

# Safely Back to Work

## A Practical Guide

An analysis of  
COVID-19 protocols in  
the United Kingdom  
**May 2020**



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# Enabling workers to return to work safely

The COVID-19 health crisis and continued lockdown in many markets is posing unparalleled challenges to people and economies around the world

To limit the economic downturn and impact on people's ability to earn a living, the labour market and all its stakeholders must quickly adjust to a new reality

The alliance of HR services industry players, launched by Randstad NV, the Adecco Group and ManpowerGroup globally on April 16, pledges to apply their collective experience, fostering connection between the various stakeholder groups and supporting the sharing of best practices

In the UK, we have translated this in to a checklist of approximately 80 measures, which can support the development of COVID-19 protocols. These measures can be freely used by businesses across their own industries to create their own tailored protocols.

**Disclaimer:** UK governmental rules and decisions should always be followed carefully.



# Context & Objectives

Irrespective of the status in the broader society, once the economy starts opening up again, securing the workplace and path back to safe work will be a top priority.

Successfully securing the workplace entails both physical changes (e.g. physical separation, entrance checks, PPE, etc.) as well as behavioural changes (e.g. behavioural nudging, personal conduct, procedures and process, etc.). Companies will be required to not only prioritise and set up the right operational solutions, but also to create the right circumstances for organisational adoption. This could be achieved through consultation with employees, to ensure that all workers feel confident in their safety, and that any concerns they might have are being listened to and acted upon.

This document is the result of a global data collection exercise of COVID-19 health and safety protocols by Alliance partners Randstad NV, the Adecco Group and ManpowerGroup across the following sectors: Transport & Logistics, Automotive, Manufacturing & Life Sciences, Construction, and Food. In total, 400+ global measures were gathered. Duplicates were removed and all measures were categorized according to different aspects such as level of risk control, type of measure, and sector relevance (detailed explanation on categorization on Page 6). The measures were then assessed and further distilled for fitness for purpose as relevant to the United Kingdom.

The Alliance partners then sought feedback on an initial report containing the protocols from UK institutional stakeholders, clients and the recruitment industry as a whole.

The result is a checklist containing an overview of around 80+ measures, which can support the development of COVID-19 protocols in the UK. The overview aims to provide insights into what measures can be considered to make a tailored protocol. The UK Government has now published its own guide on how to make workplaces 'Covid-19 Secure'. We believe that this report is comprehensive and will complement the UK Government guidance.

Please note that this is not an implementation guide; local and subject-specific expertise is required to develop specific COVID-19 protocols for each employer. It does not replace your company's Health & Safety policies, and official governmental requirements are always to be preferred to any other proposal from the following pages. Employers must be very careful that these measures do not lead to a loss of vigilance regarding general occupational Health & Safety measures. For any questions, please refer to one of the Alliance partners.

**Disclaimer** this document is a summary of relevant provisions which could be implemented. Care should be taken with how the content is to be implemented in each case to ensure that all applicable laws and regulations and (local) government guidance are observed.

# Legal Considerations in a Post-COVID world (1): Health & Safety Law

Existing Health and Safety legislation makes it mandatory for all companies to carry out a risk assessment of their work sites, and to keep these assessments constantly updated as circumstances change. There are also duties to consult with your workforce as part of this process, and to share the results of any risk assessment with them. There are interactive tools available to support you from the UK Health and Safety Executive (HSE) [here](#).

The new risk posed by COVID-19 requires all employers to revisit their current H&S risk assessments, to ensure that new COVID-19 risks are assessed and managed. This means doing everything reasonably practicable to minimise these risks, recognising that you cannot completely eliminate the risk of COVID-19.

The UK Government has produced a roadmap for its COVID-19 recovery strategy [here](#). This references a set of 'COVID-19 Secure' guidelines that have been produced by the Government to help ensure workplaces are as safe as possible, following a consultation exercise with industry that the Alliance contributed to. There are eight guides designed for different workplaces: (1) Construction and other outdoor work; (2) Factories, plants and warehouses; (3) Labs and research facilities; (4) Offices and contact centres; (5) Other people's homes; (6) Restaurants offering takeaway or delivery; (7) Shops and branches; (8) Vehicles. These can be found [here](#).

It should be noted that the duty to keep a safe workplace applies to its entire workforce; not just to a company's employees, but also to any other workers on site including contractors and agency workers. Any reference to 'employee' in the H&S protocols in this document should therefore apply to all such workers. Agency suppliers have a legal duty to ensure that their contingent workers have a safe workplace, so queries on 'COVID-19 Secure' measures from agencies should be expected.

## Legal Considerations in a Post-COVID world (2): Employment Law

Under sections 44 and 100 of the UK Employment Rights Act 1996, an employee may not be dismissed or subjected to any detriment based upon his/her staying away from the work site due to a reasonable belief that it is dangerous or unsafe. Companies should prepare for the possibility that there will be members of staff who raise concerns about returning to the work place on the grounds that it is not safe to do so due to the threat posed by COVID-19; this could be based upon a perceived lack of health and safety protocols at the work site itself, or potentially that there exists no safe way to access the worksite (e.g. because overcrowded public transport is the only travel method available).

Employers should be mindful of the risk of legal proceedings under sections 44 and 100 if they insist that their workforce return to the worksite and immediately administer disciplinary sanctions to those that refuse. A consultative approach is preferable, involving trade unions where relevant, to ensure that reasonable concerns are adequately and properly addressed. Employers should at the very least ensure that their final workplace H&S protocols at least address the standards set down by the government's 'COVID-19 Secure' guidelines, to demonstrate that the employee's belief is not reasonable in all the circumstances and the mitigating measures deployed.

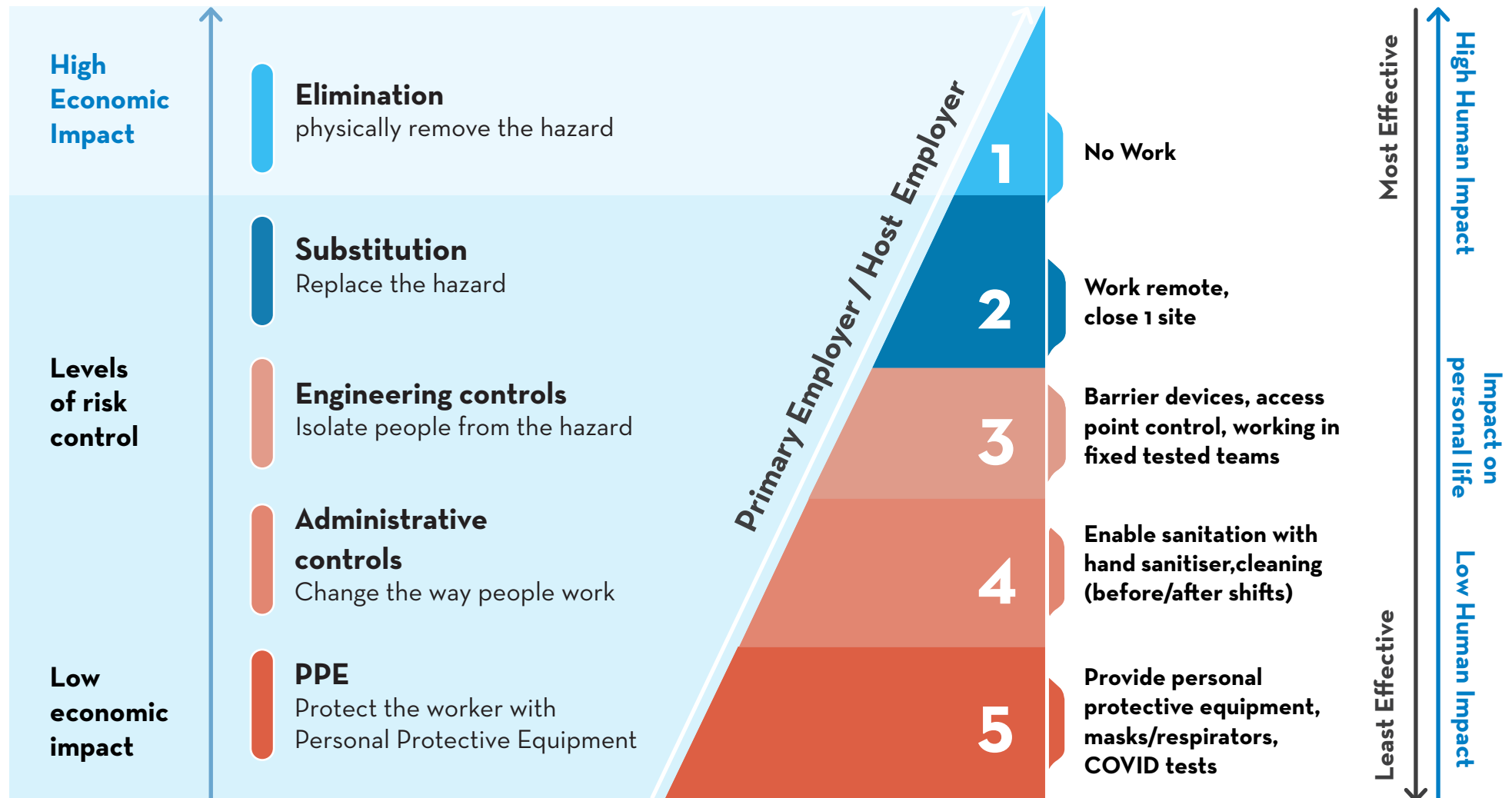
The UK Advisory, Conciliation and Arbitration Service (ACAS) advise that consultation with employees and their representatives is important not only due to legal obligations under H&S legislation, but also to build trust and confidence. Employees should be informed how, and with whom, to raise concerns in these very uncertain and anxious times. More complete guidance can be found [here](#).

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# Levels of Control to categorize the measurements

This model is adapted and based on Health & Safety Executive (UK), Hierarchy of Controls. There are five levels of control to consider. The purpose is to prioritise safety and reduce risk to acceptable levels, as well as limiting economic impact to the business.



# How a COVID-19 health & safety protocol can address the various risks at the workplace

## Illustrative example

### Level of risk control

### Canteen and / or breaks measures a company could consider to adopt

<b>Elimination</b> physically remove the hazard	<b>All employees to work from home</b>
<b>Substitution</b> Replace the hazard	<b>Instruct employees not to congregate in breakrooms/canteens for their break time</b>
<b>Engineering controls</b> Isolate people from the hazard	<b>Identify dedicated eating areas on site and ask employees to bring prepared meals and refillable drinking bottles from home</b>
<b>Administrative controls</b> Change the way people work	<b>Set up lunch / breaks shifts (by teams) with staggered start and finish times to guarantee physical distancing during lunch time and / or breaks</b>
<b>PPE</b> Protect the worker with Personal Protective Equipment	<b>Install temporary disposable cardboard or plastic separators in lunch rooms and common areas</b>

# Overview of categories in the best practices checklist

Control Level	
<b>Levels of Control - adapted based on Health &amp; Safety Executive (UK)</b>	<b>Elimination</b> - Physically remove the hazard e.g. do not work
	<b>Substitution</b> - Replace the hazard e.g. work from home
	<b>Engineering controls</b> - Isolate people from the hazard e.g. arrange access point controls
	<b>Administrative controls</b> - Change the way people work e.g. enable sanitation with hand sanitisers
	<b>Personal Protective Equipment</b> - Protect the worker with PPE e.g. provide face masks
Measure categorization	
<b>Type of Measure</b>	<b>People</b> - With regard to those carrying out tasks under the direct control and supervision of the employer/ host employer and includes those visiting the work site
	<b>Premises</b> - With regard to business facilities, rooms as well as organisation such as planning personnel shifts
	<b>Organisational</b> - With regard to policy, procedures & arrangements to manage Covid-19 in the workplace
	<b>External</b> - With regard to travel during work activities and commuting from home to the workplace
Measure Description	
<b>Topic Name</b>	The topic name for the measure
<b>Work Situation</b>	The situation related to work for the which the measure is valid
<b>Hierarchy of Controls</b>	Consider Elimination, Substitution, Engineering controls, Administrative controls, PPE
<b>Measures</b>	Any items that are required to make the work instructions happen
<b>Control Measures\Instructions</b>	How to put the preventative measure into action at work; a practical and clear guide, the “how to”
<b>Arrangements to be considered</b>	The preventative measure to be taken to mitigate the H&S risk and in line with the relevant policy
<b>Monitor\Audit</b>	Consideration to be given to regularly review arrangements and policy, inclusive of audit
<b>Review</b>	Conduct reviews in line with Government recommendations



