



RISK ASSESSMENT – INTEGRATED SERVICE SOLUTIONS

Date of assessment: 14/05/2020

Area: ISS Teynham Site

Health & Safety Advisor and Managing Director: Charlie Saxby & Mathew Newns

Guidance – ISS Teynham Site	Already in place	Able to introduce?	Not necessary/viable?
1.1 Managing Risk			
Increasing the frequency of handwashing and surface cleaning.	<p>Number of hand sanitiser stations increased and regularly refilled</p> <p>Hand sanitiser with an alcohol content 60% or above sourced to meet Government guidance</p> <p>Cleaning contractors have increased their frequency of surface cleaning in the offices</p> <p>Cleaning station set up with disinfectant spray and wipes to clean down desks before and after use.</p> <p>Staff induction covers handwash training – minimum</p>		

	<p>of 20 seconds using warm water and soap, dry fully.</p> <p>Production and warehouse hygiene teams have increased the frequency of surface cleaning.</p> <p>Compulsory, thorough hand washing for all staff entering the production area, a dedicated hand wash station is in place to accommodate this.</p> <p>Signage and Briefing packs installed across site to ensure clarity of communication</p>		
<p>Making every reasonable effort to enable working from home as a first option.</p> <p>Where working from home is not possible, workplaces should make every reasonable effort to comply with social distancing.</p>	<p>All roles have been assessed for the ability to be performed at home. Where this has been identified as possible, staff have been asked to work from home if their circumstances allow.</p> <p>Offices have been assessed by size and occupancy capacities have been applied and are communicated in each area.</p> <p>Signage, advising the workstations are not in use to comply with social distancing has been added to some desks to ensure there is sufficient</p>		<p>Some roles can only be completed on site. The reduction in office staff numbers has meant social distancing is possible.</p> <p>Staff are asked to sit separated from others (leaving a desk in-between them and in front of them.</p>

	<p>space between workers who remain in the office.</p> <p>Where it is not possible to put desks 'out of action' we will be implementing 'sneeze screens' for extra protection.</p>		
<p>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 staff including:</p> <ul style="list-style-type: none"> – 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) 	<p>All activities were reviewed and where possible non-essential activity was stopped, postponed or moved away from site.</p> <p>For activities that were essential to the business, activities were carried out at lower intensity across longer time periods to support social distancing.</p> <p>Cleaning contractors on site 24/7 and have increased the cleaning of high contact areas such as doors, handles, handrails, toilets, kitchen.</p> <p>Due to the nature of our business hand washing has always been enforced and frequent handwashing applies. This is covered at induction.</p> <p>Spacing of people sitting at desks to ensure no one is sitting</p>		<p>Due to the space and layout on our site social distancing of 2m is not always practicable and therefore we have increased hygiene processes and reduced the amount of people using those areas at the same time.</p> <p>The site runs 24 hours, 7 days a week. This means we have different shifts and it is not possible to keep everyone completely separated due to factors such as childcare, transport or essential overtime cover. This does mean we have people mixing across shifts. This factor has been considered in the measures we have put into place to keep everyone on site safe.</p>

	<p>within 2 metres of another person.</p> <p>Staff are instructed not to gather together for any reason.</p> <p>Kitchen has been reduced to a capacity of 2 people at any 1 time.</p> <p>The use of virtual services such as MS Teams has been encouraged to conduct meetings where groups of people are required.</p> <p>Any meetings that do happen in person are kept to minimal participants and social distancing applies.</p> <p>The offices are kept ventilated by open windows where possible.</p> <p>Aircon use is limited to areas where there is no direct access to fresh air and filters are regularly cleaned.</p> <p>The sharing of sweets/cakes to celebrate occasions has been suspended.</p>		
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	<p>Staggered shift start and end times to reduce congestion in peak times.</p> <p>Breaks changed and times staggered to minimise people in welfare areas at any one time</p> <p>Removal of fingerprint system so employees only use their card to clock in, this reduces congestion and limits contact. Hand sanitiser station next to clock in machines.</p> <p>Office staff use a separate entrance to production and warehouse staff.</p> <p>2 metre markings on the floor to assist with keeping distance when entering site.</p> <p>Social distancing signs up on entrance to site and around the office areas.</p> <p>Smoking area and canteen have screens up to keep people segregated (does not mean people are enclosed) and social distancing signs in place.</p> <p>Screens have been implemented in the packhouse</p>		
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	<p>to keep a barrier between people working on the lines.</p> <p>Headcount reductions on production lines to enable social distancing practicalities</p> <p>Rooms have maximum occupant numbers that all staff must follow.</p> <p>Most production lines have been made so that side by side and back to back working is already in place with reduced face to face working.</p> <p>All ISS employees and customers have been restricted to working on one site and at home to reduce the risk of cross contamination.</p>		
<p>If people must work face-to-face for a sustained period with more than a small group of fixed partners, assess whether the activity can safely go ahead.</p>	<p>The layout of lines reduces the need for face to face working and screening is in place to support this.</p>	<p>Trialling and evaluation of the use of face visors for some activities is being carried out.</p>	

