

Impact of Covid-19: HR Guidance for Managers

**Last updated – 1 April 2021**

You will be aware of the provision of advice and support for colleagues on the University’s [COVID microsite](https://www.leedsbeckett.ac.uk/COVID19/). As you might expect, colleagues within your teams may turn to you as their manager with questions and concerns relating to how this may impact them individually.

The purpose of this document is to provide additional and more detailed information that will guide you in responding to your team. It aims to support you to exercise your judgement as a manager, to make decisions that are both consistent with the wider University approach whilst at the same time taking account of local circumstances and individual needs.

This HR Guidance for Managers is divided into two parts:

1. HR Policy and Guidance
2. Return to Campus

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# **PART 1 – HR Policy & Guidance**

# **Covid-19 Symptoms, Self-Isolation and Quarantine**

The University is assessing, and will continue to assess, all available means to protect the health and safety of colleagues, students and visitors to the University. Where steps are put in place, colleagues will be informed of any new or updated precautionary measures and how they will be implemented in the University. Such initiatives will normally be led by the Health and Safety Service.

# **Lockdowns**

Our guidelines will continue to be updated in line with government advice. The latest information relating to national restrictions can be found here - <https://www.gov.uk/guidance/national-lockdown-stay-at-home>

# **Declaration of Covid-19 symptoms or diagnosis**

Any colleague who displays [**symptoms**](https://www.nhs.uk/conditions/coronavirus-covid-19/) of Covid-19, however mild, must stay at home and self-isolate in accordance with Public Health England (PHE)[**guidance**](https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance). They should [**book a free Covid-19 test**](http://www.nhs.uk/coronavirus) as quickly as possible. Once they have ordered the test, they’ll be asked by the NHS Test and Trace service to provide details of anyone who they have been in close recent contact with. More information on NHS Test and Trace can be found [**here**](https://www.gov.uk/guidance/nhs-test-and-trace-workplace-guidance).

If a colleague contacts you to inform you that they have tested positive or have symptoms of Covid-19, as their manager you must follow the University’s relevant Test, Track and Trace [flowchart](https://leedsbeckett-my.sharepoint.com/:w:/g/personal/d_l_cooper_leedsbeckett_ac_uk/EWpbS-zXkb5MkgnZVWrijFUBm7uTAY5UAQwgCfFnp_SjZg?e=0pqadL) to ensure this information is recorded.

In order to accurately complete the reporting forms you will need to ask a few questions.  You should enquire how the individual is currently feeling; some colleagues who do not have symptoms or feel unwell work from home during the period of self-isolation (this will affect how you record their absence).

You will also need to establish if the individual has been on campus recently, and if they have, when this was and what contact they had with other colleagues, students or other visitors.  This is important so that we can continue to maintain a safe working environment on campus for our whole community, and determine if any further action is needed.  Please encourage the individual to be as accurate as possible.

Once you have reported and recorded a positive test result or absence due to symptoms it is likely that HR will contact you to offer support and to clarify any additional points about the individual and their circumstances.   If the individual has been on campus HR will also suggest that you review any local H&S risk assessments that are in place to ensure that the control measures continue to be appropriate.  

Where a colleague is ill and unable to work due to Covid-19, this should be recorded as sickness absence via iTrent. Where a colleague is able to work, this should be recorded as other absence. Please see the guidance on [how to input absence relating to Covid-19](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/management-information/itrent-self-service/mss-2017-how-to-input-absence-relating-to-covid19-coronavirus.pdf?la=en&hash=9A2C3413F5144C95CF75B5A1081384EE)

Colleagues can stop self-isolating after 10 days if they do not have any symptoms or they just have a cough or changes to their sense of smell or taste (these can last for weeks after the infection has gone).

They must keep self-isolating if they continue to display symptoms after 10 days.  Please see here for further [guidance](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nhs.uk%2Fconditions%2Fcoronavirus-covid-19%2Fself-isolation-and-treatment%2Fhow-long-to-self-isolate%2F&data=02%7C01%7CP.Tyrer%40leedsbeckett.ac.uk%7Cad81ad0897ba4eea27f008d865e4bda6%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637371380404666170&sdata=%2FgffdmgbJP9mHJvG9LB%2BfZXOWxErp7QIzy5MKtgAUAU%3D&reserved=0).

Where applicable, please remind colleagues that **all students reporting symptoms or confirmed cases must be signposted to the Student Advice hub** on 0113 8128507, [**student.coronavirus@leedsbeckett.ac.uk**](mailto:student.coronavirus@leedsbeckett.ac.uk), or use the reporting form on: <https://www.leedsbeckett.ac.uk/covid-19/students/>.  Students should report this themselves wherever possible, but colleagues can report students through the same mechanisms, if required.

**Long Covid**

People in Leeds who are struggling with ongoing symptoms should consult their GP. There is a Covid Rehabilitation pathway in Leeds that people can be referred into, if needed.

Local information on recovering from Covid is available here: [https://www.leedsccg.nhs.uk/health/coronavirus/recovering-from-coronavirus/](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.leedsccg.nhs.uk%2Fhealth%2Fcoronavirus%2Frecovering-from-coronavirus%2F&data=04%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7Ce5132e8dc519406bc16908d8d8ceef75%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637497730589528440%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=EemLfM82vL%2Fg1t%2FrO456wPq5PpohNMzSXcta1U6Y4Nk%3D&reserved=0)

In addition, [www.yourcovidrecovery.nhs.uk](https://eur02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.yourcovidrecovery.nhs.uk%2F&data=04%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7Ce5132e8dc519406bc16908d8d8ceef75%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637497730589538431%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=bIEatW7QBYoQg0G3ILFh%2BfAC%2BpV6iTBudeq2NKHEPfE%3D&reserved=0) is a self-care resources that people can access to help support Covid-19 recovery and the management of ongoing symptoms.

# **Test, Track and Trace**

The University has developed flowcharts to help you with the requirements to notify and record Covid-19 test information for colleagues, so the University can take any necessary action and fulfil its obligations to Public Health England to notify them of positive test cases on a daily basis.

To help you and to ensure that we collect the right information we have created a short form in iTrent which must be completed in all cases. There is separate [**guidance**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/management-information/itrent-self-service/-/media/5e019278e38247df9e3ca5f33ea491ce.ashx) available which tells you what to do and how to record a positive test. This form will be directed to colleagues in HR and CARES who will respond and advise on next steps.

To support this, you must also retain a local record of when individual colleagues have attended campus. This could be through existing records such as rotas, or timetables for planned activity, or you may need to set up new ways of recording ad-hoc visits. This will be vital in the event a colleague who tests positive has attended campus.

If you have any questions regarding these [flowcharts](https://leedsbeckett-my.sharepoint.com/:w:/g/personal/d_l_cooper_leedsbeckett_ac_uk/EWpbS-zXkb5MkgnZVWrijFUBm7uTAY5UAQwgCfFnp_SjZg?e=0pqadL) please contact [employeerelationsteam@leedsbeckett.ac.uk](mailto:employeerelationsteam@leedsbeckett.ac.uk) in the first instance. You can also view more detailed, regularly updated information on the COVID-19 microsite.

The Higher Education coronavirus (Covid-19) NHS Test and Trace handbook provides a range of information and guidance such as how contact tracing works and eligibility for testing and you can access this [**here**](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/916655/HE_Test_and_Trace_Handbook_10.9.20.pdf).

