



**DALCOUR
MACLAREN**

COVID-19 Business Continuity Plan

The ownership of this Business
Continuity Plan is the CVE Group

Revision: 17

Date: 22 December 2020



COVID-19 Business Continuity Plan

22 December 2020

1. Aim

As a people and service business, our priority is to minimise infection risk for all employees and clients, whilst ensuring our clients receive a consistent and high standard of service. Consequently, our primary focus is to:

- Demonstrate social responsibility
- Protect the health and welfare of our People, their families and our Clients and project stakeholders
- Ensure business sustainability

2. UK Current Position

The current Government advice is:

- Wash hands – keep washing your hands regularly
- Cover face – wear a face covering in enclosed spaces
- Make space – stay at least 2 metres apart – or 1 metre with a face covering or other precautions

From 20 December, England will follow amended mitigation measures first announced in October 2020. These measures are based on the local restriction tier system of medium alert (Tier 1), high alert (Tier 2), very high alert (Tier 3) and stay at home (Tier 4). General guidance can be found [here](#) and a [Postcode Finder](#) allows users to identify their specific tier.

Guidance for [Northern Ireland](#), [Wales](#) and [Scotland](#) can be found on the respective government sites.

All staff who can work from home effectively should continue to do so. People in all tiers who work for companies classed as essential, and their contractors, including Dalcour Maclaren, may travel to and for work.

Dalcour Maclaren has provided and will continue to provide Essential Worker letters to its employees confirming their right to travel between tiers if necessary.

3. Symptoms & Testing

If you develop the following symptoms, [arrange a test](#) as soon as possible and do not leave home for ten days from when symptoms began, except to visit a Covid-19 test centre or additional limited exceptions. Anyone living with a person who develops these symptoms must self-isolate for fourteen days. Tests can also be arranged through the NHS Covid-19 app.

Do not visit a GP surgery, pharmacy or hospital unless more serious medical attention is required.

The typical Covid-19 symptoms are:

- A high temperature
- A new, continuous cough
- A loss of, or change to, your sense of smell or taste

If a test returns a positive result, continue the ten-day isolation period. If at the end of the ten-day period the symptoms have gone, self-isolation can end. If the test result is negative, self-isolation can end providing you are well, no one else in the household has symptoms, or if they did, they have also received a negative test result.

Anyone instructed to self-isolate by NHS Test and Trace must do so.

Specific guidance on self-isolation can be found [here](#) and in **Appendix A**, which explains Dalcour Maclaren's process for those who have come into contact with someone who has tested positive for Covid-19.

Furthermore, travellers from certain countries must self-isolate for fourteen days upon arrival in the UK- guidance for England can be found [here](#), with links to information for Northern Ireland, Wales and Scotland.

DM encourages its staff to use the [Government's Test and Trace app](#) (England and Wales) which can be used to check symptoms, book tests, check-in to venues, including DM offices and check local coronavirus alerts and advice. Other apps are available in [Northern Ireland](#) and [Scotland](#).

4. CVE Group & Structure

In March 2020, DM established a COVID-19 Exec Group ('CVE Group') comprising the Executive Board ('Exec') and the Success Team whose role is to specifically manage the business through these evolving circumstances.

- The CVE Group review the Business Continuity Plan regularly and update the plan as and when necessary; with the CVE Group comprising the full Executive Board, a member of the People team and a member of the Success Team;
- Following this meeting, updates are given to all staff members as and when appropriate;
- All communication with regards to COVID-19 will follow the key stakeholder structure as set out below:



- Each of the office leads have a deputy appointed who can step in should they fall ill. If any of the Exec fall ill, they will be backed up by the Success Team.

5. DM Approach

DM's approach under the circumstances is set out below:

a) Exposure to COVID-19

If a DM employee either contracts COVID-19 or comes into contact with someone who has contracted COVID-19 (which includes notification via Test and Trace), then the process set out in **Appendix A** must be followed.

b) Home Working

Staff should work from home where they are effectively able to do so. Offices will be open for essential work activities and other functions (see d) below) except in Tier 4, where all staff should work from home where possible. Exceptions in Tier 4 are permitted only if there is a business-critical or otherwise essential reason to deliver client services, which cannot be done from home.