# People Measures (1)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
1. People	Visitors and Contractors	Safety strategy for deliveries	Elimination	Consider arrangements for employees personal deliveries into the workplace	Consider restricting personal deliveries into the workplace to minimise number of deliveries being received - this needs to be communicated out to the workforce.	How will employees react to this guidance? What happens to employees who ignore guidance?	Monitor workforce compliance to delivery processes	Review effectiveness and compliance of delivery processes.
2. People	Employee	Return to workplace	Engineering/ Administrative	Consider workplace locations- less populated locations to return to work first.	A risk assessment of each location will assist in draft a re-opening plan communicate the plan out to employees.	What size locations are best to open first- small/ medium/ large? Locations that people can walk/ cycle/ drive to easily and avoid public transport should be considered? Stand alone locations to be opened first- more control over control measures. Consider nomination of employees with training in COVID-19 requirements to support in maintaining standards. Consideration for all employees/ workers/ contractors arrive at site with an active track and trace app.	Consult employees and reps- engaging with staff and listening to concerns and ideas will help build staff confidence that the return to work / new ways of working are safe and beneficial to all areas of the workforce. Health questionnaires to be completed by those returning to work and after a week of working at an open location.  Agree storage of records	Health questionnaires would need to be reviewed prior to individuals going back to the workplace.
3. People	Employee	Physical Distancing	Engineering/ Administrative	Calculate the Square footage and identify safe headcount allowing for 2m physical distancing	A risk assessment will help to determine headcount allowance based on square footage of work locations to ensure compliance with 2m physical distancing rule. Where square footage/ 2m physical distancing rule has been agreed/ marked out, this needs to be amended as return of headcount increases.	Consider gradually opening areas of the workplace- where possible- can certain meeting rooms, office spaces, rest areas etc be closed off until headcount increases. These areas could then be considered with headcount increase.	Monitor returning headcount against agreed square footage work locations- to ensure it is efficient and compliant. Audit to ensure square footage is being used correctly and any closed off areas are not being used.	As headcount increases risk assessment would need to be reviewed and amended. Square footage allowance needs to be reviewed based on risk assessment findings.
4. People	Employee	Introduce workforce slowly	Engineering/ Administrative	Consider gradual opening of locations- where possible open a selection of locations on week 1, review week 2. Second set of locations to open week 3 and so on. Consider Country wide low risk areas initially.	Locations that open first should be in constant communication with head office/ health and safety and facilities teams feedback on their return, any concerns or issues they need to raise.	How best to update send/ receive updates from the open location? Who are they best to report to?  Who are concerns and issues raised to? Are there any occurring themes of concerns or issues being raised? Any issues or concerns could be raised to The Advisory, Conciliation and Arbitration Service (ACAS), who can provide impartial advice to assist employees and employers where there are potential disputes - <a href="https://www.acas.org.uk/dealing-with-a-problem-raised-by-an-employee">https://www.acas.org.uk/dealing-with-a-problem-raised-by-an-employee</a> Do risk assessments/ control measures need to be reviewed?	Consult employees and reps to obtain their thoughts on how best to slowly introduce the workforces and areas for initial consideration. Create a process for employees to provide feedback on location opening.  Monitor concerns/ issues raised.  Review and amend risk assessments/ control measures where needed	Full review of return to work carried out after first week- has it been successful? Have any concerns or issues been raised? Reviews carried out after each week of a new work location being opened.
5. People	Employee	Gradually increase headcount return	Engineering/ Administrative	Consider Initial Workforce split. i.e. group a, group b, and alternate attendance.  Aim to increase the split numbers, for instance, 60/40 split after an agreed length of time. Give consideration to mixing the groups after a given period to provide variety in team working	Consider 50% of the workforce return to work locations, 50% stay at home and they then switch around the week after. More of the workforce could then gradually be reintroduced. Speak to employees and reps on how best to split out the workforce, review where demands are coming from within the business and if there are individuals who would prefer to return to work first.	How do you split your workforce? Would Supervisor/ Manager levels be required for all opening hours?	Create work rota to manage split of workforce	After agreed length of time, review how the 50/50 split has been working against anyone who has reported symptoms/ how people are coping with the working patterns etc and decide if split of people working at work location can be increased and those remote working can be decreased.

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# People Measures (2)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
6. People	Employee	Staggered opening/ close times and Split shifts	Engineering/ Administrative	Can help to reduce the amount of people arriving/ leaving at the same time. Also reduces the amount of people using public transport at the same time/ at peak times.	<p>Details of when the locations are open/ closed should be communicated. Agree which shifts come in at what time/ finish at what time- look if 10-15 minutes enter/ leave time can be implemented to avoid those arriving for work and those leaving for work needing to interact. Keeps numbers of bodies to a minimum.</p> <p>Rota's/ details of start and finish times need to be agreed- consultation with employees and reps will help build confidence that they are being considered in the return to work plans. Details must communicated out to all employees.</p>	<p>You need to review who would be better suited to which shift pattern? Do you open it out to your employees? Would some people prefer to start early/ finish later? Are some people at more risk if travelling at quieter times and travelling alone? Consulting with employees and reps will help to best understand the needs of employees at this time. There should be some flexibility in the approach of returning people to work, including considerations for challenges with families, relationships and social issues. What do you do if someone is not happy with their working hours? If they want or need to change? Process for cover-sick/ Annual leave etc. Consider Acas' guidance and code of practice on responding to a flexible working request. <a href="https://www.acas.org.uk/responding-to-a-flexible-working-request">https://www.acas.org.uk/responding-to-a-flexible-working-request</a></p> <p>Barriers to prevent people entering/ leaving premises until their agreed time. Clocking in/ out to ensure number of bodies stays to agreed number on premises.</p>	<p>Spot checks carried out at entrances/ exits to ensure employees are arriving/ leaving at agreed times.</p> <p>Regularly monitoring of headcount on site.</p> <p>Monitor working rotas</p> <p>Monitor annual leave/ sickness</p> <p>Request feedback from workforce on processes</p>	<p>Review compliance to agreed start and finish times. Review enter/ leave times- is enough time given? Does this increase if workforce return increases? Review colleague feedback on processes</p>
7. People	Employee	Home Working	Engineering/ Administrative	<p>Those who can should continue to work from home in line with government guidelines, until otherwise told, to reduce headcounts at work locations further reducing chance to catch/ spread COVID-19</p> <p>Home Workstation instructions, set up, assessment</p> <p>Ability to carry out day to day activities</p> <p>Check in's</p> <p>Employees who should work from home due to COVID-19 guidance</p>	<p>Details need to be provided to employees on who is expected to work from home and who will be asked to return to the workplace.</p> <p>Those working from home should be given instructions on how to comfortably set up their workstation at home, including provision of additional equipment where needed.</p> <p>Employees need access to online resources, documentation, software to carry out their day to day role.</p> <p>Regular check ins with those working from home to be carried out to avoid feeling of isolation and to check wellbeing of home working employees.</p> <p>Stay up to date with COVID-19 guidance</p>	<p>What if someone does not feel comfortable returning to work? How best to deliver home worker training to employees. How will additional workstation equipment be ordered? How will it be delivered to the individual? What happens to the equipment after the lockdown period? How will check in's be carried out? Email, Phone Call, Skype, Zoom, Teams etc. How often will you carry out check ins? How many members of staff require a check in? Do check in responsibilities need to be split? Do responsibilities get handed over if Managers/ Team Leaders are working on a split shift? What do you do if you cannot get in contact with someone? Do you have an 'In case of Emergency Contact'? Consider those high risk? Living with people who are high risk/ key workers?</p>	<p>Records of Home worker assessments need to be kept- agree who will keep. Home worker assessments should be reviewed- agree who will review and take on any actions highlighted.</p> <p>An Itinerary needs to be kept of items that have been ordered and delivered- agree who manages itinerary.</p> <p>Record check ins and monitor employees welfare- agree who holds these records.</p> <p>Process to be created for any worker who cannot be contacted.</p> <p>Keep records of those unable to return to work due to COVID-19 guidance and monitor changes to guidance- agree who holds records and who monitors</p>	<p>Review feedback from employees about their working from home arrangements, including their home working assessment, feedback on set up, feedback on workload, ability to carry out day to day activities, check in responses.</p> <p>Review workforce split- those at home and those at the work location.</p> <p>Review COVID-19 guidance regularly.</p>
8. People	Employee	Temperature checks	Engineering/ Administrative	<p>Consider temperature checks . Request employees to take a temperature check before leaving home. If abnormal then to stay at home.</p>	<p>Employees should be informed that temperature checks need to be carried out and will be carried out as a return to work process. Workforce should be made of the processes for how temperature checks will be carried out. Process to be agreed for those refusing to take part in temperature checks</p>	<p>What equipment do you use? Does someone need to be trained on how to use the equipment? Who is responsible for the equipment- e.g. storage, availability? At what point of the day will temperature checks be carried out? Do you carry out more than once in a day? Are temperature spot checks to be carried out? How will these be recorded and monitored? What if someone does not want to have their temperature checked? How long does it take to carry out 1 temperature check (approx.)? What is the headcount of people that need to be temperature checked and have allowed enough time to carry out this activity? GDPR processes need to be considered and reassurance around privacy of data provided to staff.</p>	<p>Records of temperature checks should be kept and monitored- agree who stores records and who monitors.</p> <p>Individuals could sign off each of their temperature checks- confirms individuals willingness to participate and that the reading is agreed/ accurate to their knowledge at the time it was taken.</p> <p>Monitor anyone experiencing COVID-19 symptoms and ask them to self- quarantine as per COVID-19 guidelines</p>	<p>Review effectiveness of temperature checks. Review how employees feel about the temperature checks. Review monitoring of checks. Review samples to ensure records are being taken correctly and being signed off by the individual.</p>

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# People Measures (3)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
9. People	Visitors and Contractors	Limiting Visitors/ Contractors	Engineering/ Administrative	<p>Limiting the number of visitors and/ or contractors on site helps to manage overall work location headcount</p> <p>Process for limiting visitors/ contractors to be agreed</p> <p>Appointment only system</p> <p>Visitor identification</p>	<p>Based on details captured in a risk assessment, there should be an agreement on how many people are allowed on site at one time. This number should include visitors and contractors.</p> <p>Process of how to 'request a visitor/ contractor' to site be communicated out to the workforce.</p> <p>Time slots for visitors.</p> <p>Where possible contractors should be arranged for before/ after work or during scheduled break times.</p> <p>Appointment only systems allows for pre-checks to be carried out before the individual enters the location e.g.- is the individual experiencing any on COVID-19 symptoms?</p> <p>Email confirmation of visitor time slot/ calendar invite to be sent to the 'host' / work location</p> <p>Identification for visitors to be reviewed and agreed upon. Remove requirement to reuse identification.</p>	<p>Consider a booking system that employees can use to arrange visitors or contractors to attend site. Can the booking system automatically put a calendar invite in someone's calendar?</p> <p>Could contractors be arranged via the booking system and a facilities team, where possible, as an extra control measure.</p> <p>Should visitors be escorted at all times?</p> <p>How are visitors currently identified- badge, lanyard etc. does this need to change to prevent possible spread of COVID-19</p>	<p>Audit control measures put in place as a result of the risk assessment.</p> <p>Monitor booking system</p> <p>Monitor visitors/ contractors to site and if booking system has been utilised</p> <p>Monitor COVID-19 pre-checks and ask those who are experiencing any symptoms to stay home following COVID-19 guidelines</p>	<p>Review risk assessment regularly, if any control measures have been found to be ineffective and when there are any changes in guidance or legislation that are relevant to the risk assessment.</p>
10. People	Visitors and Contractors	Safety strategy for deliveries	Engineering/ Administrative	<p>Develop and implement processes for deliveries</p> <p>Limit areas to receive deliveries</p> <p>Correct disposal of packaging/ waste materials</p> <p>Cleaning procedure and correct disposal process for PPE</p>	<p>Deliveries should, where possible, follow booking system and an agreed delivery time slot should be given.</p> <p>Consider limiting drivers access and preferably to their vehicle while it is unloaded.</p> <p>Deliveries should only be received into one location. This location should be cleaned on a frequent basis.</p> <p>Bins should be made available to avoid packaging materials being left and causing trip hazards but also to avoid possible spread of COVID-19. Bins should be emptied frequently- Process for correct disposal of materials needs to be agreed.</p> <p>Cleaning products, including antibacterial wipes, sanitiser and disposable gloves should be made available to clean items received.</p> <p>Applicable containers to be made available for correct disposal of used PPE and cleaning materials.</p>	<p>Who you currently get deliveries from? Do you limit where deliveries can be received from to a core list of suppliers?</p> <p>Are additional cleaners required?</p> <p>Stock of cleaning equipment and PPE.</p>	<p>Monitor deliveries being arranged and coming into the workplace.</p> <p>Monitor cleaning of delivery area.</p> <p>Record cleaning on a sign off sheet and checklist of areas/ items to be cleaned.</p> <p>Monitor PPE and cleaning supplies.</p> <p>Audit records.</p>	<p>Review effectiveness and compliance of delivery processes.</p> <p>Review cleaning sign off.</p> <p>Review quality of cleaning.</p>
11. People	Visitors and Contractors	Loading bay arrangements	Engineering/ Administrative	<p>Review loading bay arrangements in line with COVID 19 guidance</p>	<p>Arrangements should be communicated out to employees.</p> <p>Only approved individuals should have access to the loading bay- for safety but to also limit the number of people who might possibly come into contact with COVID- 19.</p> <p>A risk assessment will determine suitable headcount for loading bay area in order to keep 2m distance at all times.</p> <p>Walkways may need to be increased in size to abide by 2m distance rule, whilst keeping pedestrians and vehicles separate.</p> <p>Walkways where possible should implement a one way system.</p> <p>Where possible drivers should remain in their vehicle and loading bay personnel should retrieve items. If this is not possible, drivers should place delivery items in designated areas and then return to their vehicle to avoid interaction and ensure physical distancing between driver and individual receiving the deliveries.</p>	<p>Limit access</p> <p>Limit headcount</p> <p>Pedestrian walkways</p> <p>Restrict entry/ limit interaction</p> <p>How are arrangements communicated out to the business?</p> <p>Are signs/ posters required as a reminder for loading bay procedures?</p> <p>Consider how visible this signage is for visitors.</p> <p>Are you able to limit access to the loading bay if access is via a fob/ access key/card?</p> <p>Do you need to cordon off an area for goods received/ Goods to go out?</p>	<p>Monitor Loading bay arrangements and processes are being followed.</p> <p>Monitor headcount in loading bay area.</p> <p>Monitor access to the loading bay.</p>	<p>Review loading bay arrangements.</p> <p>Review risk assessment regularly, if any control measures have been found to be ineffective and when there are any changes in guidance or legislation that a relevant to the risk assessment.</p>

