

OXFORD INNOVATION: COVID-19 RISK ASSESSMENT (EDITION 3)

Health and Safety Representative: Rob Wyatt, Operations Manager

This Risk Assessment is designed to identify the risks appropriate to Oxford Innovation Limited (OI) and detail everything reasonably practicable to control those risks, recognising that we cannot completely eliminate the risk of COVID-19 until such time as it can be vaccinated against.

HAZARD: COVID-19 Coronavirus

RISK: Transmission & spread of COVID-19 Coronavirus

CONSEQUENCE: Infection, illness and death

RISK RATING: **HIGH**

	Severity		
	1	2	3
	Minor injury; minor damage to property/equipment	Over 7-day injury (RIDDOR); damage to property/equipment	Death; major injury; major damage or major loss of property/equipment
Likelihood			
1 Unlikely to occur	LOW (1)	LOW (2)	MEDIUM (3)
2 Likely to occur	LOW (2)	MEDIUM (4)	HIGH (6)
3 Extremely likely to occur	MEDIUM (3)	HIGH (6)	HIGH (9)

Risk prior to control measures: Extremely likely to occur (3) x severity is death (3) = **Risk score of 9 (HIGH RISK)**

Risk post-implementation of control measures: Unlikely to occur (1) x death (3) = **Risk score of 3 (MEDIUM RISK)**

This Risk Assessment applies to:

ALL Employees & Employers working within the Oxford Innovation’s managed and leased Innovation Centres (“the workplace”). This includes but is not limited to: Clients, Customers, Visitors, Agency Workers, Contractors, Cleaners, Suppliers and Delivery Drivers.

Special consideration is given to Vulnerable Groups and especially persons with an underlying health condition, the elderly, persons with a disability and pregnant women.

Key definitions are set out at **Appendix A**.

1. Managing Risk

Objective:

To reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.

Oxford Innovation Limited (OI) has a duty to reduce workplace risk to the lowest reasonable practicable level by taking preventative measures. We will work with other employers or contractors sharing the workplace, so that everybody’s health and safety is protected. In the context of COVID-19 this means making every reasonable effort to enable working from home as a first option. Where working from home is not possible, then every reasonable effort must be made to comply with the government’s “COVID-19 Secure” guidelines, in particular social distancing, i.e. keeping people 2m apart wherever possible.

Where the “COVID-19 Secure” guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between staff.

Those control measures relevant to Innovation Centres are detailed in centre-specific “COVID-Safe Plans” (**Appendix B**). They have been determined by this Risk Assessment and are based on the government’s “COVID-19 Secure” guidelines and OI’s Social Distancing General Principles:



Social Distancing
General Principles EDI

OI’s Risk Assessment has been approved by the Managing Director. A signed copy of this declaration will be displayed prominently at each Innovation Centre:

Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer _____ Date _____

Who to contact: _____
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)

The control measures set out in this Risk Assessment (RA) will be monitored remotely by the OI Operations Manager and OI Compliance, Quality and Health & Safety Manager, in conjunction with centre teams. Centre COVID-Safe Plans will be peer-reviewed weekly through OI's Centre Management Team, where any feedback, including from customers and clients, will be considered. Any changes will be escalated to OI's Senior Management Team and where appropriate to the Management Board. The RA and centre plans will be updated accordingly and clients and customers informed within 36 hours of a change being agreed.

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
2. Who should go to work?					
ALL	<p>Objective:</p> <p>That everyone should work from home, unless they cannot work from home.</p>	<p>A temporary home working policy was published on 4 June:</p> <div data-bbox="1093 592 1144 647" style="text-align: center;">  </div> <p style="text-align: center;">Temporary homeworking policy J</p> <p><u>Preparing for Lockdown</u></p> <p>OI's aim is to keep all centres operational and accessible for as long as possible, whilst maintaining a safe environment for all staff and customers.</p> <p>Its position remains: <i>to follow HMG guidance in achieving our aim and to work jointly with our clients in adapting it to comply with any local policy.</i></p> <p>On 19 March a 'parallel teams' approach was implemented, demanding strict adherence to the social distancing rule whereby individuals should stay <i>at least</i> 2m apart. Further guidance was provided in an action plan for Innovation Centres and issued on 25 March. This included the introduction of a Business Support Hotline to minimise physical interactions while providing a virtual service that can be accessed and staffed remotely.</p> <p><u>During Lockdown</u></p> <p>Centres have remained operational to support essential services and key workers. An OI Responsible Person (RP) has been nominated for each centre to maintain health, safety, and welfare and to deliver all tasks set out in the Responsible Persons: Essential Services Action Plan and Side Note.</p>	Head of HR	5 June	✓

