

Re-opening Government Guidance Checklist – Manchester Exchange

This document supports the Re-Opening Stores Risk Assessment. These controls will be monitored through the COVID Secure Inspection Regime.

No. Topic	Objective	Government Guidance	Comments / Decisions
1 Managing Risk	Reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.	<ul style="list-style-type: none"> In every workplace, increasing frequency of handwashing and surface cleaning. Make every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with the social distancing guidelines set out by the government (keeping people 2m apart wherever possible). 	<p>Cleaning will be increased in every area of Selfridges' stores (FOH and BOH) and office spaces. This includes the surfaces and touch points.</p> <p>Information regarding the regular washing of hands, awareness of symptoms (and to stay at home should you be suffering with them or living with anyone displaying them), cough and sneeze technique and maintaining 2M social distancing is provided to all team members both prior to returning to work and installed within the workplace to remind team members, concession partners, third parties and customers of these crucial key principles.</p> <p>Additional hand sanitising units have been installed throughout the workplace (retail and office areas). The positions of these units have been identified using the Government advice; https://www.gov.uk/government/publications/staying-safe-outside-your-home/staying-safe-outside-your-home and are located at all entrance and exit points, communal touch points such as tills and escalators and in staff welfare areas such as canteens, locker rooms and reception areas. This allows the opportunity to wash or sanitise hands at the point of arrival, whilst moving throughout the store and office spaces and at the point of exit.</p> <p>A Steering Committee has been established to facilitate decision making at a senior level to ensure that the store can re-open safely through new ways of working that prevent ill-health to customers, team members, concession partners and contractors.</p> <p>All team members who have the ability to continue to work from home will continue to do so.</p> <p>Customer numbers will be counted on entry into the store to ensure that a maximum of one customer per twenty square metres is maintained.</p> <p>The team entrance will be operating a one-way system. Team members will begin their journey by having their temperature checked. Anyone with a consistent temperature of above 37.8 degrees will be sent home and will be offered a testing kit. Sanitiser and optional face masks are available for team members at entrance points.</p> <p>"Floor Talkers" signage on the floors will direct team members and customers in specific areas within the building. There is signage in place in front of house and back of house areas which guide people on the re-opening guidelines. We have created specific roles identified to support the customer on their journey around the store. In addition to direct contact from their line managers, team members will receive The Welcome Back Guidelines, Big Yellow Welcome Back video to watch and must complete the e-learning module which all remind team members of the importance of social distancing.</p> <p>Selfridges Team Member and Concession Partner Link: Creating a Safe & Welcoming Environment</p>

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			<p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working Document reference: Face Covering Guidance Document reference: Testing Process Document reference: Store Re-Opening Graphics Pack</p>
		<ul style="list-style-type: none"> Where social distancing guidelines cannot be followed in full, consider whether that activity needs to continue for the business to operate. If so, take all the mitigating actions possible to reduce the risk of transmission between staff. 	<p>The hierarchy of controls will be implemented if there is a situation where social distancing cannot be complied with. We will start by assessing whether the work activities are crucial to the business. If the task cannot be eliminated then other controls will be considered such as reducing or staggering activity times, screens, or splitting teams will be reviewed as possible controls.</p> <p>The cash office process has been amended to reduce times down to half an hour and screens have been put in place.</p>
		<ul style="list-style-type: none"> If people must work face-to-face for sustained period with more than a small group of fixed partners, assess whether the activity can safely go ahead. 	<p>These types of activities will be prohibited.</p>
		<ul style="list-style-type: none"> Have regard to whether the people doing the work are especially vulnerable to COVID-19. 	<p>Occupational health assessments will be undertaken with team members identified as vulnerable prior to their return to work.</p>
	Mitigating actions	<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>There is an enhance cleaning regime in place across the Manchester Exchange store.</p> <p>Our guidance on two person operations sets out these mitigating actions.</p> <p>Document reference: Pear Tree Daily Cleaning Principles Document reference: Two Persons Working Together Guidance</p>
1.2 Sharing	Sharing the results of your risk Assessment.	<ul style="list-style-type: none"> You should share the results of your risk assessment with your workforce. Publishing the results on your website (we would expect all employers with over 50 workers to do so). N.B See Annex 1 containing a notice Selfridges should display in its workplace to show it have followed the guidance. 	<p>The Re-Opening Stores Risk Assessment is available on the Learning module on My Workday for all team members to access. Team members will be advised that they can email healthandsafety@selfridges.co.uk to provide feedback.</p> <p>The welcome back graphics pack also identifies the key controls from the risk assessment which will be displayed around front and back of house areas.</p> <p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges! Document reference: Store Re-Opening Graphics Pack</p>

