



MURGATROYD OF HARROGATE LTD

COVID 19 – RISK ASSESSMENT

DATE:		20-07-20					
REVIEW DATE:		MONTHLY					
RISK ASSESSMENT:		COVID-19					
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
CORONAVIRUS - GENERAL							
Coronavirus Symptoms - Fever, high temperature, new persistent cough, shortness of breath, related tiredness, muscle and joint pain	Risk of contact or respiratory droplets from work colleagues and customers	•	•	•	•	<ul style="list-style-type: none"> Anyone showing symptoms should self-isolate for 7 days. Anyone living with someone showing symptoms or tested positive for the virus, their whole household should self-isolate as per Government guidelines. All staff temperature checked via non-contact thermometer upon arrival on site. Provision of sanitiser products for passengers and drivers on vehicles. Provision of sanitiser products and soap and water provided around depot for all staff. Provision of PPE for all staff. Good hygiene measures to be maintained. Posters and signage on display regarding hand washing techniques. All staff and managers aware of main symptoms to look out for. Air-purifying system to be installed where possible on vehicles. Roof hatches to be kept open on vehicles where possible to maintain good ventilation. Enhanced cleaning regimes in place including fogging at end of service. 	https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance
Poor hygiene	Risk of contact or respiratory droplets from work colleagues and customers	•	•	•	•	<ul style="list-style-type: none"> Provision of sanitiser products for passengers and drivers on vehicles. Provision of sanitiser products and soap and water provided around depot for all staff. Good hygiene measures to be maintained. Posters and signage on display regarding hand washing techniques. When coughing and sneezing cover mouth and nose with flexed elbow or tissue - throw tissue away immediately and wash hands. Avoid close contact with anyone who has a fever and cough. Employees advised to request a testing kit if they have symptoms, to self-isolate and to seek medical care if necessary. 	
Staff member taken unwell	Risk of contact or respiratory droplets from work colleagues and customers	•	•	•	•	<ul style="list-style-type: none"> Any member of staff showing symptoms of Covid-19 must inform management immediately. Confidentiality to the staff member to be maintained. Employee to be sent immediately home if showing symptoms. Employee advised to request a testing kit if they have symptoms, to self-isolate and to seek medical care if necessary. Identify who else may be at risk after having prolonged close contact with an infected person. Employee advised to request a testing kit and remain off work until a negative test is returned. Staff members to return to work if a negative test is returned. 	

Passenger taken unwell	Risk of contact or respiratory droplets from driver and customers	•	•	•	<p>NX Passengers will be temperature checked using an infra-red temperature device as they board some services.</p> <p>A temperature above 38.2°C will result in a refusal of travel.</p> <p>Any NX passenger showing symptoms will be refused travel.</p> <p>All other passengers showing symptoms prior to boarding will be refused travel.</p> <p>Any passenger starting to show symptoms during the journey must inform the driver.</p>	
Identifying the true facts about Coronavirus	All staff, particularly those classified by Public Health England as being vulnerable including those over 70 and/or with a underlying medical conditions (moderate risk and high risk)	•	•	•	<p>Regular monitoring of latest updates from WHO, Public Health England, the Government and the Confederation of Passenger Transport on a daily basis.</p> <p>Communicate the latest guidance and facts to management, staff and passengers.</p>	<p>www.nhs.uk/conditions/coronavirus-covid-19/people-at-higher-risk/whos-at-higher-risk-from-coronavirus/</p>

