

# Balfour Beatty Site Operating Procedures – Working safely during COVID-19

Revised in accordance with Government updates: 6 November 2020

- **The construction and manufacturing sectors remain open across the UK**

On Saturday 31 October, the Prime Minister announced England would enter national lockdown from Thursday 5 November until Wednesday 2 December but confirmed that construction and manufacturing would remain open, as it is in Ireland, Scotland, Wales and Northern Ireland including where this involves working in other people's homes.

As ever, it remains critically important that our projects, sites and contracts continue to follow these Balfour Beatty COVID-19 Site Operating Procedures.

**Key points under relevant headings (for more information see yellow highlights throughout the document):**

- **Page 4 | Priority actions added;** a new section has been added from the Government Construction and Outdoor Workers guidance
- **Page 5 | Test and Trace requirements for 21-day tracking to support the NHS Test and Trace have been updated;** to include additional measures for canteens (catered facilities serving food). The use of QR codes for canteens is one way of achieving this. The Use of QR codes and NHS COVID-19 App does not replace our own test and trace recording procedures on our worksites as many people at work will not have access to SMART phones or may not wish to use the App.  
More information for requirements relating to workplace canteens is [available in section 3.5](#)
- **Page 6 | National variations including alert levels;** This guidance references various alert levels which will be subject to change and local variation. The document contains relevant links.
- **Page 10 | Travelling to work;** workers in the construction and manufacturing industries should continue to travel to work and attend sites and other workplaces and where essential, stay away overnight
- **Page 10 | Who should go to work;** Section 2.1 updated to reflect changes including arrangements for Clinically Extremely Vulnerable people
- **Page 12 | Self-isolation;** a new flowchart on 'what should you do if an employee has COVID-19 or has to self-isolate' (available in page 12). Workers must continue to self-isolate for 10 days from when their symptoms started following a positive test.
- **Page 16 | Face coverings in canteens;** it is now a legal requirement to wear face coverings in canteens (catered areas serving food) except when sitting down eating and drinking
- **Page 23 | National variations on use of face covering;** Scotland introduced additional regulations on wearing face coverings in all communal areas of workplaces. The requirement for face coverings is qualified in the new regulations: they are not required where partitions are provided or 2m social distancing can be maintained. Communal spaces are defined in the regulations as passageways, stairs, lifts, staff rooms, training rooms, changing rooms or entrances.

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## Introduction

This document has been prepared by Balfour Beatty in response to the publication of the guidance from H.M. Government “Working safely during coronavirus (COVID-19) - Construction and other outdoor work” and supersedes previous versions.

It combines published guidance from the following sources:

1. “Working safely during coronavirus (Covid-19)” – Construction and other outdoor work
2. “Working safely during coronavirus (COVID-19)” – Other relevant sector guidance
3. The Construction Leadership Council (CLC) Site Operating Procedures
4. The Health and Safety Executive (HSE)

Balfour Beatty understands how important it is to work safely and support our workers’ and visitors’ health and wellbeing during the COVID-19 pandemic and not contribute to the spread of the virus.

It is critical that employers, employees and the self-employed, take steps to keep everyone safe. This document provides a practical framework to help everyone on our sites, projects, depots and offices understand how to work safely during the COVID-19 pandemic, ensuring as many people as possible comply with social distancing guidelines (2m apart, or 1m plus with risk mitigation where 2m is not viable, is acceptable).

The document structure mirrors the Government sector guidance (i.e. 1 above) rather than the CLC SOP structure and includes text from all documents. The CLC text has been arranged to complement the appropriate section of the Government guidance.

Public health is devolved in Northern Ireland, Scotland and Wales; this guidance should be considered alongside local public health and safety requirements and legislation in Northern Ireland, Scotland and Wales.

### Additional CLC Guidance

**Note: for work in Wales, Scotland and Northern Ireland,** please refer to the following for additional information:

- **Wales:** [Welsh Government social distancing](#)
- **Scotland:** [Scottish Government social distancing](#)
- **Northern Ireland:** [NI Government social distancing](#)

The health and safety requirements of any construction activity must not be compromised at this time. If an activity cannot be undertaken safely, it should not take place.

[HSE](#) is the relevant enforcing authority for occupational health and safety legislation and guidance to control public health risks in the construction sector. If a site is not consistently implementing the measures set out by Government, it may be subject to enforcement action.

Where workers enter people’s homes, they should follow the Government guidance on [working in other people's homes](#).

Emergency services are also under great pressure and may not be able to respond as quickly as usual. This should be taken into consideration in the planning of work activities, first aid, fire and emergency responses.

## How to use this guidance

This document sets out guidance on how to work safely. It gives practical considerations of how this can be applied in the workplace. Site in this context includes the site, project, depot or office.

Each site will need to translate this into the specific actions it needs to take, depending on the nature of their site, including the size and type of site, how it is organised, operated, managed and regulated.

An appropriate COVID-19 risk assessment must be carried out, and the outcome shared with the workforce.

This guidance does not supersede any legal obligations relating to health and safety, employment or equalities and it is important that as a site or an employer we continue to comply with our existing obligations, including those relating to individuals with protected characteristics. It contains non-statutory guidance to consider when complying with these existing obligations. When considering how to apply this guidance, consider agency workers, contractors and other people, as well as our employees.

### Additional CLC Guidance

Organisations must have in place effective arrangements for monitoring and reviewing their compliance with Government and industry guidance. Employers should also remind the workforce at every opportunity of their Site Operating Procedures which are aimed at protecting them, their colleagues, families and the UK population.