# **Vaccination**

The government have published information on [who can get the Covid-19 vaccination](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.nhs.uk%2Fconditions%2Fcoronavirus-covid-19%2Fcoronavirus-vaccination%2Fcoronavirus-vaccine%2F&data=04%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7Ce5132e8dc519406bc16908d8d8ceef75%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637497730589528440%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=X2C1GF0cnt2kRr5GHHijmQmLSLO5IkU1R%2F1ikrTKKdI%3D&reserved=0), which includes guidance on the vaccine.

Time off to attend a vaccination appointment during working hours will be supported and you should inform your manager and discuss with them any arrangements to provide appropriate cover, where this is required.

Having a vaccination does not alter the current government guidance on [social distancing](https://www.nhs.uk/conditions/coronavirus-covid-19/social-distancing/what-you-need-to-do/) and those colleagues who are [Clinically Extremely Vulnerable](https://www.nhs.uk/conditions/coronavirus-covid-19/people-at-higher-risk/advice-for-people-at-high-risk/) are advised to continue to take extra precautions such as minimising the number of social interactions they have.

# **Colleagues who have been in contact with someone who has tested positive for Covid-19**

If a colleague has been in contact with someone who has tested positive for Covid-19, they must self-isolate. For guidance on what is meant by ‘contact’, please see the [**Government guidance**](https://www.gov.uk/government/publications/guidance-for-contacts-of-people-with-possible-or-confirmed-coronavirus-covid-19-infection-who-do-not-live-with-the-person/guidance-for-contacts-of-people-with-possible-or-confirmed-coronavirus-covid-19-infection-who-do-not-live-with-the-person) for further information.

If a colleague informs their manager that they have been contacted by NHS Test and Trace, they must self-isolate as directed and not attend work. Their manager should ask to see a copy of the communication from NHS Test and Trace and should enquire as to whether the person testing positive is a work colleague. Managers should follow the University’s [flowchart](https://leedsbeckett-my.sharepoint.com/:w:/g/personal/d_l_cooper_leedsbeckett_ac_uk/EWpbS-zXkb5MkgnZVWrijFUBm7uTAY5UAQwgCfFnp_SjZg?e=0pqadL) in relation to colleagues who have been contacted by NHS Test and Trace and who are required to self-isolate.

Where a colleague is ill and unable to work due to Covid-19, this should be recorded as sickness absence via iTrent. Where a colleague is able to work, this should be recorded as other absence. Please see the guidance on [how to input absence relating to Covid-19](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/management-information/itrent-self-service/mss-2017-how-to-input-absence-relating-to-covid19-coronavirus.pdf?la=en&hash=9A2C3413F5144C95CF75B5A1081384EE)

At this stage, the colleague’s close contacts do not need to self-isolate unless requested to do so by NHS Test and Trace or a public health professional. If colleagues have not been notified that they are a contact, this means they should still follow the general guidance, for example, social distancing, handwashing, and covering coughs and sneezes.

People who live in the same household as someone self-isolating because they have come into contact with someone with a positive test, do not need to self-isolate themselves unless they, or someone in their household develops symptoms.

# **University monitoring of colleagues unfit to work due to Covid-19 symptoms or diagnosis**

If a colleague is unfit to work due to a diagnosis of Covid-19 or Covid-19 symptoms, and they are absent from work for a period in excess of seven calendar days, they should obtain certification for their absence as soon as possible. They may not be able to obtain a Fit Note for their absence, however the NHS can provide them with an ‘isolation note’, which can be obtained via [**NHS 111**](https://111.nhs.uk/covid-19).

Where a colleague is absent due to a confirmed diagnosis of Covid-19 or because they have Covid-19 symptoms, it will not count towards their absence thresholds.

It is important that we maintain accurate records of confirmed cases of Covid-19. Managers should follow the normal absence recording procedures in such cases. Please see the following [**guide on how to put absence related to Covid-19 into iTrent.**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/management-information/itrent-self-service/mss-2017-how-to-input-absence-relating-to-covid19-coronavirus.pdf?la=en)

# **Colleagues with household members who have Covid-19 symptoms**

If a member of a colleague’s household has Covid-19 symptoms, they must follow PHE [**stay at home guidance**](https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection). If the colleague themselves does not have symptoms and is able to work from home, the manager should discuss this with them so that they are clear on their duties during the period of self-isolation. This may include them being assigned alternative duties or tasks (appropriate to their grade) which they can undertake from home.

If a colleague is not able to work from home, they should still stay at home in accordance with the guidance. Colleagues will not be financially disadvantaged if they are not able to work during self-isolation.

In all cases, managers should ensure this is recorded and follow the steps regarding ‘other absence’ outlined in the [**guide on how to put absence related to Coronavirus into iTrent.**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/management-information/itrent-self-service/mss-2017-how-to-input-absence-relating-to-covid19-coronavirus.pdf?la=en)

# **Quarantine**

Under the current national restrictions international travel is restricted to only those circumstances that are legally permitted.

The Government has issued guidance about overseas travel and return to the UK which aims to restrict the spread of Covid-19 and keep us all safe. Colleagues holidaying outside of the UK are advised to consult the [**Foreign & Commonwealth Office webpages**](https://www.gov.uk/guidance/coronavirus-covid-19-countries-and-territories-exempt-from-advice-against-all-but-essential-international-travel) and [**Government webpages about travel corridors and self-isolation**](https://www.gov.uk/guidance/coronavirus-covid-19-travel-corridors) prior to travel. The government guidance is changing on a regular basis and it is possible that the rules could change after a colleague has booked a holiday abroad or whilst they are away.

Where self-isolation is likely to be required on return to the UK, colleagues have been advised to discuss and agree their working arrangements during any period of self-isolation with their manager prior to travel.

Where colleagues have been granted annual leave and will be able to work from home when they return, then there may be no implications for their work. You will just need to be aware that they will be unable to attend campus during this period.

If colleagues are unable to carry out their work from home, and they cannot be allocated alternative work that they can carry out from home, the impact of this should be discussed prior to them travelling abroad. Alternative options that might be available in relation to the 10-day self-isolation period include:

* Using annual leave to cover both the trip and the required period of self-isolation;
* A period of unpaid leave to cover the required period of self-isolation;
* A combination of the above.

Should colleagues develop symptoms of Covid-19 after returning from leave, they should follow relevant Government guidance.

Should colleagues be required to self-isolate/quarantine multiple times and managers have concerns around this, managers should contact the Employee Relations Team for further advice on what to do in these circumstances ([employeerelationsteam@leedsbeckett.ac.uk](mailto:employeerelationsteam@leedsbeckett.ac.uk)).

# **Colleagues who want to come back to campus but have not been identified to do so**

Colleagues must work from home, where possible. To maintain a safe working environment, it is vital that the number of colleagues on site is carefully controlled and monitored. Colleagues must only attend campus for work if they have been informed that they are required to do so. This position is aligned to current government guidance.

If you have any concerns about any members of your team, for example they may be experiencing mental health difficulties, or struggling with feelings of isolation or anxiety due to ongoing working from home, you should have a conversation with them to ascertain whether there is any support they may need. You can also complete an individual stress risk assessment or Wellness Action Plan with them, and a referral to Occupational Health can also be made so that you can obtain further advice. The [**Wellbeing for Managers**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/wellbeing/wellbeing-for-managers/) staff page has some useful links and resources on supporting your team.

We have recently published a Homeworking Policy and Guidance in Response to Covid-19 which provides guidance on discussing work priorities, working hours and contact, equipment, data security/confidentiality and health and safety.

# **Colleagues who refuse to attend work on campus**

The health, safety and wellbeing of colleagues is our primary focus during this challenging period. We fully appreciate that some colleagues may be anxious if required to work on campus.

