

Covid-19 Return to Work Risk Assessment

This risk assessment is to be used by a business location in planning for return to work, to identify the control measures that should be put in place to protect employees and others from the risk of coronavirus infection.

Assessor	Nick Alker
Job Title	Head of Quality & Risk Assurance – UK Staffing
Assessment date	16th June 2020
Review date	1st July 2020
Business Location	All UK & Ireland locations

Business hazards associated with the coronavirus pandemic	Potential risks to workers caused by hazards	Risk Level - L, M, H	Control measures	Actions completed	Further actions required	Date for review
Infection prevention, cleaning and staff safety						
As the business rebuilds after lockdown and staff return to work, the business must ensure their safety by making premises "Covid" secure — unsafe workplace premises raise	There is a direct threat to staff health and wellbeing from transmission of Covid-19 while at work. People can catch the virus from others who are infected in the following ways:	H	We ensure that the business complies with its duty to provide a safe and healthy workplace/working conditions for staff in the workplace during the coronavirus pandemic by: <ul style="list-style-type: none"> circulating "Covid secure" coronavirus policies and safety 	<ul style="list-style-type: none"> The business will operate a phased return to the office, with priority given to identified key workers or those who are facing difficulties working from home. All other staff are to be reminded that it is recommended they should continue working remotely as far as possible and encouraged to do so. 		