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# People Measures (4)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
12. People	Training/ Meetings	Home/Remote workers	Engineering/ Administrative	Distance Learning	Consider how Home workers can be kept up to date with the latest training requirements that relate to their role. Distance learning via video conferences, online training platforms etc. can be used to support those who are working from home.	How do you communicate with those working from home? How do you ensure the online/ distance learning delivered training is as effective and 'on the job'/ classroom based? Which online platform is suitable? Is the online platform compatible with my systems?	Monitor uptake and compliance of training provided to home/ remote workers. Audit training compliance	Review effectiveness of distance learning. Review how well distance learning is being received. Review uptake and compliance of distance learning.
13. People	Training/ Meetings	Training delivery	Engineering/ Administrative	Skype/ Microsoft Teams/Zoom	Delivery of training via Skype/ Microsoft Teams/ Zoom allows users to maintain physical distancing.  Where use of these applications is new, employees should be provided instructions on how to use and considerations to be reviewed for any disability or other accessibility issues as there is a legal duty to make reasonable adjustments re. disability.  Training can be delivered at any time in any location. Some applications allow recording and the training can therefore be delivered again for additional audiences	Consider compatibility of these applications with your systems. Do employees have the correct equipment at home to utilise these applications (phone, computer etc.)	Monitor feedback on application	Review requirement for applications as workforce return increases
14. People	Training/ Meetings	Meeting rooms	Engineering/ Administrative	Reduce the number of meeting rooms/ areas that visitors can use	Consider carrying out a risk assessment of meeting rooms and their size to allow physical distancing. Agree on a select number of meeting rooms that can be used at any one time. Where possible all meetings should be held via an online application or over the phone to avoid the need to physically meet. Meeting rooms should be set up with demarcation for chairs, tables etc. so users know what position is 2m distance. Instructions on how to book out a meeting room to be provided to all employees who may have a need to utilise one. Booking system to be implemented to use meeting rooms with a 10 minute window either side to prevent unnecessary interaction between those entering and those leaving the meeting room but also to allow those leaving the meeting room to carry out a full clean down. Provide instructions on how meeting rooms should be used, how cleaning must be effectively carried out. Provide PPE and cleaning equipment for the training room Provide appropriate bins for used PPE and cleaning equipment.	If it has been identified that some meetings will have to happen in person consider how many meetings, how many rooms, the size of the rooms and how many people should be allowed in each one. What sort of booking system would work best? Online? Via someone responsible for managing the process? Instructions should be on a sign/ poster and made easily visible to all. PPE stock levels Cleaning stock levels	Monitor usage of rooms for compliance and need. Record/ check list of clean downs. Audit records	Review the amount of meeting rooms that have been agreed and if they are still needed, if this could decrease or needs to decrease. Review booking system.

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# People Measures (5)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
15. People	Back to work Health Assessment	Returning colleagues should be assessed for COVID-19 symptoms	Administrative	Consider developing and implementation of a 'Health Questionnaire' for all employees returning to work - to highlight possible risks of contamination and spread of COVID-19	Employees should be informed that they will need to complete a COVID-19 return to work health assessment before returning to work. The questionnaire should be developed with reviews from the relevant departments (H&S, HR, Data Protection, Legal etc.) and with employees and reps. The questionnaire should be developed in line with the government COVID-19 guidelines and company policies and procedures- as the questionnaires may need to be more industry specific. Any suspected cases should be reported to an agreed person or team e.g. H&S, HR so an agreed course of action can be taken. Process for identified cases and possible cases to be developed and implemented.	Consider frequency of questionnaires- daily? weekly? After a period of agreed upon days? Who will review? In what format will they be sent? How and where will records be stored in line with GDPR regulations?	Monitor questionnaire responses. Audit response compliance. Monitor employees who have suspected COVID-19	Review questionnaire to ensure it is still relevant and in line with COVID-19 guidance and company risk assessments. Review response rate. Review responses- possibly identify trends
16. People	Employee	Provision of information	Administrative	Keeping employees up to date with any developments in their return to work assures the workforce and keeps up morale- it allows the workforce to feel included in the decisions their workplace is making	Any decisions made that affect employees return to work should be discussed and reviewed with employees and reps and communicated to all employees. Request feedback to reassure employees that they are being listened to and their thoughts are being acted upon.	How do you best keep your employees up to date? How do you include those who are furloughed, on mat leave, long term sick etc? Do you have alternative ways of contacting people who may not have access to their work emails if you choose to send an email communication?	Monitor effectiveness of communications- request feedback from employees.	Review any questions or queries that come as a result of updated communications. Review changes between communications to address why changes have been made.
17. People	Employee	Physically Impaired	Administrative	Where required risk assessments need to include employees with physical impairments	Control measures identified from risk assessment need to be implemented and where necessary agreed with individuals that they are applicable to.	Consider different types of impairments- physical, visual, hearing etc. Consider support for those with physical impairment and how 2m physical distancing guidance can be implemented	Audit control measures put in place as a result of the risk assessment.	Review control measures. Request feedback from those utilising control measures
18. People	Visitors and Contractors	Provision of information prior to attending site	Administrative	Providing visitors and contractors with working with COVID safely guidance prior to their visit will help with compliance during their visit and avoid any surprises	Information prior to arriving on site should confirm time of when to arrive, where and who they need to report in to, any sign in/ out information, any COVID-19 procedures in place that must be adhered to.	How do you provide the information to visitors and contractors? What information needs to be included- site induction, fire safety, COVID-19 instructions etc.	Confirm individual has received the 'prior to site visit' information- that they have understood and have no questions- agree who chases for confirmation/ who keeps confirmation record/ who answers questions as a result of the information being sent out.	Review information provided to ensure it is up to date
19. People	Visitors and Contractors	Provision of information whilst on site	Administrative	Visitors and Contractors should be provided with information once they arrive on site	Provision of information on arrival is required as further reassurance that the individual has received, read and understood the information and also assures they have the most up to date information in case any changes/ updates have been made.	How is this provided to visitors/ contractors? Posters- prevent someone having to hand over information. How are sign offs managed/ recorded? If there have been updates how are these pointed out to the visitor?	Monitor that the correct and most up to date information is going out to visitors and contractors	Review arrival information to ensure it is up to date
20. People	Visitors and Contractors	Physically Impaired	Administrative	Where required risk assessments need to include employees with physical impairments	Control measures identified from risk assessment need to be implemented and where necessary agreed with individuals that they are applicable to.	Consider different types of impairments- physical, visual, hearing etc.	Audit control measures put in place as a result of the risk assessment.	Review control measures. Request feedback from those utilising control measures

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# People Measures (6)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
21. People	Training/ Meetings	Training requirements	Administrative	Identify training information for training under COVID-19	<p>Training under COVID-19 restrictions should be reviewed. Review how training is delivered. Classroom lead training sessions need to have an agreed max headcount. Headcount determined by risk assessment/ room size. Classrooms to be arranged with desks 2m apart. If no desks required marking identify 2m distancing. Classrooms to be cleaned regularly. Limit the amount of classes in a day. Where interaction is necessary limit this to an agreed number of people, ensure PPE is available as well as hand sanitiser and antibacterial wipes. Where possible avoid group/ team activities unless activity can be carried out following 2m distancing rule.</p>	<p>Consider if classroom training can be delivered online and at individuals home.  Can classroom based training be kept to one designated room? Does the room require a deep clean at the end of the day? Does entry to the room need to be restricted?  Consider what PPE is required- e.g. gloves, face masks.  If a sign off of an individuals training is required how is this implemented? Video call with a review of task? Answers to test questions sent off to team leader/ manager to review?</p>	<p>Monitor training compliance. Training records should be available to view and stored in line with GDPR regulations. Include training as part of workplace audit. Spot check audits on employees to test their knowledge. Record training room cleaning. Audit cleaning and records. Request feedback from employees on training delivery options.</p>	<p>Review training delivery in line with COVID-19 guidance. Review feedback on training. Review training relevance. Review training content to ensure it is accurate and up to date.</p>
22. People	Training/ Meetings	Training of workforce	Administrative	Types of training required for industry sector, job role, tasks being carried out etc.	<p>Utilise any guidance on how to provide training for your industry sector. Any new or updated training should be communicated out to the relevant employees. Review all areas of training and how it is delivered, amount of interaction required and where amendments can be made to reduce or eliminate. Implement physical distancing as much as possible for 'on the job training' and where supervision is required. Full clean down and sanitisation procedure to be added to the end of tasks to help prevent the possible transference of COVID-19 from one individual to another if using the same work area/ equipment.</p>	<p>Does your workplace have more than one sort of working environment e.g. Warehouse with offices? Both these environments require different training and would require separate reviews.</p>	<p>Monitor changes to training and how they are being received. Monitor feedback on training. Monitor and Audit training compliance. Create 'clean down' record for after task cleaning; monitor that these are being completed. Monitor and audit clean downs and records</p>	<p>Review effectiveness of different methods of training and how these are being received by employees. Review compliance scores. Review where distance learning/ online learning can be further implemented.</p>
23. People	First Aid	Provision of First Aid	Administrative	Provision of first aid to be assessed	<p>Review current number of First Aiders against risk assessments and company policy on First Aider requirements. Review current first aid stock, including expiration dates.  Speak to First Aid equipment provider and assess stock levels and delivery times etc.</p>	<p>Who will carry out a review of stock? Where and how it is stored? Who will be responsible for issuing stock? Who has access to the first aid stock and where can more be ordered?</p>	<p>Monitor first aiders and the locations that require them. Monitor first aid equipment orders</p>	<p>Review COVID-19 guidance and any additional recommendations on first aider requirement and first aid provisions.</p>
24. People	First Aid	Emergency Services	Administrative	Consideration given to potential delays in emergency service response	<p>Speak to First Aid trainer and request any additional guidance that can be provided to First Aiders on what to do if there are delays.</p>	<p>Consider if there are alternative ways to get to the hospital. Could another colleague drive the ill or injured person? If so what processes need to be followed to help prevent possible contamination/ spread of COVID-19?</p>	<p>Monitor accidents/ incidents being reported that require first aid.</p>	<p>Review last 3 years accident/ incident frequency rate against previous and current headcounts.</p>
25. People	First Aid	Training	Administrative	Identify additional training / provision of information relating to COVID	<p>Engage and consult First Aid trainer and confirm if training has been updated to include procedures on how to carry out first aid and limit chance of possible contamination or spread of COVID-19</p>	<p>Are current first aiders still comfortable carrying out their role with possible risk of COVID-19? Do you need to get more First Aiders trained? If so how is your first aid training provider carrying out training? What measures are they taking to ensure guidance such as physical distancing and regular hand washing/ sanitisation are being adhered to?</p>	<p>Monitor First Aiders requirements against returning headcount. Monitor First Aiders training expiry dates</p>	<p>Review any First aiders who leave the business and arrange cover. Review First Aid coverage for returning headcount. Review upcoming requalification courses and arrange course bookings.</p>