Where colleagues are required to work on campus risk assessments have been undertaken and all relevant Government guidance has been followed. Further information can be found in the Working Safely on Campus section of this guidance.

If a colleague has concerns about coming on to campus to work, in the first instance you should talk through those concerns with them. You should seek to reassure the colleague by explaining the steps which have been put in place to create a safe working environment.

If a colleague has specific health and safety requests, these should be considered. Advice may be sought from Occupational Health or Health and Safety.

If colleagues are concerned about working on campus due to a disability, underlying medical conditions (or because they live with someone with a disability or underlying medical concerns), or because of caring responsibilities, a Vulnerable Individual Covid-19 Return to Work Risk Assessmentshould be completed before a return to campus. This will assess whether they have any vulnerabilities which may place them at risk if working on campus. Managers should complete this form with participation from the employee.

If a colleague continues to refuse to return to work on campus once you have addressed their concerns, please seek advice from your [**named HR Adviser for your School or Service**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/meet-the-team/-/media/89a7fa0ab03c4a90a19d69592b875881.ashx).

# **Where colleagues cannot work from home**

We are mindful that not all duties can be carried out from home. Where a colleague’s role has paused or significantly reduced and they cannot work from home, they may be able to be furloughed in accordance with the Job Retention Scheme.

There will be colleagues where there is no or limited work that they can undertake from home. In these circumstances, managers should consider whether the colleague could be given alternative duties (within their skill set and commensurate with their grade). Any alternative role or duties could be at home or on campus and may include project work or the duties of a colleague who is unable to work at present. We would ask both managers and colleagues to be flexible and creative in their approach.

# **Flexible Working**

We are now taking a more informal approach to create the best working environment for colleagues to contribute in helping the University run its operations effectively. Conversations about flexible working should focus on fairness, transparency, open mindedness and two-way flexibility, with colleagues trusted to give their best. Examples may include colleagues whose caring responsibilities are impacted by the national lockdown. We have recently introduced a new [working from home policy](https://www.leedsbeckett.ac.uk/-/media/files/policies/human-resources/uphr_working_from_home_policy.pdf) and [new principles on informally agreeing flexible working](https://www.leedsbeckett.ac.uk/-/media/files/policies/human-resources/fwp2_1-flexible-working-principles.pdf) (both during lockdown and on return to campus). These are supported by [employee guidance](https://www.leedsbeckett.ac.uk/-/media/files/public-information/a-to-z-guides-and-support/nn_flexible_working_employee_guidance.pdf) and a [formal flexible working request policy](https://www.leedsbeckett.ac.uk/our-university/public-information/university-policies/human-resources-az/) (for use where agreement hasn’t been reached informally).

# **Working hours and boundaries**

Managers should discuss local arrangements for working practices, for example email protocols and working hours, to ensure an appropriate work life balance is achieved and colleagues’ individual wellbeing and personal circumstances are taken into consideration wherever possible, whilst also ensuring that the requirements of the role are suitably completed.

Managers should be mindful of colleagues’ working hours and should speak to them if they are concerned that hours are excessive. Colleagues should also be encouraged to take breaks from their workstation.

More information, including risk assessments, is provided on the ‘Working Safely on Campus’ and ‘Working remotely’ webpages.

# **Ensuring skills map to the roles and tasks required**

Managers have already supported colleagues to embrace new ways of working to enable us to meet the strategic needs of the University. During the challenges brought on by Covid-19, managers must continue to encourage agility and flexibility in how activities are undertaken. The skills required to perform roles may need to be enhanced or refocused and managers are therefore encouraged to work with their colleagues to identify any skills gaps.

CLT have worked together with People and Organisational Development, the Digital Learning Service in LLI, Information Technology Services, Distance Learning Unit, Student Services and the Research Office to bring together development and training sessions into one place. Managers should encourage colleagues to follow the link from the new ‘Development and Training’ button on the staff homepage.

Online resources to support colleagues in continuing to enhance their skills and professionalism are also available on the [**Coronavirus [Covid-19] ‘training and development’ webpage**](https://www.leedsbeckett.ac.uk/covid-19/staff/~/link.aspx?_id=7BF5B03E4994457C9D73AA080A1175EB&_z=z).

# **Annual Leave**

Even if colleagues are unable to get away on holiday, they are being encouraged to still take periods of annual leave, whether they are working from home, on campus, or are furloughed. As a line manager, you have a part to play in actively managing your team’s annual leave as this is crucial to maintaining wellbeing.

Where colleagues are furloughed, they must continue to book and take leave. This means that they will have clear periods of time where they will be unavailable for work and cannot be brought back from furlough.

We expect all colleagues to take their annual leave within their usual annual leave year, and the usual policy that colleagues can carry forward up to 5 days’ (pro-rata) untaken leave to the next leave year still stands. This should be agreed with you as their line manager.

However, if a member of your team has had their leave affected by Covid-19 - either through illness, self-isolation, workload, additional duties, then they may carry forward up to 5 days (pro-rata) accrued untaken leave to the next leave year. These days can be taken at any time during the next leave year, as per the usual annual leave request and agreement process.

As a line manager, you are now able to cancel untaken leave and carry forward your team’s annual leave on iTrent. We have created [**guidance for managers**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/management-information/itrent-self-service/-/media/4535920d3ad74d8d80e6ed9c233e4cc6.ashx) on how to do this.

# **Bereavement leave and support**

During these unprecedented times, you may also have colleagues in your team who experience bereavement. In terms of practical information, the University has recently updated its provision for bereavement leave, and further information can be found in the [**Time Off for Public Duties and Special Leave Policy and Procedure**](https://www.leedsbeckett.ac.uk/-/media/files/public-information/a-to-z-guides-and-support/nn_time_off_for_public_duties_and_special_leave_policy_and_procedure.pdf).

You may also have colleagues who require additional support after suffering a bereavement, whether this is linked to Covid-19 or not. Taking a compassionate and empathetic approach will ensure that colleagues feel supported during these difficult times. Here are some steps that you can follow:

* Acknowledge the bereavement and offer your condolences. Acknowledging the bereavement is important, but the employee may or may not want to talk about the situation in detail. Speak to them about how much they feel able to share.
* Ask how much information about the bereavement, if anything, they would like to be shared with colleagues. Also, ask the employee if they wish to be contacted by colleagues.
* Be mindful of diversity – different cultures and religions may require the observation of particular practices such as mourning rituals following a bereavement.
* Make the employee aware of our provisions for Bereavement and Funeral Leave, as outlined in our Time Off for Public Duties & Special Leave Policy.
* Signpost the employee to support available through our Employee Assistance Programme, Health Assured, our Chaplaincy Services and our Colleague Wellbeing pages.
* Highlight external support available through their GP or bereavement organisations and charities.
* If a colleague is absent from work due to bereavement, then a conversation with them about when they anticipate a return to work may not be appropriate at first. However, it is important to start a dialogue which allows an open discussion around how they are coping and when they may be ready to return, and if any support or adjustments would assist with this, for example a phased return to work or flexible working.

A range of resources exist to support colleagues who may show signs of anxiety and concern. These include the University’s Employee Assistance Programme and Occupational Health. The [**Wellbeing for Managers**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/wellbeing/wellbeing-for-managers/) staff page has some useful links and resources on how you can support your team.