1.2 Sharing your risk assessment			
<p>You should share the results of your risk assessment with your workforce. If possible, you should consider publishing it on your website (expected of all businesses with over 50 employees).</p>	<p>We will be communicating our approach to Covid Secure and explaining the steps the business has taken.</p> <p>We will be making the risk assessment available in a shared file location and on our website, we will also provide a number of hard copies for staff without access to the system.</p>		
<p>Consulting with the health and safety representative selected by a recognised trade union or, if there isn't one, a representative chosen by workers.</p>	<p>Internal response team set up to control the risks of the current pandemic. Meet daily via Teams meeting to review H&S measures and respond to any changes in the Government guidance. This team includes ISS's Health and Safety advisor and Managing Director.</p> <p>Support and guidance requested from Ellis Whittam consultancy where necessary.</p> <p>Regular communications with all staff directly and through an Employee Forum "Fresh ideas" that meets virtually to help advise and communicate key messages on site.</p>		

	Consulting with key supply partner, customer and visitor representatives to ensure consistency and compliance.		
2. Who should go to work			
<p>Staff should work from home if at all possible. Consider who is needed to be on-site; for example:</p> <ul style="list-style-type: none"> – workers in roles critical for business and operational continuity, safe facility management, or regulatory requirements and which cannot be performed remotely. – workers in critical roles which might be performed remotely, but who are unable to work remotely due to home circumstances or the unavailability of safe enabling equipment 	<p>All roles have been assessed for the ability to be performed at home or on site.</p> <p>Where home working has been identified as possible, staff have been asked to work from home if their circumstances allow. All such roles are working from home.</p> <p>Only those roles that cannot be performed from home remain on site.</p>		<p>Due to the nature of our business there are many roles that are essential to our business and mean that staff must be on site to complete them.</p> <p>We have put in extra measures to protect them during this pandemic.</p>
<p>Planning for the minimum number of people needed on site to operate safely and effectively.</p>	<p>The business operates 24 hours a day, 7 days a week on a large and busy site.</p> <p>We have simplified a lot of product and process with support from customers and retailers to help minimise workload requirement and reduce labour</p> <p>Some departments are working with reduced staff numbers and loan worker status has</p>		

	<p>been reviewed across the business.</p> <p>There is close and regular communication between teams and managers throughout the day and night whether on site or remote. We have reminded people of the need to increase levels of communication during this period.</p> <p>Contingency plans are in place to provide cover for the effective and safe running of the site and activity if one or several individuals are not able to attend work.</p>		
<p>Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are on-site and keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.</p>	<p>Home worker risk assessments completed by the home workers and records kept</p> <p>Line management in regular contact to ensure the well-being of all staff.</p> <p>Weekly activities and 'fun' games set up to encourage interaction between home workers, this is completed by Zoom or Teams calls.</p>		

	<p>Home worker team set up on Teams so that all staff can interact where they wish to</p> <p>H&S advisor contactable at any time to go through any health or wellbeing concerns</p> <p>Regular communication from Response team so they are aware of what is happening across the business.</p> <p>The option to use a second premises for home workers if they wish to work away from home for a period. Social distancing will still apply in this space.</p> <p>Virtual lunch meetings and weekly 'social' activities set up to encourage interaction between home works, all available via Teams or similar.</p> <p>Pulse survey sent to staff for feedback.</p> <p>We have an occupational health provision if anyone is identified as potentially vulnerable.</p>		
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<p>Providing equipment for people to work at home safely and effectively, for example, remote access to work systems.</p>	<p>All staff have the equipment they need to work from home, this was provided prior to transitioning from the office.</p> <p>Assessment completed by all home workers to ensure they had everything they need</p> <p>IT team available to support home workers and solve problems remotely</p> <p>Workers were able to take their own ancillary equipment home with them to enable them to fulfil their roles comfortably.</p>		
<p>2.1 Protecting people who are at higher risk</p>			
<p>Protect clinically vulnerable and clinically extremely vulnerable individuals</p> <p>Clinically extremely vulnerable individuals have been strongly advised not to work outside the home.</p> <p>Clinically vulnerable individuals, who are at higher risk of severe illness (for example, people with some pre-existing conditions), have been asked to take extra care in observing social distancing and should be helped to work from home, either in their current role or in an alternative role.</p>	<p>A questionnaire was sent to all members of staff and combined with existing health data on employee records. This information was risk assessed, and reviewed, in line with updates to UK Government guidance.</p> <p>The response team set up a list of those who were considered to be vulnerable or at higher risk than others on site. The role and circumstances of each</p>		

	<p>individual was considered in formulating an action plan.</p> <p>Those with high risk health conditions or who are shielding have been able to work from home or they have been furloughed.</p> <p>Those with lower risk health conditions have been supported by working from home or furlough where appropriate.</p>		
<p>Provide support for workers around mental health and wellbeing. This could include advice or telephone support.</p>	<p>Frequent communication between managers and staff working from home. All staff also have all the key teams contact numbers and are aware they can speak to anyone for additional support.</p> <p>Support documents for home workers issued when they began working from home.</p> <p>People who are in need of additional support, over and above the extent that the business can competently provide, can be put into contact with ISS's occupational health provider or other support mechanisms if appropriate.</p>	<p>One of our objectives for 2020 was to develop mental health first aider skills within the team. We will look to accelerate this process if possible.</p> <p>We are investigating E-Learning resources that could support mental wellbeing amongst the team.</p>	