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<p>All OI customers will be asked to submit a Risk Assessment (if 5 employees or more) or to complete a Risk Assessment questionnaire (if 4 employees or fewer), as a pre-requisite of their business returning to an Innovation Centre once it moves from a skeleton / virtual service to a partial one, in many cases on 1 June 2020:</p> <p style="text-align: center;">  Customer Risk Assessment Template </p> <p><u>Re-occupation</u></p> <p>To support the COVID-Safe Plans, social distancing signage will be displayed in line with the following guidance:</p> <p style="text-align: center;">  Centre signage guide.pdf </p>	RPs	Prior to occupancy	✓
			RPs	27 May	✓
2.1 People who are higher risk					
STAFF	Objective: To protect clinically vulnerable and clinically extremely vulnerable individuals.	<ul style="list-style-type: none"> All staff who are in a vulnerable category have been asked to work from home or have been furloughed. For their safety, they will not be asked to return to the workplace until it is safe to do so A signed health declaration is required from all staff prior to returning to the workplace. Those who are clinically vulnerable will also be required to complete a personal risk assessment prior to returning to work 	Head of HR Head of HR Head of HR	1 April 27 May Ongoing	✓ ✓

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> Support and advice will be provided on mental health and wellbeing from line managers and HR for all persons in these categories. This may include telephone support 			
2.2 People who need to self-isolate					
STAFF	Objective: To make sure individuals who are advised to stay at home under existing government guidance do not physically come to work. This includes individuals who have symptoms of COVID-19 as well as those who live in a household with someone who has symptoms.	<ul style="list-style-type: none"> We will ensure that all workers who must self-isolate are able to work from home if they feel well enough to do so, and provide the appropriate equipment to enable them to do so Where staff are living with shielded or vulnerable people, they must follow the governance guidance: 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 	OI Board & Syplex	1 April	✓
2.3 Equality in the workforce					
STAFF	Objective: To treat everyone in your workplace equally.	<ul style="list-style-type: none"> We will ensure that we understand and take into account the particular circumstances of those with protected characteristics We will involve and communicate appropriately with workers whose protected characteristics might either expose them to a different degree of 	Head of HR	1 June 20	✓

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<p>risk, or might make any measures we are considering implementing inappropriate or challenging for them</p> <ul style="list-style-type: none"> We will consider whether we need to put in place any particular measures or adjustments to take account of our duties under the equalities legislation We will make reasonable adjustments to avoid disabled workers being put at a disadvantage and will assess the health and safety risks for new or expectant mothers We will ensure that the steps we take do not have an unjustifiable negative impact on some groups compared to others, e.g. those with caring responsibilities or religious commitments We will ensure that our Risk Assessment is in line with our Equality, Diversity and Inclusion Policy & Procedure 	Ops Manager	29 May	✓
3. Social distancing at work					
ALL	<p>Objective:</p> <p>To maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work and when traveling between sites.</p>	<p>The Responsible Person for each Innovation Centre is required to review the control measures contained herein and to produce a centre-specific “COVID-Safe Plan”, detailing the safe systems of work implemented in each of their centres.</p> <p>These plans are to be communicated to all staff, customers and contractors sharing the workplace, so that everybody’s health and safety is protected.</p>	RPs	27 May	✓
			RPs	Ongoing	
3.1 Coming to work and leaving work					
ALL	<p>Objective:</p> <p>To maintain social distancing wherever</p>	<ul style="list-style-type: none"> Stagger arrival and departure times to reduce crowding, taking account of the reduction in public transport capacity 	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
	possible, on arrival and departure and to ensure handwashing upon arrival.	<ul style="list-style-type: none"> Reluctance to use public transport for commuting will put pressure on car parks, even if numbers of customers expected to return immediately are low Provide additional parking or facilities such as bike racks to help people walk, run, or cycle to work where possible Encourage users to be “park aware” Where possible, utilise building design to enable one access point and a different egress point, or more entry points to reduce congestion 			
3.2 Moving around the workplace					
ALL	Objective: To maintain social distancing wherever possible while people travel through the workplace.	<ul style="list-style-type: none"> Use markings to implement one-way flow along corridors and staircases where possible; make use of recesses, stairwells or landings to allow passing Doors can remain open where compliance with Fire Regulations is maintained (this will normally require a hold-open device that releases the fire door on the activation of the fire alarm) Contraflow may be needed to access toilets or kitchens Encourage “corridor etiquette”: – <i>common sense and respect for others must prevail</i> Ensure that sanitiser wipes are provided at high-touch-point areas to disinfect equipment between use Communicate by telephone, email, Teams, Zoom and other IT platforms to minimise face to-face-to contact whenever possible; clean equipment between use Reduce movement by discouraging non-essential trips to, from and within buildings, restricting access to low-use or confined areas <p><u>Lifts</u></p>	CM and ACMs	27 May (17 centres)	✓