### Priority actions to take - what businesses need to do to protect staff and customers

Seven steps to protect yourself, your workforce and your customers during coronavirus.

- 1. Complete a COVID-19 risk assessment.** Share it with all your staff
- 2. Clean more often.** Increase how often you clean surfaces, especially those that are being touched a lot. Ask your staff, visitors or contractors to use hand sanitiser and wash their hands frequently.
- 3. Ask your visitors to wear face coverings where required to do so by law.** That is especially important if your visitors are likely to be around people they do not normally meet. Some exemptions apply.
- 4. Make sure everyone is social distancing.** Make it easy for everyone to do so by putting up signs or introducing a one-way system that your workforce and visitors can follow.
- 5. Increase ventilation** by keeping doors and windows open where possible and running ventilation systems at all times.

**6. Take part in NHS Test and Trace** by keeping a record of all staff, customers, visitors and contractors for 21 days. This is now enforced in law. Some exemptions apply. Check '[Maintaining records of staff, customers and visitors to support NHS Test and Trace](#)' for details.

**7. Turn people with coronavirus symptoms away.** If a worker (or someone in their household) or a visitor has a persistent cough, a high temperature or has lost their sense of taste or smell, they should be isolating. By law employers must not require someone who is being required to self-isolate to come to work.

Five more things for construction and other outdoor work:

- **Reduce crowding.** Consider how many people can be in each space while remaining socially distanced and how to prevent crowding in busy areas. Consider separating the site into smaller zones to keep groups separate.
- **Work with the same team every day.** Use fixed teams or shift patterns to reduce the number of people each person comes into contact with.
- **Arrange work spaces to keep staff apart.** Consider using barriers to separate workers, introduce back-to-back or side-to-side working, and spread out workstations.
- **Clean shared equipment.** Clean shared tools and machinery frequently and limit the number of people who use them.
- **Communicate and train.** Make sure all workers, contractors and visitors are kept up to date with how safety measures are being used and updated.

These are the priority actions to make your business safe during coronavirus. You should also read the full version of the document below.

## 1. Thinking about risk

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

The risk assessment for your site must address the risks of COVID-19, using this guidance to inform your decisions and control measures. The risk assessment must identify sensible measures to control the risks in the workplace. If you have fewer than five workers, or are self-employed, you don't have to write anything down as part of your risk assessment. Your risk assessment will help you decide whether you have done everything you need to. There are interactive tools available to support you from the Health and Safety Executive (HSE) at <https://www.hse.gov.uk/risk/assessment.htm>.

Employers have a duty to consult their people on health and safety. You can do this by listening and talking to them about the work and how you will manage risks from COVID-19. The people who do the work are often the best people to understand the risks in the workplace and will have a view on how to work safely. Involving them in making decisions shows that you take

their health and safety seriously. We must consult with the health and safety representative selected by a recognised trade union or, if there isn't one, a representative chosen by workers.

At its most effective, full involvement of our workers creates a culture where relationships between employers and workers are based on collaboration, trust and joint problem solving. As is normal practice, workers should be involved in assessing workplace risks and the development and review of workplace health and safety policies in partnership with the employer.

Employers and workers should always come together to resolve issues. This is supported by our Balfour Beatty Golden Rules and our Speak Up Helpline. If concerns still cannot be resolved, see below for further steps you can take:

- Contact Balfour Beatty's Speak Up Helpline on 0800 028 0822
- Contact your employee representative
- Contact your trade union if you have one
- Use the HSE form available at <https://www.hse.gov.uk/contact/concerns.htm>
- Contact the HSE by phone on 0300 790 6787

On 12 October the government introduced a system of local COVID alert levels. If you live, work or volunteer in an area that is part of local COVID alert level: high or local COVID alert level: very high, there are additional restrictions which apply to you.

Please [check the local COVID alert levels page](#) to find out what level your area is in and the additional restrictions that apply.

## Additional Guidance

Employers should remind the workforce (e.g. at daily briefings) of the specific control measures necessary to protect them, their colleagues, families and the UK population. Alert levels will be subject to change and will have different requirements e.g. in England currently:

**Medium alert level:** Businesses and venues can continue to operate, in a COVID-secure manner, other than those that remain closed in law

**High Alert level:** You can continue to travel to venues or amenities that are open, for work or to access education, but should look to reduce the number of journeys you make where possible

**Very High Alert level:** You should try to avoid travelling outside the very high alert level area you are in or entering a very high alert level area, other than for things like work, education or youth services, to meet caring responsibilities or if you are travelling through as part of a longer journey

## 1.1 Managing risk

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

Employers have a duty to reduce workplace risk to the lowest reasonably practicable level by taking preventative measures. We must work with any other employers and contractors sharing

the workplace so that everybody's health and safety is protected. In the context of COVID-19 this means working through these steps in order:

- Ensuring workers and visitors who feel unwell stay at home and do not attend the premises. By law from 28 September businesses may not require a self-isolating employee to come into work. In every workplace, increasing the frequency of handwashing and surface cleaning.
- Businesses and workplaces should make every reasonable effort to ensure their employees can work safely. Anyone who can work from home should do so. Anyone else who cannot work from home should go to their place of work, if COVID-19 Secure guidelines are followed closely. When in the workplace, everyone should make every reasonable effort to comply with the social distancing guidelines set out by the government (2m, or 1m with risk mitigation where 2m is not viable).
- Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain a 2m distance or 1m with risk mitigations.
- Further mitigating actions include:
  - Further 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).
- Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, sites should consider whether that activity needs to continue for the site to operate. If so, take all the mitigating actions possible to reduce the risk of transmission between employees.
- Clinically extremely vulnerable individuals are strongly advised to work from home during the period of national restrictions. If they cannot work from home, they should not attend work for this period.
- You should ensure that steps are taken to avoid people needing to unduly raise their voices to each other. This includes, but is not limited to, refraining from playing music or broadcasts that may encourage shouting, including playing music at a volume that makes normal conversation difficult. This is because of the potential to increase risk of transmission, particularly from aerosol transmission. Further guidance, based on scientific evidence, to enable these activities will be available as soon as possible.
- 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 your assessment you should have particular regard to whether the people doing the work are especially vulnerable to COVID-19.