COACHES							
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
Passengers on board vehicle	Risk of contact or respiratory droplets from driver and customers	•	•	•		<p>Passengers will be temperature checked using an infra-red temperature device as they board some services.</p> <p>A temperature above 38.2°C will result in a refusal of travel.</p> <p>An additional filter using three types of technology, including UVC radiation to reduce bacteria and corona type viruses, and a PM2.5 filter to block 99% of airborne particulates and improve air quality has been installed on the air conditioning systems of all NX coaches.</p> <p>Any interaction between passenger and driver will occur off the coach in the open air.</p> <p>Signs indicating which seats are available to passengers given social distancing measures put in place.</p> <p>Floor markers in place in line with social distancing guidelines.</p> <p>Provision of sanitiser products for passengers and drivers.</p> <p>From 15 June 2020, all passengers must bring and wear their own face covering on public transport. For exemptions to this guidance, please see link.</p> <p>Passengers are advised to bring own personal hand sanitiser.</p> <p>Drivers strongly encouraged to wear facemasks and visors provided when passengers are boarding/alighting. Visors must not be worn when driving.</p> <p>Passengers requested to use safe system of boarding/alighting i.e. taking seats from back to front when boarding and from front to back when alighting where possible and keeping to the social distancing guidelines in place.</p> <p>Passengers advised not to stand prior to the coach stopping.</p>	https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers#exemptions-face-coverings
Communication	Customers not aware of constraints around safe travel. Customer receives mixed messages. Language barriers.	•	•			<p>Clear messages to be given by driver prior to passengers boarding vehicle and whilst on the vehicle.</p> <p>Signs indicating which seats are available for passenger use given social distancing measures put in place.</p> <p>Use all available social media platforms and website to communicate consistent messages.</p>	
Driver on vehicle	Risk of contact or respiratory droplets from work colleagues and customers	•	•	•	•	<p>Signs indicating which seats are available to passengers given social distancing measures put in place.</p> <p>Seats behind driver taken out of use.</p> <p>An additional filter using three types of technology, including UVC radiation to reduce bacteria and corona type viruses, and a PM2.5 filter to block 99% of airborne particulates and improve air quality has been installed on the air conditioning systems of all NX coaches.</p> <p>Floor markers in place in line with social distancing guidelines.</p> <p>Provision of sanitiser products for passengers and drivers.</p> <p>Drivers provided with appropriate PPE and cleaning products.</p> <p>Drivers strongly encouraged to wear facemasks and visors provided when passengers are boarding/alighting. Visors must not be worn when driving.</p>	

Touching the steering wheel and cab equipment such as handbrake, seat, window, mirror or ticket machine	Contact risk from previous driver or contamination risk from passengers in close proximity when boarding/alighting	•	•	•	•	Provision of appropriate PPE including gloves and sanitiser products for cleaning vehicle. Efforts to ensure continued access to wash facilities during a shift (including third party sites). Reminders to sanitise hands scheduled/noted on running boards and work tickets. Enhanced cleaning regime including cab area, access controls and ticket machines in place. All vehicles will be fogged at end of shift.	
Breath testing device (Alcolock)	Risk of contact or respiratory droplets from driver	•	•	•	•	Driver to hold Alcolock unit from base of the device when blowing into the system. Driver must sanitise hands after placing Alcolock machine back in the holder. Driver must use their own personal mouthpiece which will be issued upon return to work.	
Normal engagement with customers	Risk of contact or respiratory droplets from customers	•	•	•	•	Promotion of contactless, mobile & alternatives to cash ticketing. Pupils on school services have annual bus passes to show driver. No cash payments/ad hoc travel permitted on school services or private hire.	
Luggage	Risk of contact or respiratory droplets from customers	•	•	•	•	Passengers will be required to drop luggage away from driver to maintain social distancing. Drivers provided with appropriate PPE when assisting passengers and handling luggage. Drivers strongly encouraged to wear facemasks and visors provided when handling passenger luggage.	
Cash Payments	Risk of contact or respiratory droplets from customers	•	•	•	•	Customers will be advised to purchase tickets in advance if possible. Promotion of contactless and mobile payments as alternatives to cash ticketing. Pupils on school services have annual bus passes to show when travelling. No cash payments/ad-hoc travel permitted on school services or private hire.	
Hard surfaces	Risk of contact from hard surfaces	•	•	•	•	All appropriate PPE and sanitising products provided for the purposes of cleaning the vehicle and the transfer of luggage. Enhanced cleaning regime in place which is regularly monitored. All vehicles will be fogged at the end of their shift.	
Facemasks, Shields and Face coverings	Risk of contact or respiratory droplets from customers/colleagues	•	•	•	•	From 15 June 2020, all passengers must bring and wear their own face covering on public transport. For exemptions to this guidance, please see link. Drivers strongly encouraged to wear facemasks and shields provided.	https://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers#exemptions-face-coverings
Cleaning vehicle in between journeys	Internally coming into contact with touch points, rubbish and passenger belongings	•	•	•	•	Driver to undertake additional cleans of cab area, access controls and touch point between journeys. Provision of hand sanitiser products, gloves, disposable aprons, hard surface cleaner and disposable wipes provided for driver. Litterpickers provided for driver use on vehicles. Bin bags provided for safe disposal of rubbish and cleaning materials. Reminders to sanitise hands scheduled/noted on running boards and work tickets. Additional cleans of cab area, access controls.	