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
ALL	Objective: To reduce transmission due to face-to-face meetings and maintain social distancing in meetings.	<ul style="list-style-type: none"> • Limit in-person meetings • Allow internal meetings <i>only, reducing the capacity</i> by removing or ‘disabling’ tables and chairs as necessary • Provide hand sanitiser in all meeting and conference rooms and apply appropriate signage • Hold meetings outdoors or in well-ventilated rooms whenever possible • No refreshments to be provided by the centre team until further notice 	CMs & ACMs	Ongoing	
3.5 Common Areas					
ALL	Objective: To maintain social distancing while using common areas.	<p><u>All areas</u></p> <ul style="list-style-type: none"> • The layout of common areas must be re-arranged to deter small gatherings – <i>reduce the capacity</i> • Restrict use of sofas to enforce social distancing • Restrict use of booths to one person at a time • Using safe outside areas for breaks, especially for lunch breaks <p><u>Cafes</u></p> <ul style="list-style-type: none"> • Keep closed unless operating as a takeaway service (“pre-order & collect”) – with consent and in compliance with the COVID-Secure guidance • Encourage staff and customers to bring their own food and drink to the centre <p><u>Kitchens, Kitchenettes and Tea Points</u></p>	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> This should be used only where necessary and then as a temporary measure, i.e. until and as soon as the person concerned can be taken home, where they must stay for seven days (from the onset of symptoms) (see 5.2) <p><u>The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)</u></p> <p>In cases where:</p> <ul style="list-style-type: none"> an unintended incident at work has led to someone’s possible or actual exposure to COVID-19 a worker has been diagnosed as having COVID 19 and there is reasonable evidence that it was caused by exposure at work a worker dies as a result of occupational exposure to COVID-19 <p>the HSE must be informed of “a dangerous occurrence or a case of disease” to comply with RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013).</p>	CM or ACMs	As necessary	
4. Managing your customer, visitors & contractors					
4.1 Manage contacts					
ALL	Objective: Minimise the number of unnecessary visits to the workplace.	<ul style="list-style-type: none"> Revise visitor arrangements to ensure social distancing and hygiene, e.g. where physical signing-in is the norm The layout and configuration of reception areas must be adapted to protect CEAs and staff on duty at all times Restrict the use of seating and sofas to enforce social distancing – <i>reduce the capacity</i> by removing to storage only if practicable 	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> If feasible position plexiglass barriers as an additional element of protection, ensuring they are cleaned and disinfected as often as is appropriate Restrict access to the e-reception iPad - to CEAs or person on duty Limit the number of visitors at any one time; position “Wait here” sign (or high-vis floor tape) to hold visitor 2m away Enter visitor details manually before briefing them on social distancing rules in centre Sanitise e-reception iPad before and after staff changeover <p>OI and customer contractors must present RAMS prior to all works; these should include at least the following:</p> <ul style="list-style-type: none"> Regular cleaning of high touch areas such as door handles and light switches at the start & end of every day Minimise touch risk by blocking doors open at the start of the day and opening windows where possible If tasks cannot be completed within social distancing guidelines, carry out works in assigned teams with face-to-face contact not exceeding 15 minutes; once complete follow hand washing procedure If works likely to exceed 15 minutes wear site issue PPE and RP Clean-down procedure must be in line with Construction Leadership Council guidance at the end of each day or activity 	Contractors	Before operating in the workplace	
4.2 Providing and explaining available guidance					
ALL	Objective: To make sure people understand what they	<ul style="list-style-type: none"> Establish host responsibilities relating to COVID-19 and provide any necessary guidance and peer support for people who act as hosts for visitors 	OI Board	As necessary	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> • Ensure all HVAC units are serviced and maintained as detailed in the Compliance Toolkit • Where centralised systems are in place, check the functionality (with contractor/engineer) to see if air is distributed between rooms or contained within each room. Re-circulation of air between spaces, rooms or zones occupied by different people should be avoided • Any HVAC system that normally runs with a re-circulation mode should be re-set to run on full outside air where this is possible • In the case of any systems serving a single space, partial re-circulation of air within that space, such as through a local fan coil unit, is less of a concern as the primary objective is to maximise the air exchange rate with outside air and to minimize the risk of any pockets of stagnant air • Open windows and doors frequently to encourage ventilation where possible and ensure ventilation grilles are kept clean <p>Service and Maintain (change filters) of other equipment such as commercial coffee machines and water coolers.</p>			