<p>the risks of virus transmission</p>	<ul style="list-style-type: none"> • virus moves from person-to-person in droplets from the nose or mouth spread when a person with the virus coughs or exhales • the virus can survive for up to 72 hours out of the body on surfaces on which people have coughed etc • people can pick up the virus by breathing in the droplets or by touching contaminated surfaces, and then touching their eyes or mouth 		<p>procedures to all staff and managers; these set out how staff should behave and the precautions they must adopt during the pandemic to keep them safe</p> <ul style="list-style-type: none"> • requiring staff to practice effective social distancing while in and around the workplace, while travelling to work and in all work business <p>Requiring Managers to pass on and reinforce key Government public health messages to all staff:</p> <ul style="list-style-type: none"> • cover the mouth and nose with a tissue or sleeve (not hands) when coughing or sneezing (Catch it – Bin it – Kill it) • put used tissues in the bin straight away • wash hands regularly with soap and water for at least 20 seconds (use hand sanitizer gel 	<p>No staff should be asked to return to the office who have expressed concerns around covid-19 and would rather remain working from home where it is possible to do so.</p> <ul style="list-style-type: none"> • Covid-19 Policy and Safety instructions have been produced and circulated to all staff prior to the office space re-opening. • Corporate communications has developed and circulated a suite of information posters and messaging around public health guidelines to be included within covid-19 policy and regular communications. • Risk Assessment to be completed for all sites by either the QRA Manager or by designated Site Lead with sign off by the QRA Manager before opening of any site to be allowed to proceed. All risk assessments for every location to be reviewed one week after initial office re-opening to determine effectiveness 	<p>To be reviewed on a regular basis in line with Govt. guidance.</p> <p>To be reviewed within policy. Comms to continue to provide information through email and Workplace.</p> <p>To be conducted by QRA Manager and Site Lead as required.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
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			<p>if soap and water are not available)</p> <ul style="list-style-type: none"> • avoid close contact with people who are unwell • clean and disinfect frequently touched objects and surfaces • do not touch face, eyes, nose or mouth if hands are not clean <p>In all parts of the office, fully implement <i>Public Health England (PHE) Guidance for Employers and Businesses on Coronavirus</i> including the following key safety precautions:</p> <ul style="list-style-type: none"> • keep individual location risk assessments under review to ensure that a safe workplace is maintained • consult with staff and staff representatives: fully involve the workforce at all stages of the pandemic 	<p>of steps taken and bi-weekly thereafter.</p> <ul style="list-style-type: none"> • Communication and consultation with staff are ongoing, and ranges from general risk perceptions of opening the office to specific departmental or brand questionnaires and conversations. • Posters to be put up at regular intervals within the office with specific reference to increased use of hand washing, hand sanitisers, avoiding close contact and disposal of tissues and other materials. • All departments/businesses to agree maximum occupancy levels of their space and agree working layout to facilitate social distancing and avoid the risk of infection based on the current statutory guidance. 	<p>Heads of Functions and Business Units to ensure that consultation with all staff is completed for each location and recorded prior to staff returning.</p> <p>Site Lead to ensure that information signage is suitable and displayed as required at all key points in the building.</p> <p>All Heads of Functions or Business Managers to determine occupancy levels on any given day and communicate working patterns to staff in advance of any return to office.</p>	
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			<ul style="list-style-type: none"> • make any adjustments to the workspace/rotas/work patterns/procedures necessary to facilitate effective infection prevention and social distancing at work • follow Government health and travel advice • provide hand sanitiser as required • provide infection control personal protective equipment (PPE) such as gloves, masks and eye protection if required in individual risk assessments and method statements, e.g. cleaning • increase environmental cleaning in the workplace; review and revise cleaning method statements and schedules and ensure cleaning staff have access to suitable detergents, disinfectants and PPE 	<ul style="list-style-type: none"> • Interactions between staff will be minimised through re-configuration of the workplace, new working instructions to staff and active control measures to limit areas where social interaction can occur (See Workplace Social Distancing section below for specific measures). • Hand sanitiser will be provided to all staff and placed next to areas where multiple persons may use shared equipment e.g. photocopiers, water dispensers etc. to 	<p>Where maintaining distance will require a change of layout to the office, this should be agreed in advance with UK Property & Facilities Team. Effectiveness of new configurations to be reviewed 1 week after office re-opening.</p> <p>Further blocking off of desks and reconfiguration of walkways may be required depending on how many people could potentially return to any one area.</p> <p>Site Lead to ensure that suitable stocks are kept in such areas and regularly replenished.</p>	Daily
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			<ul style="list-style-type: none"> • provide additional waste removal facilities and more frequent rubbish collection • display appropriate public health posters and notices around the workplace and on websites <p>Note - Staff are not required to wear face coverings while at work, but may do so if they wish</p>	enable them to be wiped down after use.		
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Homeworking, Hot-desking and Equipment Sharing						
<p>Staff working together in workplace premises inevitably raises the risk of virus transmission.</p> <p>Hot desking and the sharing of equipment present hazards that raise the risk of virus transmission further.</p>	<p>Homeworking reduces the risk of staff gathering in the workplace and of transmitting the virus</p>		<p>Homeworking should be adopted within the organisation as the preferred method of work wherever possible and only staff who need to be on site should attend workplace premises.</p> <p>The following working arrangements have been put into place to support homeworking:</p> <ul style="list-style-type: none"> Managers will plan for the minimum number of people needed on site to operate safely and effectively Departmental and line managers to review all staff job roles in order to facilitate and encourage homeworking wherever appropriate Homeworking guidance to be periodically reviewed to ensure that sufficient support is provided to homeworkers Managers should monitor the wellbeing of people who are working from home and put in place measures to support their mental and physical health and personal security 	<ul style="list-style-type: none"> Homeworking has been instituted across the business and continues to be the main method of control. Business leaders and Heads of Function are aware that only staff performing essential work should be considered to return to the office. Homeworking guidance and resources have been provided by Corporate Comms and regular updates are posted to WP for all staff. Departmental and line managers have facilitated the provision of suitable equipment in conjunction with IT. Home working DSE assessments have been completed for all staff and any reasonable adjustments made promptly. IT systems and functionality has been arranged and amended to 	<p>Periodical review of existing homeworking measures to be completed</p>	<p>31/7/20</p>