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# People Measures (7)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
26. People	Fire Wardens/ Marshalls	Training	Administrative	Identify additional training / provision of information relating to COVID	Review current number of Fire marshals/ wardens against risk assessments and company policy on Fire marshal/ wardens requirements.  Speak to training provider and review any recommended additional training requirements  Communicate all updated fire safety arrangements with fire marshals/ wardens	Are current fire marshals/ wardens still comfortable carrying out their role with possible risk of COVID-19? Are additional fire wardens required? If so, how will training be carried out?	Monitor Fire marshal/ warden requirements against returning headcount. Monitor First marshal/ warden fire safety training and update/ refresh needed	Review any fire marshal/ wardens who leave the business and arrange cover. Review fire marshal/ warden coverage for returning headcount.
27. People	Agency workers, contractors, consultants and self employed	Provision of information to additional working groups	Administrative	All workers should be considered when reviewing what information, instruction and training is provided and to who. Agency- whether on fixed or temporary assignments, contractors consultants etc. need to be included in the arrangements and provided the with the same level of details as permanent staff if they are carrying out work at a work location. They should also be consulted for their thoughts on any work arrangements in the same way employees and reps are.	Agreed arrangements, including details of identified risks and their control measures, must be provided to the supplying agency prior to the commencement of any work activity. The agencies should ensure that it satisfies itself, that these arrangements are appropriate and will not put the worker at unnecessary risk. This information should be shared again with the worker as part of any induction training. Relevant information should also be shared with anyone working on site- including contractors, consultants and self employed. Agreement between the parties for Health monitoring and any occupational health specific arrangements.	Who needs to be considered as an additional working group? How will this information be communicated to the different groups of people? Where the work will be carried out and physical distancing measures. Provision of training and information- to all parties and how this is communicated. Communication of the COVID-19 policy PPE arrangements and how the worker will be provided with these, including replacement requirements. Training and use of PPE.	The agency, taking all reasonable safety measures, should attend the workplace, review the arrangements and record date and time of visits. Regularly contact the worker and monitor feedback. Monitor information being provided. Monitor how this information is being provided. Audit for compliance.	Review process of provision of information.
28. People	Personal Protective Equipment (PPE)	Provision for those handling goods in/out	PPE/ Administrative	Develop and implement procedure for goods in and out and required PPE- where required.	A risk assessment will help to determine type and British Standard of PPE requirement. Provide instructions on what PPE must be worn when receiving goods in and out. Provide training on correct wear, fit, storage and disposal of PPE. Provide details on how employees can replace PPE. Limit employees dealing with goods in and out. Applicable containers must be provided for disposal of PPE.	Consider who requires training and how you can limit the persons dealing with goods in and out to potentially limit possible spread of COVID-19.  How will you ensure adequate levels of PPE stock are available. How will employees order more PPE when required? If PPE cannot be sourced will alternative arrangements be made?	Monitor persons trained on what PPE must be worn when receiving or sending out goods. Audit employees on if they are wearing their PPE and if it is being worn/ used correctly. Monitor PPE stock levels	Review risk assessment regularly, if any PPE control measures have been found to be ineffective and when there are any changes in guidance or legislation that a relevant to the risk assessment.
29. People	Personal Protective Equipment (PPE)	Travel of employees to and from work	PPE/ Administrative	Employees travelling to their place of work who require the use of public transport may have to use PPE or face masks. Consider support in purchase and provision.	Carry out risk assessment to determine type and British Standard of PPE requirement- where this has been agreed as required. Provide instructions on what PPE must be worn when travelling to and from work. Provide training on correct wear, fit, storage and disposal of PPE. Provide details on how employees can replace PPE.	Are those who take public transport required to come it? Is it beneficial to continue, where possible, to have them work from home and lower risk of contamination and spread of COVID-19?	Monitor if people are using their PPE. Audit employees on how they should wear, store and dispose of their PPE. Monitor PPE orders from employees. Monitor PPE stock	Review risk assessment regularly, if any PPE control measures have been found to be ineffective and when there are any changes in guidance or legislation that are relevant to the risk assessment.
30. People	Personal Protective Equipment (PPE)	Protective Screens	PPE/ Administration/ Engineering	Consider installation protective screens for employees exposed to customers/ visitors.	Risk assessment can help determine what type of screens to use and where they are needed. Arrangements on how screens are installed. Provide information and clear instructions to all staff expected to work with screens, both on how to use/interact with them, and the level of safety / risk reduction they provide.  Cleaning procedure to be written for screens.	Review if screens are required. Is the installation of screens beneficial? How will you get these installed? Who will they be installed by? How quickly do they need to be installed? Do screens need to be in place before a work location can open?	Audit checks on usage of screens- being used in the right way. Record cleaning. Audit cleaning.	Review COVID-19 guidance and if screens are necessary. Continue to review if screens are needed.
31. People	First Aid	PPE	PPE/ Administrative	Review PPE requirements i.e. face masks, visors, gloves etc.	Risk assessment will help to determine what type of PPE is required and the British Standards that need to be met. Provide PPE to first aiders and request they only use that particular PPE when administering PPE. Provide training on how and when to wear PPE, fit and disposal to First Aiders.	PPE provision PPE stock	Itinerary of PPE provided to be kept- agree who keeps record. Monitor PPE provision and orders	Review risk assessment regularly, if any PPE control measures have been found to be ineffective and when there are any changes in guidance or legislation that are relevant to the risk assessment.

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# Premises Measures (1)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
32. Premises	Access and Hygiene	Stop non - essential visitors	Elimination	Visits from employees, visitors and contractors should be stopped unless absolutely necessary.	Agreement on which employees, visitors and contractors are considered 'non essential'. Contractors who are deemed 'essential' must provide details on the measures they are taking to prevent possible contamination/ spread of COVID-19. Contractors should where necessary arrive with adequate PPE, where this is not possible PPE should be provided. Alternative arrangements should be made, or arrange to meet agreed day/time of day for visitors. Use applications to hold virtual meetings (Skype/ Microsoft Teams/ Zoom). Communication needs to go out to all employees to inform them of the agreed arrangement	Which contractors are considered 'non essential' and why? Can employees who have been deemed acceptable to return to site carry out any of the contractor services? Would guidance and training be needed for any employees who do take over these tasks?	Records to be kept of individuals allowed to be on site (employees, visitors, contractors). Sign in sheet required and to be monitored. Audit spot checks on those working, visiting and carrying out work at work location.	Reviews lists of approved persons frequently for changes. Amend as necessary.
33. Premises	Eating Facilities and Rest Areas	Disposable utensils and cups only alternatively employees provide their own	Substitution/ Administrative	Agree on disposal utensils, cups etc. to be used.	Agree on where items must be ordered from. Stock levels. Amount required for headcount. Appropriate disposal option- recycling where possible.	What items are required/ appropriate? Which supplier do you use? What numbers are required for work location headcount? How often can stock be replenished?	Orders need to be monitored to ensure people are not over using items. Audit to ensure correct disposal of used items	Review requirement to provide disposable items.
34. Premises	Eating Facilities and Rest Areas	Food substitutions	Substitution/ Administrative	Employees should be encouraged to bring food and drink from home, rather than having to leave the workplace and possibly come into contact with COVID-19	Communication to be sent out to all employees. Signs/ Posters Cleaning/ sanitising equipment provided at building entrance to clean items that have been purchased and are being brought into the building. Consider arranging packaged meals instead of requiring a canteen service.	How will you encourage employees to bring in their own food/ drink? Could you promote lunch ideas? Some sort of reward for those who bring in their own lunch/ food/ drinks?	Monitor cleaning/ sanitising stock.	Review possible food delivery options in the nearby area.
35. Premises	Access and Hygiene	Doors remain open	Engineering	Where possible, doors should remain open during operational hours	If doors can remain open it limits the need to touch them to touch- door frames, handles, push buttons etc. This needs to be communicated out too all workforce and signage needs to be in place to advise people not to close the door.	Is it possible for doors to remain open? Is it safe for doors to stay open? Is additional security needed? What about fire procedures/ fire doors?	Audit spot check on doors remaining open	Review need for doors to remain open and if doors remaining open are causing any problems (safety, security, drafts/ cold)
36. Premises	Environment	Physical Distancing	Engineering/ Administrative	Review square footage or meterage of working areas in order to apply 2m physical distancing rule	A risk assessment will determine agreed working areas, that meet with the 2m physical distancing guidelines. 2m signage and demarcation should be used to indicate agreed areas. Areas will need to increase as return of headcount increases. All areas, including: work space, meeting rooms, rest areas, toilets, car parks, loading bays, delivery areas, controlled and restricted areas must form part of the review if they are required during the return to work phasing.	What areas of the work location are needed initially? Can you gradually open working/ welfare facilities? How are you best to instruct people which areas they can and cannot use?	Monitor headcount against agreed square footage. Audit agreed type of demarcation- e.g. tape markings- audit condition and current state.	Review risk assessment regularly, if any agreed control measures have been found to be ineffective and when there are any changes in guidance or legislation that a relevant to the risk assessment.

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# Premises Measures (2)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
37. Premises	Environment	Demarcation of areas	Engineering/ Administrative	All areas of the workplace that are in use should be considered for demarcation.	Marking out areas of 2m spacing will help employees, visitors and contractors at workplace adhere to physical distancing guidelines	Consider how you will mark out areas- tape or stickers, lighting, physical barriers etc. Is more than 1 type of demarcation needed? Is it suitable for the environment? Is it easily visible? Is it long lasting? Will it need replacing? Auditing to ensure it is still in good condition?	Monitor usage of demarcation choice(s). Monitor areas of the workplace that are opening and the demarcation requirement for any areas in use. Audit condition of demarcation choice.	Review demarcation choice. Review areas that require demarcation, if additional areas require demarcation that were not initially included.
38. Premises	Environment	Spacing for work locations	Engineering/ Administrative	All work areas and environments need to be risk assessed to determine if/ where 2m physical distancing needs/ can be implemented to be (e.g. Desks should be spaced 2m apart)	Desks should be positioned 2m apart to help users comply with the physical distancing guidance. Where banks of desks are in use agree which desks should be used and which are out of use to keep to a 2m distance to the side and to the front and rear of the person. Where possible, avoid working face to face, adopt side by side or back to back positioning If not possible, physical barriers or screens should be utilised.	If desks need to be moved who will carry this out? Is manual handling required for individuals moving furniture? Do agreed areas need to be marked out to avoid people moving furniture? Where work cannot be carried out without physical distancing- clear signage should be considered along with face coverings. For tasks that require team work, consider a pairing system of the same individuals.	Monitor items are staying in the positions they have been placed in.	Review desk requirements against returning headcount
39. Premises	Environment	Rest Facilities	Engineering/ Administrative	Rest facilities should be arranged with 2m demarcation. Shared food and drink services such as tea/coffee making facilities, microwaves, vending machines etc. should be removed/ isolated as much as possible.	Risk Assessments will determine agreed headcount allowed to use rest area at one time. If shared food/ drink making facilities cannot be removed approved PPE and/ or cleaning/ sanitising equipment should be made available. If there is not enough room in designated break area outside space, where available could be used.	If you are encouraging people to bring food/ drinks from home is it best to have microwave, tea and coffee making facilities available to further encourage this? Are extra cleaning/ PPE stocks needed for rest areas? Consider opening up other areas for manage 2m distancing for break areas.	Monitor usage of rest facilities. Audits to make sure people are using rest facilities on agreed break periods.	Review risk assessment in line with returning headcount. Review control measures are still effective. Review rest facility requirements.
40. Premises	Environment	Staggered Break/ Lunch times	Engineering/ Administrative	Staggered break times help with compliance of headcount allowed in rest areas at one time.	Risk Assessment will determine agreed headcounts for break / lunch times. Agreed break and lunch times need to be communicated out to employees	How are breaks and lunch best staggered for your work industry? Consider break/ lunch times in line with start and finish times if shifts are staggered.	Monitor break and lunch times in line with opening and closing time of the business/ shift patterns and if they are appropriate. Audit compliance.	Review risk assessment in line with returning headcount.
41. Premises	Environment	Toilet Facilities	Engineering/ Administrative	Consideration for single occupancy or limit number of users depending on 2m physical distancing guidance.	Risk assessment and review of square footage of toilet facilities will determine headcount allowed in the toilet at one time. One in one out system may need to be enforced to abide by the 2m guidance so people do not need to pass each other as they enter and leave the facilities. If toilet facilities are large enough for multiple occupancy (whilst adhering to 2m physical distancing guidance) demarcation and guidance will be required. Additional toilet's ordered where necessary and where possible (e.g. portable toilets)	If single use is agreed do you need something to identify when toilet facilities are in use? If cleaning is increased in the toilet areas? Timings will need to be planned. Collection/ cleaning etc. will need to be arranged if portable toilets are ordered.	Monitor usage of toilet's. Record/ check list of cleaning to be completed throughout the day. Audit records. Audit quality of cleaning being carried out in toilet facilities. Monitor any issues or concerns raised.	Review risk assessment in line with return headcount. Review toilet facility requirements with returning headcount.
42. Premises	Environment	Air filtration	Engineering/ Administrative	Air filtration systems or access to fresh air	Where air filtration systems are in place these could be reviewed as part of the 'before re-opening' workplace risk assessment. Ensure there is balance between fresh air and air filtration for all on site. The air system will require servicing and maintenance. If air filtration systems are not in place workforce should have access to fresh air.	Who will carry out servicing? Does maintenance need to be increased? How will workforce get access to fresh air? Are safe outside areas available? Does 2m physical distancing demarcation need to be identified for outside location?	Monitor air filtration maintenance and service records. Audit records.	Review maintenance schedule to ensure it is suitable. Review servicing of air filtration systems as headcount returns and additional parts of work site reopen.

