



COVID-19

Risk Assessment v.1

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1 Introduction

In line with the publication on the 11th May 2020 of the Working safely during coronavirus (COVID-19), we have set out below the assessment of the risk to our colleagues and others, presented by the presence and transmission of COVID-19, within our business.

Due to the nature of our business, guidance and risk management techniques, are drawn from several of the sector-specific guidance documents. Currently, our activities encompass elements of the following guidance documents:

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches>

<https://assets.publishing.service.gov.uk/media/5eb97e7686650c278d4496ea/working-safely-during-covid-19-offices-contact-centres-110520.pdf>

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/factories-plants-and-warehouses>

<https://assets.publishing.service.gov.uk/media/5eb96cd6d3bf7f5d3a907e58/working-safely-during-covid-19-vehicles-110520.pdf>

The assessment below considers the various environments with this guidance in mind.

1.1 Purpose

The purpose of this document is to provide the findings of our risk assessment and set out how our SLAM & CALM process, set out in more detail below, implements the revised and additional controls that we feel are necessary to ensure the health and wellbeing of our colleagues and others with whom we interact.

1.1.1 SLAM

SLAM stands for Single Line Access Management. It is the process by which social distancing is achieved by the design of the layout of the premises including the adjustment of workstations, access routes and the use of a buildings' structural features. The

concept is designed to achieve adequate distancing without the need for physical barriers or screens. However, where that cannot be achieved, screens will be installed.

Supporting this approach, is way-pointing by the use of single, narrow lines marked on the floor. These create single access ways in those areas where leaving the decision to the user, is likely to result in breaches to the social distancing guidelines. Training is provided in how these SLAM lines are to be used and colleagues and visitors alike, will be made aware of and guided in using them correctly.

In areas likely to be used by the public, these measures will be supplemented by additional, more directional signage and guidance from colleagues.

1.1.2 CALM

CALM stands for Cleaning and Life (hygiene) Management. This approach incorporates a significant uplift in the focus of cleaning of shared workspaces, spaces, and facilities used by both colleagues and visitors, and a new focus on the standards of personal hygiene and working practices in the business. In this way, the risk posed by the presence or spread of coronavirus is mitigated.

1.2 Definitions and abbreviations

Title and role	Abbrev. used
Head of Business (or Heads) – runs a specific site or function	HoB; HoBs
Area Director (or Directors) – is responsible for managing a group of HoBs	AD; ADs
Colleagues – employees of the business, PAYE, Zero-hour, other arrangements	Colleagues
Social Distancing/Socially distanced – observing/keeping the 2m exclusion zone	SD; SDd

1.3 Further information

Any questions related to this document should be directed to the OSH & Central Projects Manager:

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2 Risk Management approach

2.1 Thinking about risk

2.1.1 Objective: That all employers carry out a COVID-19 risk assessment

To assist colleagues and others to raise concerns and obtain information and guidance on any adjustments to our pre-COVID-19 controls, we have put in place a designated person at each business unit. This person, the CALM Champion, is available to discuss any concerns that you have relating to any of the COVID-19 adjustments that have been made.

The CALM Champions for each business unit will be listed on each site.

2.2 Managing risk

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

We must work with other employers or contractors sharing our workplace, so that everybody's health and safety is protected. In the context of COVID-19 this means working through these steps, in order:

- In every workplace, increasing the frequency of handwashing and surface cleaning.
- Businesses and workplaces should make every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with the social distancing guidelines set out by the government (keeping people 2m apart wherever possible).
- Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between their staff.
- Further mitigating actions include:
 - Increasing the frequency of hand washing and surface cleaning.

- Keeping the activity time involved as short as possible.
- Using screens or barriers to separate people from each other.
- Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
- Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).
- Finally, if people must work face-to-face for a sustained period with more than a small group of fixed partners, then you will need to assess whether the activity can safely go ahead. No one is obliged to work in an unsafe work environment.

In our risk assessment, we have paid particular regard to whether the people doing the work are especially vulnerable to COVID-19.