It is also important that people from different households or support bubbles meeting in a single group remain socially distanced. [Read further information on social contact rules, social distancing and the exemptions that exist](#). These rules will not apply to workplaces or education settings, alongside other exemptions.

## Additional Guidance

Line managers are asked to remind their teams to be mindful of social distancing outside of work and the limits on social gatherings as outlined above.

The recommendations in the rest of this document are ones you should consider as you go through this process. You could also consider any advice that has been produced specifically for your sector, for example by trade associations or trades unions.

If you are currently operating, you will already have carried out an assessment of the risks posed by COVID-19 in your workplace. Use this document to identify any further improvements you should make. You must review the measures you have put in place to make sure they are working. You should also review them if they may no longer be effective or if there are changes in the workplace that could lead to new risks.

## Additional CLC Guidance

Existing risk assessments and method statements should also be reviewed.

### Hierarchy of controls

If you are not able to work whilst maintaining a 2m distance, you should risk assess the activity using the hierarchy of control below and against any sector specific guidance:

#### Eliminate

- Stop all non-essential visitors
- Workers who are unwell with symptoms of coronavirus (COVID-19) should not travel to or attend the workplace
- Work requiring skin to skin / face to face contact should not be carried out
- Rearrange tasks to enable them to be done by one person, or by people working two metres apart
- Stairs should be used in preference to lifts or hoists and consider one-way systems
- Consider alternative / additional mechanical aids to reduce worker interface

#### Reduce

Where the social distancing measures (2m) cannot be applied:

- Minimise the frequency and time workers are within 2m of each other
- Minimise the number of workers involved in these tasks
- Workers should work side by side, or facing away from each other, rather than face to face
- Lower the worker capacity of lifts and hoists to reduce congestion and contact at all times
- Regularly clean common touchpoints, doors, buttons, handles, vehicle cabs, tools, equipment etc.
- Increase ventilation in enclosed spaces
- Workers should wash or clean their hands before using and after using any equipment

#### Isolate

Keep teams of workers that have to work within 2m:

- Together (do not change workers within teams)
- As small as possible
- Away from other workers where possible

## Control

Where face to face working is essential to carry out a task when working within 2m:

- Consider introducing an enhanced authorisation process for these activities
- Provide additional supervision to monitor and manage compliance

## Personal Protective Equipment (PPE)

Refer to **Section 6**

## Behaviours

The measures necessary to minimise the risk of spread of the infection rely on everyone in the industry taking responsibility for their actions and behaviours.

Please encourage an open and collaborative approach between workers and employers on site where any issues can be openly discussed and addressed.

## 1.2 Sharing the results of your risk assessment

You must share the results of your COVID-19 risk assessment with your workforce. If possible, you should consider publishing the results on your website (the Government expects employers with over 50 workers to do so). All businesses are expected to demonstrate to employees, subcontractors and customers that they have properly assessed their risks and taken appropriate measures to mitigate these risks. You should do this by displaying a signed copy of the [Staying COVID-19 Secure in 2020](#) poster notification in a prominent place in your work and on your website to show you have followed this guidance.

### Additional CLC Guidance

You should publish your business level COVID-19 risk assessment on your website not task-based risk assessments.

## 2. Who should go to work?

**Objective:** Employers should ensure workplaces are safe for anyone who cannot work from home. It is recognised that the nature of work in this environment will make it difficult for many workers to work remotely or from home.

In order to keep the virus under control, it is important that people work safely. At the present time, anyone who can work from home should do so. Anyone else who cannot work from home should go to their place of work. The risk of transmission can be substantially reduced if COVID-19 secure guidelines are followed closely. Employers should consult with their employees to determine who needs to come into the workplace. Extra consideration should be

given to those people at higher risk. When employers consider that workers should come into their place of work then this will need to be reflected in the COVID-19 workplace risk assessment and actions taken to manage the risks of transmission in line with this guidance.

Steps that will usually be needed:

- Consider the maximum number of people who can be safely accommodated on site.
- Monitoring the wellbeing of people who are working from home and helping them stay connected to those operating in an outdoor environment, especially if the majority of their colleagues are on-site.
- Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.
- Providing equipment for people to work from home safely and effectively, for example, remote access to work systems.

## Additional Guidance

To help contain the virus, everyone who can work effectively from home must do so. Where people cannot do so (for instance people who work in critical national infrastructure, construction or manufacturing) they should continue to travel to work/attend their workplace (including if your job involves working in other people's homes). This is essential to keeping the country operating and supporting vital sectors and employers.

Essential overnight stays may also continue.

## 2.1 Protecting people who are at higher risk

**Objective:** To support those who are at a higher risk of infection and/or an adverse outcome if infected.

The Public Health England report '[Disparities in the risk and outcomes of COVID-19](#)' shows that some groups of people may be at more risk of being infected and/or an adverse outcome if infected.