# **Furlough**

The government furlough scheme has been extended to 30 September 2021 . The University will write to all colleagues eligible to be furloughed to inform them of this and confirm whether they will be placed on furlough. This is for flexible and full furlough. Should colleagues require any further information please contact [hrservicesteam@leedsbeckett.ac.uk](mailto:hrservicesteam@leedsbeckett.ac.uk) in the first instance.

There is an expectation that managers will discuss and agree with furloughed colleagues how best and how often to keep in contact throughout the furlough period. In addition to keeping in touch, managers are also expected to discuss and agree with individuals how best to approach PDR discussions during any period of furlough.

We hope that the focus on wellbeing in the context of PDR discussions this year will enable you to build on any discussions that are already taking place with furloughed colleagues about how they’re feeling and what support they might need. You may feel that it’s possible to discuss last year’s objectives as part of a PDR conversation *during furlough*, where you look back over the previous year in relation to successes/what was achievable. With regards to training and development, all of our People Development Programme is already online and accessible for all colleagues, including those on furlough.

More information and support on PDRs this year can be found [here](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/performance-development-review/).

# **Employee Relations Casework**

When a colleague is involved in an HR process, the uncertainty when waiting for an outcome can cause stress and anxiety. It is therefore extremely important to be able to balance a best practice fair process, with providing colleagues with an outcome.

Conversations have taken place with the Trade Unions, and the University have confirmed that cases will be considered on a case by case basis, in consultation with the colleague and/or their trade union representatives, to try to agree an appropriate way forward. A range of general principles have also been outlined.

In order to help with the decision-making process as to whether it is appropriate to proceed with an employee relations case, a case checklist has been developed, which outlines a number of considerations for managers to assess when making a decision regarding an employee relations process.

For further advice and support regarding any casework, please contact the named [**HR Adviser for your School or Service**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/meet-the-team/-/media/89a7fa0ab03c4a90a19d69592b875881.ashx).

# **Developing and maintaining your team’s engagement and motivation**

Our new and evolving work environment presents many complex challenges for our ability to lead and develop our teams. Virtual working, changing job demands, and complex home lives create a tangled web of variable factors that impact levels of engagement and motivation in many ways. The People & Organisational Development team are dedicated to supporting managers and their teams through these challenging times. Please refer to their [website](https://www.leedsbeckett.ac.uk/peopledevelopment/) for their full development offer. Further guidance on this can be found in section 22 and Appendix A.

# **Training & Development for Managers**

For leaders and managers, remote working will mean ensuring your team are clear on their priorities and keeping in contact through new ways of communicating.   There are a range of development opportunities currently available for you to signpost colleagues to, and many specific options for managers. Further details can be found as follows:

* The University’s central [**Development & Training**](https://teachlearn.leedsbeckett.ac.uk/development-and-training/) webpage that contains links to all services providing development opportunities.
* The People & OD Team have specific responsibility for Leadership & Management development and have a range of new webinars and online modules that are targeted at supporting managers in the new environment that we’re operating in. Their webpages can be found [**here**](https://www.leedsbeckett.ac.uk/peopledevelopment/).
* The [**Training and Development page**](https://www.leedsbeckett.ac.uk/covid-19/staff/~/link.aspx?_id=7BF5B03E4994457C9D73AA080A1175EB&_z=z) of the Coronavirus microsite.
* This [**managers’ top tips for 'Leading remote teams**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/-/media/a353b0853d11436eaa8a57e81c2424d5.ashx)**'** is another valuable resource for establishing healthy working practices to keep your team on track and feeling supported whilst working remotely.
* It is important that managers continue to have meaningful conversations with individuals about what their focus should be, the timescales that you are working to and to ask what support they need. PDRs and connected 1:1s provide a structure that enables us to do this. We have revised the [**PDR guidance**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/performance-development-review/)to give you greater flexibility over the process and the timescales this year.

# **Managing Wellbeing and Mental Health Concerns**

As a manager you can access guides and support for your own and your team’s wellbeing via our [**Wellbeing for Managers webpages**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/wellbeing/wellbeing-for-managers/).

New range of People Development online modules – these include the following and can be accessed via People Development online (via quick links from Staff intranet home page):

* + Self-Care and Wellbeing
  + Supporting Others with their Wellbeing
  + Mental Health Awareness
  + Managing a Remote Workforce
  + Leading Others in Times of Change
  + A Coaching approach to PDRs (available via the PDR webpage)

Ongoing working from home can impact on a colleague’s mental health. Where any colleague appears to be struggling, notably if there are concerns about them being isolated and/or their mental health, their manager should refer them to Occupational Health.

You may also want to consider:

* Wellbeing information and support available on the [**wellbeing intranet pages**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/wellbeing/);
* Domestic violence guidance available [**here**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/safety-health-and-wellbeing/domestic-violence-info--support-for-managers.pdf?la=en);
* Referral to Occupational Health;
* Individual stress risk assessment.
* The University provides an [**Employee Assistance Programme**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/employee-assistance-programme/) offered through Health Assured which has expert advice and guidance available through there 24/7 support line, alongside a range of self-help resources that can be found through their online hub.
* [**Wellness Action Plan (WAP)**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/human-resources/working-here/safety-health-and-wellbeing/wellness-action-plan.docx?la=en) is a great tool for helping you as a manager to understand the needs of your team members and how best you can encourage them to stay well. The WAP is most effective if filled in by the individual, and then discussed together at a 1:1. By using the WAP to guide a conversation around what positively and negatively affects their mental health, any warning signs to look out for that they are struggling and how they would like you to react if you notice any of these signs, it can help to create a proactive plan to prevent situations negatively impacting on their mental health.

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# **PART 2: WORKING ON CAMPUS – MANAGER GUIDANCE**

# **Working Arrangements**

The health, safety and well-being of our University community is our primary focus. Unless their manager informs them that their role is required on campus, colleagues must work from home.

We will continue to follow government advice and review the situation where required. The risk of transmission can be substantially reduced if [COVID-secure guidelines](https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19) (please see below) are followed closely. Extra consideration should be given to those colleagues at higher risk (please refer to sections 29 and 30).

There are some colleagues authorised to work on campus. Where staff are required to attend campus, they will be expected to keep the duration of their attendance as short as possible and continue to work remotely when not needed on campus.

The University will take all reasonable steps to ensure a safe working environment for colleagues, students and visitors. This will include following Health and Safety Executive Guidance, carrying out risk assessments and carefully managing the number of people on site. An overview of the University’s measures to mitigate the risks from Covid-19, are described in the Pan-University Covid-19 Health and Safety Risk Assessment.

# **Health and Safety measures**

The health, safety and wellbeing of colleagues is at the core of all the measures put in place on campus. Appropriate (and measurable) arrangements have been put in place for all the buildings in use and activities on campus to mitigate the risk from Covid-19, thereby providing a **“Covid-secure” environment**, a Government term meaning reasonable steps have been taken to manage the risks from Covid-19. Further information on the 5 Steps to Working safely is available from the [**Government website**](https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/5-steps-to-working-safely)**.**

There are many different work environments on campus, and it is important to complete risk assessments for all of them. The arrangements that need to be put in place to create a Covid-secure environment may also vary. As a manager you need to ensure that you apply the University risk assessments and/or complete location or task specific risk assessments, and they are communicated to colleagues, so they understand what is expected of them. You should liaise with Health and Safety to complete any risk assessments needed.

In ensuring a safe working environment, we must work with colleagues so that they understand and have confidence in the steps which have been put in place. Managers should discuss with colleagues any concerns or anxieties which they have. It will be essential that all people on campus follow all health and safety requirements and keep abreast of changes. Managers must communicate these requirements and any changes to their staff.