c) Flexible Working

Our aim is to ensure continuity of service whilst also accommodating home working requirements and the degree of flexibility needed during this time. Consequently, flexible working is encouraged in line with the Company's Flexible Advantage policy. This allows staff to work outside traditional hours and / or work weekends to fulfil their contractual requirements. Staff are to remain contactable between 0900hrs – 1730hrs Monday to Friday to respond on project matters and any company issues.

d) Offices

From 2 December 2020, offices in Tiers 1 - 3 reopened to the wider company for essential meetings and some collaborative working, to include:

- on-boarding a new member of staff
- distribution or return of company equipment
- printing and posting
- 121s or PDPs – only when these cannot be conducted virtually
- Interviews
- HR matters
- Essential collaborative working and training – only when it cannot be done virtually

Collaborative working and training are essential parts of our business which ensures that we are able to provide the best possible levels of service to our utility and infrastructure clients. DM offices are Covid-19 secure allowing such collaborative working under the following guidelines:

- All staff must use the office booking system and limit their time in the office to only what is absolutely necessary
- All staff must follow the office regulations for maintaining distance and hygiene
- All staff must assess the risks and take a responsible approach – for example by not coming into an office if they live in a high-risk area and believe that they may pose a risk of spreading the infection. Similarly, staff with underlying health issues should not come into the office
- Client teams must limit the size and frequency of meetings to ensure that in the unlikely event of an outbreak, only part of the team is affected and that the company is able to continue to deliver its services

Offices in Tier 4 areas will temporarily close for the above purposes and may be used only for reasons deemed business-critical or essential for continuity of client work. Such office usage will require authorisation from the office's lead in this instance.

Attendance at offices in Tiers 1 - 3 will not require specific approval from the Office Lead, however any use of the offices remains subject to adhering to the mitigation measures in place including social distancing, DM's office booking system, desk wipes and hand sanitation. Use of offices must be in line with office guidance and risk assessments.

- e) **Site Visits & External Meetings:** In the event that clients ascertain that a site visit is necessary, they should follow DM's '*COVID-19 External Meetings & Site Visit; Risk Assessment Process*' as set out at **Appendix B**. In addition, any site visit must adhere to the 'Covid-19 Risk Assessment associated with site visits, site meetings and door knocking' found in **Appendix D**.

The process provides clarity associated with meetings and site visits. As a summary the following should be considered:

- All staff to consider their own health prior to any meetings to confirm no COVID-19 symptoms. Staff also to consider whether they have been in contact with other persons who may have shown symptoms or travelled to high-risk areas.
- Check government advice on any regional lockdowns and Tier 4 classification and do not undertake site visits to those areas without prior client approval. If unsure, please speak to a DM Director
- Staff should try to avoid traveling between tiers where possible and utilise those staff living within the locality
- Undertaking prior checks with meeting attendees to confirm if they are not included in high risk categories, are not exhibiting any symptoms and are willing to meet.
- Ensuring cleanliness and hygiene guidelines are followed prior to any meeting, to include washing of hands with soap and water.
- At any meeting, social distancing to be maintained, no food or beverages to be offered or accepted. Meetings to be held outdoors where possible.
- Hands to be washed in soap and water on leaving the meeting.
- Staff to carry letters confirming their critical worker status.

f) **Unannounced site visits**

Unannounced site visits, in the form of door knocking and letter drops, may take place, subject to (1) prior client approval and (2) adherence to the control measures set out in **Appendix C**.

Tier 4 site visit precautions should be followed as per e) above.

g) **Travel**

Staff must make every effort to use their own private transport and travel alone, whilst adhering to the Company's Lone Working Policy and Staff Handbook. Where this is not possible, follow strict [social distancing measures](#). Ensure your clients are aware of, and have approved, any increased travel costs as a consequence of this requirement. Variations to this approach are only permitted with both client and line manager approval. Staff are discouraged from travelling to and from Tier 4 areas for work purposes and may only do so for reasons that are business-critical or essential for the continuity of client work. Effort should always be made to utilise staff already living within the locality where possible

h) **Staying away from home**

Where employees are working away from home, accommodation may be sought in line with the Staff Handbook. In addition, [Government advice](#) must also be followed. Employees must adhere to all COVID-19 related measures put in place by the accommodation provider.

i) **Communication:**

Dalcour Maclaren remains fully open for business and will be maintaining the same high level of service to our clients.