			<ul style="list-style-type: none"> • Enhanced IT support to be provided to homeworkers to ensure the effectiveness of working arrangements and the security of information and data, for example, remote access to work systems • Arrangements should help homeworkers to stay connected to the rest of the workforce as appropriate • Hot-desking will not be supported at this time • Equipment should not be shared between staff; limit use of high-touch equipment in the workplace, e.g. whiteboards, pens, etc. 	<p>ensure that access to systems remains ostensibly unaltered and provide ongoing support for any individual issues as they arise.</p> <ul style="list-style-type: none"> • Business Leaders, Heads of Function and Line Managers have established local protocols to ensure regular communication with team members is maintained and corporate comms facilitate this through regular postings on WP. • Hot desking has been prohibited at this time. 		
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Workplace Social Distancing						
<p>Effective social distancing is a key element in reducing the transmission of Covid-19</p>	<p>Social distancing refers to people being required to maintain a distance from each other of 2 metres, wherever possible.</p> <p>Social distancing effectively puts people at a safe range from anyone coughing.</p> <p>The main route of virus transmission is through droplets exhaled or coughed by an infected person.</p>	<p>H</p>	<p>Staff are required to practice effective social distancing while in and around the workplace, while involved in work activities and when travelling to and from work, whenever possible, by:</p> <ul style="list-style-type: none"> • avoiding non-essential contact with others • keeping a safe distance of at least 2 metres (about 3 steps) from others whenever possible • avoiding physical contact (e.g. hugs, handshakes, etc) <p>Adaptations being made to the premises to support social distancing include:</p> <ul style="list-style-type: none"> • a review of the premises to identify suitable adaptations which will support social distancing; • workspaces being set up to support social distancing, e.g. layout changes, appropriate signage, stickers and floor markings to denote safe distances, etc; • workstations and desks to be arranged with a minimum separation between them; where 	<p>A full review of each premises will be conducted by appropriate functions and the following adaptations made to ensure social distancing can be maintained within the premises and the following adjustments will be made:</p> <ul style="list-style-type: none"> • a 'one-way' system to be implemented throughout the premises where practical to do so, with clearly labelled signage detailing the direction of travel to be undertaken. Where a one-way system cannot be implemented, floor markings and signage will clearly indicate protocols to maintain social distancing. • All Heads of Function and Business Heads, along with Line Managers, have been instructed that the <u>maximum</u> occupancy for any area is to be capped at 50% maximum to enable 	<p>To be reviewed in line with changing Government guidance.</p>	<p>Ongoing</p>

			<p>necessary screens will be fitted;</p> <ul style="list-style-type: none"> • establishing maximum occupancy limits for offices and work areas; • reducing the need for staff to move around within the workplace. <p>Adaptations to work processes to support social distancing will include:</p> <ul style="list-style-type: none"> • cancelling non-essential meetings; • holding essential meetings in well ventilated rooms with appropriate social distancing in place; limit numbers to essential members only and use phone/video conferencing, etc; • replacing face-to-face meetings wherever possible with video conferencing, phone conferencing, etc; • holding meetings outdoors; • providing hand sanitiser at meetings; • cancelling non-essential training and all face-to-face training/ recruitment practices; 	<p>social distancing to be maintained.</p> <ul style="list-style-type: none"> • Where possible, staff attendance will be on a rota basis with regular set days of attendance, so the same teams of people are attending on the same days to limit the number of persons in any particular work area. • Where possible, staff will be allocated a set desk and working area. Where this is not possible, the desk and any equipment must be sanitised using antibacterial wipes at the end of the working day. • Canteens and break out rooms will be closed until further notice to minimise the need for social interaction and restrict movement within the building. • Face-to-face meetings are being discouraged and any such 		
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		<ul style="list-style-type: none"> carrying out any essential training/recruitment by using email/online e-learning wherever possible rather than bringing people together face-to-face. <p>The business will display notices throughout the premises, reminding staff of the key infection prevention requirements, including the need to maintain safe distancing.</p> <p>If social distancing guidelines cannot be followed in full, in relation to a particular activity, Managers must carry out further risk assessments and consider whether that activity needs to continue for the business to operate; where such activities need to continue appropriate mitigation methods should be put into place, such as:</p> <ul style="list-style-type: none"> increased handwashing increased environmental cleaning keeping the activity time involved as short as possible reducing the number of people each person has contact with by using "fixed teams or 	<p>meetings should be kept to the minimum duration. Meeting rooms should be left unoccupied for a minimum of 30 minutes following the end of a meeting, and all surfaces in the meeting should be wiped down at the end of a meeting. Hand sanitiser and anti-bacterial wipes will be provided in all meeting rooms.</p> <ul style="list-style-type: none"> We continue to advocate the use of online meetings in place of holding face-to-face meetings wherever possible. Fire evacuation drills will be kept to an absolute minimum and specific instructions on how to evacuate an individual premises to ensure social distancing can be maintained as far as possible will be issued to each location. 		
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			<p>partnering" (so each person works with only a few others)</p>	<ul style="list-style-type: none"> • Instructions to First Aiders will be provided in line with HSE guidance. • All 'classroom' based training sessions will remain suspended and training will remain restricted to that provided through electronic means only. • Physical meetings on the premises with external clients, suppliers or candidates should be avoided where at all possible and any such meetings should be authorised in advance by a Head of Function or Business Head. • Contractors visiting the site to perform essential maintenance and services will need to be provided with a copy of this risk assessment and understand the new working protocols and adhere to all instructions regarding 		
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				social distancing. Details of safe systems of Working (SSOW) should continue to be provided prior to works engaging and checked to ensure that they make reference to increased risks arising from Covid-19.		
Higher Risk Areas of the Workplace						
Some areas of the workplace may present a higher risk than others; this may include areas such as staff toilets, staff rooms and restrooms.	<p>Heavily used areas of the workplace are more likely to present an infection transmission risk.</p> <p>It is essential for staff to wash hands regularly but also that toilets are kept clean and free of coronavirus contamination.</p> <p>A number of staff going to the toilet together may compromise their ability to comply with social distancing.</p> <p>Increased risk of people coughing and touching door handles, taps and toilet flush handles.</p>	H	<p>Ensuring higher-risk, high-traffic areas of the workplace are Covid-secure by applying appropriate safety precautions, including:</p> <ul style="list-style-type: none"> stressing the need for staff to follow good hygiene practices at all times while at work (i.e. regular handwashing, using tissues and disposing of them appropriately, etc); managers ensuring that adequate hand-cleaning resources are provided; all staff toilets to be supplied with adequate supplies of hot water, liquid soap and paper towels; printing handwashing instructions/posters and 	<p>Higher risk areas have been identified and the following mitigations have been put in place:</p> <ul style="list-style-type: none"> Increased signage throughout the building regarding personal hygiene and correct disposal of tissues/wipes etc.; Where lift usage is unavoidable instructions will be provided on any limitations imposed by either ourselves or for shared premises by landlords/building management; Toilet facilities will be restricted appropriate to the size and format of the 	To be reviewed in line with changing Government advice	Ongoing