2.3 Overall finding of our assessment

We have determined that there does exist a significant risk of seriously ill-health and possible death, arising from the exposure to and transmission of coronavirus as a result of working within or interacting with our business. Those exposed to the risk include colleagues working for the business, contractors working with the business, others interacting with the business, including members of the public.

3 Detailed Risk Assessment findings and controls

3.1 Structure - How we have approached the assessment

We have used the same risk assessment methodology that is used for OSH. Having identified the risk that is present and established the level of risk that this represents (see 2.3 above), we have identified the additional mitigations necessary to reduce this risk. The risk assessment table below consists of:

- Control objective – What we are trying to achieve. These have been aligned with the COVID-19 Secure guidance
- Control reference – This is an internal reference to assist in monitoring compliance and assist reporting
- Control – The mitigation action that is needed to reduce the risk
- How is this handled within SLAM & CALM – What measures need to be implemented and by whom, within our risk management process SLAM & CALM, to ensure that the control is implemented at a local level

3.2 Controls and implementation instructions for mitigating risk

In creating this table, the objectives of the COVID-19 Secure guidance (listed in 1 – Introduction) have been used as the Control Objectives in the table below:

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
That everyone should work from home unless they cannot work from home. Nobody should go to work if your business is closed under current government regulations	COV01	Identify those roles that can be undertaken by working from home and support those staff working from home to do so safely, with due regard to their mental health	<ul style="list-style-type: none"> • The HoBs will review their business demand planning and in the light of the guidance, determine the minimum level of staffing to ensure work can be undertaken safely and effectively.

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<ul style="list-style-type: none"> • Where staff cannot undertake 100% of their work from home, HoBs will plan and structure the work at their normal worksite, to minimise the time outside of their homes • HoBs will keep in touch on a regular basis with those working from home to check that they are staying connected with those who are still in work • Ensure that a supervision process is in place and operating in relation to those working off-site rather than from home.
To protect clinically vulnerable and clinically extremely vulnerable individuals.	C0V02	Colleagues who fall within the definitions of clinically vulnerable or clinically extremely vulnerable individuals (see appendices to guidance listed above) will not be asked to undertake work that requires them to leave their homes	<ul style="list-style-type: none"> • HoBs will review their workforce, identify individuals falling within the definitions and ensure that they are instructed not to undertake work outside of their homes. • If clinically vulnerable (but not clinically extremely vulnerable) individuals cannot work from home, they should be offered the option of the safest available on-site roles.

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<ul style="list-style-type: none"> • However, in such circumstances it is still necessary to determine the risks alternative roles may introduce or increase and record your findings.
<p>To make sure individuals who are advised to stay at home under existing government guidance* do not physically come to work.</p> <p>* guidance referred to : https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection</p>	COV03	<p>Instigate an 'Arrival at work' procedure to manage individuals who may feel asymptomatic</p>	<ul style="list-style-type: none"> • HoBs will introduce the 'arrival at work' procedure that will ensure the health (at that point in time) of all colleagues/visitors by: • Ensuring all colleagues wash their hands upon arrival • Colleagues and visitors (working) receive a daily personal temperature check • Daily signature by colleague or visitor (working) to confirm that they (and their household) are coronavirus-free • Regular reminders during team meetings/huddles/toolbox talks (online where possible, SD'd where not) to be used to remind colleagues to follow the new hygiene arrangements and be alert to their health and to take action immediately, should they feel it deteriorate

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<ul style="list-style-type: none"> Those who are self-isolating may work from home if it is appropriate and HoBs should refer to their AD for guidance if this is the case.
To treat everyone in the workplace equally	COV04	In applying changes to working, arrangements, roles and responsibilities, due regard is paid to colleagues falling within groups with protected characteristics	<ul style="list-style-type: none"> HoBs will review their workforce, identify individuals falling within the definition of a group with protected characteristics and make sure the changes do not expose them to or increase the risk they face or cause them to find the changes inappropriate or challenging. HoBs will ensure that all necessary reasonable adjustments are made to avoid disabled workers being put at a disadvantage Ensure that the changes being put in place do not have an unjustifiable, negative impact on a particular group.
To maintain 2 metre social distancing wherever possible, including while arriving at and departing from work, while in work and when travelling between sites.	COV05	Re-design the layout of the premises (where reasonably practicable), to ensure that by design,	<ul style="list-style-type: none"> HoBs to review the layout and pattern of travel/access/egress within their business unit and in conjunction with the Maintenance of Facilities team,