The higher-risk groups include those who:

- are older males
- have a high body mass index (BMI)
- have health conditions such as diabetes
- are from some Black, Asian or minority ethnicity (BAME) backgrounds

You should consider this in your risk assessment.

Clinically extremely vulnerable individuals are strongly advised to work from home. If they cannot work from home, they should not attend work for this period of restrictions. Clinically extremely vulnerable individuals who cannot attend work for this reason may be eligible for support. See the [current guidance for the clinically extremely vulnerable](#).

Those living with clinically extremely vulnerable individuals who are not clinically extremely vulnerable themselves can still attend work if they cannot work from home, in line with the [wider rules set out in the new National Restrictions](#) from 5 November.

Steps that will usually be needed:

1. Providing support for workers around mental health and wellbeing. This could include advice or telephone support.
2. See current guidance for advice on who is in the [clinically extremely vulnerable and clinically vulnerable groups](#).

## 2.2 People who need to self-isolate

**Objective:** To make sure individuals who are advised to stay at home under existing government guidance to stop infection spreading do not physically come to work. This includes individuals who have symptoms of COVID-19 as well as those who live in a household or are in a support bubble with someone who has symptoms and those who are advised to self-isolate as part of the government's test and trace service.

Steps that will usually be needed:

- Enabling workers to work from home while self-isolating if appropriate. By law employers must not knowingly require or encourage someone who is being required to self-isolate to come to work.
- See current guidance for employees and employers relating to statutory sick pay due to COVID-19
- Ensuring any workers who have symptoms of COVID-19-a high temperature, new and persistent cough or loss of taste or smell -however mild, should self-isolate for at least 10 days from when the symptoms started. Workers who have tested positive for COVID-19 should self-isolate for at least 10 days starting from the day the test was taken [or from when symptoms started](#). Where a worker has tested positive while not experiencing symptoms but develops symptoms during the isolation period, they should restart the 10-day isolation period from the day the symptoms developed.
- See current guidance for people who have symptoms and those who live with others who have symptoms.

## Additional CLC Guidance

### Procedure if someone falls ill

If a worker develops any recognised symptoms of COVID-19 while at work, they should:

- Ensure their manager or supervisor is informed
- Return home immediately
- Avoid touching anything
- Cough or sneeze into a tissue and put it in a bin, or if they do not have tissues, cough and sneeze into the crook of their elbow.

They must then follow the guidance on self-isolation and not return to work until their period of self-isolation has been completed.

## Additional Guidance

[What should you do if an employee has COVID-19 or has to self-isolate? Flowchart](#)

## 2.3 Equality in the workplace

**Objective:** To make sure that nobody is discriminated against.

In applying this guidance, employers should be mindful of the particular needs of different groups of workers or individuals

It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex, disability, race or ethnicity.

Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.

Steps that will usually be needed:

- Understanding and taking into account the particular circumstances of those with different protected characteristics
- Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk or might make any steps you are thinking about inappropriate or challenging for them
- Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equality's legislation
- Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers
- 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.

### 3. Social distancing at work

**Objective:** Ensuring workers maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable), wherever possible, including arriving at and departing from work, while in work and when travelling between sites.

You must maintain social distancing in the workplace wherever possible

Where the social distancing guidelines cannot be followed in full in relation to a particular activity, sites should consider whether that activity can be redesigned to maintain a 2m distance or 1m with risk mitigations where 2m is not viable. Mitigating actions include:

- Further 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)

Where the social distancing guidelines cannot be followed in full, even through redesigning 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 employees.

Social distancing applies to all parts of a site, not just the place where people spend most of their time, but also entrances and exits, break rooms, canteens and similar settings. These are often the most challenging areas to maintain social distancing and workers should be specifically reminded.

#### 3.1 Coming to work and leaving work

**Objective:** To maintain social distancing wherever possible, on arrival and departure and to ensure handwashing upon arrival.

Steps that will usually be needed:

- Staggering arrival and departure times at work to reduce crowding into and out of the workplace, taking account of the impact on those with protected characteristics
- Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible
- Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty
- Reducing congestion, for example, by having more entry points to the workplace
- Using markings and introducing one-way flow at entry and exit points
- Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points
- Maintaining use of security access devices, such as keypads or passes, and adjusting processes at entry/exit points to reduce risk of transmission. For example, cleaning pass readers regularly and asking staff to hold their passes next to pass readers rather than touching them.

## Additional CLC Guidance

### Travel to work

Wherever possible workers should travel to site alone using their own transport.

If workers have no option but to share transport:

- Good ventilation (i.e. keeping the windows open) and facing away from each other may help reduce the risk of transmission
- The vehicle should be cleaned regularly using gloves and standard cleaning products, with particular emphasis on handles and areas where passengers touch surfaces.

Sites should consider:

- Providing facilities such as lockers and showers for workers using other means of transport to avoid public transport e.g. cycling
- How someone taken ill would get home.

Where public transport is the only option for workers, you should consider:

- Changing and staggering site hours to reduce congestion on public transport
- Avoid using public transport during peak times
- Reminding workers that face coverings are mandatory on all types of public transport.

### Site Access and Egress Points

- Stop all non-essential visitors
- Plan site access and egress points to enable social distancing – you may need to change the number of access points, either increase to reduce congestion or decrease to enable monitoring, including in the case of emergencies
- Require all workers to wash their hands for 20 seconds using soap and water when entering and leaving the site
- Remove, disable or modify entry systems that require skin contact (e.g. fingerprint scanners) unless they are cleaned between each individual use
- Regularly clean common contact surfaces in reception, office, access control and delivery areas e.g. scanners, turnstiles, screens, telephone handsets and desks, particularly during peak flow times
- Reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible
- Remind workers not to attend site if they have symptoms of Coronavirus (COVID-19) and to follow guidelines.