5.2 Keeping the workplace clean					
ALL	Objective: To keep the workplace clean and prevent transmission by touching contaminated surfaces.	<ul style="list-style-type: none"> • Urge everyone to follow the guidance on hand washing and hygiene (see 5.3), which will minimise the risk of infection from frequently touched surfaces • Provide hand sanitiser around the workplace (see 5.3) • Frequently clean and disinfect objects and surfaces that are touched regularly, in accordance with the OI Cleaning Specification: 	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		Monitor waste collections and provide more facilities / more frequent rubbish collection if required.			
5.4 WCs, changing rooms & showers					
ALL	Objective: To minimise the risk of transmission in WCs, changing rooms and showers.	<ul style="list-style-type: none"> Control access to and use of communal areas using “Respect social distancing” signage Isolate cubicles to minimise use Provide hand sanitisers outside WCs Clean according to the OI Cleaning Specification (5.2) Minimise risk of touchpoints 	ACMs	1 st June	✓
6. Personal Protective Equipment (PPE) - gloves					
STAFF	Objective: To advise on the appropriate time when PPE is required.	<ul style="list-style-type: none"> The risk posed by COVID-19 must be managed through a combination of control measures, the priority being good personal, respiratory and hand hygiene along with social distancing If latex gloves are worn they should be disposed of in the general waste and hands washed with soap and water for at least 20 seconds 	All	Ongoing	
6.1 Face coverings					
ALL	Objective: To guide on the use of face coverings.	Staff, customers, visitors and contractors are permitted to use face coverings, provided they:	All	As appropriate	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> • wash hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it • avoid touching their face or face covering, as this could contaminate with germs from hands • change their face covering if it becomes damp or if it's been touched • continue to wash hands regularly • change and wash the face covering daily • if the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in normal waste • practise social distancing at all times 			
7. Workforce management					
7.1 Shift patterns and working groups					
STAFF	Objective: To change the way work is organised to create distinct groups and reduce the number of contacts each employee has.	<ul style="list-style-type: none"> • As far as possible, divide staff into fixed teams, partnering or shift groups, so that where contact is unavoidable, this happens between the same people • The size of the workplace will determine the working pattern • Where this creates lone working, refer to the guidance in the Side Note (2. above) and the latest HSE guidance: <div style="text-align: center;">  HSE Lone Worker Guidance.pdf </div> • Identify areas where people directly pass things to each other, for example office supplies, and devise ways to remove direct contact, such as using drop-off points or transfer zones 	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
7.2 Work-related travel					
7.2.1 Cars, accommodation and visits					
STAFF	Objective: To avoid unnecessary work travel and keep people safe when they do need to travel between locations.	<ul style="list-style-type: none"> • Non-essential travel must be minimised: consider remote options first • The number of people travelling together in any one vehicle must be minimised, using fixed travel partners where possible • Where staff are required to stay away from their home this must be approved in advance with a member of the OI Board, details of the stay logged and any overnight accommodation checked to ensure it complies with government COVID-Secure guidance 	All staff	As appropriate	
8. Laboratories					
STAFF	Objective: To provide a safe and clean working environment for all persons working in a shared laboratory.	<ul style="list-style-type: none"> • Normal procedure applies, i.e. everything in the laboratory is assumed to be contaminated • All lab customers must submit a Risk Assessment (if 5 employees or more) or complete a Risk Assessment questionnaire (if 4 employees or fewer), as a pre-requisite of their business returning to or continuing to operate in an Innovation Centre • All Risk Assessments are to be approved by the OI Lab Manager • Ensure that lab staff are divided into fixed cohorts or teams / shift groups, so that where contact is unavoidable, this happens between the same people • Control the use of shared labs through a rota • Restart and test specialist equipment, which may have been unused for a longer than usual period of time 	Lab Manager and Ops Manager	TBC prior to re-occupation and subject to Customer RA	✓