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
		2m social distancing is achieved without barriers	<p>mark out SLAM (Single Line Access Management) lines at appropriate points throughout the building, to ensure SD is maintained.</p> <ul style="list-style-type: none"> • HoBs to ensure that all colleagues, visitors, and contractors receive training in the implementation of the SLAM & CALM guidance and that signage and marking is installed and maintained to support SD management. • HoBs to ensure that the usage of desks, tables, meeting rooms, offices and shared equipment is actively managed to ensure SD.
To maintain social distancing wherever possible, on arrival and departure and to ensure handwashing upon arrival	COV06	Instigate the 'Arrival at work' procedure	<ul style="list-style-type: none"> • HoB to ensure that the 'Arrival at Work' procedure is resource and available at the beginning of the working day at their business unit.
To maintain social distancing wherever possible between individuals when in vehicles	COV07	Vehicles should not be shared if possible	<ul style="list-style-type: none"> • HoBs should ensure that their working practices do not require colleagues to share vehicles or with others • Where it is not reasonably practicable to avoid multiple

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<p>occupancy vehicles, additional mitigation measures will be required. In such cases, the HoB will need to refer the matter to their AD for guidance.</p> <ul style="list-style-type: none"> • All shared vehicles, i.e. where vehicles are being used or worked upon sequentially, must be sanitised before being passed to the next colleague/visitor • HoBs will ensure 'Work & Wipe' is practiced at all times.
<p>To maintain social distancing between individuals when they are at their workstations</p>	<p>COV08</p>	<p>Re-design the usage of workstations (where reasonably practicable), to ensure that by design, 2m social distancing is achieved without barriers.</p>	<ul style="list-style-type: none"> • HoBs to ensure that where possible, the occupancy of workstations is managed to ensure that colleagues are SDd. • HoBs will ensure that the access routes around individual workstations are adjusted to ensure SD can be achieved, and in conjunction with the Maintenance of Facilities team, mark out SLAM (Single Line Access Management) lines to divert passing traffic, to ensure SD is maintained.

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
To maintain social distancing between individuals when they are at their workstations	COV09	Where barriers are required to prevent direct transmission, these must be installed and maintained.	<ul style="list-style-type: none"> Where achieving SD by design is not possible, they should, in conjunction with the Maintenance of Facilities team, install the barriers necessary to prevent direct transmission of coronavirus between colleagues whose workstations may be adjacent within the 2m exclusion zone.
To maintain social distancing between individuals when they are at their workstations	COV10	Put in place a programme of training designed to embed the new ways of working	<ul style="list-style-type: none"> HoBs to provide all existing and returning staff, and visitors (Working) with sufficient information, instruction, training, and supervision to ensure that they understand and can successfully implement the SLAM & CALM programme. HoBs should assign workstations where possible and where not possible, limit sharing to the smallest number of people HoBs should ensure that a robust cleaning programme, such as required by the SLAM & CALM process is in place and is operational

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
<p>To maintain social distancing and avoid surface transmission when goods enter and leave the vehicle, especially in high volume situations, for example, distribution centres, despatch areas.</p>	<p>COV11</p>	<p>Parts/distribution business units will stagger operational and delivery times to reduce numbers of colleagues in picking/dispatch areas</p>	<ul style="list-style-type: none"> • HoBs to work with Parts Managers and delivery teams to ensure that their work times are designed to limit the occupancy of the picking and dispatch areas • Regular reminders during team meetings/huddles/toolbox talks (online where possible, SD'd where not) to be used to remind colleagues to follow the revised times
<p>To maintain social distancing and avoid surface transmission when goods enter and leave the vehicle, especially in high volume situations, for example, distribution centres, despatch areas.</p>	<p>COV12</p>	<p>Parts delivery and collection should be undertaken following SD guidance and customers made aware of necessary changes to their previous experience</p>	<ul style="list-style-type: none"> • HoBs to ensure review existing drop off/pick up' practices are revised to reflect the need for higher hygiene standards and SD. • HoBs to ensure that customers are made aware of changes to working practices that support collection and delivery • HoB to ensure visual guidance to support SD is present at point of contact, where possible. • HoBs shall ensure that where possible, physical contact points such as payment/sign off, are digitised to eliminate the

