

CHSEQ PLAN – APPENDIX R COVID-19

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1 Introduction

The Government has taken drastic action to delay the spread of Covid-19. The United Living Group support and promote these measures and have taken similar actions to help protect our people. These are exceptional circumstances and the industry must comply with the latest Government advice on Coronavirus at all times.

The regular or standard health and safety requirements of any refurb activity must not be compromised at this time. If an activity cannot be undertaken safely due to a lack of suitably qualified personnel being available, the required materials and equipment or protective equipment or social distancing being implemented, it should not take place.

Site teams must take time to plan work with our supply chain partners to account for the social distancing and other Covid-19 considerations, this should include arrangements to remind the workforce at every opportunity of the site procedures which are aimed at protecting them, their colleagues, their families, residents and the UK population in general.

The information in this document has been developed in conjunction with the COVID-19 19 Guidance for Refurb [Sites Issue 2] 11 May 2020 and Construction Leadership Council (CLC) site operating procedures [version 3] 14 April 2020. Please utilise these documents for further information and share with all UL staff and contractors alike.

2 Roles and responsibilities

2.1 Considerations for Staffing levels

It is predictable that our staffing levels could be compromised particularly where our teams are co-habiting in site accommodation trying to maintain 2m+. The first principle is to keep staffing levels to that is required, and not to inflate so as to cause unnecessary risk of infection. Other considerations have been reviewed as below:

- Absolute minimum to maintain legal requirements, e.g. First Aid cover. UL site manager is first aid trained and will be on site at all times. If site manager is absent from work then cover will be reviewed.
- Maintain a level of H&S knowledge and expertise on site.
- UL site manager will be the qualified SMSTS person on site at all times.
- At Ventilation & Fire Safety Works we will stagger the number of operatives, trades, spread of the site, and activity to ensure the level of supervision provided is sufficient at any one time. We will introduce a strict rota for use of the welfare facilities at lunch time and operatives will be required to “pre-book” their slot in the morning.
- We will open the site with a phased approach. We will need one Site Manager to prepare the site for occupation. This will take up to 1 week but it’s important that the site is ‘set up’ correctly with the controls in this guidance prior to workers arriving.
- In order to progress with the programme at Ventilation & Fire Safety Works it is essential that we upgrading, partial replacement and cleaning of the existing ventilation systems complete with associated builders work, electrical work and improved safety measures. – we plan on doing this with strict risk assessments and method statements which will be provided separately, and have been developed in line with the CLC guidelines, and we will only do this where residents/families have are not experiencing any Covid-19 symptoms [new cough or high temperature, or loss of smell/taste], and are happy for us to enter. Staffing levels within properties is to be kept to an absolute minimum, and consideration will be made with the Employers Agent as to when these properties are inspected and signed off.

- Consideration has been made in the re-mobilisation plans to resource signage, personal protective equipment, cleaning requirements and other items considered necessary to meet new Covid-19 guidance for refurbishment sites.
- Site Manager and SHEQ Advisor will continue review site documentation and update it for Covid-19 considerations, including Construction phase plan, emergency response and site inductions.
- Consideration of additional office/welfare facilities have been assessed. For Hide Tower Estate due to the number of operatives on site, we will ensure the 2m distancing requirements are achievable by staggering break times, encouraging eating outside (weather & suitable seating availability permitting). The project proposals include extra areas required for facilities expansion as the works progress around the estate, these could be brought into force 'sooner rather than later' to abort extra social distancing rules, requiring Client consent.

2.2 Responsibility from all

- Do not report for work if you have any of the symptoms [new cough or high temperature, or loss of smell/taste], or in the shielded or vulnerable classifications;
- If you start to feel unwell anytime during a working shift, immediately report to your line manager and isolate on site whilst arrangements are made to get you home;
- Personally, observe and challenge others with socially distancing;
- Personally, observe personal hygiene standards, regularly washing your hands and wiping down things that you use in common areas, e.g. canteen areas
- Attend daily briefings, actively listening and offering suggestions and opportunities for improvement;
- Do not share your tools and equipment and regularly wipe them down or wash them where possible;
- Bring your own food and drink containers, and crockery where applicable;
- Make arrangements to take work cloths home and regularly washed;
- If you have any concerns, we want to know so that we can fix things and all learn, raise any concerns with your line manager.

3 Cleaning Regimes and Routines

We have reviewed the cleaning roles and we will need to step up our cleaning regimes and routines. We will need to employ the services of a cleaner to clean all welfare provisions in the afternoon of each day, ready for the next.