Professional Services and Growth Leads are to provide updates to the CVE, to include:

- Sharing opportunities and innovation
- Client updates
- Workload risks and issues
- Staff matters

Office Leads are responsible for:

- Managing and reporting office related issues
- Managing occupancy of offices in accordance with the BCP and office guide
- Office security

f) Systems

- Phones – RingCentral is implemented and should be used by all staff alongside other collaborative working options including Teams;
- All other systems, including CONNECT and FocalPoint will remain accessible as usual.

g) Hygiene

- All staff are requested to follow NHS / PHE hygiene guidelines found [here](#).

6. Staff Numbers

- **Leads** - All Heads (i.e. Head of Sectors, Head of Professional Services, Heads of Corporate Services and Client Leads) need to have a clear second in command who is briefed and able to take up the head role should the acting head be unwell;
- **Updates** - HR will provide the Exec with a daily update of numbers of staff working or unwell;
- **Client Updates** - Clients will be informed about any members of DM staff/subcontractors that we are aware of that have any of the COVID 19 symptoms and who will be isolated as per the NHS / PHE instructions.

7. Communication to Clients

- **Updates to Clients** - Regular updates to clients will be given to ensure that DM can fulfil its contracts and maintain service levels required; specifically, this plan shall be published on the DM website;
- **Updates from Clients** - Updates will be required from clients as to how they are dealing with COVID-19 and this will feed into the daily update call. Specifically, client advice will be sought to ascertain which site activities are considered absolutely necessary, if any.

8. Suppliers

- **Continuity** - All Leads must identify the suppliers we are reliant upon (e.g. Bluecube, sub-contractors, Access, Triad etc.) and make sure they have a business continuity plan in place and that they are kept updated with any changes which will have an impact on DM.

9. Next Steps

- The CVE Group is reviewing how COVID-19 related ongoing risks will impact on the company running and day to day activities in the short, medium and long term. The CVE will continue to review Government advice alongside ongoing reviews of company operations.

Notes

The above information is subject to Government guidance and this plan will be reviewed regularly to ensure that any updated Government guidance is followed.

The ownership of this Business Continuity Plan is the CVE Group.

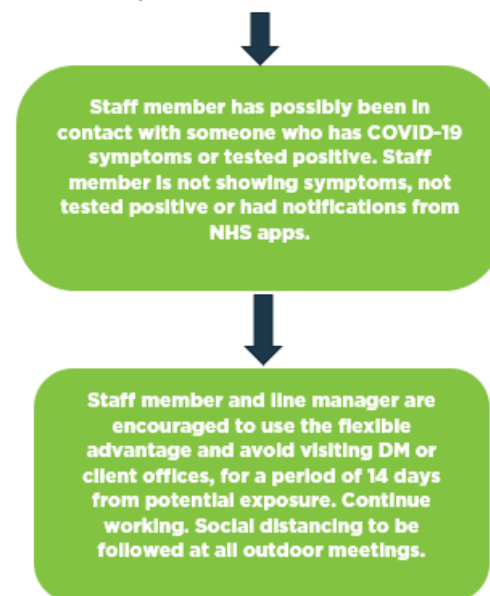
This Business Continuity Plan will remain under review.

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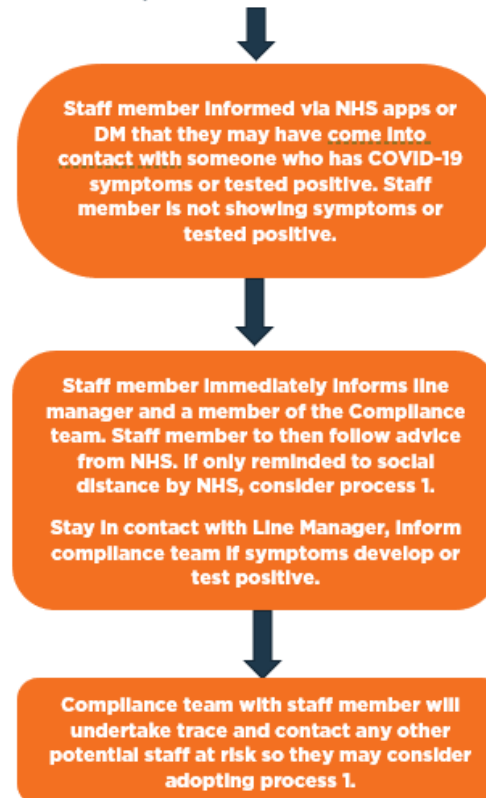
Appendix A: Exposure to Covid-19