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<p>need for physical contact or the breaching of SD.</p> <ul style="list-style-type: none"> • HoBs should ensure that their delivery/collection colleagues have access to safe welfare facilities as may be required whilst they are off-site
To reduce transmission due to face-to-face meetings and maintain social distancing in meetings	COV13	Where possible, all meetings will be held using remote-meeting tools	<ul style="list-style-type: none"> • HoBs to ensure that colleagues are aware of and know how to, use the various remote meeting tools, i.e. Microsoft Teams, and that these are used in preference to face-to-face meetings.
To maintain social distancing wherever possible while people travel through the workplace	COV14	Clearly delineate safe access routes and address potential interactions and restrict access where SD is not possible	<ul style="list-style-type: none"> • HoBs to ensure that their business unit has SLAM lines to clearly set out access routes and that the use of these is fully understood by colleagues and visitors • HoB to ensure that sufficient signage is in place supporting the SD-compliant access management process • Where the size of room, elevator or access space is such that SD requires single space occupancy, ensure that this is signed, and colleagues and

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			visitors are aware of such restrictions
To maintain social distancing while using common areas	COV15	Reduce access and usage of those areas where SD will be difficult to manage and supervise	<ul style="list-style-type: none"> • HoBs to review the layout of their business unit and put in place measures where possible to remove or severely limit, non-essential areas where people may gather, i.e. waiting areas
To maintain social distancing while using common areas	COV16	Re-configure canteens, rest rooms, waiting areas and other points, where it is known people congregate	<ul style="list-style-type: none"> • HoBs to re-configure these areas and where possible, remove excess furniture, particularly chairs, to assist colleagues maintain SD
To maintain social distancing while using common areas	COV17	Ensure that SD is maintained in locker rooms/changing areas and other facility areas to reduce concurrent usage	<ul style="list-style-type: none"> • HoBs to ensure that lockers are used and that SLAM lines are in place and maintained to achieve SD
To minimise the contact resulting from visits to stores or outlets	COV18	Where possible, use an appointment system to control the volume and timing of visitors	<ul style="list-style-type: none"> • HoBs to review internal sales and service procedures and introduce where possible, structured appointment management procedures. Such procedures must include and emphasise host responsibilities relating to COVID-19 • Where it may be necessary to manage visitors that have

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<p>arrived without appointment, ensure all colleagues are aware of the procedure to follow to manage their visit</p> <ul style="list-style-type: none"> • HoBs are to ensure that the procedures encourage lone visiting where possible, and that it is the visitor's responsibility to ensure any children are supervised to maintain SD. • HoBs to ensure that the service and sales procedures provide all potential visitors with sufficient guidance, in advance of their visit, to ensure that their visit will be SDd
To minimise the contact resulting from visits to stores or outlets	COV19	Ensure that the layout and positioning of any point of assistance is designed to ensure SD is maintained	<ul style="list-style-type: none"> • HoBs to review reception and assistance point layouts, to ensure that SD is maintained • HoBs to ensure that sufficient signage is in place to provide guidance to those visiting the premises on the arrangements for managing the risk from COVID-19.
To make sure people understand what they need to do to maintain safety	COV20	Provide clear guidance on SD and hygiene on arrival	<ul style="list-style-type: none"> • HoBs to ensure that SLAM & CALM signage is in position and understood

