



Back to Business

A phased approach to preparing your business for successful emergence from Covid-19 lock-down

Edition 1

Important questions to address now and early guidance regarding the way that Government may ease restrictions

30 April 2020



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Introduction

It is becoming clear that the UK is shifting its attention from the short term emergency actions of pandemic lock-down, to a phase where some of the restrictions will start to lift. While the Government has yet to publish a full lock-down exit plan, it is starting to indicate its thinking.

British Marine has made coronavirus-related issues its top priority since the pandemic first hit and will continue to work with all members to:

- represent their interests
- develop guidance, advice and best practice
- ensure continual safe operation within the marine industry

To address the very specific issues that all members will face as coronavirus restrictions start to be removed, we are developing a series of Back to Business guides. This first edition covers:

- what we know so far about the likely easing of restrictions
- which priority questions every member should be addressing in their business planning



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Where are we now with COVID-19?

The Government is currently setting out the framework for the guidance and protocols that it will be developing and releasing as the coronavirus restrictions start to be lifted. All indications suggest that the restrictions will be eased in **multiple steps** and it is important that businesses reflect this in their planning.

It is important to note the information we are receiving indicates:

1. We will not suddenly return to 'normal' or business as usual
2. Reopening must be done with full engagement between employees and the employer, taking into account key considerations like duty of care and health and safety
3. Supply and demand must both be considered before reopening

From its contact with Government, British Marine believes the approach taken will be based upon operational risk of transmission. Mandatory guidance and protocols will focus on workplace categories rather than sectors.

Government workplace categories

The following workplace categories have been highlighted:

- Outdoor work
- Non-food retail
- Office work
- Leisure and wellbeing
- Distribution and logistics
- Factory-based work

Working groups

This week we will be asking members to join us in small working groups looking at the various workplace categories within the sector. We need to develop advice in alignment with the Government's approach. This will assist companies with their future business and operational planning in preparation for the lifting of restrictions.

Please contact technical@britishmarine.co.uk if you would like to participate.



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Essential questions

Given the potential easing of at least some restrictions, it is essential that all members start to prepare for what is to follow.

British Marine has been engaging with members and continues to lobby the Government at many levels. The self-assessment checklist that follows draws on the broad range of feedback and information that we have gathered during the coronavirus pandemic. We have also generated a Back to Business flowchart (see p7) to summarise these actions.

Business planning

- Has COVID-19 created a reduction in your ability to operate (operational restrictions) and/or caused changes in service or workforce demand?
- Do you anticipate the reduction to be temporary (circa six months)?
- Do you think your market will return to normal levels in the short term (circa six months) or longer?
- Do you have temporary operating viability? Are you able to successfully support yourself until resumption of normal operations?

Operational considerations: business continuity and restarting

- Can you operate within the Government's social distancing guidelines under existing working practices or by making changes? For example by:
 - operating different shift patterns
 - adapting internal policies and processes to limit possible cross contamination
 - cleaning of spaces and equipment
 - altering delivery regimes
 - limiting use of common areas
 - modifying personnel requirements
- implementing new PPE (Personal Protective Equipment) based risk mitigation
- implementing new transmission limiting controls such as a separation screen for visitors, limiting shop capacity and restricting entrance to facilities
- Have you furloughed staff under the Government's Coronavirus Job Retention Scheme to maintain your workforce in the interim?



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- What are your workers' personal circumstances during this time and are they able to return to work if required?
- Are any employees considered to be in specified vulnerable groups such as those defined by age and health?
- Are any employees shielding other members of their household and unable to return to work yet?
- Will employees have childcare and care for vulnerable adult issues if schools, nurseries and other means of support are unavailable?
- If employees rely on public transport, are services running and can they safely maintain social distancing when travelling this way?
- Do employees car share and if so can they get to work whilst maintaining social distancing?
- Do employees have other concerns about their safety if returning to work?
- Have any coronavirus affected measures limited your ability to trade upon restart? Such as:
 - missed inspections, fire, insurance, machinery
 - certifications
 - missed routine maintenance
 - licensing
- Are there any upcoming changes that will negatively affect or unnecessarily burden your ability to restart normal operations? Such as:
 - new regulations
 - new certifications
 - new licensing
- Are there any measures you can see positively affecting the re-stimulation of your sector? For example:
 - phased opening of restrictions

Financial considerations

- Do you have any opportunity to increase demand in the short or long term? Such as by:
 - creating an online sales facility
 - increasing the season length (the Canal & River Trust to miss or delay this winter's shutdowns)
 - use of vouchers, booking in advance for sales and winter specials for season expansion?
 - product/operational diversification
- Can you further reduce outgoings? Such as by:
 - debt extension and holidays
 - review of committed expenditure
 - review non-staff related expenses (including travel, rent, insurance, marketing, transport leasing)