# **Access to two LFD tests for colleagues working on campus**

For colleagues who are needed to work on campus, we are able to offer lateral flow tests (LFD). Taking the test is voluntary and is just one of the measures that we are continuing to use to keep our University community safe. As taking the tests is voluntary the University cannot demand to see negative test results or send students or colleagues home. We can now offer regular testing for students and colleagues that are coming to campus to 30 June 2021. This means that colleagues and students who are required to come to campus can take up to two lateral flow (LFD) tests per week. If colleagues or students are only on campus once a week, one test will be appropriate.

Colleagues attending campus should continue to undertake regular testing even after receiving a Covid-19 vaccination.

Lateral flow testing is for people who are asymptomatic (without symptoms) of coronavirus. Testing is available at both our City and Headingley campuses and walk-up appointments are now being permitted (for colleagues and students), therefore there is no need to formally book an appointment but you can still do so via [MyHub](https://myhub.leedsbeckett.ac.uk/students/login?ReturnUrl=%2fForm.aspx%3fid%3d1139986), if you wish. The second test should be in the region of three days after the first (although you can take a second test up to 5 days after the first). Further details and the answers to the most frequently asked questions are available on our Coronavirus webpages.

If colleagues have symptoms, then they must follow Government guidance and book an NHS test.

# **Working Remotely**

Colleagues must work from home, where possible.

In line with government advice, there will be some academic colleagues attending work on campus to deliver face to face teaching and learning for specified courses, as approved by Deans of School. There will also be a small number of professional support colleagues required on campus to deliver essential services.

Where colleagues have been informed that they are to work remotely, they must do so.

Information for colleagues about working from home, including IT support, creating safe workstations, working patterns and reasonable adjustments, can be found on the [**Working Remotely page**](http://www.leedsbeckett.ac.uk/covid-19/staff/working-remotely/) of the Coronavirus microsite.

**Tax Allowance for Homeworkers**  
Colleagues who meet the conditions of ‘homeworking’, as defined by HMRC, are eligible to claim a tax allowance which would provide a reduction in tax (for a basic rate tax payer, with a tax rate of 20%, this would result in a reduction in your tax of £1.20 per week. This doubles for higher rate tax payers). The online portal - [https://www.gov.uk/tax-relief-for-employees/working-at-home](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gov.uk%2Ftax-relief-for-employees%2Fworking-at-home&data=04%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7Cfb00267567754014d8a308d8b16841b0%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637454408639915253%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=RYyQmtki%2F%2FS94jqZ%2FcPkKhu%2FOVD0N9cFEvZZcALyGE0%3D&reserved=0) - is available for colleagues to access and undertake this process on an individual basis.

# **Individual Circumstances**

We have developed a flowchart to provide you with guidance on actions and advice available with regards to preparing and supporting colleagues who are working on campus. You can access this at [Appendix B](https://ukc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en%2DUS&rs=en%2DUS&wopisrc=https%3A%2F%2Fleedsbeckett-my.sharepoint.com%2Fpersonal%2Fp_tyrer_leedsbeckett_ac_uk%2F_vti_bin%2Fwopi.ashx%2Ffiles%2F59628a45da494462913cf7b50ab17575&wdenableroaming=1&mscc=1&wdodb=1&hid=40957A9F-7032-B000-652A-5F8A1B9C5A7A&wdorigin=Sharing&jsapi=1&jsapiver=v1&newsession=1&corrid=5034d7f3-7942-4fb5-87d7-308931b62835&usid=5034d7f3-7942-4fb5-87d7-308931b62835&sftc=1&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush&rct=Medium&ctp=LeastProtected#_Appendix_B_-).

The process of assessing individual risk should be collaborative and documents shared with individuals. In identifying whether an individual risk assessment is needed, you should consider the measures in place across the University, such as social distancing, wellbeing resources, and the circumstances of the individual.

The Covid-age calculator is a tool to help assess an individual’s vulnerability to Covid-19. It is based on published evidence for the main identified risk factors. Covid-age does not provide an exact measure; the value is indicative of vulnerability**.**

The Public Health England report [Disparities in the risk and outcomes of COVID-19](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fpublications%2Fcovid-19-review-of-disparities-in-risks-and-outcomes&data=02%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7Cab2dd42a014a4fe3544808d86c25e752%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637378257345021796&sdata=%2FuPXbZE8R%2FVyqaQluiOcZwMr1tbf04%2FjL9Hl71Qw2A4%3D&reserved=0) shows that some groups of people may be at more risk of being infected and/or an adverse outcome if infected. Covid-age summarises vulnerability for combinations of risk factors including age, sex, body mass index (BMI) and ethnicity and various health conditions.

There are currently no expectations of additional controls for these groups. But existing controls (social distancing, good hygiene and cleaning, ventilation, supervision etc) need to be applied stringently and you should hold individual discussions around any particular concerns with members of your team.

During the national lockdown clinically extremely vulnerable colleagues are advised by the government not to go to work.

# **Colleagues who are clinically extremely vulnerable**

Some colleagues are defined, on medical grounds, as clinically extremely vulnerable to coronavirus – that is, colleagues with specific serious health conditions. For those colleagues who are clinically extremely vulnerable, the [government advice is that shielding will end on 31 March 2021](https://www.gov.uk/government/news/shielding-advice-for-the-clinically-extremely-vulnerable-to-stop-from-april). From April, these colleagues can begin to follow the national restrictions alongside the rest of the population but are still advised to take extra precautions to keep themselves safe from COVID-19.

[The government will write to everybody who has been shielding](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/970375/Clinically_extremely_vulnerable_letter__guidance_from_010421.pdf) and set out practical steps people can follow to reduce their risk of catching the virus, including continuing to maintain strict social distancing and to keep their overall social contacts at low levels, such as working from home where possible.

Where a colleague is unable to work from home, they can now attend work on campus. The University has a range of measures in place to make the workplace COVID-19 secure and you should explain these to colleagues, referring to details in the Pan University [Covid-19 Health and Safety Risk Assessment](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/university-health-and-safety-risk-assessment-covid-19-update-8121.pdf). You also need to review or complete a [Vulnerable Individual Covid-19 Return to Work Risk Assessment](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/vulnerable-individual-covid19-return-to-work-risk-assessment-v4-080121.docx) in participation with the colleague to identify if there are any additional measures we need to put in place to ensure the environment is safe for them. For example, the University is advising that colleagues assessed as very high risk work from home. Advice from Occupational Health can be requested, where necessary.

Further information can be found within the Government’s [Guidance on Shielding and Protecting Extremely Vulnerable Persons from Covid-19](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)

# **High risk clinically vulnerable colleagues**

If colleagues are over 60 or clinically vulnerable, they could be at higher risk of severe illness from coronavirus.

Clinically vulnerable people are those who are:

* aged 70 or over (regardless of medical conditions)
* under 70 with an underlying health condition (see the link below for further details)
* pregnant ([Coronavirus (Covid-19): advice for pregnant employees](https://eur02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fpublications%2Fcoronavirus-covid-19-advice-for-pregnant-employees%2Fcoronavirus-covid-19-advice-for-pregnant-employees&data=04%7C01%7CL.E.Tornetta%40leedsbeckett.ac.uk%7C0935208c2559417a655b08d8da3bfaa3%7Cd79a81124fbe417aa112cd0fb490d85c%7C0%7C0%7C637499298587744859%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=AzJAijOf11vyTNmD6Ew8DdbuUiFd09An9ZBtGZ1aNhc%3D&reserved=0))

More detailed advice can be found on the [NHS website](https://www.nhs.uk/conditions/coronavirus-covid-19/people-at-higher-risk/whos-at-higher-risk-from-coronavirus/).