## 3.2 Moving around buildings and worksites

**Objective:** To maintain social distancing wherever possible, while people travel through the workplace.

Steps that will usually be needed:

- Reducing movement by discouraging non-essential trips within buildings and sites. For example, restricting access to some areas, encouraging use of telephones where permitted, and cleaning them between use
- Reducing job rotation and equipment rotation, for example, single tasks for the day
- Implementing one-way systems where possible on walkways around the workplace

- Using signage such as ground markings or being creative with other objects to help people comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable), to allow controlled flows of people moving throughout the site.
- Reducing occupancy of vehicles used for onsite travel, for example, shuttle buses, and when needed, social distancing measures should be followed within the vehicles
- Separating sites into working zones to keep different groups of workers physically separated as much as practical
- Planning site access and ‘area of safety’ points to enable social distancing
- Reducing the number of people in attendance at site inductions and consider holding them outdoors wherever possible with social distancing
- Managing use of high traffic areas including corridors, lifts, turnstiles and walkways to maintain social distancing

### 3.3 Making the main workplace safe for people who work statically

**Objective:** To maintain social distancing between people who work in one place.

It is recognised that in outdoor workplaces it might be rare to have a fixed or static place of work, however, there may be some situations where this is the case

For people who work in one place, workstations should allow them to maintain social distancing wherever possible

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

If it is not possible to ensure workstations comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable), then businesses should consider whether that activity needs to continue for the business to operate, and if so take all mitigating actions possible to reduce the risk of transmission.

Steps that will usually be needed:

- Reviewing layouts and processes to allow people to work further apart from each other
- 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
- Only where it is not possible to move workstations further apart, using screens to separate people from each other
- Using a consistent pairing system if people have to work in close proximity, for example, during two-person working, lifting or maintenance activities that cannot be redesigned.

## 3.4 Meetings

**Objective:** To reduce or eliminate transmission due to face-to-face meetings and maintain social distancing in meetings.

Steps that will usually be needed:

- Using remote working tools to avoid in-person meetings
- Only absolutely necessary participants should physically attend meetings and should maintain social distancing guidelines.
- Avoiding transmission during meetings, for example, avoid sharing pens, documents and/or other objects
- Providing hand sanitiser in meeting rooms.
- Holding meetings outdoors or in well-ventilated rooms whenever possible.
- For areas where regular meetings take place, use floor signage to help people maintain social distancing.

## 3.5 Common areas

**Objective:** To maintain social distancing while using common areas.

Steps that will usually be needed:

- Staggering break times to reduce pressure on break rooms or places to eat.
- Using safe outdoor areas for breaks
- Creating additional space by using other parts of the workplace freed up by remote working
- Reconfiguring seating and tables to maintain spacing and reduce face-to-face interactions

### Additional Guidance

It is now a legal requirement to wear a face covering in canteens (catered facilities where food is provided) except when seated at the table to eat or drink

It is also now a requirement for NHS Test and Trace service to be able to identify when each person has used the facilities . This may be covered by rota records or other means. The use of QR codes and the NHS COVID-19 App does not replace our own test and trace recording procedures on our worksites as many people will not have access to SMART phones or may not wish to use the App.

### Additional CLC Guidance

#### Canteens and rest areas

Canteens should follow the Government guidance on [Keeping workers and customers safe during Covid-19 in restaurants](#) and use this [Food Standards Agency checklist](#).

Where facilities are not available, workers should be encouraged to bring their own food and stay on site.

- Consider increasing the number or size / number of canteens and rest areas.
- Hand cleaning facilities or hand sanitiser should be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area

- Payments should be taken by contactless card wherever possible
- Drinking water should be provided, with enhanced cleaning measures for the tap mechanism
- Tables should be cleaned between each use
- A distance of 2m, or 1m with risk mitigation such as screens where 2m is not possible, should be maintained between users. Seating and tables should be reconfigured to reduce face to face interactions
- All rubbish should be put straight in the bin and not left for someone else to clear up
- Canteen staff should wash their hands often with soap and water for at least 20 seconds before and after handling food
- Canteen staff and workers may use rest areas if they apply the same social distancing measures

### 3.6 Accidents, security and other incidents

**Objective:** To prioritise safety during incidents.

- In an emergency, for example, an accident, provision of first aid, fire or break-in, people do not have to comply with social distancing guidelines if it would be unsafe.
- People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands.

Steps that will usually be needed:

- Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible.
- Considering the security implications of any changes you intend to make to your operations and practices in response to COVID-19, as any revisions may present new or altered security risks which may need mitigations.
- Following government guidance on managing security risks.

#### Additional CLC Guidance

##### First Aid and emergency service response

The primary responsibility is to preserve life. First aid should be administered if required and until the emergency services attend.

- When planning site activities, the provision of adequate first aid resources must be agreed between the relevant parties on site
- Emergency plans including contact details should be kept up to date
- Consideration must also be given to potential delays in emergency service responses, due to the current pressure on resources
- Consider preventing or re-scheduling high risk work or the provision of additional competent first aid / trauma resources.

## 4. Managing your customers, visitors and contractors

### 4.1 Manage contacts

**Objective:** To minimise the number of unnecessary visits to the worksite.

Steps that will usually be needed:

- Where site visits are required, site guidance on social distancing and hygiene should be explained to visitors on or before arrival
- Encouraging visits via remote connection / working where this is an option
- Limiting the number of visitors at any one time
- Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people
- Maintaining a record of all visitors, if this is practical.
- Encouraging visitors to use hand sanitiser or handwashing facilities as they enter the site.