Changeover and passengers boarding/alighting vehicle	Risk of contact with relief driver, customer or general public	•	•	•	•	<p>When queuing to board the bus, passengers are requested to adhere to social distancing guidelines.</p> <p>Driver to alight vehicle and socially distance before passengers board or driver to wear facemask and faceshield during boarding and alighting.</p> <p>When boarding and alighting, all passengers must adhere to the social distancing guidelines.</p> <p>Passengers must use a safe system of boarding/alighting, taking their seats from the back to the front and alighting from front to back where possible.</p>	
Toilets	Risk of contact or respiratory droplets from customers/colleagues	•	•	•	•	<p>Passengers advised to only use the toilet if absolutely necessary.</p> <p>Toilet to be out of use on short services.</p> <p>Enhanced cleaning regime in place including daily fogging at end of service.</p> <p>Sanitiser and cleaning products and appropriate PPE provided to ensure toilets are thoroughly and regularly cleaned.</p>	
Assault Risk	Risk of being spat at, coughed on or otherwise assaulted; potential breach of social distancing	•	•	•	•	<p>Any such incidents to be reported to appropriate authorities e.g. NX Control, Police, School.</p> <p>Signs indicating which seats are available to passengers given social distancing measures put in place.</p> <p>Employee to be aware of Covid-19 symptoms in the coming days and to request a testing kit if necessary.</p>	https://www.gov.uk/apply-coronavirus-test-essential-workers
Breaks off site	Risk of contact with others if social distancing is not maintained	•	•	•	•	<p>Staff to adhere to social distancing and third party rules when off site.</p>	
Coach Keys	Risk of transfer from colleagues or contaminated surfaces	•	•	•	•	<p>All coach keys to be sprayed with anti-bacterial spray before hanging on key rack.</p> <p>Anti-bacterial spray provided.</p>	
Breakdown/recovery/drivers travelling in cars/vans together	Risk of transfer from colleagues or contaminated surfaces	•	•	•	•	<p>Additional cleaning of support vehicles in place.</p> <p>Driver taking the replacement vehicle out must clean down the cab area prior to handover.</p> <p>Appropriate PPE and sanitising products provided.</p> <p>If passengers remain on the vehicle, encourage them to remain in their seats.</p> <p>Evacuate vehicle, if safe to do so and wait outside, socially distanced rather than keeping passengers on coach.</p>	

