gear reducer sight glass and check shaft thrust and play

Chillers

- Check controls and safety circuits for proper operation
- Check piping and compressor for any signs of leaks and test refrigerant pressures
- Check quality of condenser and chilled water chemical levels
- Check oil heater

- Check refrigerant levels
- Check refrigerant purge unit
- Run a general system test to check for unusual noises, odours and measure supply/return temperatures on both condenser and chilled water and system pressures as needed
- Clean condenser coils and check for leaks and corrosion
- Check oil filter and change if needed
- Compressor oil should be tested for acid
- Check condition of condenser water tubes and clean if needed
- Check refrigerant purge unit
- Run a general system test to check for unusual noises, odours and measure supply/return temperatures on both condenser and chilled water and system pressures as needed
- Check filter condition
- Clean condenser coils and check for leaks and corrosion
- Check oil filter and change if needed
- Compressor oil should be tested for acid
- Check condition of condenser water tubes and clean if needed

Computer room cooling systems

- Check temperature of room and environmental conditions
- Check controls and safety circuits for proper operation
- Check piping and compressor for any signs of leaks and test refrigerant pressures
- Check quality of condenser and chilled water chemical levels
- Check oil heater
- Check refrigerant levels

Boilers

- Gas safety check
- Run a general system test to check for unusual noises and odours
- Check of oil storage and distribution, including filters
- Check oil quality
- Perform water quality checks
- Check distribution for leaks
- Undertake maintenance visit

ACCESS

Auto doors/access

- Visual inspection and check of safety systems for correct operation
- Undertake maintenance visit

Lifts and escalators

- Undertake maintenance visit
- Ensure that the unit has a valid in-date insurance inspection
- Ensure that the Written Scheme of Examination is in date
- Run a general system test to check for unusual noises

Fire detection systems

- Check panel for fault indication
- Carry out sounder and beacon test (note: ensure any occupants are aware this is a test)
- Carry out weekly Call Point Test on all zones/loops (note: ensure any occupants are aware this is a test)
- Check PA VA for correct operation on all announcements (note: ensure any occupants are aware this is a test)
- Smoke extract systems – check for faults and operation
- Ensure correct fire door operation and that they release on alarm

Fire extinguishers

- Check fire extinguishers (ensure 'last serviced' date is within 12 months, and that the extinguisher is in the correct location and of the correct type for risk)

Fire suppression systems

- Check panel for fault indication
- Check gas bottle charge is correct (note: you may need your maintainer to carry this out)

Intruder

- Check panel for fault indication
- Check for any zones that may have been 'isolated' during the lockdown/non-occupancy (if these were isolated due to a fault, contact your maintainer via your normal process)
- Ensure that the system can be armed and disarmed correctly

CCTV

- Ensure the time and date is set correctly
- Ensure all cameras are operating correctly, e.g. focus, pointing at correct area of coverage, movement (if PTZ type)
- Ensure all cameras are saving footage to your DVR/NVR correctly

Access control

- Check all operation of keypads and card readers (any faults should be reported to your maintainer via your normal process)
- Ensure that all doors are fully secure when closed
- Check the PC to ensure it is showing movements around the building

Public health

- Check that all drains are free flowing and charged
- Check that WCs and urinals are operating correctly
- Check sump and sewage pumps
- Check inceptors

L8 water quality

- Survey the system to make sure it is safe to reinstate the services
- Check system for leaks
- Check water storage tanks for internal condition and clean if required
- Outlet inspection for scale presence
- Flush of all outlets to enable system turnover
- Record calorifier/water heater storage, flow and return temperature flow, and return temperatures as required
- Pasteurise the hot water system by heating calorifiers up to 70°C for one hour and circulate/pull through the hot water to all outlets
- Shower head and hoses clean and disinfection
- TMVs should be serviced and disinfected following an extended period of non-use
- Undertake microbiological sampling
- Chemically disinfect the system dosing the incoming main, cold water storage tanks and calorifiers, drawing the chemical through all outlets

Catering equipment

- Gas safety check
- Check safety interlocks and isolation points
- Check if kitchen extract requires cleaning
- Check fire suppression systems
- Check the correct operation of equipment
- Undertake maintenance visit
- Review F-Gas Register

Emergency lighting

- Check for fault indications
- Complete monthly checks

Building management systems (BMS)

- Check for alarm and/or fault indication
- Check outstations
- Check communications
- Check strategy/design operations
- Undertake maintenance visit

Generators

- Check oil storage and distribution, including filters
- Check oil quality
- Complete pre-start checks
- Off load test
- On load test
- Load bank test

Uninterruptable Power Supplies (UPS)

- Check panel for fault indication
- Check output readings
- Undertake maintenance visit

Power distribution

- Visual inspection of all switchgear, including transformers

FOR MORE INFORMATION

We are here to help – if you need our support through any of the stages in this process, please reach out to your Mitie Account Director or email us at backtobusiness@mitie.com

www.mitie.com/backtobusiness

Mitie cannot guarantee that any or all of the steps outlined in this document will completely remove the risks associated with COVID-19, or indeed other forms of infection occurring within a building, but we believe that, with planning and proper consideration and the implementation of the steps suggested, the risks can be reduced and more confidence and reassurance provided to occupants.