#### Additional CLC Guidance

Stop all non-essential visitors.

### 4.2 Providing and explaining available guidance

**Objective:** To make sure people understand what they need to do to maintain safety.

- Ensuring public notices are visible and help inform workers, customers, visitors, contractors and the public to maintain social distancing whilst near the workplace
- There is a high likelihood in some areas that working outdoors will draw the attention of the public. Visible signage may be used to inform the public of the type of work that is being performed.

Steps that will usually be needed:

- Providing signage to inform the public on what work you are doing.
- Providing signage at entrances to the worksite to remind the public and workers to maintain social distancing.
- Providing signage on rights of way that cross your workplace to remind the public to maintain social distancing.
- Establishing host responsibilities relating to COVID- 19 and providing any necessary training for people who act as hosts for visitors.
- Informing visitors that they should be prepared to remove face coverings if asked to do so by police officers and staff for the purposes of identification.
- Ensuring information provided to visitors, such as advice on the location or size of queues, does not compromise their safety.

## 5. Cleaning the workplace

### 5.1 Before reopening

**Objective:** To make sure that any site or location that has been closed or partially operated is clean and ready to restart, including:

- Conducting a risk assessment for all sites, or part of sites, that have been closed, before restarting work
- Carrying out cleaning procedures and providing hand sanitiser, before restarting work.

### 5.2 Keeping your workplace clean

**Objective:** To keep the workplace clean and prevent transmission by touching contaminated surfaces.

Steps that will usually be needed:

- Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.
- Frequent cleaning of objects and surfaces that are touched regularly, such as buckets, site equipment and control panels, and making sure there are adequate disposal arrangements for cleaning products.
- Clearing workspaces and removing waste and belongings from the work area at the end of a shift
- Sanitisation of all hand tools, controls, machinery and equipment after use
- If you are cleaning after a known or suspected case of COVID-19 then you should refer to the specific guidance.

#### Additional CLC Guidance

Enhanced cleaning procedures should be in place across the site, particularly in communal areas and at touch points including:

- Taps and washing facilities
- Toilet flush and seats
- Turnstiles, door handles and push plates
- Hand rails on staircases and corridors
- Lift and hoist controls
- Machinery and equipment controls
- All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, vending machines and payment devices
- Telephone equipment
- Keyboards, photocopiers and other office equipment.
- Rubbish collection and storage points should be increased and emptied regularly throughout and at the end of each day.

## 5.3 Hygiene – handwashing, sanitation facilities and toilets

**Objective:** To help everyone keep good hygiene through the working day.

Steps that will usually be needed:

- Providing additional handwashing facilities, for example, pop-ups, particularly on a large site or where there are significant numbers of personnel on site
- Using signs and posters to build awareness of good handwashing technique, the need to increase hand washing 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
- Providing regular reminders and signage to maintain hygiene standards
- Providing hand sanitisers in multiple locations in addition to washrooms
- Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible
- Enhancing cleaning for busy areas
- Special care should be taken for cleaning of portable toilets
- Providing more waste facilities and more frequent rubbish collection
- Providing hand drying facilities –either paper towels or electrical dryers
- Keeping the facilities well ventilated, for example, by fixing doors open where appropriate

### Additional CLC Guidance

- Allow regular breaks to wash hands
- Provide hand sanitiser (minimum 60% alcohol based) where hand washing facilities are unavailable
- Restrict the number of people using toilet facilities at any one time (e.g. use a welfare attendant), and use signage such as floor markings to ensure 2m distance is maintained between people queueing
- Wash or sanitise hands before and after using the facilities
- Enhance the cleaning regimes for toilet facilities particularly door handles, locks and the toilet flush
- Portable toilets should be avoided wherever possible, but where in use these should be cleaned and emptied more frequently
- Provide suitable and sufficient rubbish bins for hand towels with regular removal and disposal.

## 5.4 Changing rooms and showers

**Objective:** To minimise the risk of transmission in changing rooms and showers.

Steps that will usually be needed:

- Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that social distancing is achieved as much as possible
- Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day

## Additional CLC Guidance

- Consider increasing the number or size of facilities available on site if possible
- Based on the size of each facility, determine how many people can use it at any one time to maintain a distance of 2m.
- Restrict the number of people using these facilities at any time e.g. use a welfare attendant
- Introduce staggered start and finish times to reduce congestion and contact
- Provide suitable and sufficient rubbish bins in these areas with regular removal and disposal

## 5.5 Handling equipment, materials, waste, and onsite vehicles

**Objective:** To reduce transmission through contact with objects that come into the workplace and vehicles at the worksite.

Steps that will usually be needed:

- Cleaning procedures for the parts of shared equipment you touch after each use, thinking about equipment, tools and vehicles, for example, pallet trucks and forklift trucks
- Encouraging increased handwashing and introducing more handwashing facilities for workers handling goods and merchandise or providing hand sanitiser where this is not practical.
- Regular cleaning of vehicles that workers may take home
- Regular cleaning of reusable delivery boxes.

## 6. Personal protective equipment (PPE) and face coverings

PPE protects the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment, such as face masks.

Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so.

At the start of this document we described the steps you need to take to manage COVID-19 risk in the workplace. This includes working from home and maintaining social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable). When managing the risk of COVID-19, additional PPE beyond what you usually wear is not beneficial in the majority of workplaces. This is because COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering.