DEPOT							
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
Vulnerable employees	All staff, particularly those classified by Public Health England as being vulnerable including those over 70 and/or with a underlying medical conditions (moderate risk and high risk)	•	•	•	•	<p>Any staff member deemed to be high risk due to an underlying medical condition or that of a member of their family should work from home where possible and follow the guidance issued by the Government.</p> <p>Any staff member who has been advised to shield and who then chooses to ignore such advice and returns to work, does so at their own risk.</p> <p>The government has set out series of steps for relaxing shielding guidance which will come into effect on 6th July and 1 August 2020. See latest guidance via link.</p>	https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19
Walkways, Staff Room & Kitchen	Risk of contact with others if social distancing is not maintained	•	•	•	•	<p>Main doors kept open negating use of touch pad entry system.</p> <p>Hand sanitiser provided upon entry to the building.</p> <p>One way directional route around the depot for access/exit when 10 or more members of staff are on site at any one time.</p> <p>Staff to enter building via keypad door towards staff room. When exiting staff room, all staff must turn left and exit building via bi-fold doors or via front reception door if access to the toilet is required to avoid congestion near reception.</p> <p>Staff to adhere to social distancing separation markings placed on floor around depot.</p> <p>Provision of hand sanitiser placed around depot.</p> <p>Appropriate Covid-19 signage in place around depot.</p> <p>Staff numbers limited to 4 in staff room and one in kitchen at any one time.</p> <p>Staff room door kept open.</p> <p>Staff room chairs stacked and marked as out of use to avoid unnecessary gatherings in staff room.</p> <p>Staff to bring own lunch in insulated bags/flasks instead of using shared fridges.</p> <p>No food to be brought in that requires re-heating.</p> <p>There will be no sandwich van on site.</p> <p>Shared kitchen facilities such as fridge, kettle, toaster and microwave are not to be used until further notice.</p> <p>Staff issued with styluses for use when selecting drinks from the vending machine.</p>	
Toilets	Risk of contact with others if social distancing is not maintained	•	•	•	•	<p>Notices on toilet doors to check before entering to ensure social distancing is observed, i.e. only 1 person at a time.</p> <p>No more than 1 person waiting in reception area at any time.</p>	
Breaks	Risk of contact with others if social distancing is not maintained	•	•	•	•	<p>Staff to adhere to social distancing guidelines and third party rules when off site.</p> <p>Staff to adhere to social distancing guidelines and rules when on site.</p> <p>Appropriate signage in place around depot.</p> <p>Chairs removed from staff room to avoid overcrowding.</p> <p>Staff permitted to take lunch/breaks on their coaches or in their cars to avoid overcrowding in staff room and not in groups.</p> <p>Staff numbers limited in staff room at any one time.</p> <p>Staff must maintain social distancing measures during smoking breaks.</p>	

Workshop	Risk of contact with others if social distancing is not maintained	•	•	•	<ul style="list-style-type: none"> • Workshop staff to work in allocated pairs and bays. • Only workshop staff are permitted into the workshop bays. • Workshop office to be used by one person at a time. • The workshop should not be used as a cut through to the main depot building. • Social distancing to be maintained at all times. Where this is impractical due to the nature of the task, staff must wear a face mask. • Staff must use the one way system in place and enter via the keypad door. • All workshop staff to use their own personal tools where possible. • Blue gloves provided must be used at all times. • If company tools are required, these must be wiped down after use. • Hand sanitiser, wipes and cleaning material issued for use. • Only one person permitted in the parts store at any time. • Workshop Manager to issue service sheets to team members daily. • Workshop computers and telephones should be wiped clean after every use. • Workshop staff to sanitise all equipment at the end of each day. • All drivers issued with personal marker pens for recording vehicle defects/body damage. 	
Bodyshop	Risk of contact with others if social distancing is not maintained	•	•	•	<ul style="list-style-type: none"> • Bodyshop staff to work in allocated pairs and from one bay only. • Only bodyshop staff are permitted into the bodyshop bays. • Bodyshop office to be used by one person at a time. • Social distancing to be maintained at all times. Where this is impractical due to the nature of the task, staff must wear a face mask. • The bodyshop should not be used as a cut through to the main depot building. Staff should use the one way system in place and enter via the keypad door. • All bodyshop staff to use their own personal tools where possible. • If company tools are required, these must be wiped down after use. • Door from repairs bay to walkway to be kept closed to encourage staff to use one way system in place. • Blue gloves provided must be used at all times. • Hand sanitiser, wipes and cleaning material issued for use. • Bodyshop computers and telephones should be wiped clean after every use. • All drivers issued with personal marker pens for recording vehicle defects/body damage. • Bodyshop staff to sanitise all equipment at the end of each day. 	