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# Premises Measures (3)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
43. Premises	Environment	Changing areas	Engineering/ Administrative	Consider calculating the square footage and identify safe headcount allowing for 2m physical distancing	<p>Risk assessment will help to determine headcount allowance based on square footage of changing areas to ensure compliance with 2m physical distancing rule.</p> <p>Demarcation should be used to identify areas of 2m distances.</p> <p>Access to changing areas should be in line with shift patterns where these have been adopted.</p> <p>Access times need to be communicated out to workforce.</p> <p>Cleaning and sanitising of area should be carried out prior to and after each agreed time slot.</p> <p>Applicable waste disposal made available for used PPE and cleaning waste. Replacement PPE to be stocked in changing areas.</p>	<p>Consider keeping changing areas locked/ out of bounds apart from agreed opening times.</p> <p>If lockers are in use are additional ones required to increase spacing?</p> <p>Consider time allowance for cleaning .</p> <p>Cleaning stock.</p> <p>PPE stock.</p>	<p>Monitor usage of changing areas.</p> <p>Audit changing areas.</p> <p>Record cleaning.</p> <p>Monitor cleaning.</p> <p>Audit cleaning.</p> <p>Monitor cleaning and PPE stocks.</p>	<p>Review changing areas in line with returning headcount.</p> <p>Review changing room access times as workforce return.</p>
44. Premises	Training/ Meetings	Meeting rooms- Additional usage	Engineering/ Administrative	Meeting rooms could be used as additional office space. Process to decided on how best to use the meeting rooms to be developed an implemented.	<p>As an alternative to closing off meeting rooms or reducing the number in use, they could undergo a risk assessment to determine headcount allowance.</p> <p>Smaller meeting rooms could be used as a sole occupancy office.</p> <p>Medium rooms- for 1 to 1 meetings.</p> <p>Larger rooms- for small group meetings.</p> <p>Booking system would be utilise and a 10 minute window to allow clean down and vacating the room should be included.</p> <p>Any meetings rooms in use would need to be scheduled into the cleaning rotas.</p> <p>Cleaning record to be kept.</p> <p>PPE and sensitisation needs to be provided in each meeting room.</p> <p>All details need to be communicated out to employees.</p> <p>Meeting rooms should be restricted apart from their agreed usage (e.g. people should be encouraged not to use a meeting room to make a quick phone call).</p>	<p>If a meeting room is used for sole occupancy is this restricted to one individual at all times?</p> <p>What booking system is best to use?</p> <p>Who is responsible for cleaning the rooms?</p> <p>PPE and cleaning/ sanitisation stock to be reviewed.</p> <p>Would additional rooms need to open for returning headcount</p>	<p>Monitor room usage.</p> <p>Monitor booking system.</p> <p>Monitor cleaning of rooms.</p> <p>Monitor cleaning records.</p> <p>Audit cleaning records.</p> <p>Spot check audit on conditions of the rooms and how they are being used/ if they are still required</p>	<p>Review risk assessment in line with returning headcount and COVID-19 guidance.</p> <p>Review the amount of meeting rooms that have been agreed and if they are still needed, if this could decrease or needs to decrease.</p> <p>Review booking system.</p>
45. Premises	Multi use areas	Smoking area	Engineering/ Administrative	Where necessary review assigned smoking areas	<p>A risk assessment should be carried out on smoking area, in line with COVID-19 guidance.</p> <p>Headcount allowance determined from risk assessment.</p> <p>Demarcation of 2m physical distance areas to be identified.</p> <p>Signage to indicate allowed headcount.</p> <p>Additional cleaning to be carried out and recorded.</p> <p>PPE and sanitisation station to be set up at entrance and exit of smoking area.</p> <p>Applicable waste disposal made available for cleaning and PPE waste</p> <p>Look to assign those that are allowed to use the area- this would assist with any 'tracing' requirements and assist with the compliance of headcount allowance.</p> <p>If possible, restrict access unless assigned.</p> <p>Process needs to be communicated out to all employees.</p>	<p>If necessary additional areas could be considered to increase size of smoking area.</p> <p>Smokers could be given agreed time slots of when they can use the smoking area to control the number of people in the smoking area at one time.</p> <p>Do you need to know how many of the returning headcount smoke?</p>	<p>Monitor usage and condition of smoking area.</p> <p>Monitor cleaning.</p> <p>Monitor cleaning records.</p> <p>Audit cleaning, cleaning records and spot check to make sure the area is being used correctly.</p> <p>Monitor PPE and cleaning stock.</p>	<p>Review risk assessment and smoking area square footage, in line with returning headcount and COVID-19 guidance.</p>

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# Premises Measures (4)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
46. Premises	Multi use areas	Multi faith space	Engineering/ Administrative	Where necessary review multi faith space and usage	<p>A risk assessment should be carried out on multi faith space, in line with COVID-19 guidance.</p> <p>Headcount allowance determined from risk assessment.</p> <p>Demarcation of 2m physical distance areas to be identified.</p> <p>Signage to indicate allowed headcount.</p> <p>Indication required on when the room is busy/ occupied- preferably a 'no touch' system.</p> <p>Additional cleaning to be carried out and recorded.</p> <p>PPE and sanitisation station to be set up at entrance and exit of multi faith space.</p> <p>Applicable waste disposal made available for cleaning and PPE waste</p> <p>Look to assign those that are allowed to use the area- this would assist with any 'tracing' requirements and assist with the compliance of headcount allowance. Where possible, restrict access unless assigned.</p> <p>Process needs to be communicated out to all employees.</p>	<p>Consider the amount of returning headcount that require the use of the multi faith room.</p> <p>If necessary and where available utilise other rooms/ work areas.</p> <p>Consult those that utilise the rooms and factors that should be considered (e.g. access, position, room set up etc.)</p> <p>Consider break times and the times in which people need to use the room.</p>	<p>Monitor usage of multi faith space.</p> <p>Monitor cleaning.</p> <p>Monitor cleaning records.</p> <p>Audit cleaning, cleaning records and spot check to make sure the area is being used correctly.</p> <p>Monitor PPE and cleaning stock.</p>	<p>Review risk assessment and multi faith space square footage, availability and requirement in line with returning headcount and COVID-19 guidance.</p>
47. Premises	Multi use areas	Private room for nursing mothers	Engineering/ Administrative	It is good practice for employers to provide a private, healthy and safe environment for breastfeeding mothers to express and store milk. (Toilets are not deemed suitable).	<p>A risk assessment should be carried out on 'private room', in line with COVID-19 guidance- if a room is available.</p> <p>Headcount allowance determined from risk assessment.</p> <p>Demarcation of 2m physical distance areas to be identified.</p> <p>Signage to indicate allowed headcount.</p> <p>Indication required on when the room is busy/ occupied- preferably a 'no touch' system.</p> <p>Additional cleaning to be carried out and recorded.</p> <p>PPE and sanitisation station to be set up at entrance and exit of 'private room'.</p> <p>Applicable waste disposal made available for cleaning and PPE waste</p> <p>Look to assign those that are allowed to use the area- this would assist with any 'tracing' requirements and assist with the compliance of headcount allowance. Where possible, restrict access unless assigned.</p> <p>Process needs to be communicated out to all employees.</p>	<p>Consider the amount of returning headcount that require the use of a 'private room'.</p> <p>If necessary and where available utilise other rooms/ work areas.</p> <p>Consider break times and the times in which people need to use the room.</p>	<p>Monitor usage and requirement for 'private room'.</p> <p>Monitor cleaning.</p> <p>Monitor cleaning records.</p> <p>Audit cleaning, cleaning records and spot check how to make sure the area is being used correctly.</p> <p>Monitor PPE and cleaning stock.</p>	<p>Review risk assessment and 'private room' square footage, availability and requirement in line with returning headcount and COVID-19 guidance.</p>
48. Premises	Hot desking	Multiple employees using a single physical work station or surface during different time periods	Engineering/ Administrative	Where possible hot desking should be avoided. If feasible, returning employees could be provided with assigned desk spaces.	<p>Discuss arrangements with employees and reps on where hot desking can be avoided.</p> <p>If hot desking cannot be avoided then cleaning and sanitisation provision should be provided.</p> <p>Information and instructions could be provided to advise users of the desk/ work are on how best to clean/ sanitise the area, which products to us on which items etc.</p> <p>Applicable waste disposal to be provided for cleaning waste.</p>	<p>Consider if employees can be paired or work in teams to rotate using the same desk/ work space.</p> <p>You may want to keep a record of who is using a particular desk to help with possible 'tracing' of COVID-19.</p> <p>Consider keeping a record of when a desk has last been cleaned/ sanitised.</p> <p>Consider cleaning provision.</p> <p>Possible PPE provision.</p>	<p>Monitor agreed hot desking arrangements to ensure compliance.</p> <p>Audit spot checks on arrangements.</p> <p>Monitor cleaning.</p> <p>Monitor PPE and cleaning stock levels.</p> <p>If records are kept these need to be monitored and audited.</p>	<p>Review desk/ work space in line with returning headcount and where additional areas are or are not required.</p>