The exception is clinical settings, like a hospital, or a small handful of other roles for which Public Health England advises use of PPE. For example, first responders and immigration enforcement officers. If you are in one of these groups, you should refer to the following government advice:

- [COVID-19: personal protective equipment \(PPE\) plan](#)
- [COVID-19: cleaning in non-healthcare settings outside the home](#)

Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside of clinical settings or when responding to a suspected or confirmed case of COVID-19.

Unless you are in a situation where the risk of COVID-19 transmission is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if your risk assessment does show that PPE is required, then you must provide this PPE free of charge to workers who need it. Any PPE provided must be fitted properly.

## Additional CLC Guidance

Sites should not use RPE for protection from coronavirus (COVID-19).

Where it is not possible to maintain two metre distance each activity should be risk assessed using the hierarchy of control and against any sector specific guidance mindful that masks (RPE) are the last resort in the hierarchy

- Re-usable PPE should be thoroughly cleaned after use and not shared between workers
- Single use PPE should be disposed of so that it cannot be reused
- Where personnel are required to work in specific environments e.g. where persons are shielding, with symptoms, or confirmed coronavirus (COVID-19) cases may be present e.g. healthcare, or in a home environment, additional PPE should be considered specific to the COVID-19 risk.

## 6.1 Face coverings

There is growing evidence that wearing a face covering in an enclosed space helps protect individuals and those around them from COVID-19.

Face coverings are mainly intended to protect others and not the wearer. Face coverings are not PPE. However, workers and visitors who want to wear a face covering should be allowed to do so.

A face covering can be very simple and may be worn in enclosed spaces where social distancing isn't possible. It just needs to cover your mouth and nose. It is not the same as a face mask, such as the surgical masks or respirators used by health and care workers.

Similarly, face coverings are not the same as the PPE used to manage risks like dust and spray in an industrial context. Supplies of PPE, including face masks, must continue to be reserved for those who need them to protect against risks in their workplace, such as health and care workers, and those in industrial settings like those exposed to dust hazards.

Face coverings are not a replacement for the other ways of managing risk. The risk of COVID-19 infection at work must be managed by following the right controls, including:

- Social distancing or, where this is not possible, reducing the number of people in the work area
- High standards of hand hygiene
- Increasing surface washing
- Assigning and keeping people to shift teams
- Using screens and barriers to separate people from each other

These other measures remain the best ways of managing risk in the workplace and government would therefore not expect to see employers relying on face coverings as risk management for the purpose of their health and safety assessments (HSE guidance).

Face coverings must be worn where mandated - for example on public transport and a number of indoor premises [including workplace canteens](#) and communal areas in [Scotland](#) where 2m distancing cannot be maintained. Some people don't have to wear a face covering including for health, age or equality reasons. People are encouraged to wear face coverings in enclosed public spaces where there are people they do not normally meet,

If people choose to wear one, it is important to use face coverings properly and wash your hands before putting them on and before and after taking them off.

Employers should support their workers in using face coverings safely if they choose to wear one.

This means telling workers:

- 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
- 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

You can make face-coverings at home and can find guidance on how to do this and use them safely on [how-to-wear-and-make-a-cloth-face-covering](#).

Please be mindful that the wearing of a face covering may inhibit communication with people who rely on lip reading, facial expressions and clear sound to effectively communicate.

NOTE: Risk assessments should consider any operation involving the collection of materials from shops including builders' yards to allow for social distancing and be mindful of the changes in requirements for mandatory face coverings in shops

## Additional CLC Guidance

A canteen is a place that serves food and an [NHS QR code](#) must be displayed and face coverings worn, except when seated at a table to eat or drink. Government guidance on [Keeping workers and customers safe during Covid-19 in restaurants](#) should be followed and this [Food Standards Agency Checklist](#) may be helpful.

Rest areas where no food is served but which have facilities to prepare and eat food and a means of boiling water are not required to display an NHS QR code.

## 7. Workforce management

### 7.1 Shift patterns and outbreaks

#### 7.1.2 Shift patterns and working groups

**Objective:** To change the way work is organised to create distinct groups and reduce the number of contacts each worker has.

Steps that will usually be needed:

- As far as possible, where people 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
- Identifying areas where people have to directly pass things to each other, such as shared tools, materials or job instructions, and finding ways to remove direct contact, for example, by using drop-off points or transfer zones
- For those workers who are required to travel and stay away from home in onsite accommodation, creating fixed groups of workers so that where contact is unavoidable, this happens between the same people
- Minimising worker congregation at bottlenecks such as timeclocks, entrances and exits and maintaining social distancing during shift handovers.
- You should assist the test and trace service by keeping a temporary record of your staff shift patterns for 21 days and assist NHS Test and Trace with requests for that data if needed. This could help contain clusters or outbreaks. Further guidance can be found [here](#).

**NOTE:** Please continue to follow Balfour Beatty guidance on document retention as detailed in the Business Management System.

#### 7.1.2 Outbreaks in the workplace

**Objective:** To provide guidance in the event of a COVID-19 outbreak in the workplace.

Steps that will usually be needed:

- As part of your risk assessment, you should ensure you have an up-to-date plan in case there is a COVID-19 outbreak. This plan should nominate a single point of contact (SPOC), where possible, who should lead on contacting local Public Health England's (PHE) **or other** Health Protection teams.
- If there is more than one case of COVID-19 associated with your workplace, you should [contact your local PHE Health Protection team](#) to report the suspected outbreak.

If the local Health Protection team declares an outbreak, you will be asked to record details of symptomatic staff and assist with identifying contacts. You should therefore ensure all employment records are up to date. You will be provided with information about the outbreak management process, which will help you to implement control measures, assist with communications to staff and reinforce prevention messages.