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
		<ul style="list-style-type: none"> • Determine the required cleaning process for expensive equipment that cannot be washed down, designing protection around machines and equipment • Designate exclusive entry/exits points and provide handwashing facilities or hand sanitisers at an adjacent point 			
9. Communications and training					
9.1 Returning to work					
STAFF	Objective: To make sure all workers understand COVID-19 related safety procedures.	<ul style="list-style-type: none"> • Make regular announcements to remind staff and customers to follow social distancing rules and wash their hands regularly • Encourage the use of digital and remote transfers of material rather than paper format • Provide clear and regular communication to improve understanding and consistency in ways of working • Remain aware and focussed on the importance of mental health • Use whiteboards or signage to reduce the need for face-to-face communications 	OI Board SMT	Ongoing	
9.2 Ongoing communications and signage					
ALL	Objective: To make sure all workers are kept up to date with how safety measures are being	All staff, including those furloughed, are invited to the Managing Director’s fortnightly call for an update on OI’s response to the pandemic. Those without OI IT equipment have been provided with a license enabling them to access Microsoft Teams from their own devices.	All	Ongoing	

Those likely to be at risk	Recommended government guideline	OI response to risk	Action by whom?	Action by when?	Complete
	implemented or updated.	<p>All non-furloughed staff working from home have been provided with appropriate equipment to ensure that they can work safely and effectively, e.g. remote access systems.</p> <p>Social distancing signage will be displayed in line with the following guidance:</p> <div style="text-align: center;">  <p>Centre signage guide.pdf</p> </div>	CM & ACM	1 June	
10. Inbound and outbound goods					
ALL	<p>Objective:</p> <p>To maintain social distancing and avoid surface transmission when goods enter and leave the site.</p>	<ul style="list-style-type: none"> • Restrict non-business deliveries, e.g. personal deliveries to staff & customers • Arrange holding area for post & deliveries, to minimise interactions and keep at distance • Use on-contact deliveries wherever possible and where the product allows for use of electronic pre-booking • Reduce the frequency of deliveries wherever possible, for example by ordering larger quantities, less often • Encourage drivers to stay in vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways 	ACMs	Ongoing	

Where to obtain further guidance

HMG Recovery Strategy:

<https://www.gov.uk/government/publications/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy/our-plan-to-rebuild-the-uk-governments-covid-19-recovery-strategy>

Working safely during COVID-19:

<file:///C:/Users/TSmith/OneDrive%20-%20SQW%20Group/Documents/COVID-19%202020/Re-mobilisation/working-safely-during-covid-19-offices-contact-centres-110520.pdf>

Guidance for employers, employees and businesses during COVID-19:

https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19?utm_source=3aeb15f-0b6d-4116-84e6-57a28c3d1250&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate

APPENDIX A - DEFINITIONS

Common Areas	The term 'common area' refers to areas and amenities which are provided for the common use of more than one person including canteens, reception areas, meeting rooms, areas of worship, toilets, gardens, fire escapes, kitchens, fitness facilities, store rooms, laundry facilities.
Clinically extremely vulnerable	<p>Clinically extremely vulnerable people will have received a letter telling them they are in this group or will have been told by their GP. Guidance on who is in this group can be found here:</p> <p>https://www.gov.uk/government/publications/guidance-on-shielding-andprotecting-extremely-vulnerable-persons-from-covid-19/guidance-onshielding-and-protecting-extremely-vulnerable-persons-from-covid-19</p>
Clinically vulnerable people	<p>Clinically vulnerable people include those aged 70 or over and those with some underlying health conditions, all members of this group are listed in the 'clinically vulnerable' section here:</p> <p>https://www.gov.uk/government/publications/full-guidance-on-staying-at-home-and-away-from-others/full-guidance-on-staying-at-home-and-awayfrom-others</p>

APPENDIX B - INNOVATION CENTRE COVID-SAFE PLANS (@ Monday 6 July 2020)

 AOB.pdf	 BASE Bordon.pdf	 Innovation Factory.pdf	 BIC.pdf	 BEIH.pdf
Bucks Digital Hub	Bucks Health Tech Hub	 CIC.pdf	 FIC.pdf	 Future Space.pdf
 HIC.pdf	 ICKG.pdf	 Heyford Park.pdf	 Mansfield.pdf	 The Nucleus.pdf
 OSA.pdf	 OVIC.pdf	 Grassroots.pdf	 OCFI.pdf	 WCFL.pdf
 Portsmouth Technopole.pdf	 Scott Bader.pdf	 SBIC.pdf	 Merchants House.pdf	 The Catalyst.pdf
 WBIC.pdf				