			<p>displaying throughout workplace, especially in toilets;</p> <ul style="list-style-type: none"> • limiting numbers of staff who can use high traffic areas such as corridors, stairs, toilets and restrooms at any one time to ensure social distancing; • limiting lift occupancy; • monitor high-traffic area use and regulate access as necessary; • prioritise disabled use where necessary, e.g. disabled toilet use, use of lifts, etc; • staggering breaks to ensure that restrooms and toilets are not overloaded; • establishing safe queuing systems by use of room occupancy limits and floor markings/signage, etc; • placing 60% alcohol hand gels at convenient places around the workplace with instructions for use; • increasing environmental cleaning, especially in and around toilets and restrooms and staff rooms; special attention to be paid to frequently touched surfaces such as door handles, toilet flush 	<p>facilities and in addition the following protocols will also be introduced:</p> <ol style="list-style-type: none"> 1. Cubicles will be restricted and not opened where they are adjacent to each other; 2. Sinks will be restricted and not available where they are adjacent to each other; 3. Air blowing hand dryers will be switched off until further notice and only paper towels should be used for drying hands; 4. Signs will be placed in cubicles asking that the toilet lid is closed before flushing the toilet to reduce any risk from faecal aerosols which could be produced by flushing the toilet; 5. Airflow extraction systems will remain in full operation 24/7; 		
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			<p>handles, light switches, etc;</p> <ul style="list-style-type: none"> • increasing toilets/washrooms inspections to check for cleanliness/adequate stock of soap/toilet paper, etc; • where possible, providing paper towels as an alternative to hand dryers in handwashing facilities. <p>Workplace ventilation systems should be checked to ensure that they are being correctly maintained, that they are only drawing in air from external sources (i.e. not recirculation) and that extraction flues are kept clear.</p> <p>Water systems should be reviewed and where no usage has been made of them for a prolonged period they should be switched off until a check for Legionella's disease has been completed.</p>	<p>6. Any showers on the premises will be unavailable and access prohibited.</p> <ul style="list-style-type: none"> • Each individual location will have access points assessed and amended as required, with suitable floor markings and signage to ensure social distancing is maintained. • All canteen and breakout facilities will be closed until further notice and separate bottled water dispensers installed. Staff will be advised to bring their own food and drink to the premises as other than water dispensers all vending machines situated within such areas will not be accessible and fridges not available for use. • Increased supplies of suitable hand sanitiser have been made available at strategic locations around the office and wipes provided where shared items and machinery are present. • A full clean will be conducted throughout the 		
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				<p>premises prior to re-opening and increased cleaning, waste disposal and inspection will take place throughout, with particular attention paid to shared areas such as toilets.</p> <ul style="list-style-type: none"> • Water system maintenance will be reviewed and actions taken involving testing and maintenance at all premises where required. • Air conditioning systems maintenance will be checked to ensure they are up to date and all systems to be confirmed to only draw and extract fresh air with no recycling within the system. • Any smoking and external meeting areas within our control in the vicinity of the air conditioning extraction flues will be moved or closed as required. • All windows within a premises, which are capable of opening, will be opened at all times during normal office hours to 		
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				facilitate the flow of additional fresh air into the building.		
Vulnerable and Extremely Vulnerable Staff						
Some staff may have pre-existing medical conditions which render them more vulnerable to the dangers of coronavirus infection	<p>Those who are classified by PHE as being at greater risk from Covid-19 include people in the vulnerable (moderate risk) and extremely vulnerable (high risk) categories.</p> <p>Vulnerable (moderate risk) people include those who:</p> <ul style="list-style-type: none"> are 70 or older are pregnant have a lung condition such as asthma, COPD, emphysema or bronchitis (not severe) have heart disease, diabetes, chronic kidney disease or liver disease (such as hepatitis) are taking medicine that can affect the immune system (such as low doses of steroids) or are very obese <p>Extremely vulnerable (high risk) people include those who:</p> <ul style="list-style-type: none"> have had an organ transplant 	H	<p>The following safety and staff health arrangements should apply to staff who are classified as vulnerable (moderate risk) or extremely vulnerable (high-risk):</p> <ul style="list-style-type: none"> managers, human resources and occupational health departments should identify and be aware of staff who fall into vulnerable and extremely vulnerable categories so they can ensure that they are given adequate protection and support to enable them to comply with government health recommendations; no member of staff in the extremely vulnerable "high-risk" category should be expected to come to work during the pandemic crisis or during recovery from the lockdown; these staff should be advised to follow Government medical advice and stay at home; 	<ul style="list-style-type: none"> Heads of Business/Functions and managers have conducted full reviews of staff to identify any colleagues who may fall into these categories. All decisions on which members of staff may potentially return to the site have been undertaken to ensure strict adherence to the Equality Act 2010 and any complimentary disability discrimination legislation. Decisions as to whether any member of staff falling into these groups may return to the workplace will be made with full reference to published NHS UK guidelines. Alternative arrangements for those staff who on review are deemed to still be at risk of returning to the workplace will be maintained. 	To be reviewed in line with changing Government advice	Ongoing