*NOTE: PHE and the NHS have produced a useful outbreak action card setting out the steps to take in the event of an outbreak. This card can be accessed [here](#).*

## Additional Guidance

### [What should you do if an employee has COVID-19 or has to self-isolate?](#)

## 7.2 Work-related travel

### 7.2.1 Cars, accommodation and visits

**Objective:** To avoid unnecessary work travel and keep people safe when they do need to travel between locations.

Steps that will usually be needed:

- Avoiding using public transport, and aiming to walk, cycle, or drive instead. If using public transport is necessary, wearing a face covering is mandatory
- Minimising the number of people outside of your household or support bubble travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.
- Cleaning shared vehicles between shifts or on handover
- Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.

## Additional CLC Guidance

When travelling at work or between site locations, workers should travel alone. If workers have no option but to share a vehicle then they should follow the Government guidance on [Working Safely during Covid-19 in or from a vehicle.](#)

Workers should maintain a distance of two metres. Risk mitigations include:

- Share with the same individuals and with the minimum number of people at a time.
- Wherever possible maintain 2m
- Wash hands for 20 seconds using soap and water or hand sanitiser if soap and water are not available before entering and after getting out of the vehicle
- Avoid touching their faces
- Regularly clean the vehicle using gloves and standard cleaning products, with particular emphasis on handles and other surfaces which may be touched during the journey.

### 7.2.1 Deliveries to other sites

**Objective:** To help workers delivering to other sites such as customers' premises to maintain social distancing and hygiene practices.

Steps that will usually be needed:

- Putting in place procedures to minimise person-to-person contact during deliveries to other sites.
- Maintaining consistent pairing where two-person deliveries are required
- Minimising contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents.

## 7.3 Communications and training

### 7.3.1 Returning to work

**Objective:** To make sure all workers understand COVID-19 related safety procedures.

Steps that will usually be needed:

- Providing clear, consistent and regular communication to improve understanding and consistency of ways of working
- Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements
- Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.

### 7.3.2 Ongoing communications and signage

**Objective:** To make sure all workers on site are kept up to date with how safety measures are being implemented or updated.

Steps that will usually be needed:

- Ongoing engagement with workers (including through trades unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments
- Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19)
- 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
- Using visual communications, for example, whiteboards or signage, to explain safe working practices around the working site to reduce the need for face-to-face communications
- Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.

#### Additional CLC Guidance

- Employers should remind the workforce (e.g. at daily briefings) of the specific control measures necessary to protect them, their colleagues, families and the UK population

## 8. Inbound and outbound goods

**Objective:** To maintain social distancing and avoid surface transmission when goods enter and leave the site especially in high volume situations, for example, builders' yards or despatch areas.

Steps that will usually be needed:

- Revising pick-up and drop-off collection points, procedures, signage and markings
- 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
- Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often
- Where possible and safe, having single workers load or unload vehicles
- Where possible, using the same pairs of people for loads where more than one is needed
- Enabling drivers to access welfare facilities when required, consistent with other guidance
- Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.

## Where to obtain further guidance

COVID-19: what you need to do

<https://www.gov.uk/coronavirus>

Support for sites and employers during coronavirus (COVID-19)

<https://www.gov.uk/coronavirus/site-support>

General guidance for employees during coronavirus (COVID-19)

<https://www.gov.uk/guidance/guidance-and-support-for-employees-during-coronavirus-COVID-19>

COVID-19: HSE guidance on gloves

<https://www.hse.gov.uk/skin/employ/gloves.htm>

COVID-19: HSE guidance on mask fittings

<https://www.hse.gov.uk/news/face-mask-ppe-coronavirus.htm>

COVID-19: Department of Health & Social Care guidance on masks

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/879221/Coronavirus\\_COVID-19\\_-\\_personal\\_protective\\_equipment\\_PPE\\_plan.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/879221/Coronavirus_COVID-19_-_personal_protective_equipment_PPE_plan.pdf)

### Guidance for 'Working safely during the Coronavirus outbreak'

The Department for Business, Energy and Industrial Strategy (BEIS) has published guidance to help employers keep their workplaces operating safely during this time. The latest guidance covers eight workplace settings:

- Construction and other outdoor work
- Factories, plants and warehouses
- Other people's homes
- Labs and research facilities
- Offices and contact centres
- Restaurants offering takeaway or delivery
- Shops and branches
- Vehicles

Click on the link [here](#) to view.

## Appendix Definitions

### **Common areas:**

The term 'common area' refers to areas and amenities which are provided for the common use of more than one person including canteens, reception areas, meeting rooms, areas of worship, toilets, gardens, fire escapes, kitchens, fitness facilities, storerooms, laundry facilities.

### **Support Bubble:**

The term 'support bubble' refers to single adult households, where adults live alone or with dependent children only, expanding their support network so that it includes one other household of any size. Further guidance on this can be found here:

<https://www.gov.uk/guidance/meeting-people-from-outside-your-household>

### **Clinically extremely vulnerable:**

Clinically extremely vulnerable people will have received a letter telling them they are in this group or will have been told by their GP. Guidance on who is in this group can be found here:

<https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-COVID-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-COVID-19>

### **Clinically vulnerable people:**

Clinically vulnerable people include those aged 70 or over and those with some underlying health conditions, all members of this group are listed in the 'clinically vulnerable' section here:

<https://www.gov.uk/government/publications/full-guidance-on-staying-at-home-and-away-from-others/full-guidance-on-staying-at-home-and-away-from-others>