2.2 People who need to self-isolate			
Enabling workers to work from home while self-isolating if appropriate.	If isolating employees are well enough and have a role in which they are able to work from home this has been allowed.		
2.3 Equality in the workplace			
Treating everyone in your workplace equally, being mindful of the particular needs of different groups of workers or individuals.	All decisions that have impacted anyone who we are aware might be afforded additional protection under the Equalities Act have been taken in consultation and with their agreement, in the interest of providing them extra protection for their health during this time.		
Understanding and take into account the particular circumstances of those with protected characteristics and involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk or might make any measures you are considering implementing inappropriate or challenging for them.	<p>The first communication we sent to employees regarding COVID 19, which included information about symptoms and what actions to take along with a health questionnaire to enable us to identify employees who might be classified as vulnerable or within higher risk groups was professionally translated and sent to them in their native language.</p> <p>We are aware of the fear of the virus by our staff left on site and so have been</p>		

	<p>communicating what we are putting into place with everyone to provide some reassurance.</p> <p>Contact with line managers will raise any issues that may need additional support</p>		
<p>Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.</p>	<p>All adjustments and measures considered and taken have been in line with government advice.</p> <p>All decisions that have impacted anyone who we are aware might be afforded additional protection under the Equalities Act have been taken in consultation and with their agreement, in the interest of providing them extra protection for their health during this time.</p>		
<p>Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.</p>	<p>New and expectant mothers have regular risk assessments throughout their pregnancy. As a result of this, where it was identified their role could not be done from home they were offered the opportunity to take Furlough Leave.</p> <p>All measures put into place have been with disabled people</p>		

	in mind and where we have identified they may be impacted differently we have consulted with them first to agree any reasonable adjustments.		
Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example, those with caring responsibilities or those with religious commitments.	<p>All decisions have been taken in line with government guidance and equality in mind.</p> <p>Those that have made us aware of caring responsibilities were offered Furlough Leave in line with the guidance issued by the Government.</p> <p>When staggering shifts we consulted with employees and considered the needs of those with caring responsibilities or religious commitments when agreeing their new start and finish times to ensure that they were not negatively impacted by the changes.</p>		
3. Social distancing at work			
Maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work, and when travelling between sites.	The flow of people on site has been assessed to consider the ability of our teams to social distance when arriving at work, leaving work and travelling		

	<p>around site whilst carrying out normal activities.</p> <p>Staff have been encouraged to travel separately to and from work where possible. Government guidance on behaviours in multi occupancy cars has been shared across the business.</p> <p>Floor markings spaced at 2 metre intervals have been positioned at the entrance and exit to site and key pedestrian traffic flow areas on site. Social distancing information signs are in place around site.</p> <p>The production facility has been modelled with 2 metre radius circles around standard operator positions to ensure we are aware of the risks and can take steps to mitigate them.</p> <p>Different entrances/exits are used for office workers and production and warehouse staff to ease congestion.</p> <p>Screens have been put up in the smoking area and canteen</p> <p>Screens have been put up in the packhouse where 2m is not</p>		
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	<p>possible or working face to face is unavoidable.</p> <p>Reduced numbers of workers on the lines where possible to allow further distancing.</p> <p>Desks have been 'put out of action' by signs</p> <p>Maximum capacity signs have been implemented in office spaces and the kitchen</p> <p>An additional canteen area has been created by using a meeting room to give extra space for people to spread out and follow the social distancing rules.</p> <p>Shift start and end times have been staggered to reduce the amount of people in congregation.</p> <p>Staff have been encouraged to travel separately where possible.</p>		
<p>3.1 Coming to work and leaving work</p>			
<p>Staggering arrival and departure times at work to reduce crowding into and out of the</p>	<p>Shifts have been staggered to reduce the amount of people</p>		

workplace, taking account of the impact on those with protected characteristics.	coming into site and leaving site at the same time.		
Providing additional parking or facilities such as bike racks to help people walk, run, or cycle to work where possible.	We have adequate space and bike storage facilities on site. We have always supported walking or riding to work instead of driving		
Reducing congestion, for example, by having more entry points to the workplace.	We have allocated entrances to different work groups where possible to reduce congestion. To reduce congestion, we have also changed the clocking in process to reduce the time taken to clock into work.		We are unable to provide any further segregation in this aspect due to the space restrictions, flow and the security of the site. Staggering of start and finish times should overcome many of these challenges.
Providing more storage for workers for clothes and bags.	We have increased the amount of PPE provided to enable staff to wash PPE more frequently. White bags are provided to allow staff to take their PPE home and wash them. They should be washed a minimum of once a shift pattern or more frequently if heavily soiled.		We are unable to provide further changing or locker accommodation due to space restrictions on site. We encourage staff to leave personal belongings at home.
Using markings and introducing one-way flow at entry and exit points.	Floor markings spaced at 2 metre intervals have been positioned at the entrance and exit to site and key pedestrian		On review, a one-way system is not possible due to the layout of our premises.