Exposure to COVID-19 Actions for DM staff

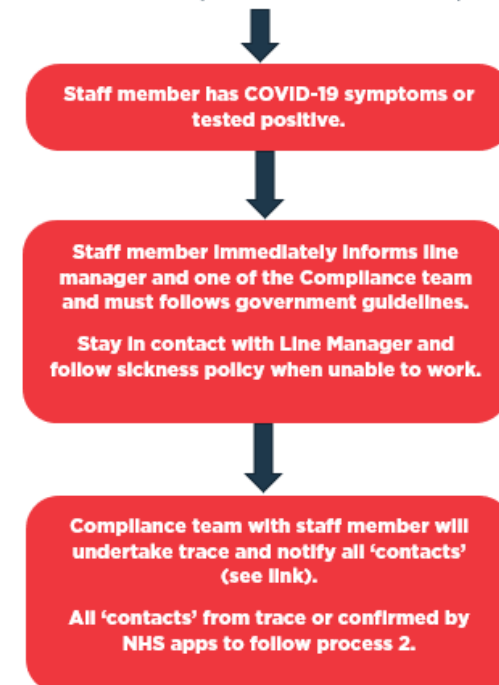
Process 1 (Unconfirmed Contact with COVID-19)



Process 2 (Confirmed contact with COVID-19)



Process 3 (Confirmed COVID-19)