	<ul style="list-style-type: none"> • are having chemotherapy for cancer, including immunotherapy • are having an intense course of radiotherapy for lung cancer • have a severe lung condition (such as severe asthma or severe COPD) • are taking medicine that makes them much more likely to get infections (such as high doses of steroids) • have a serious heart condition and are pregnant <p>The following PHE advice applies:</p> <ul style="list-style-type: none"> • those in the “high risk” (extremely vulnerable) category are subject to special “shielding” arrangements; they are advised to self-isolate and not leave home for any reason for at least 12 weeks; • those in the “moderate risk” (vulnerable) category are advised to stay at home as much as possible; they can go to work if they cannot work from home 		<ul style="list-style-type: none"> • extremely vulnerable “high-risk” staff may be offered furlough arrangements; where it is possible or appropriate for them to safely work from home without risk this should be facilitated; • staff in the vulnerable “moderate risk” category should be considered on a case by case basis; wherever possible they will be supported to work from home; • staff in the vulnerable “moderate risk” category who cannot work from home and wish to return to work should be offered additional protection so that they can achieve effective social distancing; • managers should stay in touch with vulnerable or extremely vulnerable staff who are staying at home by phone to ensure they are well and to prevent them from feeling isolated; • all reviews of staff roles and safety should be non-discriminatory and take into consideration equality considerations and protected characteristics 	<ul style="list-style-type: none"> • Managers will continue to remain in regular contact with all vulnerable or extremely vulnerable staff. • Reasonable adjustments will continue to be made to support any staff with disabilities. 		
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	<ul style="list-style-type: none"> people in both categories are advised by the Government to be particularly stringent in complying with social distancing requirements. <p>Pregnant women are included in the “moderate risk” category as a precaution but are not considered by PHE to be more likely to get seriously ill from Covid-19.</p> <p>There is some evidence that people from ethnic minority backgrounds are hit harder by Covid-19.</p>		<p>as defined under the Equality Act 2010, e.g. disabled staff;</p> <ul style="list-style-type: none"> reasonable adjustments must be made to avoid disabled workers being put at any disadvantage; managers should refer to existing policies regarding new and expectant mothers, e.g. entitlement to suspension on full pay if suitable safe roles cannot be found 			
Staff Health and Staffing Levels						
<p>Low staffing hazards due to high rates of staff sickness or staff having to self-isolate themselves at home or remain at home because they are “shielded”</p>	<p>Staff may get sick with coronavirus infection.</p> <p>People who have symptoms must “self-isolate” at home for 7 days from the start of symptoms to prevent them from passing the infection on and contributing to the overload on the NHS.</p> <p>Those who live with others and where one person has symptoms must self-isolate as a household for 14 days from the day when the first person in the house became ill; if anyone else in the household starts displaying symptoms, they need to stay at home for 7 days from when the symptoms</p>	M	<p>The following safety arrangements apply to staff health or staffing levels:</p> <ul style="list-style-type: none"> staff who are considered extremely vulnerable or high-risk should not be expected to attend work in the workplace; where possible or appropriate they should be either furloughed or supported to work from home; staff who are sick or self-isolating should phone immediately and inform their line-manager; on no account should they attend work; 	<ul style="list-style-type: none"> staff who have been identified as extremely vulnerable or at high risk will not be expected to return to the workplace and existing working arrangements will be maintained. communication packs will be provided to all staff confirming arrangements for self-reporting of symptoms and guidelines for self-isolating in line with existing NHS UK guidelines. 	To be reviewed in line with changing Government advice	Ongoing

