



**Immediate practicalities, why we're doing what we are doing, how are we communicating and engaging with colleagues and staff:**

- Important to keep in touch, communication is key across all sectors, both formal and informal.
- Staff furloughed for last 10 weeks will be worried about the future and potential redundancies. With that in mind, keep lines of communication open.
- A real challenge for some working from home.
- Be mindful of those people who are naturally quiet and not joiners in. If they are struggling with working from home or furlough you might not know without special effort because you can't see them and read their body language and they may not be the sort to shout up. Make an effort to identify those people who don't routinely engage and keep in touch with them.
- Touch base with ALL staff – this can work well through department structures / teams.
- Remember that staff in different situations might need different support; e.g. homeworkers v front line workers. Track and trace app being rolled out, how does and will this affect us? What about family and those with partners working perhaps front line. Need to think about wider impact.
- Some staff are blending work availability with personal lives. Flexibility is crucial - trust your staff.
- Important to be trusting, compassionate and understanding – don't judge!
- A lot of ideas to maintain engagement across teams and businesses, including quizzes, spot prizes, writing to the children of those working, 30 mins catch up no work talk. Makes a huge difference.
- Separation of work / home is important; encourage staff to put work away at the end of the day if they haven't got a separate office at home.
- Communicate with staff via social media if that's how they engage - the key is to be checking in, NOT checking up on what they're doing!
- Customer Facebook page really successful for engagement and creating energy. Also, strong twitter presence. Good for reaching out and thanking people, as well as identifying and responding to complaints!
- Pulling the workforce and communities together with your business creates transparency and loyalty. Use all the tools you have to communicate in a planned and engaged way.

**Focussing on the strategy for emerging, taking the opportunity to embrace and realign the vision and culture of an organisation:**

- Businesses need to be aware that staff behaviours and culture can be affected by the actions the business takes in response to financial fears. That includes the impact that redundancies can have on the remaining staff.
- Think about return to work and how individual staff are risk assessing the workplace – some will want to remain home working, some will want to return to the office – try to accommodate both.
- Interesting that sickness absence levels are very low, a good sign of people pulling together.
- Risk assessments being completed to give staff reassurance, however personal responsibility is also required.
- Multi use buildings proving to be challenging as risk assessments need to be done by landlords as well as the employer and is even more complicated with shared facilities.
- Use 'bubbles' and rotational structures to help maintain social distancing. Be mindful of shared spaces in offices and particularly if in a shared or public building.
- Recognise that some staff won't be able to return to 'normal' yet, subject to their home life and personal circumstances, be flexible.
- Be open minded and common sense should prevail.
- Adapt and keep looking forward.



**Keeping colleagues and staff on the steady course for the renewed ways of working:**

- 79% of staff are disengaged with their firms!
- Good communication tools re how the business is coping and where it is going include CEO updates/videos/phone calls, structured and unstructured team 'check in' meetings, staff surveys and focus groups, FAQ's, weekly/monthly newsletters, 'state of the nation' updates.
- Directors forums - CEO and senior management team available for a 'care' check in daily.
- Mental Health support through assessors and coaches.
- Suggestions for social keeping in touch activities include spot prizes for those working in front line activities, film and book clubs, vouchers, letters to families and children, half hour 'no work allowed' catch ups.
- Use social media - find out what your people are using and use that to keep in touch. Social media also a good tool for keeping in touch with customer base. LinkedIn suggested as the platform most employees are using.
- Take the opportunity offered by C19 to effect change but remember to keep evolving and not to stand still.
- Speed of change will accelerate. Culture is not a destination but a journey. People are adapting and we are building resilient businesses.