	<p>traffic flow areas on site. Social distancing information signs are in place around site.</p>		
<p>Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points and not using touch-based security devices such as keypads.</p>	<p>We have removed the fingerprint reader from the clocking machines to reduce contact.</p> <p>Hand sanitiser units have been placed at entry and exit points and adjacent to clocking in machines.</p> <p>As a fresh produce service provider handwashing is a compulsory part of the work process and we have excellent handwashing facilities on site</p>		<p>We cannot remove the use of the clock in machine as we have hundreds of people on site and we must ensure they are all signed in so we can protect them should an emergency happen. For example, if we have to evacuate the clock in machine prints an electronic register of everyone on site. To remove this would put people at risk.</p>
<p>Providing alternatives to touch-based security devices such as keypads.</p>	<p>We have removed the use of biometric security readers from site and access is now controlled with proximity sensing cards and a single button push.</p> <p>Our cleaning contractors and internal cleaners have increased the frequency of cleaning high contact areas and hand sanitisers are located around site</p>		<p>We have reduced the use of touch-based security devices as far as possible. Any further would add significant risk in other areas of the business.</p>

Defining process alternatives for entry/exit points where appropriate, for example, deactivating turnstiles requiring pass checks in favour of showing a pass to security personnel at a distance.			We cannot deactivate our turnstiles as this would create a security risk to our site and those at work.
3.2 Moving around buildings and worksites			
Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios or telephones, where permitted, and cleaning them between use.	<p>Staff have increased the cleaning frequency of work equipment and tools. This happens multiple times a shift and at shift changeover.</p> <p>Non-essential visits have been cancelled</p> <p>Maximum capacity for smaller rooms implemented and shown by posters on site.</p>		
Restricting access between different areas of a building or site.	<p>Packhouse and warehouse staff do not come into the office areas unless it is essential in their role and vice versa</p> <p>Where possible technology will support communication instead.</p>		
Reducing job and location rotation.	We do not allow ISS employees to work at other sites and we		We cannot restrict job rotation as cover is needed for essential

	have restricted customers and suppliers from allowing their staff to work on other sites if they are working on our site.		roles that would risk business continuity if we didn't allow it.
Introducing more one-way flow through buildings.			On review, a one-way system is not possible due to the layout of our premises.
Regulating use of high traffic areas including corridors, lifts turnstiles and walkways to maintain social distancing.	Shift start and end times and break times have been staggered Floor markings spaced at 2 metre intervals have been positioned at the entrance and exit to site and key pedestrian traffic flow areas on site. Social distancing information signs are in place around site.		It is not possible to achieve social distancing in all areas of site. Occupation of these areas is very time limited and therefore a reduced risk.
3.3 Workplaces and workstations – Office (main office – upstairs)			
Review layouts and processes to allow people to work further apart from each other.	A review of desk position and distance from adjacent workers has been carried out. Desk positions are only occupied where distancing is possible, or shielding is in place between positions.		
Using floor tape or paint to mark areas to help workers keep to a 2m distance.	Floor markings have been used in the office areas where practical. Social distancing		

	information signs are in place around the offices and on desks.		
Only where it is not possible to move workstations further apart, arranging people to work side by side or facing away from each other rather than face-to-face.	We have minimised face to face working in the offices with selective occupation of desks supported by a large number of staff working from home.		
Only where it is not possible to move workstations further apart, using screens to separate people from each other.	Privacy panels are already in place and additional plastic screening is being installed in areas where face to face working is unavoidable.		
Managing occupancy levels to enable social distancing.	Most office staff have been asked to work from home or have planned days in the office. This enables the management of occupancy levels.		
Avoiding use of hot desks and spaces and, where not possible, for example, call centres or training facilities, cleaning and sanitising workstations between different occupants including shared equipment.	When the ability to work from home was assessed we identified roles that would need to remain in the office. Where possible these individuals were allocated a specific workstation. Due to shift patterns there is a need for some hot desking, this is mainly on a four-day cycle. Staff have increased the cleaning frequency of work		

	equipment This happens multiple times a shift and at shift changeover. Desk cleaning stations have also been implemented across site.		
3.3 Workplaces and workstations – Warehouse and Packhouse			
Workstations should be assigned to an individual as much as possible. If they need to be shared they should be shared by the smallest possible number of people.	Where possible individuals are allocated a specific line or workstation for the duration of their shift pattern.		
If it is not possible to keep workstations 2m apart, then extra attention needs to be paid to equipment, cleaning and hygiene to reduce risk.	<p>Staff have increased the cleaning frequency of work equipment and tools. This happens multiple times a shift and at shift changeover.</p> <p>Additional wipes have been provided to clean screens and high contact areas frequently to reduce risk further.</p> <p>Hand washing is already compulsory for all staff each time they enter the production area, a dedicated hand wash station is in place to accommodate this.</p>		
Reviewing layouts, line set-ups or processes to allow people to work further apart from each other.	The production facility has been modelled with 2 metre radius circles around standard operator positions to ensure we		