	<p>appeared, regardless of what day they are on in the original 14-day isolation period.</p> <p>Those who are considered extremely vulnerable are advised to "shield" themselves at home.</p>		<ul style="list-style-type: none"> we will make sure that communications go out that no member of staff should come to work if they are self-isolating or if they have Covid-19 symptoms or if they feel unwell; staff may be reallocated from non-essential parts of the organisation to essential functions or may be subject to furlough arrangements. 	<ul style="list-style-type: none"> If any member of staff has been working within 2 metres of a colleague who reports becoming symptomatic, they will also be asked to self-isolate for a period of 7 days. 		
Premises Access and Travel						
<p>Staff who are required to attend for work must be given safe access to the workplace</p>	<p>Travel to and from work may lead to greater risk of virus transmission.</p> <p>Public transport may be restricted in order to achieve social distancing on trains, buses, etc.</p> <p>Access to buildings may create a virus transmission risk if staff all seek entrance at once or are channeled through single points of entry.</p> <p>Risks may be increased for disabled staff who may have reduced options for access.</p>	H	<p>The following safety arrangements will apply to workplace access and travel arrangements:</p> <ul style="list-style-type: none"> ensure that sufficient access points to the workplace are provided so that staff do not congregate at entrances and exits; ensure that all access points have supplies of sanitiser available; review disabled access policies and arrangements to ensure safe entrance or exit for disabled staff; use floor markings and signage at entrances and exits and introduce one- 	<p>With anticipated staff numbers initially estimated to be low, the main entrance to the business will remain the usual point for ingress and egress initially, but this will be reviewed by specific assessment of each business location.</p> <ul style="list-style-type: none"> Disabled access remains unchanged throughout and all areas of the premises and facilities will be accessible as usual. Signage in respect of direction of travel and maintaining social distancing will be applied to the main entrance point, reception area and lobby areas as required. 	<p>To be reviewed in line with changing Government advice</p>	Ongoing