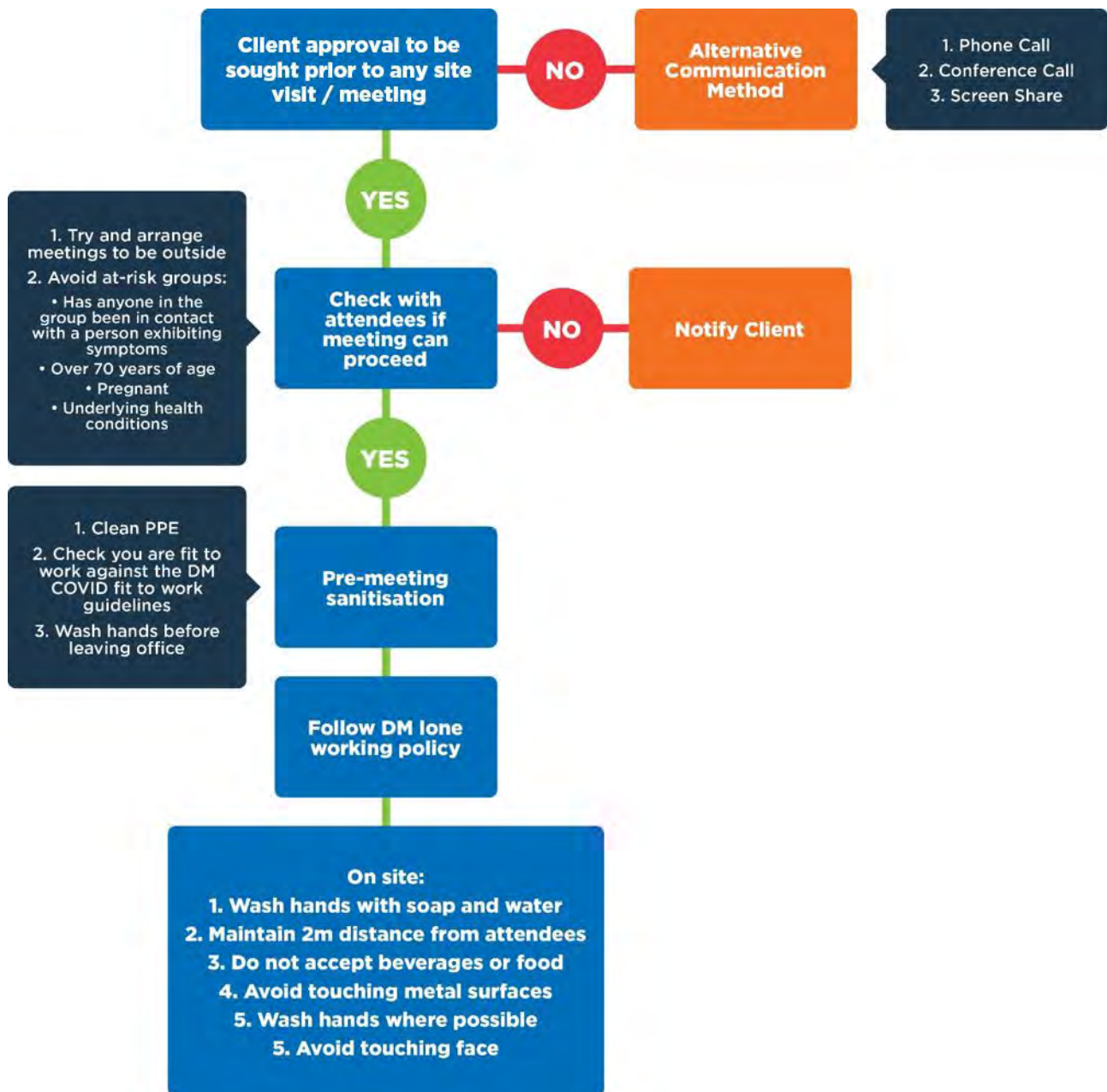


Compliance Team Contacts

- Sam Catling: 07392 739 197
- George Gray-Cheape: 07711 314 157
- Chris Rogers: 07554 452 729

Appendix B:

COVID-19 – External Meetings & Site Visits: Risk Assessment Process



Appendix C:

Unannounced Site Visits

Prior to any unannounced site visits, both client approval and line manager approval is to be sought. If approval is forthcoming, the following control measures should be followed as a minimum in addition to any specific measures the client may request.

Door knocking control measures

- Always attempt to arrange visits wherever possible first i.e. via mail, email or call
- On arrival to a resident's property, knock/ring the door and step 2 metres back from the entrance. All personnel must have ID visible
- When the door is answered politely explain the purpose of your visit and the control measures you will follow. If entering the property is permitted checks must be made first to ensure that no one in the property has symptoms or is shielding. If someone does have symptoms or is shielding due to vulnerability risks, then the resident's property is not to be entered
- Personnel are to confirm to the resident that they also do not have any symptoms
- Consider the option of any meetings being conducted outside to greatly minimise any risk
- Always maintain the 2-metre distancing rule wherever possible and avoid being face to face if within 2 metres
- Minimise contact with any touchpoints i.e. door handles and furniture wherever possible and avoid any physical contact like shaking hands and, sharing pens
- Wash your hands or use hand sanitiser regularly. Always keep hand sanitiser with you when visiting a resident's property
- If a resident requests that you wear a face mask and/or gloves, politely do so. Ensure you always have availability of masks and gloves
- If inside and if possible, request a window is opened in the area you need to work

If at any time a resident feels uncomfortable in engaging due to the risk, do not proceed or put any pressure on them and leave the property immediately. In this instance it would be appropriate to ask for a suitable contact number or e-mail address to hold follow up comms.

Letter Dropping Control Measures:-

If you need to enter a resident's property for the purposes of posting information i.e. letter drops the following is to be adhered to:

- Always wear visible DM branded clothing and have your ID badge visible and any client ID badge where provided
- Avoid touching anything as you approach the property where possible

- Place any information through a letterbox again avoid touching anything where possible
- If you are approached by a resident maintain a 2-metre distance and politely explain your purpose
- If a resident raises any concerns do not proceed any further and leave the property
- Always have hand sanitiser available and use it regularly

Appendix D:

Covid-19 Risk Assessment associated with site visits, site meetings and door knocking

Covid-19 Risk Assessment associated with site visits, site meetings and door knocking

Company Name: Dalcour Maclaren

Covid-19 background information

- The following risk assessment has been compiled based on government guidance from Public Health England, the HSE and the World Health Organisation to reduce or eliminate the risk of spreading or contracting the Coronavirus (C19).
- The UK government has stated that the virus is unlikely to die out spontaneously, nor is it likely to be eradicated. Only one human infectious disease, smallpox, has ever been eradicated. Therefore, either a treatment that enables us to manage it like other serious diseases or have people acquire immunity by vaccination is required. It is possible a safe and effective vaccine will not be developed for a long time (or even ever), therefore the actions we take now and the controls we are putting in place, and must adhere to, may be with us for some time, possibly years.
- The testing for whether someone is immune or whether someone is asymptomatic (has the virus but does not show the symptoms) has not yet been developed therefore the risk exists that someone may have the virus without knowing it.
- Those that this risk assessment apply to that may be at risk include; individual employees and contractors, persons with underlying health conditions or those shielding (clinically extremely vulnerable) and members of the public.
- The risk category is the level of risk that remains *after* the stated controls are in place or are followed: Low Risk (acceptable/tolerable level of risk), Medium Risk (considerable care must be taken and despite the controls the risk may still remain), High Risk (unacceptable level of risk, further controls are required).
- This risk assessment applies to all DM personnel who may interact with members of the public and; or their Subcontractors.
- All employees are to review and adhere to the requirements where they are applicable. If an individual does not feel comfortable undertaking aspects of the assessment, please discuss this with your line manager in the first instance.