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# Premises Measures (5)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
49. Premises	Employee Cleaning	Provision of information	Engineering/ Administrative	Employees could assist with cleaning and sanitisation of desk/ work spaces. Consult and discuss with employees and reps.	Information, instructions and training would need to be provided if employees are being requested to assist in cleaning of desk/ work surfaces. Agreed appropriate cleaning products for areas that require cleaning. If PPE is required in the use of cleaning products this should be communicated and provided to employees. Applicable waste disposal for cleaning products and any PPE that has been deemed as required for the cleaning task.	Consider employees and if they will be happy to assist with this task? Request feedback and thoughts on this possible request. Consider cleaning product type, stock, availability, storage etc. Consider availability of data hazard sheets for chosen cleaning products. Consider PPE- if required, what type, stock and provision	Monitor employee feedback. Monitor cleaning. Monitor cleaning stock. Monitor PPE stock (is used).	Review agreed arrangements. Review areas that require cleaning and sanitisation in line with returning headcount.
50. Premises	Access	Use of lifts	Engineering/ Administrative	Reduce maximum capacity of lift where possible and encourage use of stairs.	Evaluate use of lift and minimise occupancy levels. Where possible limit to 1 person per car. All active lifts should be reviewed as part of the evaluation. Demarcation required around lift lobby/ entrance and inside the lift car to ensure 2m physical distancing compliance. Introduce directional signage within lift lobbies if other means of travel between floors are available therefore avoiding the use of lifts. Consult employees and reps on employees who require access to the lifts- e.g. people with physical impairments. All lifts to be included in cleaning schedule. Provide instruction/ information on lift use and safety measures to reduce risk of infection- communicate out to employees.	Where possible appoint access and egress marshals particularly in the initial phases of return to work. Look to provide touch free hand sanitiser near each lift entrance. Assess cleaning protocols to ensure buttons, handrails, lift car walls, doors and other surfaces, are cleaned/ sanitised regularly- records of cleaning to be completed. Consider appropriate display signage to remind users of the lift to wash their hands at the earliest point after use of lift.	Arrangements to be monitored continually during early return to work to ensure workers understand the arrangements/ policy. Monitor cleaning. Monitor cleaning records. Audit use of lifts.	Review policy arrangements on a regular basis to ensure compliance and effectiveness. Review lift access requirements in line with returning headcount
51. Premises	Access and Hygiene	Staggered opening/ close times	Engineering/ Administrative	Where possible use one entry and one exit point	Communication should be provided to employees and any visitors and contractors visiting the building. Limiting entry and exit points helps avoid unnecessary interaction between those and those exiting the building. If staggered shifts and breaks have been agreed review when entry and exit points are most likely to be busy and procedures to support this. Signage/ Posters and directional arrows should be visible and entry and exit points to help people comply to procedures.	Is it possible to separate out entry and exit points? How do you ensure people do not enter or exit where they are not supposed to? How do you ensure entry/ exit points remain safe? Should entry and exit points be manned to assist people? Do additional entry/ exit points need to be utilised?	Monitor people entering/ exiting the building to ensure they are following agreed processes. Audit on entry/ exit points if they are working efficiently. Monitor the staggered opening/ closing times to avoid overcrowding.	Review entry and exit points- how they are being used. Any activities being carried out at these points. Review opening and closing times in line with split shifts and as headcount return increases.
52. Premises	Access and Hygiene	Review site access to enable physical distancing	Engineering/ Administrative	Current entrance may not allow 2m physical distancing requirements.	Alternative entrance could be used. If this is not possible a one way system should be implemented that instructs only one person is allowed through entrance at a time. A stop and go system may need to be implemented.	Consider site access for your industry? Do you have multiple areas of access? Access for different areas of your work location e.g. access for office workers could differ from access to delivery drivers. How is this communicated to employees, visitors and contractors?	Audit entrance for compliance. Monitor systems agreed in line with returning headcount.	Review agreed arrangements and if they are effective.
53. Premises	Access and Hygiene	Provide signage and floor markings	Engineering/ Administrative	Consider implementing clear directional and distancing signage - on floors and on walls.	Where possible introduce a one way system so individuals can avoid the need to pass one another, especially where areas cannot meet the 2m physical distancing guideline (e.g. corridors, doorways)	What are the best type of signage and posters options for your industry and work environment? How will these be communicated/ highlighted to employees, visitors and contractors?	Audit traffic routes and their condition. Audit signage/ posters. Monitor condition of signage/ posters. Monitor compliance.	Review processes to ensure they are effective and will continue to work for returning headcount.
54. Premises	Eating Facilities and Rest Areas	Apply physical distancing which may require decreasing tables	Engineering/ Administrative	Tables, chairs, sofa's etc. to have demarcation identifying 2m apart- where possible	In order to comply with physical distancing, items may need to be removed- such as; tables and chairs to offer more spacing options. Demarcation for items should be considered. Demarcation for any potential queues need to be applied.	Consider how rest facilities are best arranged. Consider keeping rest facility furniture simple and wipe clean where possible. Consider demarcation choice appropriate for these areas.	Monitor compliance.	Review items in the rest facilities (chairs, tables etc.) and if they are appropriate for returning headcount.

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# Premises Measures (6)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
55. Premises	Environment	Before re-opening	Administrative	Risk assessments for all work sites and all work areas. Consider COVID-19 guidance.	As part of the back to work arrangements a risk assessment will be required before operational tasks can commence. The assessment should include existing risk assessments and policies. The risk assessment will highlight any control measures require to be in place prior to the arrival of workforce. These control measures will need to be communicated out to the workforce, preferably before they arrive on site if possible. Where required everyone should undergo a new site induction that highlights any changes.	Who will carry out the risk assessment? How will control measures be implemented? Who will ensure they are put in place and operational prior to return of headcount? How will details be communicated out to the workforce?	Monitor new/ updated control measures. Audit control measures. Record inductions- agree storage and follow GDPR.	Review risk assessments as part of annual review, if there are any accidents or incidents, updates, changes or amendments- be they organisational or government led to ensure they are up to date and as accurate as possible.
56. Premises	Environment	Display Information	Administrative	Information should be clear, visible and up to date for any employees, visitors or contractors on site.	Information should refer to site instructions and COVID-19 procedures. Information needs to comply with H&S colour standards and disability accessibility standards. Red- depicting prohibited behaviours (No mobile phones) Yellow or Amber- depict warning signs (Mind the step) Blue- depict instructions, behaviours, procedures that are mandatory (PPE must be worn) Green- provide information which highlights safety (Fire exit)	Consider audience for information. Consider if information needs to be available in different formats, languages etc. Consider size of signs, frequency and placement.	Monitor how and where information is displayed. Audit information being displayed as part of workplace review.	Review signage requirement and if additional signage is needed. Review information to ensure it is up to date and accurate.
57. Premises	Environment	Signage/ Posters	Administrative	Consider developing and implementing Signage/ Posters	Signage and posters should remind people of COVID-19 guidelines- both generic and site specific. Signage should be clear, visible, up to date and relevant to location. All work sites should have displayed the government 'Staying COVID-19 secure' poster	Consider audience. Consider size, placement etc..	Monitor signs condition and placement. Audit signs as part of workplace audit	Review signage requirement and if additional signage is needed. Review information to ensure it is up to date and accurate.
58. Premises	Access and Hygiene	Delivery drivers to have appointments and stay in vehicle	Administrative	Develop and implement system for delivery drivers	Communicate agreed process with employees. Where possible drivers should remain in their vehicle and workplace personnel should retrieve items. If this is not possible, drivers should place delivery items in designated areas and then return to their vehicle to avoid interaction and ensure physical distancing between driver and individual receiving the deliveries. Demarcation of area for delivery required. Delivery drivers should be provided with information of process prior to delivery. PPE/ cleaning sanitising products should be made available to receive/ collect goods. Cleaning products to be made available for delivery area. Applicable waste disposal made available for used PPE and cleaning waste	Is delivery of goods in and out an important part of your industry/ workplace? Who do you receive deliveries from? Which deliveries, if any, can be restricted for the time being? Where are deliveries received/ sent from? Does this area required demarcation to instruct where the 2m physical distancing is?	Monitor deliveries coming into the workplace. Monitor PPE and cleaning stock. Audit delivery area for compliance. Request feedback from employees using delivery area.	Review implemented system for delivery drivers. Review feedback from those working in the delivery area and the ease of collecting/ sending deliveries.
59. Premises	Cleaning and Hygiene	Increased cleaning schedule	Administrative	Review cleaning and hygiene arrangements with cleaning supplier.	Where possible, cleaning activities should take place at quieter times in the day. Cleaning rota could be developed, agreed and implemented. Cleaning supplier to provide details of steps they are taking to prevent possible contamination/ spread of COVID-19. Provision of stock (if applicable)	Consider requirement for deep clean at the end of each working day/ end of the week. Consider how cleaning will take place if during working hours. Consider how cleaning staff will affect headcount on site.	Record of cleaning Monitor cleaning Audit Records Audit cleaning procedures	Review risk assessment and agreed headcount and how cleaning staff could effect this. Review cleaning quality.

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# Premises Measures (7)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
60. Premises	Cleaning and Hygiene	Regular sanitisation of the workplace	Administrative	Sanitisation arrangements should be agreed with the cleaning supplier along with frequency of sanitisation.	Where possible, sanitisation activities should take place at quieter times in the day. Sanitising rota could be developed, agreed and implemented. Sanitising communication should be sent to employees to advise when this is taking place. Sanitiser stock	Consider if sanitisation is required on top of cleaning or if cleaning included sanitisation. Could/ should employees be sanitising areas on a regular basis throughout the day	Record of sanitisation. Monitor sanitisation. Audit records Audit sanitisation procedures. Monitor stock of sanitiser	Review sanitisation requirements in line with COVID-19 guidance
61. Premises	Cleaning and Hygiene	Personal Hygiene	Administrative	Personal hygiene should be promoted throughout the workplace to employees, visitors and contractors	Posters/ signage with COVID-19 guidance, details on hand washing, how to prevent the spread of COVID-19, disposal of tissues, PPE, etc. Where possible employees should be provided with hand wipes/ sanitiser. Applicable waste disposal made available for cleaning waste	Where does information need to be displayed to be most effective- entrances, exits, toilets, rest facilities?	Monitor signs Monitor hand wipes/ sanitiser usage and stock	Review information provided to ensure it is up to date
62. Premises	Cleaning and Hygiene	Good supply of hand wipes in work environment	Administrative	If required arrange supply and stock of hand wipes from supplier. Distribute to employees and make available to visitors and contractors	Hand wipes are a convenient alternative to hand washing where frequent hand washing may not be accessible. Applicable waste disposal made available for cleaning waste	Consider requirements. Consider supply chain. Consider stock levels.	Monitor stock levels.	Review provision needs against returning headcount
63. Premises	Cleaning and Hygiene	Good supply of sanitiser in work environment	Administrative	Where required arrange supply and stock of sanitiser from supplier. Distribute to employees and make available to visitors and contractors	Consider sanitiser as a convenient alternative to hand washing where frequent hand washing may not be accessible.	Consider requirements. Consider supply chain. Consider stock levels.	Monitor stock levels.	Review provision needs against returning headcount
64. Premises	Cleaning and Hygiene	Provide hand cleaning facilities at receptions/ entrances	Administrative	Hand sanitiser/ Hand wipes should be made readily available at all entrances into the building for employees, visitors and contractors to use upon entry to help lessen possible spread of COVID-19.	Review arrangements for the safe disposal of used PPE and hand wipes, Demarcation needed around 'sanitiser/cleaning stations'.	Consider location of items. Consider requirements. Consider supply chain. Consider stock levels.	Monitor stock levels. Monitor availability at designated locations. Audit as part of workplace audit.	Review provision needs against returning headcount.
65. Premises	Cleaning and Hygiene	Allow regular breaks to wash hands	Administrative	Frequency of hand washing breaks to be determined from risk assessment and based on job/ tasks being carried out by employees.	Refer to government guidelines for hygiene protocols. Consider allotted hand washing times to avoid too many people trying to carry out this activity at the same time. Soap to be made available. Where possible use paper towels for drying of hands.	Consider where hand washing takes place? Do additional hand washing stations need to be arranged? Does the hand washing need to be timed to avoid too many carrying out the hand washing at the same time. Consider automatic soap dispensers. Consider barrier cream to prevent chapped hands due to more frequent washing.	Monitor cleaning products provision and stock levels. Monitor hand washing times are appropriate.	Review hand washing breaks in line with returning headcount.
66. Premises	Eating Facilities and Rest Areas	Continuous cleaning programme	Administrative	Where possible cleaning should take place prior to and after each arranged lunch/ break time	Agree cleaning times, prevent access to employees, visitors, contractors to areas being cleaned if possible, to avoid unnecessary interactions.	Consider time needed to carry out cleaning of eating and rest area facilities around break and lunch times.	Monitor cleaning Record cleaning Audit records	Review cleaning arrangements and frequency around returning headcount.
67. Premises	Eating Facilities and Rest Areas	Hand cleaning facilities available at entrances and exits	Administrative	Hand sanitiser/ Hand wipes should be made readily available at all entrances into the break out and rest areas for employees, visitors and contractors to use upon entry to help lessen possible spread of COVID-19.	Review arrangements for the safe disposal of used PPE and hand wipes, Demarcation needed around 'sanitiser/cleaning stations'.	Consider location of items. Consider requirements. Consider supply chain. Consider stock levels.	Monitor stock levels. Monitor availability at designated locations. Audit as part of workplace audit.	Review provision needs against returning headcount.
68. Premises	Toilet Facilities	Identify appropriate cleaning schedules	Administrative	Cleaning schedules should be considered to fit around shift patterns, lunch and break times etc. to avoid interaction, where possible, adhere to 2m guidance and to prevent possible contamination/ spread of COVID-19	Agree cleaning times, prevent access to employees, visitors, contractors to areas being cleaned if possible, to avoid unnecessary interactions.	Consider time needed to carry out cleaning of toilet facilities.	Monitor cleaning Record cleaning Audit records	Review cleaning arrangements and frequency around returning headcount.
69. Premises	Toilet Facilities	Provision of suitable waste bins and regular removal of content	Administrative	Applicable waste bins need to be agreed and should cover, items for recycling, general food waste, used PPE, used cleaning products and hand wipes. Ensure separate receptacles for used/ waste PPE, used wipes etc and mark clearly.	Bins should have signage and details on what they are to be used for and information on the importance of segregation of waste materials. It may be necessary to introduce additional bins, different bin types and to arrange for extra emptying of these bins	What bins are required on site? How often do they need to be emptied? How is waste best segregated for your industry/ work environment?	Monitor waste collection. Record waste collection. Store waste collection records. Audit waste collection arrangements as part of workplace audit	Review waste collection arrangements in line with returning headcount. Review waste is being segregated appropriately. Review waste collection records.
70. Premises	Environment	Multi use equipment/ items	PPE/ Administrative	Where possible, discontinue use of shared items (pens, phones etc.)	Where it is not possible to discontinue multi use items such as; photocopiers, machinery, tools, microwaves etc. PPE or hand wipes/ cleaning/ sanitising equipment should be made available. Demarcation should be present around these areas to adhere to 2m physical distancing Risk assessment will identify multi use items that require PPE/ cleaning/ sanitisation considerations.	Which items are multi use? Which items is it necessary to keep operational? What method of demarcation is suitable to the item/ area in that work location? PPE/ cleaning instructions, provision. PPE stock	Monitor multi use items, they may increase with returning headcount. Monitor condition of demarcation. Audit agreed multi use items	Review risk assessment in line with returning headcount. Review control measures are still effective.