Work Colleagues	Risk of contact with others if social distancing is not maintained	•	•	•	•	<p>Upon arrival on site, temperature checks to be undertaken using hand held non-contact thermometer.</p> <p>Duty controllers and duty fitter to take own temperature immediately upon arriving on site. Temperature checks will be undertaken whilst staff remain in their cars outside.</p> <p>Staff to telephone main depot number once on site and the duty controller will go outside to take their temperature.</p> <p>If temperature is 38.2°C or less, staff can access the building via the key pad entrance.</p> <p>Hand sanitiser placed just inside the key pad entrance which staff must use upon entering the building.</p> <p>This applies to all staff including cleaning, admin, workshop and drivers.</p> <p>Any staff identified with a high temperature would be then be provided with immediate assistance to access a COVID-19 test, which drivers are entitled to receive as key workers and sent home pending the outcome of the results.</p> <p>https://www.gov.uk/apply-coronavirus-test-essential-workers</p> <p>If temperature is high, confidentiality to the staff member to be maintained.</p> <p>Employee to be sent immediately home if showing symptoms.</p> <p>Employees advised to request a testing kit if they have symptoms, to self-isolate and to seek medical care if necessary.</p> <p>Identify who else may be at risk after having prolonged close contact with an infected person.</p> <p>Employee advised to request a testing kit and remain off work until a negative test is returned.</p> <p>Staff member to return to work if a negative test is returned.</p>	https://www.gov.uk/apply-coronavirus-test-essential-workers
Fuelling Vehicles	Risk of touching contaminated item	•	•	•	•	<p>All fuelling of vehicles must be undertaken by one individual at a time.</p> <p>There should be no gatherings of staff in this area.</p> <p>Red gloves issued to each individual driver for the fuelling of vehicles.</p> <p>Regular cleaning of fuel pump included in enhanced cleaning schedule.</p>	
Coach Wash	Risk of touching contaminated item	•	•	•	•	<p>On/off switch included in cleaning checklist for regularly sanitising.</p> <p>Gloves to be worn when cleaning outside of vehicle and disposed of after use.</p> <p>Litterpickers provided for use on coaches.</p>	
Personal items	Risk of touching contaminated item	•	•	•	•	<p>All staff personal belongings must either remain at home, in your allocated locker, in your car or stored safely away on your allocated coach.</p> <p>No personal belongings are to be left around the depot.</p>	
Dealing with lost property	Risk of touching contaminated item	•	•	•	•	<p>Drivers must wear gloves when picking up lost property off their vehicles and place items in a carrier bag.</p> <p>Driver to place lost property in lost property holding area until claimed or disposed of.</p> <p>Driver to complete lost property book with details using personal pen issued.</p> <p>Customers collecting lost property must report to reception, remaining behind the parcel collection/drop off area whilst the lost property is recovered from store.</p>	

RECEPTION & OFFICES							
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
Reception and Offices (including NX, Workshop and Bodyshop)	Risk of contact with others if social distancing is not maintained	•	•	•	•	<ul style="list-style-type: none"> Main entrance door kept open negating use of touch pad entry system. Hand sanitiser provided inside entrance. No handshake policy in place when greeting visitors. Gatherings of any size are not permitted on-site. Reception staff to complete visitor book on behalf of visitor. Visitors to complete self assessment questionnaire in advance of attending site if possible. Maximum of one person permitted in Reception at any one time. Signage in place on reception door and entrance into the building. All visitors and contractors to site to be informed of Covid-19 policies in place. Meetings to take place virtually if possible. Chain barrier installed to ensure staff and visitors maintain social distancing guidelines from reception staff at all times. Deliveries and collections must be placed on the table outside reception and sprayed with anti-bacterial spray prior to being picked up. Windows to be kept open where possible to aid ventilation in area. Access to photocopier in reception restricted and printing set to retention. Staggered working hours where possible for office staff. Staff numbers limited in reception, meeting room and staff room at any one time. Restrict unnecessary visits between offices - use the telephone where possible. Bins to be emptied daily by individuals to avoid unnecessary invading of personal space. Staff to wipedown keyboards and telephones at the start and end of each day. NX keyboard, mouse and desk to be wiped clean at the end of each use by the driver. Maximum of one person permitted in each NX office at any one time. Office staff to wear facemasks in the event that working at a close distance is unavoidable. 	
PPE	Risk of contact with others if social distancing is not maintained	•	•	•	•	<ul style="list-style-type: none"> Stocks of PPE (facemasks, face shields, gloves, aprons, hand sanitiser, alcolock mouthpieces, styluses) will be issued by the company as required when staff return to work. Staff should contact reception in the first instance to obtain additional PPE for the task in hand. 	