Please note- Government guidance is to be adhered to in the first instance therefore controls within this assessment may be subject to change in accordance with government guidelines or requirements

Date: September 2020

Location: All offices

Review Period: 1 year

Date of Next Review: As necessary, pending changes in Covid-19 situation

Assessor Name: Matthew Plato

Position: Compliance Coordinator

Signature:



No	Activity	Who is at risk? (see below)	Hazards associated with activity	Unmitigated Risk level L/M/H (see HSP1)	Control measures in place to achieve the residual risk (RR). These must be L or M for the activity to be permitted.	Additional Control Measures that are, or could be needed to reduce the risk to an acceptable level
1	Driving	a, b	Sharing of vehicles resulting in virus transmission	H4 * L3 = 12 (M)	If you have no option but to share a vehicle ensure you only do so with the same people, sit as far apart as possible, avoid being face to face and keep windows open. Clean shared vehicles regularly and provide hand sanitiser for you and your passengers. Face masks must be worn if any individual in the car requests so. RR: H4 * L2 = 8 (L)	Face masks or coverings may be worn but government guidance currently states that they offer little to no protection against the spread or containment of the virus.
2	Public transport	a, b	Risk of virus transmission from 3 rd parties either directly or from touching surfaces touched by others carrying the virus	H4 * L3 = 12 (M)	Public transport should be avoided wherever possible. Walk, cycle or drive are safer options than sharing public transport with others. If taking public transport, ensure face mask is worn in line with government advice. RR: H4 * L3 = 12 (M)	If you have to use public transport maintain social distancing, avoid being face to face, sanitise your hands regularly and wear a mask
3	Parking	a, b	Coming into potential contact with another person.	H4 * L3 = 12 (M)	When visiting an office all persons driving should park their vehicle where reasonably possible, with one space between another vehicle. All vehicles to be reverse parked unless in exceptional circumstances RR: H4 * L2 = 8 (L)	Where this is not possible try and leave sufficient space between vehicles.
4	Public abuse	a, b, d	There have been a number of reports across the industry of telecoms engineers and representatives being threatened due to either concerns from members of the public regarding	H4 * L3 = 12 (M)	Threats or abuse from the public will not be tolerated and in the first instance always avoid any conflict. See DM Conflict Resolution RA. If physical or violent threats are made immediately report to the police. Any damage or tampering with DM or Client's assets are also to be reported	Avoid lone working where possible, and always follow lone working procedures and risk assessments

No	Activity	Who is at risk? (see below)	Hazards associated with activity	Unmitigated Risk level L/M/H (see HSP1)	Control measures in place to achieve the residual risk (RR). These must be L or M for the activity to be permitted.	Additional Control Measures that are, or could be needed to reduce the risk to an acceptable level
			C19 or unrelated and unfounded 5G concerns		to your line manager and potentially to the police. RR: $H4 * L2 = 8$ (L)	
5	Pre-arranged and unannounced site visits / interaction with the public	a, b, d	Risk of virus transmission from 3 rd parties either directly or from touching surfaces touched by others carrying the virus	$H4 * L3 = 12$ (M)	<ul style="list-style-type: none"> - If a visit to the property can be avoided i.e. the arrangements can be made remotely, always do so - When <i>arranging</i> a visit to a property check that no person in the property has symptoms. If someone <i>does</i> have symptoms or is shielding, the property is <i>not</i> to be entered - On arrival to a property, knock/ring the door and step 2 metres back from the entrance. All DM personnel and their representatives must have relevant ID visible - When the door is answered explain the purpose of your visit (again- if a pre-arranged visit) and (only if necessary) enter the property after further checks have been made to ensure that no one in the property has symptoms or is shielding. If someone <i>does</i> have symptoms or is shielding, the property is <i>not</i> to be entered. Be respectful of the current C19 situation and that members of the public may be extremely nervous or concerned to have someone on their property - DM personnel are to confirm to the resident that they also do not have any symptoms 	<ul style="list-style-type: none"> - Consider the option of any meetings being conducted outside to greatly minimise the risk Always maintain the 2-metre distancing rule wherever possible and avoid being face to face if within 2 metres If a member of the public approaches you in the public highway maintain the 2-metre social distancing rule and if required explain that you are a key worker and the purpose of your visit.