Further details of risk factors are shown in the introduction for the [**Vulnerable Individual COVID-19 Return to Work Risk Assessment**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/vulnerable-individual-covid19-return-to-work-risk-assessment-7720.docx?la=en) and includes factors such as age, race, underlying health conditions and BMI.

Managers must complete this risk assessment with the colleague and consider whether any additional mitigations are required to protect the colleague. Advice from Occupational Health can be requested, where necessary.

Colleagues who are vulnerable may wish to explore support from [Access to Work](https://www.gov.uk/government/publications/access-to-work-factsheet/access-to-work-factsheet-for-customers) with regards to travel to work, for example alternative travel arrangements to public transport. This requires them to complete an application. Further advice can be obtained from HR.

Colleagues who are in higher risk groups may be anxious about working on campus. Managers should ensure they allow enough time for discussion and reassurance with colleagues. Additional information and advice on how to support colleagues in the workplace are available at the [**Wellbeing and mental health section of the COVID-19 mircosite.**](https://www.dur.ac.uk/resources/hr/od/ConversationpromptsManagerLeaderworkingwellwellbeing.pdf)

# **Colleagues who are pregnant**

There is a different risk profile depending on the stage of pregnancy.

All pregnant colleagues should work remotely, if possible.

* If the colleague is 28 weeks pregnant (or more) or is pregnant and has another risk factor and the activities are Covid-secure, the manager must complete an individual risk assessment and consider whether any additional mitigations are required to protect the colleague. A pregnancy risk assessment must also be completed. Advice from Occupational Health can be requested, where necessary.
* If the nature of role doesn’t allow remote working, the manager should liaise with HR regarding options. Further advice can be sought from Occupational Health.
* If the colleague is less than 28 weeks pregnant the manager should complete a [**Vulnerable Individual COVID-19 Return to Work Risk Assessment**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/vulnerable-individual-covid19-return-to-work-risk-assessment-7720.docx?la=en) and a pregnancy risk assessment and put in place any additional mitigations. There is no requirement for an Occupational Health referral. **The pregnancy risk assessment must be reassessed at 28 weeks to determine if further mitigations may be required.**

# **Colleagues who live with someone who is ‘clinically vulnerable’**

Typically, colleagues living in a household with someone who is clinically extremely vulnerable are not advised to follow the same guidance. They should instead continue to work remotely, or attend work where required, in accordance with the general advice and regulations set out in the current national lockdown.

Colleagues are encouraged to speak to their line manager if they have reasons to be concerned about working on campus due to living with someone with a disability or underlying medical concerns, or because of caring responsibilities. Where colleagues cannot work remotely or their role is required on campus, they can be required to attend work on campus. Managers should complete the [**Vulnerable Individual COVID-19 Return to Work Risk Assessment**](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/vulnerable-individual-covid19-return-to-work-risk-assessment-7720.docx?la=en). This will include consideration of potential additional mitigations for the colleagues concerned. Additional advice may be sought from the Occupational Health Service and the Employee Relations team.

# **Colleagues with specific needs or in higher risk groups**

If a colleague has specific needs, such as a disability (which may involve underlying health concerns or access difficulties) consideration should be given to any additional risk factors that may need to be considered and mitigated. This should form part of individual discussions and risk assessment.

Advice may be sought from HR, Occupational Health or Equality and Inclusion.

# **Colleagues with caring responsibilities**

Where possible colleagues should be working remotely, unless their manager informs them that they are required to attend the University.

Colleagues working remotely and attending work on campus should undertake their contractual hours and duties. Managers should discuss any impact of caring responsibilities with their staff, for example where children are required to study at home due to the national lockdown and/or due to Covid-19 symptoms within their household. . If required, managers should consider increased flexibility in how a role is performed such as amending timescales, working patterns, hours of work, considering which duties are prioritised etc.

Where colleagues are required to attend work on campus and they have concerns about caring, the manager should discuss potential alternatives. This may include different working patterns, days of work/hours, potential amendment of duties to another role or whether some aspects of the role could be re-prioritised.

If there are still concerns the following options should be explored:

* Requesting a period of annual leave;
* Requesting [Special Leave](https://www.leedsbeckett.ac.uk/-/media/files/public-information/a-to-z-guides-and-support/nn_time_off_for_public_duties_and_special_leave_policy_and_procedure.pdf);
* Informally discussing changes to working patterns or changes to contractual working hours (requested changes can be on a permanent or temporary basis)– see the new fl[exible working principles](https://www.leedsbeckett.ac.uk/-/media/files/policies/human-resources/fwp2_1-flexible-working-principles.pdf), policies and guidance on the HR A-Z.

To discuss with colleagues in HR please contact the Employee Relations team at [employeerelationsteam@leedsbeckett.ac.uk](mailto:employeerelationsteam@leedsbeckett.ac.uk)

# **Colleagues reluctant to attend work on campus**

Where a colleague’s role requires them to work on campus and they express concern regarding this, you should first have a conversation with them to understand their issues and how you can best address them. You should discuss the Health and Safety risk assessments and measures taken to ensure their safety on campus. Should there be any concerns specific to that individual that are not covered, these should be discussed and addressed, as well as documented on a Vulnerable Individual Covid-19 Return to Work Risk Assessment where appropriate.

Should you remain unable to resolve matters with the individual and they are refusing to attend work on campus, you can seek advice from the Health and Safety team to discuss if there are further actions to mitigate the risks identified in the Vulnerable Individual Return to Work Assessment. Your HR Adviser will be able to provide guidance if the colleague’s concern is related to stress and anxiety.

# **Travelling to and from work**

Driving, cycling or walking are the safest ways for colleagues to travel to work now.

More information on the University’s Cycle to Work scheme is available [**here**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/pay-and-reward/cycle-to-work-scheme/).  Please note that showers will not be open for the moment.

Car parking is currently free for those colleagues who need to attend the campus for work.

Further Information for colleagues around travel requirements and government advice around travel plans as part of national restrictions can be found [here](http://www.gov.uk/guidance/coronavirus-covid-19-safer-travel-guidance-for-passengers).

# **Colleagues who are concerned about travelling on public transport**

If a colleague is attending work on campus and raises concerns about travelling on public transport, their manager should discuss such concerns. Consideration may be given to altering working times, hours, days or patterns to better work within limited public transport timetables or to travel at a time which is quieter.

When travelling on public transport, colleagues must take Government Guidance into account such as using a face covering and socially distance as far as they are able to do so.

We ask that colleagues do not car share with anyone who does not live in their household to get to work.

# **Following Health and Safety requirements**

All colleagues have a duty to protect their own health and safety, as well as that of their colleagues. It is crucial that all colleagues follow health and safety requirements when they are on campus. Further details and guidance can be found at our [Be Safe on Campus webpage](https://www.leedsbeckett.ac.uk/covid-19/staff/~/link.aspx?_id=60C97DAB43064721925987E063EB6B13&_z=z)

Health and safety requirements are likely to change in line with Government Guidance. Managers and colleagues must keep themselves up to date with all information and requirements in the University concerning health and safety. Managers should brief staff and ensure information is easily accessible, for example using notice boards where staff do not regularly access emails.

Managers must be vigilant as to poor practice including where colleagues are risking their own safety, or that of their colleagues, students or visitors to the University. Managers must tackle any concerns immediately and, if required take advice from their HR Business Partner or the Health and Safety Service.