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- Can you use loans, grants or non-people related cost savings to allow your business to continue in the interim? Such as:
 - furloughing staff using the Government's Coronavirus Job Retention Scheme
 - utilising the Coronavirus Business Interruption Loan Scheme or Coronavirus Bounce Back Loan
 - exploiting any tax and VAT deferrals for which you are eligible
 - ensuring you are in receipt of Small Business Grant Funding if your business is eligible
 - reclaiming Statutory Sick Pay (SSP) paid for sick pay due to Covid-19, if applicable
 - if self-employed, asking your accountant to check your eligibility for the Self-employment Income Support Scheme
 - directing resources towards research and development using the Government's R&D tax reliefs scheme
- Have you been able to remotely locate sections of your workforce? Has this worked and if so could this lead to short or long term changes to working practices that will provide cost reductions or improved productivity?
- Can you maintain and support your workforce by using other reduction or reallocation of employment costs? Such as by:
 - freezing recruitment
 - reducing outsourcing
 - transferring or redeploying staff
 - freezing pay
 - reducing pay (subject to contract terms and employee consultancy)
 - using any contractual rights you have to invoke compulsory periods of paid leave
 - offering unpaid leave
 - reducing hours (short-time working) or laying off (subject to contract terms and employee consultancy)

Stay up-to-date

British Marine is maintaining a full Coronavirus Microsite which you can access for more information at britishmarine.co.uk/coronavirus

Ensure you are seeing our Latest News emails that bring you important updates each week. If you or members of your team have yet to register, please visit britishmarine.co.uk and click on the 'Receive our weekly newsletter link' at the foot of the page.

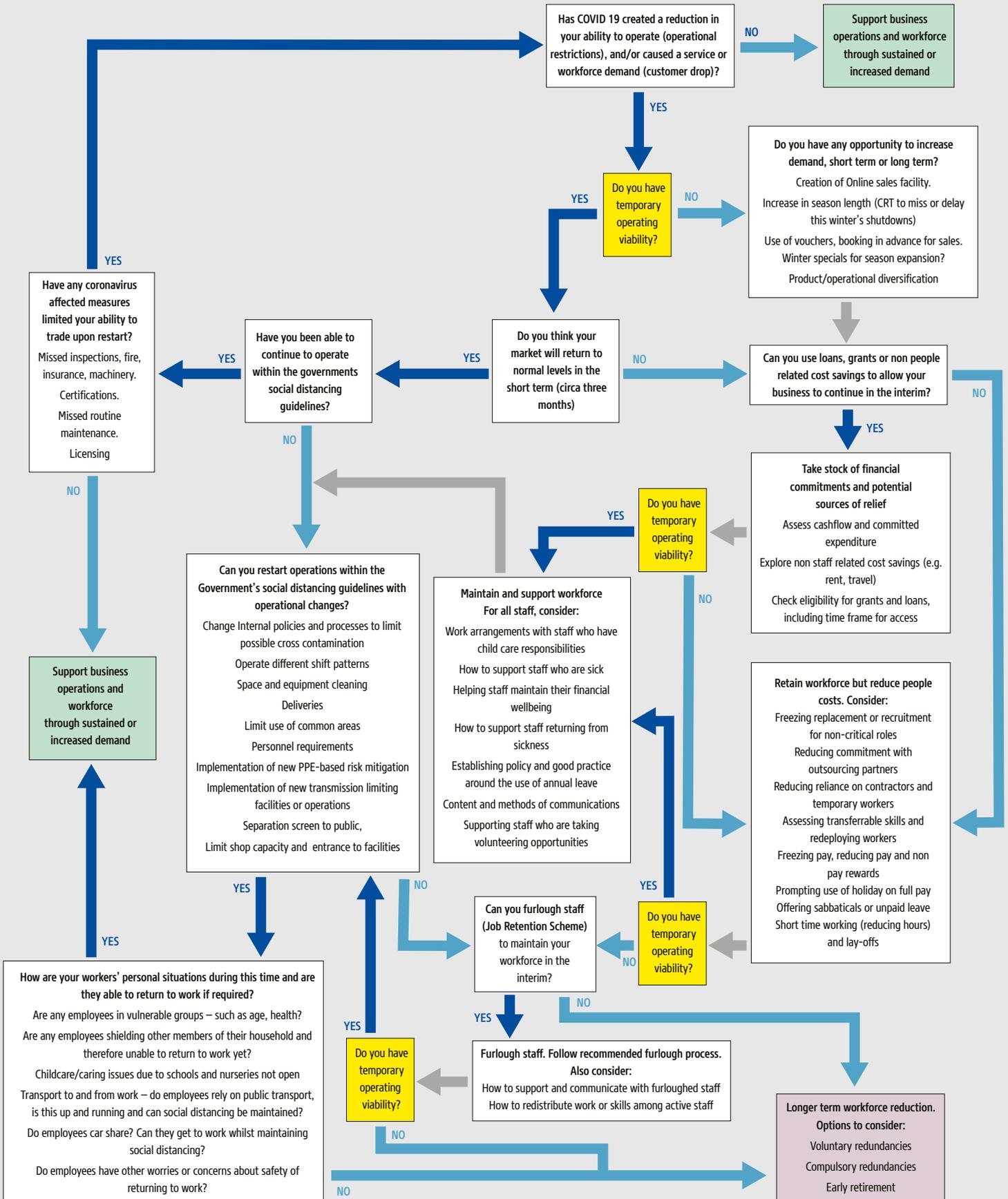
If you think you may be missing some of our communications, please contact our Membership team – membership@britishmarine.co.uk