No	Activity	Who is at risk? (see below)	Hazards associated with activity	Unmitigated Risk level L/M/H (see HSP1)	Control measures in place to achieve the residual risk (RR). These must be L or M for the activity to be permitted.	Additional Control Measures that are, or could be needed to reduce the risk to an acceptable level
					<ul style="list-style-type: none"> - Minimise contact with any touchpoints i.e. door handles and furniture wherever possible and avoid any physical contact like shaking hands and, sharing pens - Wash your hands or use hand sanitiser often. Keep hand sanitiser with you when visiting a property - If you are requested to wear a face mask and / or gloves, politely do so. Ensure you always have availability of masks and gloves - If at any time a third party feels uncomfortable in engaging due to the risk, do not proceed or put any pressure on them and leave the property immediately. In this instance it would be appropriate to ask for a suitable contact number or e-mail address to hold follow up RR: $H4 * L2 = 8$ (L)	
6	Letter dropping	a, b	Risk of virus transmission from 3 rd parties either directly or from touching surfaces touched by others carrying the virus	$H4 * L3 = 12$ (M)	<p>If you need to access private property for the purposes of posting information i.e. letter drops the following is to be adhered to:</p> <ul style="list-style-type: none"> - Always wear clearly visible DM branded clothing and have your ID (and client ID where relevant) visible - Avoid touching anything as you approach the property where possible - Place any information through a letterbox again avoiding touching anything where possible 	Always have hand sanitiser available and use it regularly

No	Activity	Who is at risk? (see below)	Hazards associated with activity	Unmitigated Risk level L/M/H (see HSP1)	Control measures in place to achieve the residual risk (RR). These must be L or M for the activity to be permitted.	Additional Control Measures that are, or could be needed to reduce the risk to an acceptable level
					<ul style="list-style-type: none"> - If you are approached by a resident maintain a 2-metre distance and politely explain your purpose - If a resident raises any concerns do not proceed any further and leave the property RR: $H4 * L2 = 8$ (L)	
7	Personnel on site	a, b, d	Risk of virus transmission from 3 rd parties either directly or from touching surfaces touched by others carrying the virus	$H4 * L3 = 12$ (M)	When visiting site or carrying out work whether with colleagues and/or contractors – ensure social distancing practices are followed and ensure there is no 'gatherings' of groups. Where work practices are identified with people <i>within</i> a 2-metre distance that is <i>not</i> necessary ensure it is stopped, the individuals warned, and any supervisor notified. RR: $H4 * L2 = 8$ (L)	
8	Community meetings	a, b, c, d	Risk of virus transmission from 3 rd parties either directly or from touching surfaces touched by others carrying the virus	$H4 * L3 = 12$ (M)	Where meetings are required, if possible, hold them outside in the open. Whether inside or out ensure social distancing measures continue to be met. If arranging a meeting with residents/parish council convey clear rules of how the meeting will be conducted such as those controls outlined in this risk assessment. RR: $H4 * L2 = 8$ (L)	

No	Activity	Who is at risk? (see below)	Hazards associated with activity	Unmitigated Risk level L/M/H (see HSP1)	Control measures in place to achieve the residual risk (RR). These must be L or M for the activity to be permitted.	Additional Control Measures that are, or could be needed to reduce the risk to an acceptable level
9	Attending other premises (e.g. client offices)	a, b	Risk of virus transmission from 3 rd parties due to unfamiliar building, poor cleaning in external locations, different approaches to Covid-19 handling, poor ventilation, etc	H4 * L3 = 12 (M)	DM staff must request details / a risk assessment for the premises they are attending, and they must adhere to it Follow current social distancing measures in place Travel arrangements should be made in conjunction with items 1, 2 and 3 of this risk assessment H4 * L2 = 8 (L)	Wear a mask in the external office if you wish Report any concerns to the appropriate person (client contact etc) and stop attending if you feel unsafe

Who is at risk? **a**= employees, **b**= new employees / trainees, **c**= visitors, **d**= contractors

NB- all incidents, near misses and hazard spots must be reported as a 3i

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