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<ul style="list-style-type: none"> • In addition, where visitors rather than colleagues will be present, ensure that additional signage and visual aids are in place
To make sure people understand what they need to do to maintain safety	COV21	Put in place 'Champions' to assist in maintaining SD	<ul style="list-style-type: none"> • HoBs will ensure that all visitor interactions will begin with a reminder of the need for SD and the measures in place at their location to achieve this. • Affirmation of understanding should be part of this reminder procedure • Regular reminders during team meetings/huddles/toolbox talks (online where possible, SD'd where not) to be used to remind colleagues to explain to visitors the guidance and obtain affirmation of understanding
To make sure that any site or location that has been closed or partially operated is clean and ready to restart	COV22	Ensure an assessment of what is needed is undertaken to establish the cleaning required and the support consumables for hygiene	<ul style="list-style-type: none"> • HoBs to review the extent of cleaning required to inform their cleaning and hygiene planning and determine the supplies required to fulfil these needs • HoBs to ensure that resource is available to undertake the necessary work to achieve the level of cleaning and hygiene

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			required to mitigate the risk from COVID-19
To keep the workplace clean and prevent transmission by touching contaminated surfaces	COV23	Put in place a revised cleaning and hygiene process	<ul style="list-style-type: none"> • HoBs to ensure that the revised cleaning and hygiene specifications are introduced and implemented
To keep the workplace clean and prevent transmission by touching contaminated surfaces	COV24	Put in place a programme of training designed to embed the new working and hygiene practices	<ul style="list-style-type: none"> • HoBs to provide all existing and returning staff, and visitors (Working) with sufficient information, instruction, training, and supervision to ensure that they understand and can successfully implement the SLAM & CALM programme. • HoBs should ensure that the robust hygiene practice, such as required by the SLAM & CALM process, is in place, is operational and is monitored • HoBs should ensure that in particular, shared equipment and surfaces, are regularly sanitised and always between users
To keep the workplace clean and prevent transmission by touching contaminated surfaces	COV25	Waste to be removed daily	<ul style="list-style-type: none"> • HoBs will ensure that waste in all work areas is removed daily to facilitate the cleaning and sanitising of surfaces

Control Objective	Ctrl Ref	Controls	How this is handled within SLAM & CALM
			<ul style="list-style-type: none"> • Sufficient waste receptacles should be provided, and these must be emptied as necessary throughout the working day
To help everyone keep good hygiene throughout the working day	COV26	Provide sufficient equipment and consumables to ensure regular hygiene practice can be maintained	<ul style="list-style-type: none"> • HoBs to ensure that there is sufficient equipment and consumables present within their business unit at all times • HoBs will put in place procedures to ensure that all colleagues and where visitors are anticipated, these points, have adequate cleansing and sanitising equipment and products in a convenient place for them to use • This procedure will ensure that frequent checks are made throughout the day on the level of product and the hygiene of the equipment itself.
To avoid unnecessary work travel and keep people safe when they do need to travel between locations	COV27	Ensure that unnecessary travel is minimised	<ul style="list-style-type: none"> • HoBs to review travel need and ensure that colleagues adjust their work patterns to reduce the risk from COVID-19

4 Further Guidance

4.1 CALM Champions

All locations have a CALM Champion who is there to help and guide you. They have several areas that they are responsible for:

- They are to support the HoBs, implement the SLAM & CALM process
- Monitor the cleaning arrangements to ensure that they are being implemented
- Check the consumables position within their business unit to ensure that the supplies are adequate
- Provide timely feedback to the HoB on any issues
- Promote CALM within their business unit and lead by example

They will be able to answer many of their colleagues' questions and if they cannot, they will direct colleagues to the Frequently Asked Questions (FAQs) on LOOOP, or escalate through the normal reporting process, in a timely way.

4.2 LOOOP FAQs

All colleagues have access to FAQs on their LOOOP programme. Please ensure that before you start work, particularly if you are returning following furlough (this will be reiterated during your return induction training), read through the FAQs as many of your questions will be answered.

We have put in place a process to collect questions asked of the CALM Champions, in order that the FAQs are kept up to date and become a good body of knowledge for colleagues to use.

If for any reason, you feel that the answer you have received to a question is insufficient to allay your concerns, or you disagree with the guidance being provided, please put this in writing to your line manager, who will escalate this appropriately and ensure that you have a timely response.