- To ensure that the accountability and responsibility is clear for this, Paul Miller, Site Manager is appointed to ensure these areas are inspected and ready for use. We are encouraging our contractors to put all rubbish straight in the bin and thoroughly clean all areas used after each break or shift, including chairs, tables, microwaves, kettles, tea, coffee, sugar jars, fridges, door handles, vending machines and payment devices

4 Engaging with our Contractors

We are not alone in arranging and managing our sites for start-up in a Covid-19 environment. Early engagement with our contractors is paramount. Some considerations have been listed below:

- New RAMS Challenge to be completed for all sub-contractors on site and review their RAMS and re-design work activities to maintain 2m+ social distancing. Any tasks that cannot comply with any guideline must not commence without thorough review and written instruction from Site Manager. Permit of work will be issued where required by the Site Manager via email to the relevant trade.
- Identify any activities that cannot achieve the 2m+ distancing, challenge alternative solutions to reduce the risk, for example manual handling aides to avoid two-person lifts and this is then identified within the sub-contractors RAMS to show they can mitigate or issue additional PPE for close proximity working.
- Re-Induction of all operatives on site including a specific Covid-19 briefing and the general site induction. We will endeavour to conduct this outside, if possible, restrict numbers attending to maintain 2m+ distancing. Alternatively, Site Manager may undertake in smaller groups as each trade returns to site.
- Paul Miller – Site Manager is to ensure the sub-contractors have supplies of protective equipment to meet the requirements of their RAMS;

5 Travel to Site

Wherever possible workers should travel to site alone using their own transport to help make this easier for operatives and consider the following;

- There is a possibility that additional parking will be required. Hide Tower estate currently has no parking available on site. We will maintain communication with Westminster City Council should this become an issue.
- We will promote and encourage other means of transport to avoid public transport e.g. cycling & walking with the sub-contractors prior to attending site.
- If public transport is the only option then the sub-contractor will need to consider staggering start and finish times to avoid peak time travel. Additionally, the operative will need to consider having defined walking routes from mainline stations to site to avoid using public transport. This will be explored further where operatives can undertake quite tasks or have no requirement to enter flats. Operatives travelling to site by public transport will be identified during RAMS challenge/ site induction process.
- Multiple occupancy of vehicles should be avoided. In some circumstances this may not be possible, for example a worker cannot drive and possesses essential skills for the work to progress, the following actions should be considered to reduce the risks:
 - Each occupant to ask the other daily and before each journey, if they have any signs or if either occupant is showing any signs [new cough or high temperature, or loss of smell/taste] then they must not come into work;
 - Wipe down vehicle cab surfaces at the start and end of the journey;
 - Limit the time people would be travelling together in the same vehicle;

- Open windows to allow ventilation;
- Stick to the same people travelling together;
- Encourage self-policing of occupants to be stopping each other touching hand to mouth;
- Avoid food and drink consumption by any occupant;
- Definitely no more than two in a van if this is the only option.

6 Site Access and Work Areas

Upon attending the Ventilation & Fire Safety Works project, all operatives/visitors/residents attending site must confirm that they do not have any symptoms of Covid-19 [new cough or high temperature, or loss of smell/taste]. This will be at the stage of the individuals 'signing in' and presenting themselves for work within the site office prior to commencing on site.

- Communication to stop all non-essential visitors, including clients and supply chain team members unless absolute necessary.
- Re-schedule any necessary site meetings via Skype or MS Teams.
- Prevent public access where possible, e.g. compound secured during the day.
- Marking out in the office a 2+-metre exclusion zone for all site personnel.
- Visits to the Site Manager or RLO offices should be planned to respect the Social distancing rules, the windows to each office could be utilised strategically for this purpose, a small cover or porch could be constructed in readiness for inclement weather.
- Visits to the Site Manager Office should not be 'ad hoc' - visits should be requested and confirmed in advance, to enable the Site Manager or RLO to get any required documentation together in advance of the visit.
- Prevent 'unannounced' public / visitors/ resident access Compound entrances both vehicular & pedestrians will be secured during the day. Signage and wireless doorbells at site entrance gates will be installed.
- Provision to be made for additional hand cleaning facilities and the entrance and exits. This will be hand sanitiser and also certain points at work locations.
- To prevent large numbers of people signing in (avoiding use of communal pen and paper contact) the Site Manager will designate a team/ trade member to record operatives arrival and call them out. Repeated at the end of the shifts as workers leave. Consideration should be given to instant messaging or emails if possible. Alternatively operatives could be issued with their own pen if individual signing in /out is required.
- All workers to wash and clean their hands before entering or leaving the site. Allow plenty of space (two metres) between people waiting to enter site.
- The Site Manager will regularly clean common contact surfaces in offices, e.g. scanners, screens, telephone handsets, desks, particularly during peak flow times.
- The Site Manager will reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible, and mark out 2m square grid to help people maintain distancing;
- Drivers should remain in their vehicles if the load will allow it and must wash or use hand sanitiser before unloading goods and materials;
- The Site Manager will be policing to help reinforce the behaviour and arrangements for social distancing during the working hours – if it is seen that there is a problem with persons adhering to the rules then we will introduce Covid-19 marshals to undertake this role specifically.