	<p>are aware of the risks and can take steps to mitigate them.</p> <p>Most production lines have been made so that side by side and back to back working is already in place with reduced face to face working.</p> <p>For activities that were essential to the business, activities were carried out at lower intensity across longer time periods to support social distancing.</p>		
Using floor tape or paint to mark areas to help workers keep to a 2m distance	This has been done in high traffic areas.		
Only where it is not possible to move workstations further apart, arranging people to work side by side or facing away from each other rather than face-to-face.	This was assessed and has been implemented where possible.		On some lines this has not been possible because of the job needs but this is where screening has been introduced to segregate workers.
Only where it is not possible to move workstations further apart, using screens to separate people from each other.	Screens have been specifically manufactured and installed to suit our environment.		
Using a consistent pairing system if people have to work in close proximity, for example, during 2-person working, lifting or maintenance activities that cannot be redesigned.	Two person working is generally restricted to maintenance teams, they are infrequent but individuals are paired for such activity		

	Lines are manned with static skilled workers for manual handling activity requiring pairing and PPE provided		
3.4 Meetings			
Using remote working tools to avoid in-person meetings.	Use of Teams and Zoom is in place		Where the tasks require people to meet in person, time together will be kept minimal and 2 metres apart.
Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout.	Face to face meetings are only held if it is critical such as disciplinary proceedings. Social distancing is observed in these cases and the duration of meetings is kept to a minimum.		
Avoiding transmission during meetings, for example avoiding sharing pens and other objects.	<p>All office staff have their own equipment and so there is no need for the sharing of equipment.</p> <p>We have doubled the number of pens available in high consumption areas.</p> <p>Pens may need to be given to someone to sign paperwork, if this is the case the pen can be cleaned afterwards with wipes provided across the site.</p> <p>Communications have been</p>		Equipment used in packhouse is shared but the hygiene practices in the packhouse have been increased to reflect this risk.

	issued to ensure these behaviours are known.		
Providing hand sanitiser in meeting rooms.	There are sufficient levels of hand sanitiser around site, including meeting areas.		
Holding meetings outdoors or in well-ventilated rooms whenever possible.	<p>Windows will be kept open where possible for ventilation.</p> <p>We are not using air con where we can use windows instead.</p> <p>If there are no windows in the area and the space is warm we have serviced the aircon units and allowed them to be used.</p>		It is not always practical to hold meetings outside due to the nature of our environment.
3.5 Common areas			
Working collaboratively with landlords and other tenants in multi-tenant sites/buildings to ensure consistency across common areas, for example, receptions, staircases.	<p>The ISS response team coordinates it's actions with the Landlord and other site occupant's response teams. This ensures there is a consistent approach to fighting Covid-19 across the site.</p> <p>On site cleaning teams are coordinate schedules across shared areas to ensure nothing is missed.</p>		
Staggering break times to reduce pressure on break rooms or canteens.	Break times are staggered and have been changed from 3 shorter breaks to 2 longer		Although break times have been staggered across the site it is not always possible to

	<p>breaks to cope with the capacity.</p> <p>We have also changed break times to ensure that there is no passing of staff when starting or finishing breaks.</p>		<p>adhere to social distancing. When this happens exposure is kept to a minimum time period and management work to communicate the required distancing, work on behaviours and policing areas where appropriate.</p> <p>The kitchen has been restricted to an occupancy of 2 people maximum, staff will take their breaks outside or at their desks.</p>
Using safe outside areas for breaks.	We have dedicated areas for outside breaks.		The use of this area is weather dependent and therefore the risk of congestion may increase in inclement weather.
Creating additional space by using other parts of the workplace or building that have been freed up by remote working.	<p>Staff have been moved between offices now that most are working at home. This has enabled social distancing.</p> <p>We have changed a meeting room into an additional canteen space so that there is no overcrowding.</p>		
Installing screens to protect staff in receptions or similar areas.	We have removed the reception function for the time being as visitor numbers are significantly reduced. Only those with access passes can enter and any		

	<p>contractors are met by a chaperone.</p> <p>Screens have been implemented in the canteen and smoking area.</p>		
Encouraging workers to bring their own food.	<p>People generally bring their own food to site.</p> <p>We do provide vending and hot food facilities on site. The cleaning frequency of the machines has been increased to reduce risk of transfer.</p> <p>If queuing for the food vending and hot food facilities distancing measures are in place.</p>		
Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions.	<p>We have created a second canteen to support social distancing.</p> <p>The canteen has had seats cordoned off and screens put up to reduce contact.</p> <p>We are in the process of installing a containerised office and welfare block to increase canteen, toilet and office space to allow greater distancing</p>		

Encouraging staff to remain on-site and, when not possible, maintaining social distancing while off-site.	<p>The Government advice has been communicated to all staff.</p> <p>The majority of the teams left on site will remain on site for the whole work day.</p>		
4. Managing your customers, visitors and contractors			
Minimise the number of unnecessary visits to offices.	<p>ISS stopped all visitors to site at the beginning of the pandemic, this included customer teams that regularly visited site previously.</p> <p>We are only allowing people on site to complete 'essential works'.</p> <p>Before anyone can come to site it must be agreed with the response team and the visitors have to complete a Covid-19 pre arrival questionnaire.</p>		
4.1 Manage contacts			
Encouraging visits via remote connection/working where this is an option.	<p>We are using technology to support this.</p> <p>We are not allowing visitors on site unless essential.</p>		