			<p>way flow systems at entry and exit points where appropriate;</p> <ul style="list-style-type: none"> enable flexible/staggered working arrangements so that staff can avoid travelling at peak times or all arriving or leaving at the same time; provide hand sanitiser at entrances and exits; ask staff not to share cars and limit use of any work minibuses, etc; support staff to walk or cycle to work wherever possible; staff should not use public transport if at all possible; where they do use public transport they should conform with all requirements, e.g. wearing face coverings if required, social distancing, etc. <p>In all cases non-essential travel for work purposes should be minimised.</p>	<ul style="list-style-type: none"> Seating will be removed or reduced from reception areas in our demise Perspex screens will be erected in front of reception desks where required. A separate area will be set aside for receiving business deliveries i.e. post and parcels. Staff to be instructed not to arrange for any personal deliveries to be made to the office until further notice. Normal business travel is suspended and authorisation for business travel should be sought from your head of Business/Function prior to departure. Staff Travel to and from site should be mindful of the following protocols: <ol style="list-style-type: none"> Use of public transport to be avoided where practicable. Shift start/end times to be varied on request, where 		
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				<p>practicable, to assist with travel at quieter times.</p> <ol style="list-style-type: none"> 3. Employees using vehicles to travel alone where possible. 4. Use of face coverings during travel on public transport is a mandatory requirement in line with Government advice. 5. Outdoor clothing should be stored with care on arrival. It should not be placed onto hand contact surfaces (e.g. reception desk). 6. On arrival at work mandatory hand washing must be carried out before any activities are undertaken. If hand washing not available hand sanitiser must be used. 7. Touch pads and shared sign-in arrangements have been eliminated where practicable. Where paper-based sign-in is required for operational reasons then shared pens to be avoided. Pens to be disinfected and individually allocated. 		
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Cases of Possible Infection On Site						
People becoming unwell while on site or a symptomatic person using a site	High risk of transmission	H	<p>If a member of staff becomes unwell in the workplace with coronavirus symptoms (a new, continuous cough or a high temperature) they should be sent home and advised to follow Government advice to self-isolate.</p> <p>The following actions should be taken within the workplace:</p> <ul style="list-style-type: none"> all surfaces that a symptomatic person has come into contact with must be cleaned and disinfected, especially objects visibly contaminated with body fluids and all potentially contaminated high-contact areas such as toilets; public areas where a symptomatic individual has passed through and spent minimal time, such as corridors, but which are not visibly contaminated with body fluids, can be cleaned thoroughly as normal; cleaning staff should use disposable cloths or paper roll and a combined detergent disinfectant solution at a dilution of 	<ul style="list-style-type: none"> Managers are instructed to report immediately any case of staff reporting symptoms in line with instructions issued. Instructions will be provided to cleaning contractors as to how to sanitise a work area where a member of staff who has reported symptoms has been situated. Cleaning contractors have been checked to ensure they have been issued with correct PPE and work instructions. A separate secure area and bagging materials to be provided to 'quarantine' any waste from such cleaning activities at each premises. 		Ongoing

			<p>1000 parts per million available chlorine;</p> <ul style="list-style-type: none"> • cleaning staff must wear appropriate PPE; • waste from cleaning of areas where possible cases have been (including disposable cloths and tissues) should be “double-bagged” and tied off; it should be placed in a secure holding area for 72 hours before being disposed of in general waste. 			
Crisis management and business continuity hazards caused by the pandemic emergency						
<p>Crisis management and business continuity hazards caused by the pandemic emergency</p>	<p>The crisis threatens business continuity and ability to deliver essential services to customers</p>	M	<p>Managers should refer to business continuity policies and procedures.</p> <p>After lockdown the following safety arrangements should be applied to establish business recovery:</p> <ul style="list-style-type: none"> • establish overall coronavirus risk management team; • ask all departments to review and refresh business continuity plans as necessary; • devise appropriate business recovery plans and keep under constant 	<ul style="list-style-type: none"> • Business continuity and crisis management teams have been set up with stakeholder participation from the SMT throughout the business. • The teams have regular scheduled weekly calls and responses are reviewed and recorded accordingly and changes disseminated as required. • BCP plans have been published as part of our resource portfolio on WP and as part of a collection 	None	

