

OUR COVID-19 WORK PLAN – ALERT LEVEL 3

Section One	Alert Level Three and Our Business Operations
Section Two	Analysis
Section Three	Our Operational Plan

Section One Alert Level 3 and Our Business Operations

Alert Level 3 Broad Parameters	What this means	What we think Alert Level 3 means for our business (please select from the below options)
<p>These can be applied locally and nationally:</p> <ul style="list-style-type: none"> Travel in areas with clusters or community transmission limited Affected educational facilities closed Mass gatherings cancelled Public venues closed (e.g. libraries, cinemas, food courts, gums, pools amusement parks) Alternative ways of working required and some non-essential businesses should close Non face-to-face primary care consultations Non acute (elective) services and procedures in hospitals deferred and healthcare staff reprioritized 	<p>The Government will confirm on 20th April what will happen at the expiry of the current Alert Level 4 at midnight on 22nd April.</p> <p>We are waiting for clarity from the Government about what businesses will be allowed to open under Alert Level 3 along with what Alert Level 3 means for New Zealand socially.</p> <p>What we do know is that the requirements around physical distancing, contact tracing and PPE will be strict and the kinds of requirements placed on Essential Services operating at Alert Level 4 will likely be those required of business allowed to operate at Alert Level 3. This means we can do a lot of our planning now...so don't be left behind.</p> <p>Government clarity is expected this week (the week after Easter).</p>	<p>We can operate all of our business because we're an essential business provided we follow MOH Guidelines concerning work practices</p> <p>We can operate some of our business (list the areas)</p> <p>We can operate from home and are operating normally</p> <p>We can operate partially from home</p> <p>Our management team can operate undertaking planning and customer support activities but our operational business has ceased</p> <p>We cannot operate at all</p>

Section Two Analysis

Things to think about for our business at Alert Level 3 (Once we have the full requirements you will need to re-visit this section)	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Your business		
Are you currently operating in any way at Alert Level 4?	<p>Is there any business change that you can make that means your business would become more resilient and could operate at Level 3 and even Level 4 should we return to that?</p> <p>Could part of your business be changed so that in the future you're able to get essential business status?</p>	<p>Here's an article on international business pivots in response to COVID-19 https://www.business.com/articles/pivoting-your-business-in-response-to-covid-19/</p>
<p>Most people have made some changes so that some of their business can keep functioning or doing work, think about how you can expand this at Alert Level 3.</p>	<p>What else could you be doing and how can you allocate this work between your team members? Think about all the things you 'never get around to' because you're so busy. Now is the time to dust off those plans and activities and put them onto the front burner.</p>	
<p>Think about the four requirements we know already for operating at Alert Level 4:</p> <ol style="list-style-type: none"> 1. Deciding who can and can't work 2. Physical distancing 3. Contact tracing 4. PPE standards 	<p>With these requirements, could you operate at Alert Level 3?</p> <p>Discuss with your teams what this would mean in your workplaces and how you could achieve it (more details in the Operational Plan Section)</p> <p>How you can prove you have systems to implement these without fail?</p>	<p>Contact your industry body to see what guidance they are giving and what they are advocating to happen for your industry at Alert Level 3, and under what conditions</p>
<p>Overall, how easy will it be for you to operate the MOH workplace requirements at Alert Level 3</p>	<p>What do you think your production / service capacity will be?</p> <p>What resourcing decisions might you need to make as a result?</p>	

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Your People		
Keeping Connected with Your Team		
Keeping in Touch with your people (whether they are working or not)	Create a checklist with your all your team members names and contact details including phone and email addresses Phone everyone up at least weekly, check on how they and their family are doing and tell them what your plans are Ask if they are healthy and make sure they're not sick for any other reason Check if they have any reason to think that they may have come in to contact with COVID-19	Speak to P4S Consulting for a template that we know works. Phone 07 870 5402 or contact us on info@people4success.co.nz
	Send out a weekly email so that you can keep your team up to date with your thinking for the business. This doesn't have to be long, it just needs to keep people in touch, even if nothing has change	
Keeping people working if you can	Find a technology solution that allows you to: Share work between you easily Keep in touch so that you can see as well as talk to each other Set up regular meeting and working protocols, even though you're not in the same building...it's important to keep connected	We use Trello and Zoom in our business, they have free versions and both work a treat https://trello.com https://zoom.us
Planning with your Team to get ready to get back to work	There are lots of things you'll need to get done to be ready to 'open your doors' for business again. Get your team to help you make a list of these things, put a priority on them and assign responsibility to people in your team	