Where site visits are required, site guidance on social distancing and hygiene should be explained to visitors on or before arrival.	When essential works is taking place a pre arrival Covid-19 questionnaire is completed. On arrival contractors or visitors are chaperoned by a site host who will explain our social distancing measures.		
Limiting the number of visitors at any one time.	All visitors must be run past the response team first and this helps to limit the number of visitors on site at any one time. Only essential visits are allowed.		
Maintaining a record of all visitors if this is practical.	We have a visitor signing in/out book where this is recorded Each visitors Covid-19 questionnaire is also recorded		
Revising visitor arrangements to ensure social distancing and hygiene, for example, where someone physically signs in with the same pen in receptions.	We have reviewed the signing in process and removed shared equipment where possible. This process undergoes periodic review as guidance changes.		
4.2 Providing and explaining available guidance			
Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage or visual aids and before arrival, for example, by phone, on the website or by email.	The response team's objective was to ensure clarity in communication to customers, visitors and contractors as well as our own teams. When	Customer, visitors and contractors	

	<p>reviewing guidance, we have reviewed its impact on all users of the site.</p> <p>Customers have been included in guidance communication and signage has been placed around all areas on site.</p> <p>All staff on site are aware of our social distancing measures</p> <p>Visitors (contractors or essential others) receive a pre arrival questionnaire and are updated with our latest on suite guidance. Once they arrive on site they are chaperoned by a site host.</p>		
Establishing host responsibilities relating to COVID-19 and providing any necessary training for people who act as hosts for visitors.	'Host' procedure in place with key individuals.	As it is likely that visitor and contractor numbers will increase in the near future we will be creating a one page information sheet that will be supplied to, and signed off by all visitors to the site, listing key guidelines and initiatives in place on site.	
Reviewing entry and exit routes for visitors and contractors to minimise contact with other people.	Visitors and contractors arrive and leave through the office	If works is needed to be carried out in the packhouse, if it is not possible to stop work in that	

	<p>entrance where they come in to contact with minimal people</p> <p>If work is carried out in the warehouse, for safety of the worker we would cordon the area off</p> <p>If it is possible to stop works in the production area to allow maintenance to visitors we will segregate a working area.</p> <p>Vending machine refill times have been changed so it can be done in the quieter periods and the kitchen upstairs can be locked while the coffee machine is being serviced to keep people separated.</p>	<p>area managers will ensure staff are at least 2 meters away.</p> <p>Mobile, personal barriers are being trialled to afford contractors increased levels of protection and segregation</p>	
<p>Coordinating and working collaboratively with landlords and other tenants in multi-tenant sites, for example, shared working spaces.</p>	<p>The ISS response team coordinates it's actions with the Landlord and other site occupant's response teams. This ensures there is a consistent approach to precautions taken in shared working spaces.</p> <p>Daily updates and communication takes place between all site occupants.</p>		
<p>5. Cleaning the workplace</p>			

<p>Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels.</p>	<p>Ventilations systems are serviced and maintained regularly.</p> <p>Since the beginning of the pandemic, where possible, units have been switched off in favour of natural ventilation or serviced by a competent contractor and cleaned regularly to ensure optimum standards are maintained.</p>		
<p>Most air conditioning systems do not need adjustment, however where systems serve multiple buildings or you are unsure, advice can be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.</p>	<p>Our air conditioning units do not serve multiple buildings. All units have been serviced by a competent contractor and cleaned regularly to ensure optimum standards are maintained.</p>		
<p>Opening windows and doors frequently to encourage ventilation, where possible.</p>	<p>We have encouraged staff to keep windows open where possible.</p>		<p>Some of our areas do not have windows due to pest control requirements but air con is in use.</p>
<p>Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.</p>	<p>Our cleaning contractors and internal cleaners have increased the frequency of cleaning high contact areas across site.</p> <p>Staff have increased the cleaning frequency of work equipment and tools. This</p>		

	<p>happens multiple times a shift and at shift changeover.</p> <p>Additional wipes have been provided to clean screens and high contact areas frequently to reduce risk further.</p>		
Frequent cleaning of objects and surfaces that are touched regularly, such as door handles and keyboards, and making sure there are adequate disposal arrangements.	<p>Our cleaning contractors and internal cleaners have increased the frequency of cleaning high contact surfaces across site.</p> <p>In addition to standard disposal arrangements we have a procedure for the disposal of biological waste.</p>		
Clearing workspaces and removing waste and belongings from the work area at the end of a shift.	Cleaning contractor and internal hygiene team have increased their cleaning schedule, bins are emptied regularly across the 24 hour period.		
Limiting or restricting use of high-touch items and equipment, for example, printers or whiteboards.	Where possible items of equipment are dedicated to an individual. Where items have to be shared, they are dedicated to an area and a combination of increased cleaning frequency and the provision of hand sanitiser mitigate the risk.	We are reviewing the practicality of cleaning solutions for printers and other electrical equipment to avoid mechanical failure.	