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# Organisational Measures (1)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
71. Organisational	Policies and Procedures	COVID-19- Back to Work policy and Procedures to be written up	Administrative	A back to work policy should be developed and implemented.  Employee / rep involvement in decision making via consultation on these measures is critical, for both legal compliance and employee engagement / reassurance / morale purposes	A full review of current policies and procedures should be carried out and where necessary amendments made in line with COVID-19 regulations and guidance. Policies and procedures need to consider full workforce, employees, agency workers, consultants, visitors, contractors etc.	Consider who needs to review and sign off on any back to work policies and procedures? How will these be communicated out to employees and anyone else who might need to be made aware	Monitor compliance. Audit implemented procedures.	Review policies and procedures as part of annual review, if there are any accidents or incidents, updates, changes or amendments- be they organisational or government led to ensure they are up to date and as accurate as possible.
72. Organisational	Policies and Procedures	Arrangements for monitoring compliance	Administrative	Consider developing and implementing monitoring processes for policies and procedures that have been introduced to include COVID-19 considerations. Consult employees and reps on their thoughts on how best to ensure compliance with agreed COVID-19 arrangements.	Audit and Monitoring should be carried out by appropriate individual or team (e.g. Health and Safety experts). Policies and procedures should be reviewed to include any COVID-19 additions that require monitoring and or auditing. Train employees to support with monitoring of COVID-19 arrangements. Provide employees opportunities to report/ feedback any concerns, issues, thoughts etc. on implemented COVID-19 policies and procedures.	Who will you get to carry out your auditing and monitoring? How will employees be made aware of monitoring and auditing procedures? Will audit findings be reported to the business? Who will employees report any issues/ concerns relating to new COVID-19 procedures to?	Monitor audit requirements.	Review areas that need monitoring and auditing and agree on appropriate monitoring and auditing frequencies/ timelines for specific policies and procedures.
73. Organisational	Risk Assessments	All tasks require risk assessments	Administrative	Current risk assessments should be reviewed. Discuss current control measures with employees and reps and where additional controls need to be developed and implemented	Where necessary amendments should be made or new risk assessments created in line with COVID-19 regulations and guidance  New risk assessments to be developed and implemented for any identified tasks or additional measures that are required to facilitate 'Safely back to Work'. Any newly identified risks, any updates or amendments to control measures must be communicated out to the workforce.	Who will be required to review risk assessments? Who will support identified changes being implemented into the business? How will employees and interested parties be made aware of the changes?	Monitor risk assessments and keep a record or updates/ changes. Monitor and audit identified hazards, risks and control measures.	Review risk assessments as part of annual review, if there are any accidents or incidents, updates, changes or amendments- be they organisational or government led to ensure they are up to date and as accurate as possible.
74. Organisational	Fire Safety Arrangements	Evacuation process	Administrative	Review evacuation processes including signage, communications and training where necessary.	People's safety is paramount during the evacuation processes- therefore, 2m physical distancing may not be possible or practical to ensure safe exiting of the building or to fully evacuate in the appropriate timeframes. Avoid congestion at exit points and 'bottle necking' as people exit. Utilise multiple exit points where available. Assign exit points to people/ areas/ work locations. Confirm fire safety communications, instructions and signage is up to date and accurate for all users (employees, visitors and contractors) Agree fire evacuation with fire wardens/ marshals and communicate out to the business. Increase Fire Marshals/ Fire Wardens for support where needed	Consider how physical distance measurements will affect how long it takes to carry out a full evacuation. Consider condition of all fire exit points. Consider fire exit routes and their condition. Consider carrying out fire evacuations as headcount increases Consider where additional training is required	Monitor evacuation procedures. Monitor fire marshals/ wardens against headcount and for any starters/ leavers/ sick leave etc. Record training. Record fire evacuations Audit evacuation records.	Review evacuation procedures in line with returning headcount. Review Fire Marshall/ Warden requirements. Review training. Review fire safety instructions and information regularly to ensure they are accurate and up to date.
75. Organisational	Fire Safety Arrangements	Fire exits	Administrative	Assess requirement for designated fire exit points as much as is reasonably practicable and where possible to do so	Fire exit points need to be easily identified with signage. Fire Safety Instructions should be made available at all exit points. COVID-19 guidance should be made available at exit points as a reminder of actions to take when exiting the building. Add fire exits to regular cleaning/ sanitising schedule.	Consider the type of fire exit doors you have and how they open- push bar, turn key, automatic. How can you prevent people having to touch the door as they leave.	Monitor condition of fire exit doors. Monitor cleaning of fire doors- checklist next to door to act as record? Audit fire exits- condition, traffic route, how they open, kept clear etc. as part of general workplace audit	Review procedures for fire doors and fire exits.
76. Organisational	Fire Safety Arrangements	Assembly point	Administrative	Review assembly points and agree on any possible procedures that can help facilitate people gathering with 2m physical distancing.	Where possible, increase in size of assembly point. Where possible, indicate 2m physical distancing demarcation. Assembly point details should be communicated out to employees. Assembly point information needs to be provided to visitors and contractors. Assembly point information should be detailed on Fire Safety Instructions kept at fire exit points.	Consider multiple assembly points. Consider what arrangements are needed at the assembly points to comply with COVID-19 guidance and fire safety legislation.	Monitor assembly point arrangements during evacuations. Audit condition of assembly point.	Review assembly point arrangements in line with returning headcount

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# External Measures (1)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (Instructions)	What arrangements must be considered?	Monitor/ Audit	Review
77. External	Travel to and from/ during work	Parking arrangements	Engineering/ Administrative	Where needed increase or reduce numbers of vehicles allowed on site at one time.	Risk assessment will help to determine appropriate number of vehicles on site in line with 2m physical distancing guidance. Where applicable pedestrian walkways in and around car parks should also adhere to 2m physical distancing measures. One way system implemented where possible for vehicle and pedestrian routes. Demarcation required to identify 2m areas. Communication needs to go out to employees of arrangements. Visitors and Contractor will need arrangements that might include temporary parking spaces with timed parking slots.	Consider current arrangements, if there are contractual rights to parking then any change will need to be agreed through consultation. If car shares are in place they may need to stop to possibly prevent contamination/ spread of COVID-19. Consider safety implications for increase of vehicles to site. Consider alternative arrangements available to employees to get to and from work. Consider the most appropriate demarcation type for parking areas.	Monitor compliance. Audit car park and usage.	Review risk assessment in line with headcount return and number of vehicles on site.
78. External	Travel to and from/ during work	Vehicle cleaning	Engineering/ Administrative	Frequency of vehicle cleaning will be dependant on industry type and vehicle usage.	Risk assessments can highlight control measures, including cleaning frequency. Vehicle usage. Limit number of drivers to one vehicle. Provide PPE determined appropriate by risk assessment. Cleaning products to be kept in the vehicle. Process for cleaning prior to and after use of the vehicle to be developed and implemented	Consider the type of vehicles used within your industry? How much of your workforce uses a vehicle to do their job/ day to day activities? Do you need to restrict the number of people using a vehicle at the same time? What cleaning protocols are appropriate? Cleaning and PPE stock. How will replacement PPE and cleaning equipment be arranged?	Monitor vehicle usage. Records of person to vehicle. Record sheet to confirm cleaning. Audit records	Review vehicle cleaning requirements if need for increase in vehicles made available.
79. External	Travel to and from/ during work	Travel options and where possible avoid public transport	Administrative	Travel options could include personal or company vehicles/ bikes etc.	Travelling via an individual's personal / company vehicle is preferable, where distance is too great to walk/ cycle or driving is part of the day to day tasks/ activities of the individual's role. Risk assessment will determine if car sharing is appropriate and if so how many people are allowed in the car at any one time. If car sharing is appropriate, this could be arranged with the same individuals at all times. If employees offer to cycle or walk their usual route to work they might require extra time to do this. Travel options need to be communicated out to employees.	Consider additional time- later start/ early finish for those who need to travel a greater distance and will do so on foot/ by bike. Consider bike storage facilities and access to this facility. Consider alternative arrangements such as taxis/ private hire buses with 2m physical distancing taken into account. Provide access for employees to the Government cycle to work scheme.	Monitor car usage within the business. Monitor employees travel options. Record those using cars for work. Record any agreed car shares. Audit records.	Review arrangements in line with returning headcount. Regularly review government guidance on COVID-19 and using public transport

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# External Measures (2)

Type of measure	Topic	Work situation	Hierarchy of Controls	Measure	Control Measure (instructions)	What arrangements must be considered?	Monitor/ Audit	Review
80. External	Travel to and from/ during work	Stagger working times	Administrative	Consider staggered work times to avoid peak time public transport usage- discussions to be held with employees and reps to obtain their thoughts and any concerns.	For those who have to use public transport, staggering open/ close times and utilising split shifts will provide the opportunity to travel into and away from work when public transport might be less busy.	Consider how visitors/ contractors will be travelling to your work location and what actions might need to be taken on their arrival e.g. COVID-19 symptoms questions	Monitor those travelling on public transport. Monitor possible COVID-19 symptoms? Monitor PPE stock where PPE has been deemed appropriate.	Review number of employees travelling on public transport. Review increase in public transport usage with returning headcount.
81. External	Travel to and from/ during work	During work and where travel is required travel alone	Administrative	Where possible minimise travel. If travel is required during work hours this should be carried out alone to help adhere to 2m physical distancing compliance between employees and members of the public.	If employees are travelling alone during they should review and adhere to, where available, Lone Working company policy and risk assessment. If employees have to travel via public transport during the working day appropriate PPE or face masks could be made available to them. Travel during work hours could be carried out at quieter times of the day- avoid AM and PM peak hours.	Review how necessary travelling is for your business? Could travel be avoided by utilising application such as Skype/ Microsoft Teams/ Zoom? Can items be posted? Should travelling during work hours be restricted to those with their own vehicle?	Monitor travelling requirements. Monitor possible COVID-19 symptoms. Monitor PPE stock where PPE has been deemed appropriate.	Review requirements to travel during working hours. Review lone working processes. Review how people are travelling during work hours.
82. External	Travel to and from/ during work	Overnight accommodation	Administrative	Minimise requirement for workforce to stay in overnight accommodation where possible.	Where workforce is required to stay in overnight accommodation this should be logged centrally. Prior to booking, obtain confirmation of what steps the accommodation is taking to follow COVID-19 guidance, including 2m physical distancing. Those staying away may require additional PPE. Process should be developed and implemented on what workforce needs to do if they arrive at their booked accommodation and feel unsafe. Process to check in on employees after their overnight stay and if they are showing any signs of COVID-19 symptoms. If COVID-19 symptoms are present, employees should be asked to self isolate as per government guidelines.	Is travel that requires overnight accommodation necessary at this time? Can meetings, visits etc. be completed via a Skype/ Microsoft Teams/ Zoom meeting? What process needs to be followed for employees who do not feel safe when arriving at their overnight accommodation?	Monitor how much of the workforce is required to stay in overnight accommodation? Monitor their return into the workplace? Record health questionnaire based on possible COVID-19 symptoms.	Review travel requirements as workload increases. Review returning headcount and those who may be required to stay in overnight accommodation.
83. External	Travel to and from/ during work	PPE and public transport	PPE/ Administrative	Consider face masks for those who are required to travel by public transport.	Risk assessment to determine what type, if any protection is required. Process for provision, replacement and disposal needs to be developed and implemented.	If face coverings are going to be provided how will employees obtain it? How will they replace used face coverings? How will they dispose of used face coverings?	Monitor government guidance.	Review risk assessments regularly to identify any additional control measures. Review government guidance.