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Operating efficiently and managing health and safety protocols		
<p>How can you maintain or maximise operating efficiencies at the same time as achieving things like physical distancing?</p>	<p>There is no such thing as ‘business as usual’ even if you are an essential service business that has kept operating through Level 4.</p> <p>As a minimum COVID-19 will mean that you need to adopt new working practices that separate team members and minimise contact points between team members and customers.</p> <p>Any change in the workplace impacts resources (even if it is only the allocation of time to a job). Think through these implications and make sure your team are aware of them</p> <p>Work with your team members to understand how different ways of working, technology and changes to systems can help change work practices to meet your obligations in these four areas.</p> <p>New SOP's that mitigate all COVID-19 risks will be essential in your business.</p> <p>Involve your team in setting these up and getting buy-in. At the end of the day everyone wants to keep their job so getting them to help is a great way of them contributing to their future as well as that of the business.</p> <p>Ideally SOP's will be written down. So much the better if you have already introduced LEAN manufacturing principles to your business as you will already have a process for reviewing and changing work practices.</p> <p>If this is new to you start by writing down step-by-step guidelines for your essential business activities.</p>	<p>Here's a link to how to write good work instructions</p> <p>https://www.gluu.biz/how-to-write-work-instructions/</p> <p>If you're having trouble then speak to us about how we can help. Phone 07 870 5402 or email info@people4success.co.nz</p>

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Operating efficiently and managing health and safety protocols continued		
Working From Home	<p>What roles in your business can work from home?</p> <p>Can they be 100% effective at home or do you need to discuss what's realistic?</p> <p>What did you learn from the first lock-down and how can this be applied moving forward?</p> <p>What would you like to do differently if we get a second (or third) Level 4 Alert?</p> <p>What resources do your team need to work from home well?</p> <ol style="list-style-type: none"> 1. Laptops, screens, phones, data 2. Desks, Chairs..... 3. Space 4. Childcare 5. Flexibility of hours to manage childcare, sharing workspace with others in family etc.... <p>Working from home requires a shift in self-management of work.</p> <p>Get your home workers to Google 'working from home' and come back to you with their suggestions on how they will make this work for them as everyone will have a unique set of challenges they need to work with.</p> <p>If you're likely to extend working from home arrangements beyond Alert Level 3 and 4, then it's a good idea to enter into a formalised 'working from home' agreement with your team members. This clearly sets out your agreements concerning their work from home arrangements and helps set expectations clearly between you.</p>	<p>We're experienced in putting such agreements together so if this is something you're considering then speak to us about how we can help. Phone 07 870 5402 or email info@people4success.co.nz</p>

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Customer Activity / Likely thinking and Response		
Are you clear about your current customer segments?	Who normally 'buys' from you, break these in to categories (i.e. for a retail shop specialising in baby and toddler products two of their segments might be 'mums with new babies' and 'grandparents looking to spoil their grandkids')	<p>This article from Shopify has some great suggestions for bricks and mortar retailers navigating COVID-19.</p> <p>https://www.shopify.co.nz/blog/retail-response-covid-19</p> <p>Take some time to Google your industry to see what others are doing / suggesting</p>
How affluent (or otherwise) will customers in these segments be?	Carrying on the example from above: Mums with new babies will likely be less affluent as their household income is more likely to be affected by COVID-19. Grandparents looking to spoil their grandkids may have the same level of affluence because their income isn't reliant on work (although investment income will be down) and there will be a strong compulsion in this group to 'help and spoil' to compensate for hardship	
Will the demand for your product or services continue at the same pre-COVID-19 levels or will it go up or down?	What plans do you need to make to reflect this? Production or services increase, decrease or status quo?	
What spending changes are you likely to see in your customers post isolation?	What do you think will happen in your customers' spending patterns once their choice of products widens again? Again, using this example: Mums with new babies down, Grandparents looking to spoil consistent or up	
What opportunities do you see in these changes?	<p>How can you position your business to capitalise on any of these projected changes?</p> <p>Opportunity to discount to attract the spending Mums with new babies do have</p> <p>Opportunity to up-sell or 'bundle' offerings to Grandparents wanting to spoil</p>	
Review your current channels to market?	<p>Are there other ways of delivering your products or services that will make your product or service more desirable / easier to access for your customers?</p> <p>Could you 'virtually' open your store by having 'technology shopping trips' where your team members are in store with camera and offer advice and display goods to at home shoppers? Take bank payments and then ship the goods?</p>	