- Arrangements must be made for the collection & issue of ASSA keys, etc, disinfecting at each issue and return.

7 Hand Washing and Toilet Facilities

United Living will provide additional hand washing facilities via a freestanding, stainless steel sinks adjacent to the welfare accommodation, to the usual welfare facilities for a large spread out site if we have significant numbers of personnel on site. For staff walking the project, hand sanitising gel is preferred. Additional to this, UL will provide/monitor:

- Ensuring soap and fresh water are readily available and kept topped up at all times.
- Provide hand sanitiser where hand washing facilities are unavailable e.g. at the work location
- Designate an individual to regularly clean the hand washing facilities and check soap and sanitiser levels,
- Provide more bins for hand towels with regular removal and disposal.

8 Canteens and Eating Arrangements

With local cafes and restaurants generally closed, canteens on site will be the main provision for heating food and providing a hot drink.. The Site Manager will inspect and keep kettles and microwaves clean, but it is also down to the individual as well to use them responsibly.

The workforce will also be asked to consider and remain on site once they have entered it and not use local shops.

- Dedicated eating areas will be identified on site to reduce food waste and contamination, as we move into warmer weather outside seating areas will be an option (if space allows) to give more seating opportunities for workers.
- We will introduce a rota system and break times will be staggered so that facilities are not over crowded, and operatives will be expected to pre-book their time of use. Daily tea and lunch break times documents to be utilised to evidence times.
- Hand cleaning facilities or hand sanitiser will be available at the entrance of any room where people eat and should be used by workers when entering and leaving the area
- The operatives will be encouraged to bring pre-prepared meals and refillable drinking bottles from home
- Workers will sit 2 metres apart from each other whilst eating and avoid all contact with the remaining seats removed and locked away to avoid congestion with the canteen, thus encouraging the 2m distance compliance
- Operatives will be encouraged to use their own crockery, eating utensils, cups etc. or be disposable to avoid the risk of cross contamination
- Drinking water will be provided with enhanced cleaning measures for the water dispensing mechanism
- All rubbish should be put straight in the bin and not left for someone else to clear up
- All areas used for eating must be thoroughly cleaned at the end of each break and shift, including chairs, tables, microwaves, kettles, tea, coffee, sugar jars, fridges, door handles etc

9 Changing Facilities and Drying Rooms

The programme for Hide Tower Estate has been staggered and adjusted to limit the amount of trades on site, thus controlling the numbers of operatives at any one time. Subject to a review of returning trades RAMS, the Ventilation & Fire Safety Works construction programme will be staggered and adjusted to limit the amount of trades on site, thus controlling the number of operatives at any one time.

As the majority of items in changing/drying rooms is personal, we fully expect our supply chain to keep these areas clean and tidy – United Living labour will clean these areas with disinfectant, cleaning /sanitizing of all facilities throughout the day and at the end or beginning of each work day. The continuation of checking /sign in sheet to demonstrate compliance will also remain in place.

- UL will encourage workers to take their work wear home daily rather than leaving it on site
- Provision for more rubbish bins in these areas with regular removal and disposal.
- United Living will limit the number of people using the facilities at any single time.

10 Avoiding Close Working

The overriding control and aim is to maintain 2m distancing at all times. If a task prevents this from being achievable then it will be referred back to the sub-contractor to demonstrate within their RAMS to show compliance and prevention measures. This needs to be agreed by UL prior to the works being carried out.

10.1 Working in occupied properties

In order to deliver the works at Ventilation & Fire Safety Works it is an unavoidable necessity that we will need access to people's homes in order to replace ventilation grilles, install fire dampers, air control valves and to clean the ventilation duct

Our subcontractors, will fully developed risk assessment and method statements that are in line with UL and CLC guidelines.

The RAMS are their own working document but a snapshot of some of the key controlling factors are:

- Asking a series of questions before entering any property to undertake works.
- Determine whether or not the residents are identified as vulnerable moderate risk or vulnerable high risk. Where a resident is vulnerable (for example an expectant mum) but has not been advised to shield, work can continue with the usual known controls: frequent hand washing; 2m+ distancing; staying in separate rooms; avoiding face to face contact; coughing and sneezing into tissue or the crook of your elbow.

For residents that are shielded a plan of performing the work needs to be developed and agreed. This may need a team discussion with our client, RLO, site manager, SHEQ Advisor etc. This may include deferring the work to later in the program or additional control measures to permit the progress of the work. This will need to be on a case by case basis.