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Back to Business flowchart



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A message from our CEO

I hope this message finds you safe and managing to adapt to this different way of working. At British Marine, our staff are working remotely, staying connected using Microsoft Teams and we are all contactable and here to support you. Our dedicated COVID-19 microsite is updated daily with industry relevant guidance and our membership services team continues to call around members to offer personal support and guidance when required. I do hope that you've received your call.

Lobbying Government

As the pandemic and resulting after-effects continue to develop, I wanted to update you on the work we're doing on your behalf to get the answers and the vital support we need from the Government and local authorities to ensure the future strength of your businesses and the industry as a whole.

Since I last contacted you, we've been lobbying the Government in the following ways. First, we've written to the Rt Hon Alok Sharma MP, Secretary of State for Business outlining the importance of the industry, the detrimental problems our members are facing due to COVID-19, calling for clarity on schemes and grants and our key policy requests. Similar letters have been sent to ministers and advisors in the treasury, in Number 10,

the department for transport, DCMS, members of the base select committee and various other parliamentary contacts.

We've also been speaking to key parliamentarians and bringing real examples of what's happening to our members now to their attention for their urgent support. We're also working constantly with other stakeholders. For example, the Canal & River Trust, the Broads Authority, the Maritime & Coastguard Agency, the Inland Waterways Association and various others to muster collective support for the issues which still need urgent attention.

Call for member involvement

Whilst we're doing all we can to get the support needed from the Government, we're also calling on you please to add your voice to the lobbying efforts. We urge you and your employees to email your local constituency MP asking them to contact the Government on your behalf. We've published a series of template letters that you can personalise and send to your elected MP and/or representative to make sure that they understand



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the true impact of COVID-19, the challenges it presents and the costs in the wider industry. You can find the letters on the British Marine COVID-19 microsite.

Grant access

I understand that there is still uncertainty surrounding access to grants, especially with little to no support for businesses that do not pay business rates. British Marine continues to work relentlessly for greater support in this area and in the meantime we advise members to contact your local authority if you are unsure on the classification of your business.

We've also been working closely with the Tourism Alliance to ensure that many of our members are recognised by local authorities as eligible recipients of grants. We're pleased that following this work, the Local Government Association has subsequently confirmed the marinas, boater and passenger facilities do fall into the hospitality and leisure category and should be eligible for this relief.

Next steps

Looking into the weeks ahead – next week I'm speaking with Kelly Tolhurst MP, the Parliamentary under Secretary of State at the Department of Transport to further discuss the issues outlined in our letter to her.

This week we'll be attending a round table meeting with the Minister for Sport, Tourism and Heritage. You can be assured that I'll be speaking up on behalf of the industry in these meetings and all others.

Southampton 2020

Planning for the Southampton International Boat Show 2020 continues and as you would expect, we're looking at building in all the relevant social distancing and protection measures that may be needed.

The team are forging ahead with preparations, keeping exhibitors up to speed with regular updates whilst looking into every possible version of the art of the possible should restrictions remain in place. We're also looking into the future and the restart following the end of lockdown and we will be bringing you further information and guidance in the coming weeks.

COVID-19 webinars

Please do join our COVID-19 webinar series, which reinforces the Back to Business content of this publication on Friday 1 May. Your input and questions are invaluable. Please stay safe and I look forward to catching up with you again soon.

Lesley Robinson
CEO, British Marine



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