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Stock holding & Supply chain - how likely are your existing supply chains to be impacted and what's the consequence for you?		
Assess your current stock levels	What have you got lots of? What are you running out of?	
Thinking about your customer's likely consumption behaviour at Alert Level 3, identify what supplies you need to order	Prioritise your supply chain to the goods that you are going to be able to sell quickest and most easily at the best margins Think about entering into a supplier agreement with key suppliers so that you know you will always have the stock you need 'Cash in' on any supplier discounts or loyalty schemes to guarantee your supply	
Government, Industry Organisation Responses and Support		
COVID-19 Wage Support Scheme and Essential Workers Support Scheme	Check out if you qualify and make sure you apply if you do.	https://workandincome.govt.nz/products/a-z-benefits/covid-19-support.html Phone P4S Consulting on 07 870 5402 to speak to someone who can help you work this out

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
Finance and Cashflow		
Look at your Numbers	<p>Make sure you understand the 'pre-COVID-19' numbers for your businesshow profitable was your business before COVID-19; what are their basic indexes (Cost of Goods Sold % Revenue, Gross Profit Margin, Net Profit Before Tax)</p> <p>Is COVID-19 going to make this better or worse? How?</p> <p>Are input costs going to go up or down?</p> <p>Is your demand for product/service going to go up or down?</p> <p>Is the cost of operating at Alert 3 going to increase or decrease your costs?</p>	
Work out what you can afford to do	<p>Use a simple spreadsheet to work out your likely revenue and costs over the next six months:</p> <ol style="list-style-type: none"> 1 Look at your business' projected revenue through the next six months by month 2 Look at your average monthly costs across the business for the three months prior to COVID-19 (make sure you include all business costs including loan repayments, rents, insurances - basically everything you regularly pay in your business and if it's something you pay annually, make sure you set aside 1/12th of the payment each month) 3 Assuming your revenue is significantly down and your fixed costs remain relatively constant, identify any non-salary costs that you can take out or postpone and stop these costs now 4 Enter these costs into the spreadsheet 5 Add in any Govt or industry subsidies you're receiving to your revenue line 6 Work out your likely revenue in and out for the next six months 7 Decide how you want to use any surplus revenue, bearing in mind paying suppliers and retaining your team will be the things that will allow your business to recover quickest 	<p>Speak to your accountant</p> <p>Connect with someone who can help you at P4S Consulting on 07 870 5402 or via info@pople4succes.co.nz</p>

Section Two Analysis contd.

Things to think about for our business at Alert Level 3	Practical Questions to ask yourself and tips on what to do in your workplace	Useful websites, references & Specialist advice services
What if I need to make changes because I can't afford to keep paying everyone?		
<p>What are the business triggers for change with your people?</p>	<p>Once you've worked out what you can afford to do (see Finance and Cash section) you need to make decisions if your expected revenue isn't going to support all of your current costs.</p> <p>Work out how you can make any cash reserves go as far as possible and make a plan to talk with your team if you can't afford to keep paying them full salary (many of you we know will already have done this).</p> <p>If you are making changes you need to discuss them with your team and for a lot of changes you need to get agreement from your team before you do them</p>	<p>Here's a link to Employment New Zealand's guidelines in this area https://www.employment.govt.nz/leave-and-holidays/other-types-of-leave/coronavirus-workplace/changing-an-employees-work-arrangements/</p> <p>At P4S Consulting we are already working with a number of people who are making changes in their business.</p> <p>We can help you work out the right strategy for your business and to navigate these changes looking after your team and your business. Phone 07 870 5402 or email info@people4success.co.nz</p>

Section Three Our Operational Plan at Alert Level 3

This plan will help ensure you meet your obligations to your people and your customers around keeping them safe if you're operating at Alert Level 3

Business Name

NZBN Number

Type of Business

Number of People Employed by Operational Site

Location	Number employed
Working from Home (add in all work sites and number employed)	xx