CLEANING							
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
Fogging	Risk of skin contact/dermatitis and damage to eyes. Inhalation, Ingestion.	•		•		<p>Staff trained to use fogging machine correctly.</p> <p>All appropriate PPE/RPE provided including paper overalls, gloves, goggles and filtered face mask. RPE filters to be replaced as recommended by supplier.</p> <p>Face fitting testing assessments undertaken for all staff fogging vehicles at end of shifts.</p> <p>Signage on display indicating Fogging in Progress with timed ventilation requirements.</p> <p>Only fogging machine operator to be on vehicle whilst fogging in progress.</p> <p>Vehicles doors and windows to be closed during fogging process and ventilation systems turned off before treatment.</p> <p>Ensure solution measured to correct dilution rates.</p> <p>Refer to Safety Data Sheet for specific sanitising product.</p> <p>Fogging sanitiser stored in a cool, dry, dark place.</p> <p>Fogging to be completed from back of vehicle towards the front.</p> <p>Contact with surfaces to be avoided until dry.</p> <p>Fogging machine to be cleaned and maintained as per manual.</p>	
Office Cleaning	Risk of contact with others if social distancing is not maintained	•		•	•	<p>Cleaning and office staff provided with appropriate PPE.</p> <p>Gloves and Apron provided.</p> <p>Cleaning and office staff to wash hands with soap and water after all PPE has been removed.</p> <p>Cleaning and office staff given additional anti-bacterial products to use in offices and around the depot e.g. anti-bac sprays, wipes, hand gel.</p> <p>Toilets, tea room, door handles, light switches etc all cleaned daily. Twice daily where possible.</p> <p>Telephones (including portable telephones), PC mice and keyboards all thoroughly cleaned at the end of each day by the user.</p> <p>Checklist of cleaning areas to be completed morning and afternoon and submitted to management daily.</p>	
Emergency response plan	Risk of contact with others if social distancing is not maintained and contamination from hard surfaces	•		•	•	<p>Uniform Store to be used as an isolation room if required.</p> <p>Deep clean of any areas potentially infected person has come into contact with whilst on site or on a vehicle.</p> <p>Follow the WHO guidance on decontamination in a non-healthcare setting which covers cleaning & disinfection, laundry and disposal of waste.</p>	<p>https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings</p>

EMPLOYEES							
RISK	IDENTIFY THE HAZARDS	Driver	Passenger	Staff	Visitors	CONTROLS MEASURES IN PLACE TO REMOVE/ REDUCE HAZARDS	NOTES/LINKS.FURTHER ACTION REQUIRED TO CONTROL THE RISK
Uniform		•		•		Employees are strongly recommended to wear clean uniform each day where possible.	
Annual Leave/Personal Travel Plans		•		•		Employees are encouraged to maintain good hygiene whilst travelling and pay attention to any signs of illness. Staff to inform management of any Covid-19 related symptoms experienced whilst on annual leave.	
Sickness Absence - For those advised by a medical expert to self-isolate.	All staff, particularly those classified by Public Health England as being vulnerable including those over 70 and/or with a underlying medical conditions (moderate risk and high risk)	•		•		Normal sickness absence policies and procedures will apply.	
Low morale and wellbeing concerns	Staff and their health and wellbeing	•		•		Regular communications and wellbeing contact maintained with all staff, either via telephone call updates, emails, letters, social media. On-line informal staff forum introduced for staff to remain in contact with colleagues. Staff Quiz introduced to keep in touch with staff on a fun level.	