**Disclaimer:** UK governmental rules and decisions should always be followed carefully.

# Re-modelling/Re-tooling of the workplace

## Separation - space and time

### Concept Description

Lines, offices and cubes could be redesigned or re-tooled to provide for greater spacing between employees and reduce the risk of contamination between functions.

### Impact

- This may help to reduce the spread of any infection
- May also provide compartmentalisation of the organisation in the event of a wider spread allowing the maintenance of some company functions.

### Illustrative Example #1

Protocol Reference/s: 3, 36, 37, 38, 43, 52 & 54

### Ensuring greater spacing between employees/functions/cubes



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always be followed carefully

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## Illustrative Example #2

Protocol Reference/s: 36, 37, 38 & 70

Providing quick checks/reminders to maintain distancing and hygiene



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## Visual Social-distancing /Sanitisation Cues

Separation - space and time

### Concept Description

Visual cues such as markings or projections on the floors, walls and interfaces could indicate to workers safe distances and provide reminders as to when they should change PPE and/or wash their hands as they go through the working environment.

### Impact

- May increase the frequency with which employees wash their hands
- Increases employee awareness of hygiene.
- Increases employee awareness of physical distancing with colleagues

# Staggered Shifts and Lunch Times

## Separation - space and time

### Concept Description

Simple and clear instructions about work shifts and breaks could be provided (e.g. where employees should sit and for how long they can be in the breakroom/canteen)

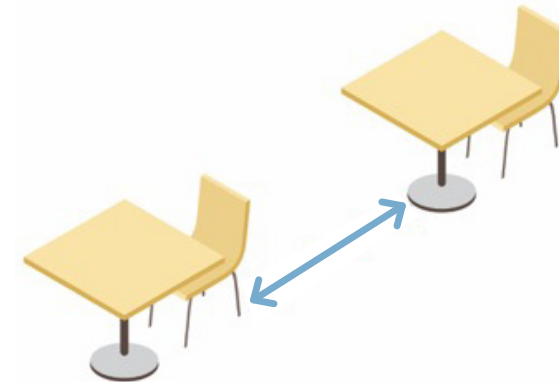
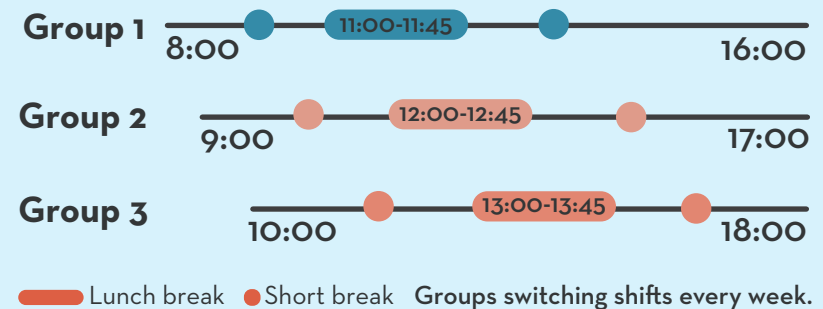
### Impact

- Can help reduce queues and crowds, especially relevant if screening measures are introduced requiring more time to pass through.
- Could make it easier for workers to maintain social distance.

## Illustrative Example #3 Protocol Reference/s: 6, 40 & 51

Employee shifts and breaks can be staggered to prevent queues and crowds

### SCHEDULE

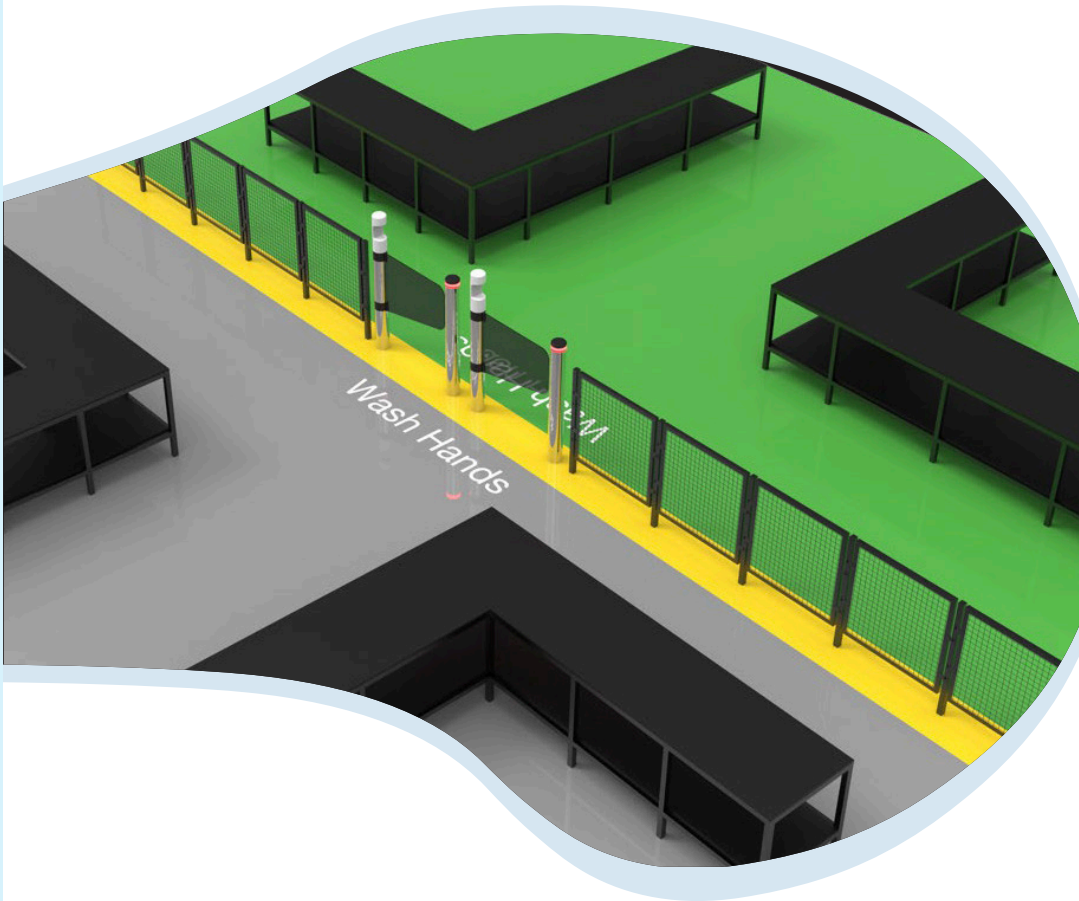


**Government rules and decisions should always be followed carefully**

## Illustrative Example #4

Protocol Reference/s: 3, 4, 34, 35, 36, 37, 38, 41, 61, 64 & 67

Workspace separated into zones with mandatory sanitisation between each



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## Hygiene Zones with Checkpoints Between

Personal Health measure

### Concept Description

The workplace could be separated into various zones with mandatory sanitisation between zones.

### Impact

- Increases the frequency with which workers must wash hands/change PPE.
- Reduces risk of cross-contamination

# Printed Media Campaign

## Concept Description

Leveraging printed media to inform employees about the changes they can expect when returning to work.

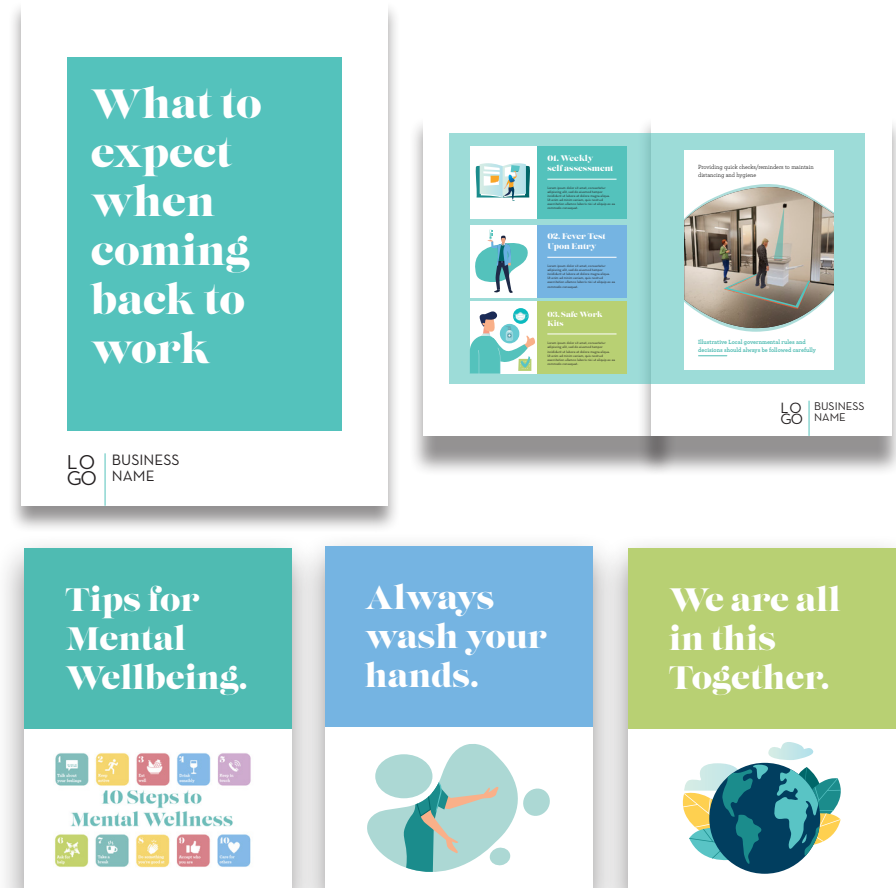
## Impact

- Can increase transparency and give clarity about current situation and the way that it is handled
- Could increase mental and emotional preparedness of staff upon return to work

## Illustrative Example #5

Protocol Reference/s: 16, 37, 53, 56 & 61

### An information and learning campaign comprised of printed info packs



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## Illustrative Example #6

Protocol Reference/s: 7, 12, 13, 21, 22, 23, 26 & 27

Online learning courses providing latest information to prepare workers for return



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## Online Training (Pre and Post Return)

Returning to work training

### Concept Description

These online training sessions may form a part of a larger series preparing the worker to return to the site, beginning in their home and continuing for a time after return.

### Impact

- Can be deployed within the worker's home (pre-return) or on-site (post-return)
- Can be tailored to match worker's preferred learning style
- Can be gamified to provide learning incentives
- Can provide continuity across the pre and post return horizons

## Mental wellbeing while working from home

It is expected that in the 'new normal', the return to the office environment will be phased in gradually; it is likely that many employers will incorporate long-term arrangements for their employees to work from home during part of the working week on a rotational basis, in order to ensure physical distancing protocols are met. It is therefore still important to ensure that, as part of a company's H&S protocols, due regard is given to employees' mental wellbeing during these disruptive and hazardous times.

By way of example, we have provided 10 tips for employees to stay fit and well, both when they are working from home or in the office. We strongly recommend that all employers ensure that mental wellbeing support is provided for their workforce going forward.

Employers may wish to access the [ACAS framework](#) for creating positive mental health at work.

## 10 Steps to



## Mental Wellness

# Thank you!

In producing this practical guide the Alliance sought collaboration from a wide range of industry stakeholders and would like to thank the following organisations for their contributions:

**ACAS**

**APSCo**

**REC**

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**Harvey Nash**

**Osborne Clarke**

**Huntress**

 **randstad**



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# Contact the Alliance

To discuss any of the content of this document, please contact one of the Alliance partners:

**Randstad NV:** John Mayes ([john.mayes@randstad.co.uk](mailto:john.mayes@randstad.co.uk))

**Adecco Group:** Samantha Allen ([sam.allen@adecgroup.com](mailto:sam.allen@adecgroup.com))

**ManpowerGroup:** Gareth Vale ([gareth.vale@manpowergroup.com](mailto:gareth.vale@manpowergroup.com))

**For press and media enquiries, please contact:**

**Randstad NV:** [adam.nicoll@randstad.co.uk](mailto:adam.nicoll@randstad.co.uk)

**Adecco Group:** [adecco@octopusgrp.com](mailto:adecco@octopusgrp.com)

**ManpowerGroup:** [savannah.dixon@manpowergroup.com](mailto:savannah.dixon@manpowergroup.com)