Protecting Our Team and Our Customers from COVID-19

We are ensuring our team members and others at work are observing social distancing both to and from work, during work and during rest breaks by:

Below are examples, you will need to populate as you see fit for your business

- All older or at-risk team members have been instructed to stay and isolate at home
- Work priority, where possible, will be given to team members who live within close proximity to their work location
- Team members will travel to work independently and will not share vehicles and no passengers allowed
- Car parking will be in our own car parking area. There is no shared parking with any other business
- Team members are not required to come in to contact with any other business prior to entering our workplace
- Minimum staffing numbers on any site at any given time (as determined by minimum staff numbers required to undertake work safely)
- A contact log of everyone coming in to the premises will be kept and there is no unauthorised entry onto our premises or work sites at any time
- Staggered start times
- Staggered rest breaks so only one person in break room at any one time
- Paperless systems to reduce any contact requirements between team members have been introduced

- As far as possible, all machinery and equipment has been allocated to one user, where this is not possible, clean down procedures post use and prior to new use have been implemented
- Team member facilities such as tea rooms and toilets will only be for team member use only
- All staff have been issued with new Company COVID-19 work protocols which include social distancing, PPE and contact tracing requirements that they must adhere to.

We have put the following personal hygiene steps in place for workers to reduce the likelihood of virus spread at work

Below are examples, you will need to populate as you see fit for your business

- Ministry of Health posters displayed showing how staff can protect themselves (see link in the analysis section).
- Facilities available to wash hands regularly both before and after using break rooms and toilets.
- Only one person at a time to use these break rooms and toilet facilities.
- Surfaces in these areas to be disinfected four times daily.
- No shared office equipment. Everyone allocated to a dedicated workspace / computer, etc.
- No communal crockery or cutlery. Disposable cups and spoons only to be used. Staff only allowed access to tearoom and toilets.
- Hand sanitiser provided for staff.
- Bins provided for used tissues.
- Increasing the commercial cleaning frequency to daily by commercial cleaners, in addition staff to wipe surfaces with disinfectant solution.

We have the following existing and additional personal protective equipment to reduce the likelihood of virus spread at work

Below are examples, you will need to populate as you see fit for your business

- Existing:
 - Face masks
 - Safety goggles
- Additional:
 - Disposable gloves will be made available to staff
 - Staff to keep disinfectant solution and disposable wipes with them.
 - Use a disinfectant solution to clean down surfaces such as door handles, taps, fridge, etc.

We are taking the following steps to limit access to our work areas, apart from essential workers

Below are examples, you will need to populate as you see fit for your business

- No access granted to site except for our team members and authorised personnel delivering and collecting product.
- Signs put up to display “No unauthorised access”.
- Sign will also indicate that people with possible COVID-19 symptoms should not enter the site.
- Communication with suppliers will be via radio and / or phones. Signs will be put up to instruct suppliers what contact numbers to use.
- Authorised agents collecting product will stay a minimum of 2m apart from our team members (contactless receipt).
- Team members are not allowed to assist suppliers or authorised collection agents
- Approved essential service contractors such as electricians will only be used for critical repairs to equipment.
- These suppliers must comply with the same screening processes we use for our own team members

We are isolating team members and parts of our operations so that virus spread would be contained by:

Below are examples, you will need to populate as you see fit for your business

- Work teams have been assigned a ‘pod’ and team members will only work with members of their ‘pod’
- All communication between pods will be conducted via technology (phone, radio, email).
- Paperless systems implemented to ensure no physical contact or handling of paperwork between team members.
- Operational Support Staff will remain in office their office behind locked doors and windows.
- Social distancing protocol of 2m will be adhered to at all times, including between pod members
- All hygiene protocols to be observed.
- MoH posters on display to remind staff of procedures.