			review	of information which can be forwarded in response to external stakeholder enquiries.		
Information						
Hazards caused by lack of information or inaccurate information being circulated	The pandemic has been accompanied by a large amount of official guidance, some of which needs interpretation, and also by misinformation, rumour and "fake news" or "myths"; if these are allowed to gain traction within the organisation they can obscure and confuse vital health and safety measures.	L	<p>The following safety arrangements have been applied to mitigate risks caused by misinformation and "fake" news:</p> <ul style="list-style-type: none"> to ensure the safety and wellbeing of staff and business, strategies must be based on accurate information and staff must be given consistent, simple and clear messages; coronavirus risk management team to monitor official advice carefully and update all policies and procedures; ensure leadership teams/local managers are briefed and kept up to date; managers to beware fake news and discourage the circulation of misinformation; keep staff informed; key messages include the need for unwell staff or homeworking staff to stay at home, for frequent 	<ul style="list-style-type: none"> Communication strategy has been put in place at an early stage including weekly formal communication from the CEO and regional updates across the business which are posted on Workplace and e-mailed to all staff. SMT hold as a minimum weekly strategy calls to review existing advice and communicate changes. FAQ's have been provided to SMT and are updated by the Director of Legal on a regular basis. Communications strategy will evolve as the business moves toward full occupancy of its sites. 	None	Ongoing

			handwashing and for social distancing.			
Communication						
Threat to effective communications	The pandemic crisis threatens communications with clients/customers/suppliers; such communications are vital in the re-establishment of business activities and procedures after lockdown	M	<p>The following safety arrangements have been applied to mitigate risks to communication systems:</p> <ul style="list-style-type: none"> senior management to review all outward facing communications (e.g. on external website, etc) to ensure messages are consistent, clear and reflect the customer focused and socially aware values of the organisation; managers to revise communications strategies and plans; devise specific plans for how and how often to communicate with clients/customers/suppliers. 	<ul style="list-style-type: none"> The business has been proactive in providing clear and consistent information to external stakeholders and comms materials for all group businesses. These are available from a central source and regularly reviewed and updated. The business will publish a corporate risk assessment on its main website prior to re-opening and individual premises risk assessments will be made available to staff at each location. Each location which opens will display a 'covid secure' poster to demonstrate that all risk mitigations have been completed. Communications and strategy are regularly reviewed as part of weekly SMT activities. 	None	Ongoing
Cyber-Security						
Cyber-security risks	Cyber-security threats often accompany a crisis, including computer viruses, phishing and	L	The following safety arrangements will be applied to mitigate cyber risks:	<ul style="list-style-type: none"> Full review of cyber security and surveillance has been completed. 	None	

	<p>scam emails and coronavirus-related “ransomware”.</p> <p>With the organisation and individual staff more reliant than ever on digital communications and the internet, and with more staff working from home and using a variety of digital devices, the need to ensure the security and function of our digital systems is more important than ever.</p>		<ul style="list-style-type: none"> • review of cyber security and surveillance infrastructure to ensure that all reasonable protection is in place; • circulating warnings to staff and managers of any credible cyber threats, especially scam emails and text messages; • ensure that staff working from home and using remote-working systems are covered by cyber-risk protections; • ensure any homeworking arrangements maintain standards of data protection and IT security; • ensure that existing cyber-security systems do not interfere with the availability of critical safety information and updates relating to coronavirus; • assess cyber risks to new supply chain connections developed during the crisis 	<ul style="list-style-type: none"> • IT Governance function has and continues to provide clear and consistent messaging around social engineering threats and running periodical exercises to demonstrate its importance. • Home working systems are fully integrated to ensure all protections are maintained. • Existing DPR requirements are unaltered and able to be maintained. • No security protocols will prevent the availability and communication of critical Covid-19 safety information, instruction or communication. 		
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