Managers should also be mindful that colleagues may be anxious about attending work on campus and should ensure that they have an ongoing dialogue with colleagues who express any concerns.

# **Reporting Health and Safety concerns**

Should either managers or colleagues have concerns about any aspect of health and safety, they must raise these immediately with their line manager and if advice is required, they should contact Health and Safety or their HR Business Partner.

It is important that all colleagues are aware of the processes for them to raise any concerns which they have. If the matter involves a health and safety related incident this should be reported to Health and Safety Service.

# **Face Coverings**

The current [Government advice for Higher Education](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/984848/Higher_education_coronavirus__COVID-19__operational_guidance_v3.pdf) is that:

* In workshops, laboratories, offices, libraries, teaching rooms/classrooms and lecture halls the use of face coverings is no longer mandatory unless social distancing and/or ventilation is difficult to maintain (the use of PPE defined by risk assessment of work activity remains in situ).
* Social learning areas are learning spaces and therefore face coverings are no longer mandatory.
* Face coverings should be worn, excluding exemptions, when moving across campus in all internal transient areas as it’s not viable to maintain 2m social distancing.

All other covid secure measures remain in place.

Please note, that localised outbreaks will be monitored, in line with government guidance and our [Outbreak Control Plan](https://www.leedsbeckett.ac.uk/-/media/files/covid19/outbreak-control-plan-asms.pdf) and may prompt the temporary use of face coverings in the relative area.

Whilst we recommend colleagues and students carry a face covering with them at all times on campus, we will continue to provide new face coverings at building entrances (while stock lasts). There are also notices throughout the areas where face coverings should be worn.

Considerations on recommending the use of face coverings where teaching settings are more reflective of a workplace environment will be given by Schools and Service areas.

A face covering must be worn by everyone in areas directed by appropriate signage and where social distancing cannot be maintained.

The latest health advice is that one-ply face coverings may be less effective in the presence of the new Covid-19 variant and the use of a multi-layered face covering is recommended. Our university has distributed multi-layered face coverings to colleagues and students since last September and will continue to ensure that the face coverings bought and distributed on campus meet the advised specification.

Multi-layered face coverings are being made available for staff and students while stocks last and are available at the main entry points to buildings.

Any task-specific face mask relating to studies or work activity will be distributed locally, within your School or Service and determined by risk assessment.

Where applicable, colleagues working in hospitality and retail settings on campus should wear multi-layered face coverings at all times, in line with government guidance.

Safe wearing of face coverings requires washing hands before and after touching them - including to remove or put them on - and the safe storage of them in individual, sealable plastic bags between use. Where a face covering becomes damp, it should not be worn and should be replaced carefully.

Disposable face coverings can be disposed of carefully in regular waste bins after use.

Some individuals are exempt from wearing face coverings for age, health or disability reasons and we expect staff and students to be sensitive to those needs. Full details of who this applies to can be found [here.](https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own#exemptions)

Some people with a valid reason for not wearing a face covering may feel more comfortable showing something that says they do not have to wear a face covering. You can download templates from the government website for an [exemption card](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/903454/Exemption_from_face_covering_card_to_print.pdf) and [badge](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/903453/Exemption_from_face_covering_badge_to_print.pdf).

# **Hand sanitisers**

There are hand sanitiser and hand washing stations located at various points throughout the campuses, including at the entrances and exits to all open University buildings.

# **Occupational Health Service**

Please find below an outline of the current service provided by Occupational Health. 

* All Occupational Health consultations are currently only being carried out remotely (by video or audio telephone appointments) by our own Advisors and the Occupational Health Physician.  Confidential and secure access to all relevant systems and email accounts has been maintained.
* The Occupational Health Physician will continue to hold clinics as scheduled (2-3 per month). All documents sent to them prior to their clinic, will be send as a password protected file, with the password being sent separately.  Reports will be sent back to Occupational Health and distributed in the usual manner.
* Colleagues who have been identified as being clinically vulnerable or extremely clinically vulnerable; if having completed their Vulnerable Individual Covid-19 Return to Work Risk Assessment there are residual concerns, then following a discussion with the area’s HR Adviser, an OH referral may be appropriate.
* Assessments for chairs or ergonomic equipment (mice, keyboards) will not be undertaken currently to reduce social contact. Colleagues who are referred with DSE related issues, must complete the Homeworkers DSE assessment available on the H&S intranet page, under A-Z, H for homeworking.
* The Foot Care Practitioner’s clinics have been cancelled for the foreseeable future.
* Our Physiotherapy Service provider remains open and they are following stringent guidelines to reduce the risk of Coronavirus transmission, however, colleagues who are referred to Physio will be advised that attending face to face appointments will be at their own discretion. Telephone appointments are also available.
* Health Assured have shared their Business Continuity Plan and will continue to provide further updates. Colleagues can still access their 24-hour telephone line and resources on their website. You can access further information and contact details [**here**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/employee-assistance-programme/).

OH will be able to make referrals to the onsite gym however the use of the facilities will be governed by the guidelines in place for the University’s sports facilities, such as booking of activities.

* Requests for external medical reports can only be undertaken by email correspondence with requested Medical Practitioners and then followed up on a regular basis. Due to Coronavirus Pandemic, there may be a delay in reports being released to OH.
* Mandatory Health Surveillance for targeted colleagues will be initially through paper screening; face-to-face follow ups will be in line with professional bodies’ guidelines.
* You can access information regarding Occupational Health [**here**](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/occupational-health/).

# **Appendix A**

Developing and maintaining your team’s engagement

and motivation



Our new and evolving work environment presents many complex challenges for our ability to lead and develop our teams. Virtual working, changing job demands, and complex home lives create a tangled web of variable factors that impact levels of engagement and motivation in many different ways.  In the People and Organisational Development team we are dedicated to supporting you and your teams through these challenging times. Here are some ideas you might like to consider:

Revisit your Collective Purpose

It might be worth reminding the team of the role they play in helping our students, colleagues and key stakeholders achieve their goals. How we are achieving this may be changing but we all have a unique role to play and it is important to work collectively to maintain focus on this purpose. Daniel Pink wrote in his book Drive “having a true sense of purpose is a powerful source of energy.” Work with your teams to create a summary of the team purpose. Use positive language and link the current tasks and activities to its fulfilment. Cascading this through to create personally meaningful goals for each member of the team has been proven to have a positive impact on their sense of wellbeing and engagement with their work.

Clarify roles and boundaries

As our work environment changes so may some of our tasks and responsibilities. Taking time to clarify team priorities and the impact this may have for individual team members is essential. In addition to maintaining individual clarity, it is also vital to ensure the whole team stay well informed. This will avoid confusion over roles, and the possibility of having duplication or gaps in work processes that negatively impact performance and motivation. In the past teams would have had the opportunity to observe this in their daily interactions. In our newly dispersed team world, it is important to agree how your teams will share their weekly priorities and work patterns. This could be done via a short “speed up-dating” meeting. Give each person a specific time, e.g. 60 seconds to update each other on their weekly tasks. Then close the session by asking colleagues to share any potential opportunities for collaboration and support they have noticed. Alternatively, the team may prefer to share this type of information via shared documents.