We have the following arrangements in place for team members to report any illness and remove themselves from work

Below are examples, you will need to populate as you see fit for your business

- Team members will phone their manager before leaving home and report on health condition.
- Team members will not be allowed to leave home for work if they're experiencing any symptoms.
- Team members can only leave for work from home once they've confirmed that they're well and without symptoms.
- All calls / information to be recorded in a daily register.
- This daily register (electronic) will be kept tracking all team members so we confidently say:
 - Which site they were working on when
 - Who they were working with
 - Their health status
 - When they started exhibiting any symptoms
- If they begin experiencing any symptoms while at work we will:
 - Ensure they are kept separate from other staff on site.
 - Call Healthline 0800 358 5453 for advice.
 - Team members will return home in order to self-isolate and/or go for testing provided this is consistent with Health Line Advice
 - Ensure Executive Management is informed immediately.
 - Equipment used by any team member reporting symptoms will be separated and not used until thoroughly disinfected.
- Team members will be provided with the following questions to reinforce our protocols in this area:

COVID-19 Decision Table

Situation	Action
1. Did you travel internationally recently? If so:	i. Immediately inform your manager and self-isolate for 14 days ii. If you develop symptoms, seek medical advice
2. Did someone in your household/family recently returned from overseas and are currently in self-isolation? If so:	i. Inform your manager and provide details of the family member's self-isolation. If the government's self-isolation requirements had been/are followed you can continue working ii. If you start to show symptoms or require testing, refer to decision table.
3. If you have been in direct contact with a person with a confirmed case of COVID-19:	i. Do not come to work ii. Follow medical advice re treatment/isolation iii. Notify your manager iv. Site will follow directions as stipulated in this document and by local health
4. If you have flu-like symptoms but have not travelled or came into contact with anyone with a confirmed case of COVID-19:	i. Remain at home and seek medical advice ii. Inform your supervisor
5. You observe a fellow employee on site showing flu-like symptoms:	i. Inform your supervisor ii. Supervisor to discuss this with the employee and determine if person should stay at work or seek medical advice
6. Someone in my household is being tested for COVID-19:	i. Inform your Supervisor ii. You can continue to live in the same household but need to practice government recommendations for restricting access iii. If it becomes a confirmed case – refer decision table “You have been in direct contact with a confirmed case of COVID-19
7. You don't want to come to work because you have a pre-existing condition/impaired immune system:	i. Seek medical advice ii. If your doctor recommends that you should isolate, advise your supervisor, otherwise return to work
8. I am being tested or have been tested and confirmed as having COVID-19:	i. Do not come to work ii. Follow medical advice re treatment/isolation iii. Notify your manager iv. Site will follow directions as stipulated in this document and by local health authorities

We have made the following arrangements for team members to report any suspected exposure to COVID-19

- Team members will be instructed to stay at home /self-isolate until clarified or cleared if they suspect any exposure to COVID-19. We will ascertain this in our 'before you attend work' calls every morning
- If team members feel unwell at any stage, they are to inform their supervisor immediately.
- Our daily register will be updated with all team member health information

We will take the following actions if a staff member is suspected of or confirmed as having COVID-19?

- Team member will be immediately self isolated
- They, or we on their behalf, will call Healthline 0800 358 5453 and ensure their actions are followed ASAP
- All team members on site will also isolate at home until followed up by Ministry of Health
- All recommended testing will be carried out without delay
- All areas of the work site used by the team member will be shut down immediately and disinfection undertaken.
- Another 'pod' will resume work following this
- There will be no contact between the pod with the potentially infected team member and the new work pod team

We are taking the following actions to ensure that team members at particular risk of COVID-19 identify themselves and are isolated from work

- Team members have been asked to sign a 'self declaration' that they have read and understood all of the measures impacting them at work from our new COVID-19 work practices
- The business will regularly keep in contact with all team members including specialist 'welfare check-in' calls to ascertain people's physical and mental health
- Team members have been asked if they have any underlying health issues
- Team members who have identified they may be at risk, e.g. immune-compromised to seek advice from their doctor and we will follow all instructions provided by their doctor.
- If the medical advice is to self-isolate the team member will remain at home in isolation.
- Team members will only be allowed to return to work once cleared by their medical professional.

How will you ensure that your workers observe 'stay at home' rules at the conclusion of each working day?

- All team members will have access to information concerning Alert Level 3 (Eliminate) regulations as directed by the Government (www.covid19.govt.nz)
- Team members will be instructed to:
 - Go straight home after work and they must log arrival at home by TXT to their supervisor.
 - Normal travel time will be in the daily register.
 - Team members will be required to remain at home outside of working hours as per Level 3 directives
 - Management will undertake random GPS checks on company vehicles to ensure only essential travel is being undertaken