5.3 Hygiene: handwashing, sanitation facilities and toilets			
Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.	<p>Signage is in place at handwashing stations to advise of how to wash hands properly. This has been supported by additional hygiene information specific to the transmission of Covid-19.</p> <p>This has also been communicated by email to all staff and there are posters around site.</p>		
Providing regular reminders and signage to maintain personal hygiene standards.	Reminders on the need for good hygiene practices have been communicated by email to all staff and it is raised regularly at team huddles.		
Providing hand sanitiser in multiple locations in addition to washrooms.	Additional hand sanitiser stations have been placed around site. We have increased the amount of hand sanitising stations on site		
Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.	Toilets have signage displaying clear usage instructions and are cleaned to an agreed schedule by cleaning contractors. This schedule is monitored by ISS supervisors. The frequency of toilet cleaning has been		

	<p>increased across the 24 hour period.</p> <p>Toilets are closed while cleaning is in progress to support social distancing.</p>		
Enhancing cleaning for busy areas.	Cleaning contractors have increased the cleaning of high contact areas such as doors, handles, handrails, toilets, kitchen. We have also placed additional in house cleaners on each shift to support this.		
Providing more waste facilities and more frequent rubbish collection.	Waste is removed throughout the day in most heavily used areas and daily in lower use office areas. Due to the lower occupancy levels in the office areas, on review, the provision of waste facilities and frequency of rubbish collection is adequate.		
Where possible, providing paper towels as an alternative to hand dryers in handwashing facilities.			<p>As a food production site we have moved away from the use of paper towels in most areas. The model of hand dryer we use has been tested by the IRM and has been given the royal society for public health's hygienic accreditation and has been certified by HACCP International for use in food</p>

			preparation environments. They have HEPA filters that remove 99.95% of particulates including the bacteria and provide a more hygienic all round alternative to paper towels in our environment.
5.4 Changing rooms			
Where changing facilities are required, setting clear use and cleaning guidance for lockers and changing rooms to ensure they are kept clean and clear of personal items and social distancing is achieved as much as possible.	<p>We have staggered start, finish and break times to minimise the number of people using the facilities at any one time.</p> <p>Signs are clearly displayed in these areas to advise of social distancing guidance.</p> <p>Where possible we have segregated teams in different rooms as much as possible.</p> <p>Hand sanitiser in place throughout these areas.</p>		It is not possible for our teams to social distance when in the locker and changing rooms due to space constraints and layout of the site. Due to this we encourage people to spend a minimal amount of time in the areas.
Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.	Our cleaning contractors and internal cleaners have increased the frequency of cleaning throughout the changing and locker rooms.		
5.5 Handling goods, merchandise and other materials, and onsite vehicles			

Cleaning procedures for goods and merchandise entering the site.	Initial risk assessments of inbound materials suggested little risk of disease transfer.	We are reviewing this risk assessment to establish if any further action should or can be taken.	
Cleaning procedures for vehicles.	Staff have increased the cleaning frequency of work vehicles (MHE). This happens at shift changeover or when a vehicle is used by another operator. SOP in place for cleaning of MHE and trained to all relevant staff.		
Introducing greater handwashing and handwashing facilities for workers handling goods and merchandise and providing hand sanitiser where this is not practical.	All workers have access to handwashing facilities and wash or sanitise their hands when entering and leaving the work area for breaks. Additional hand sanitiser stations have been introduced around operational workstations.		
6. Personal protective equipment (PPE) and face coverings			
Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19.	We have not introduced any additional PPE into the general work environment as a result of the Covid-19 outbreak. Risks are being mitigated through good hygiene practice and an		

	<p>adherence to health monitoring guidance.</p> <p>First aiders have been provided with additional PPE for themselves and the patient should they need to treat a potential case of Covid-19.</p>		
6.1 Face coverings			
<p>Wearing a face covering is optional and is not required by law, including in the workplace. If you choose to wear one, it is important to use face coverings properly and wash your hands before putting them on and taking them off.</p> <p>Employers should support their workers in using face coverings safely if they choose to wear one. This means telling workers:</p> <ul style="list-style-type: none"> • wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it • when wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands • change your face covering if it becomes damp or if you've touched it • continue to wash your hands regularly 		<p>We are reviewing the use of visors in some areas to mitigate risk further where social distancing is not always possible. These will be specific to a task rather than for general use.</p>	<p>We are not encouraging the use of face masks or coverings at present as there is no evidence that it will protect the wearer against catching the virus and we think it may create a false sense of security and cause people to overlook current distancing guidance. Instead we have chosen to increase our hygiene techniques, our cleaning schedules and follow the social distancing measures using screens, floor markings and posters to aid this.</p>

<ul style="list-style-type: none"> • change and wash your face covering daily • if the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in your usual waste • practise social distancing wherever possible 			
<p>Considering whether there are enclosed spaces where social distancing is not possible and where employees come into contact with people they do not normally meet so as to require face coverings.</p>		<p>We are reviewing the use of visors in some areas to mitigate risk further where social distancing is not always possible. These will be specific to a task rather than for general use.</p>	<p>Most people on site will work with each other for a 4 day shift period so will not come into contact with each other.</p>
<p>7. Workforce management</p>			
<p>7.1 Shift patterns and working groups</p>			
<p>Change the way work is organised to create distinct groups and reduce the number of contacts each employee has.</p>	<p>We already have dedicated shifts and teams within those shifts that mean team members have a regular contact group. In addition we have adjusted shift start and end times and breaks times where possible to group employees within shifts into teams by section or production line.</p>		<p>The site runs 24 hours, 7 days a week. This means we have different shifts and it is not possible to keep everyone completely separated due to factors such as childcare, transport or essential overtime cover. This does mean we have people mixing across shifts. This factor has been considered in the measures we have put into place to keep everyone on site safe.</p>