Build trust and safe spaces

Everyone has their own unique situation and evolving circumstances. Many colleagues are experiencing changes in relationships with work, colleagues, family and friends. It is important to recognise that everyone travels through these changes in different ways and may at times need additional support and understanding from their team. Engaged teams take a real interest in each other’s successes and setbacks both at home and work. In addition to purely work based team meetings, find time to allow people to share what is happening and how they are feeling. Take the lead by sharing some of your personal stories and feelings. It’s best to allow people to choose their own level of sharing with general questions such as “how are you feeling today,” “what’s on your mind?” or “what is going particularly well?” Listen to each other without interruption, giving advice or comment. Perhaps closing the session by thanking people and asking them to think about what they can do to help, support or celebrate other members of the team.

Ensure Communications work for everyone

Finding the right communications methods and pattern of meetings can be a challenge for busy work teams. As time goes by some teams find themselves stuck in a cycle of unproductive meetings that have outlived their initial purpose. Plan in time with the team to review the purpose, regularity and agendas of your current meetings. Start by asking people how much they look forward to team and 1:1 meetings. Review the purpose and outcomes of your meetings ensuring that they are more than just briefings and updates that could be done in another manner. Check they are addressing topics of real value and that they require the attendance of all currently being invited.

Working online presents an extra barrier for some. Whilst we are now becoming accustomed to our various applications and tools there are still differing levels of skill and comfort within our teams that may limit some people’s ability to fully engage. Even simple tasks like sharing documents may be daunting for some. If needed, ensure that people have an appropriate development plan using our university training and support and user guides. You may also want to ask more proficient colleagues to mentor those team members needing more help. Even a one-hour mentoring session can make a dramatic difference to how people engage.

Finally, don’t assume that people feel comfortable and confident communicating in the same way you do. We have a number of different ways to connect such as email, video meeting, and telephone. Remember to ask people which medium they prefer and try to encourage people to benefit from the variety available. Aim to make it as easy as possible for everyone to engage with each other and the work of the team.

Encourage social interaction

In dispersed teams the opportunities for informal discussions that forge relationships, spark innovation and build a sense of community are harder to find. These chance meetings and discussions should not be underestimated and it is worth spending time looking at ways to replicate these interactions. In 2019 one study found that 22% of remote workers suffered the stress of loneliness. With the added challenge of our restricted home environments the importance of recreating more human connection grows further. Ask the team what they miss in relation to this and find a way to replace this.

It may be worth arranging “random” online coffee pairings for people whose work doesn’t bring them into regular contact. Team lunches, quiz sessions and the creation of one-off social events all enhance human connection that is vital to weld the team together in challenging times. Social apps such as WhatsApp provide another informal way for people to stay in touch and find areas of common interest. Remember to celebrate team achievements and, if appropriate, the birthdays and personal successes people share. All of these occasions bring the team together, foster community and will provide the foundations for an engaged and motivated team.

 Develop a learning culture

“Our ability to continuously learn and adapt will determine the extent to which we thrive in today’s turbulent times” The Centre for Creative Leadership

An essential team attribute is the ability to remain open to new ways of thinking and to continuously learn new skills. We have long known that a major difference between successful teams and those who falter is their ability to make meaning from their experiences. The ability to keep learning and developing at work is also essential in attracting, motivating and retaining good people. Use online tools such as MS Teams as communities of learning around specific topics of team interest. Create meetings dedicated to sharing professional learning and most importantly take this opportunity to look at what this pandemic, and subsequent new world of work, has taught us. Capture ideas for the future and create a vision of how the future may look where we assimilate the best of both worlds.

It is also important to find time to talk to individual colleagues about their development, aspirations and areas for growth is essential. Look for opportunities to tailor their current work to give greater satisfaction and motivation.

Finally, there are many learning and development opportunities evolving across our university for colleagues to access: -

Additional Support from the People and OD Team

**Webinars**

We have created a wide range of team leadership webinars that seek to address some of the issues you may be facing as well as providing an opportunity to exchange ideas and views with peers from across the university. Topics include: -

* *Supporting your Team’s wellbeing*
* *Managing Remote Teams*
* *Proven Ways to motivate your team*
* *Successfully Management Remote Teams*

There are also a wide range of webinars designed for all colleagues such as: -

* *Looking after your wellbeing*
* *Burnout*
* *Essentialism – how to focus on what really matters*
* *Developing a growth mindset*

**Online Modules**

We have two new online modules dedicated to supporting your leadership of people and teams in this new environment.

* Leading Others in changing times
* Managing a remote workforce

**Individual coaching and support:**

For specific development needs you may prefer to access our network of coaches and mentors to support you and your colleagues. Even one session with one of our experienced coaches can provide the right thinking space to help you consider, reflect and plan your way through these difficult times.

**Supporting events for your teams:**

Our expertise in designing and delivering for teams continues even in this new virtual world. If you would like ideas for activities or facilitated sessions get in touch.

You can find further information, sign up for these sessions, and more, or access advice and support via our website pages [POD support](https://www.leedsbeckett.ac.uk/peopledevelopment/) or email us directly [pod@leedsbeckett.ac.uk](mailto:pod@leedsbeckett.ac.uk)

# **Appendix B - Covid-19: Staff and Reopening**

YES

Can employee work from home?

Should continue to work from home unless role requires return to Campus based work.

NO

### 

Is employee required and content to return to work?

Can return to work but follow Health & Safety Guidance on [staying alert and safe (social distancing)](https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing#going-to-work).

NO

Is employee vulnerable (over 70, underlying health condition or pregnant?)

YES

NO

YES

YES

Discuss fitting around commitments: amended hours, duties, patterns, days and/or consider annual or emergency leave. Discuss flexible working.

Is it because of caring responsibilities?

Can return to workplace if workplace COVID secure. Individual risk assessment required

**(LINK)**

NO

YES

Is it because they are vulnerable?

Should discuss concerns with manager; can return to workplace, if COVID secure.

[Individual Risk Assessment required](https://www.leedsbeckett.ac.uk/staffsite/-/media/files/staff-site/estates/safety-health-and-wellbeing-az/vulnerable-individual-covid19-return-to-work-risk-assessment-v5-080421.docx)

*Could furlough if work paused/ significantly reduced.*

Could furlough if work paused/ significantly reduced.

NO

YES

Is it because they are pregnant?

(excluding more than 28 weeks pregnant or have a serious heart/lung condition and are pregnant)

See [‘Coronavirus infection and pregnancy’ website](https://www.rcog.org.uk/en/guidelines-research-services/guidelines/coronavirus-pregnancy/covid-19-virus-infection-and-pregnancy/)

Should continue to work from home if less than 28 weeks pregnant with no underlying health conditions; can choose to return to the workplace if COVID secure.

Individual Risk Assessment required

NO

NO

NO

NO

NO

Discuss concerns. Explain steps put in place by University. Explore ways of reducing concerns.

Offer support from [Health Assured (EAP)](https://www.leedsbeckett.ac.uk/staffsite/services/human-resources/working-here/wellbeing-and-occupational-health/employee-assistance-programme/)

YES

YES

YES

Is it because of travel concerns?

Assure colleague of steps the University is taking regarding health, safety and wellbeing. Understand and discuss concerns

Is it because they are anxious/ concerned?

Is it because they live with someone who is vulnerable/pregnant?

The rest of the household should do what they can to support those who are vulnerable/pregnant by carefully following guidance on [staying alert and safe (social distancing)](https://www.gov.uk/government/publications/staying-alert-and-safe-social-distancing/staying-alert-and-safe-social-distancing" \l "going-to-work).

Discuss amended hours, patterns, days to fit with public transport timetables and quiet times. Advise use of face coverings while on transport.

If underlying health issue and individual risk assessment raises residual concerns around return to Campus – consider OH referral.

If employee refuses to attend work, contact the Employee Relations Team for advice