- Consider video call with resident, operative or supervisor to review works in progress to avoid the attendance at the property.
- Make contact via phone/email to confirm what will happen when coming to property.
- Inform the resident that they will be asked to locate themselves in another room away from the works to maintain social distancing.

- If property is too small for the resident to do point D then other arrangements to be considered.
- No works to be carried out where family members are self-isolating, showing symptoms of Covid-19 [new cough or high temperature, or loss of smell/taste], have potentially been in contact with someone who is showing symptoms of Covid-19, or is shielding a vulnerable family member
- Where works are to progress, all members of the household will politely be asked to remain in a separate room whilst work progresses in an alternative room
- Maintaining high levels of personal hygiene, washing hands, ensuring social distancing is applied where tasks require more than 1 person, and wearing additional PPE.

Once inside property,

- Refrain from shaking hands
- Refrain from touching objects and or surfaces
- Wear disposable gloves if necessary to touch
- Don face covering is preferred.
- Refrain from using the tenants amenities
- Refrain from touching your face
- Limit time in properties to take photographs to 15 minutes.
- Avoid where possible the need to have occupants sign documentation and work with clients to determine alternative arrangements.
- Upon departure, wash hands or use anti-bacterial wipes. Keep washing regularly
- Vacate the property should the tenant show signs of coughing, temperature increase. Contact your line manager immediately

11 Protective equipment

Non-essential physical work that requires close contact between workers should not be carried out.

United Living has procured sufficient amounts of PPE which includes the benefits of face masks / visors, gloves and alike. This will be immediately available for UL staff and visitors. For sub-contractors and their operatives' controls will need to be evident within their RAMS for each activity and the PPE required to carry out that particular task.

- We all have personal opinions on protective equipment. For many face masks give a level of protection that we feel personally beneficial to us. For this reason, face masks and visors will be made available for personal preferences / choice
- 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
- PPE used is to be disposed of each day through the general waste bins

12 Site Admin

To avoid and limit exposure at Ventilation & Fire Safety Works project the following processes and procedures will be put in place:

- Only absolutely necessary meeting participants should attend and where possible will use of Skype. Attendees should be two metres apart from each other

- Rooms will be well ventilated / windows opened to allow fresh air circulation
- The sub-contractor's plans/RAMS need to detail the tasks to be undertaken and additional measures implemented to maintain the 2mtrs social distancing, use the RAMS challenge process to thoroughly challenge and test the revised RAMS
- Ample signage to remind people of the requirements and hygiene preferences, e.g. washing hands
- Regular TBT/ briefings, in small groups and outside if possible to repeat the messages and controls / arrangements in place and the importance of them – changing behaviours and getting buy-in will be the real challenge

13 Emergency services response and first aid

The primary responsibility is to preserve life and therefore first aid need will be continued to be administered by the Site Manager at Ventilation & Fire Safety Works. In planning first aid and emergency response we have considered the following:

- First Aid cover remains sufficient for the project and UL has ordered face shields in the event that rescue breaths are required as part of CPR
- Site Manager to review and update the site emergency plans immediately upon return
- Consider the potential delays in emergency and the effect that could have on site tasks and activities
- In response to a first aid emergency 2m distancing is not possible so upon completion of treatment the first aider must clean all areas of the body that may have touched the injured person with soap and water. Gloves must be worn prior to treatment, if time allows face mask and/or shield should be worn. Any protective equipment used should be disposed of immediately after applying first aid

14 Off Loading Plant/Materials

The Site Manager at Ventilation & Fire Safety Works will co-ordinate with the sub-contractors to plan approximate time slots for deliveries and collections.

Delivery drivers and third-party operatives are to contact the Site Manager when they are at the site to liaise with that person for further instructions.

- The third-party delivery drivers are to be encouraged to wash/clean their hands before making deliveries
- If a delivery driver has to exit their cab for any other reason (i.e. to operate a Hiab for lifting deliveries, unchain plant etc...) they shall be instructed to maintain strict social distance at all times with hand washing/ sanitiser use
- Other deliveries to and from site including waste skip drop off/pick up, fuel deliveries and the collection of waste material must be co-ordinated with Site management. All delivery operatives are to receive a suitable site instruction and (where required) vehicle movements are to be banksman controlled. Social distancing to be enforced at all times.

15 Storage of Materials

Materials delivered to site to be placed in a suitable/designated area.

Workers are to be encouraged to regularly clean their personal materials, tools and electrical equipment (grinders, drills etc...). And to be encouraged not to share or loan their personal tools and equipment with others.

Lids and handles to waste skips (general, wood/metal etc...) to store/other containers will be included in the site daily clean.

Cleaning materials & equipment including PPE, should be readily available in each storage container, for sanitizing / wiping down portable tools, etc.