As far as possible, where staff are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people.	This is in place as much as is practical.		This is not possible due to the cover needed to fulfil essential roles
Identifying areas where people directly pass things to each other, for example office supplies, and finding ways to remove direct contact, such as using drop-off points or transfer zones.	Staff are aware of the need to keep their distance from others and so pass things by putting them down first, then moving away to allow the other person to collect it. Hand sanitiser in place	We will look at ways of reinforcing this point to a greater extent through visual aids.	
7.2 Work-related travel			
7.2.1 Cars, accommodation and visits			
Minimising non-essential travel – consider remote options first.	All travel for work purposes has been cancelled, virtual visits have been encouraged.		
Minimising the number of people travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.	All work required travel has been cancelled. Where people travel into work together, this is normally in a fixed group and privately arranged. We have passed on the government's guidance on multi vehicle occupancy.		
Cleaning shared vehicles between shifts or on handover.	The business does not operate a fleet of vehicles for business purposes.		

Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.	All travel for work has been cancelled.		
7.2 Communications and Training			
7.2.1 Ongoing communications and signage			
Ongoing engagement with workers (including through trades unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.	<p>The ISS response team regularly communicate updates in guidance and the wider business position through emails and letters to staff, where staff do not have access to emails hard copies are posted around the site. Key information is translated to the core languages used within the business.</p> <p>The managers are communicated to through additional emails and through regular one to one sessions.</p> <p>We have been surveying our staff through the use of an online survey tool to establish how well the key messages are being understood, whether employees feel we are doing enough and whether there has been an impact on their wellbeing from the changes we</p>		

	<p>have implemented. The feedback is reviewed by the ISS response team and appropriate action taken if required.</p> <p>There are daily communications between managers and staff to ensure there is regular two way dialogue regarding Covid-19 and potential issues.</p> <p>Fresh ideas meeting held via Zoom call where questions and concerns were raised from all staff and we will continue to do this in place of face to face meetings.</p> <p>Q&A document with answers to staff questions written and released to employees.</p>		
<p>Awareness and focus on the importance of mental health at times of uncertainty.</p>		<p>The ISS response team and leadership team are very aware of the potential impact on peoples mental wellbeing. Whilst we are making best efforts to capture any challenges individuals are having we are looking to offer Mental health eLearning courses for staff to be self-aware and will look further at mental health first aiders</p>	

		throughout the business to support the initiative	
Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language.	<p>We use simple bold messaging a pictures to clarify the key points within the messaging. Where key, detailed text is required we will translate to the key languages used on site.</p> <p>Nominated translators are available throughout the teams to support staff whose first language is not English.</p>		
Using technology for communications, for example emails and calls, to explain changes to schedules, breakdowns or materials shortages to reduce the need for face-to-face communications.	Virtual communication has become our primary method of communication during the pandemic.		Where direct conversation is needed staff must follow the social distancing measures on site.
Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.	We have been in daily communication with customers and suppliers to share experience and learn from theirs. This is a useful two way process that has led to our suggestions being adopted in line with guidance and ISS adopting better practice that would work in our environment.		
8. Inbound and outbound goods			

Revising pick-up and drop-off collection points, procedures, signage and markings.	A review of the inbound and outbound goods process was carried out in conjunction with the service partner on site. Changes to driver access and flow were made and additional signage provided to ensure messaging was clear.		
Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.	The access gates are operated by remote sensing and a hatch was constructed to allow low contact operations with drivers.		
Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.	Load fill is already maximised on both inbound and outbound deliveries.		As a service provider to its customers, the business is not in full control of delivery or collection frequency. Where possible customers and suppliers optimise vehicle fill.
Where possible and safe, having single workers load or unload vehicles.	This process is already in place on site		
Where possible, using the same pairs of people for loads where more than one is needed.	Where required this is generally used, it is a very infrequent occurrence		
Enabling drivers to access welfare facilities when required, consistent with other guidance.	A separate, temporary welfare facility has been brought onto site for the use of visiting drivers.		

<p>Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.</p>	<p>A procedure has been put in place by our service partner to allow drivers back into their cabs whilst maintaining safe working practices.</p>		
<p>9. Control of those with symptoms</p>			
<p>Where possible avoid anyone coming into the premises with the symptoms</p>	<p>We have communicated the Governments advice on what to do if they have symptoms and explained what those symptoms are to all staff. If people feel ill at home, they should not come to work but phone their managers to discuss symptoms and self isolate where necessary.</p> <p>All management are aware of what to do if someone calls in with symptoms. All managers report those self-isolating to the response team as soon as they are made aware. The information can be accessed by the response team and all managers so they can see who is self-isolating and ensure no one can bypass the control.</p>		

Signed by Health & Safety Advisor and Managing Director, Charlie Saxby & Mathew Newns

CJSaxby

M Newns