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<p>2 Who should go to work</p>	<p>That everyone should work from home, unless they cannot work from home. Nobody should go to work if your business is closed under current government regulations.</p>	<ul style="list-style-type: none"> Considering who is essential to be on the premises; e.g., back of house workers should work from home if possible. Planning for the minimum number of people needed on site to operate safely and effectively. Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if most 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. 	<p>All of the team members that can work from home should continue to do so.</p> <p>Heads of Department present to the executive board on the roles that are required to return to work, highlighting those that physically need to be in our stores and head office spaces.</p> <p>The minimum numbers of team members required in store are being calculated by the Retail Operations Team.</p> <p>Team Members should only be on site if their role cannot be done remotely.</p> <p>We have asked managers that are not furloughed to stay connected.</p> <p>We have Yammer and leadership calls as well as e-learning to support managers leading remotely and for those that may be feeling anxious. We also have Workplace Options (Aviva) and Nudge.</p> <p>There have been messages and emails from the Managing Director, and we have a reach out programme led by the Employee Relations team to support our vulnerable team members. We also have an ongoing programme of Wellbeing activity planned.</p> <p>Both individuals and teams have the mechanisms to stay connected through the use of Microsoft Teams and Skype.</p> <p>The points above apply.</p> <p>Line managers are instructed and encouraged to regularly keep in touch with their teams.</p> <p>We have mechanisms and departments which are specifically in place to deal with issues of welfare, mental and physical health and personal security.</p> <p>Throughout the business we have Microsoft Office 365 which allows remote access for all departments. For other systems which cannot be accessed through Microsoft Office 365 a VPN key can be used.</p> <p>Selfridges Team Member and Concession Partner Link: Remote Working Toolkit</p> <p>Anyone who is known to have had specific requirements around their workstations have been contacted and assessed by the Health and Safety Team.</p> <p>The Health and Safety Team and Employee Relations are working on an assessment of any other equipment that is required by team members that is required for them to continue to work from home.</p>
<p>2.1 Protecting people who are at higher risk</p>		<ul style="list-style-type: none"> Clinically extremely vulnerable individuals have been strongly advised not to work outside the home. 	<p>We are currently advising these team members should remain on furlough.</p> <p>We have records of any team members who would be considered extremely vulnerable. Before these team members return to work, we would complete an occupational health risk assessment with these individuals to ensure that they are safe to return. Any amendments to their role or environment would be considered and made.</p>

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	<p>To protect clinically vulnerable and clinically extremely vulnerable individuals.</p>	<ul style="list-style-type: none"> CEVI will have received a letter telling them they are in this group or will have been told by their GP. Clinically vulnerable individuals, who are at higher risk of severe illness 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. 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: If clinically vulnerable (but not extremely clinically vulnerable) individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to stay 2m away from others. If they must spend time within 2m of others, you should carefully assess whether this involves an acceptable level of risk. As for any workplace risk you must consider specific duties to those with protected characteristics, including, for example, expectant mothers who are, as always, entitled to suspension on full pay if suitable roles cannot be found. Particular attention should also be paid to people who live with clinically extremely vulnerable individuals. 	<p>Link to government guidance on protecting extremely vulnerable individuals: 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</p> <p>We are currently advising these team members should remain on furlough where possible. If not, then team members within this group would be asked to work from home.</p> <p>We have records of any team members who would be considered vulnerable. Before these team members return to work, we would complete an occupational health risk assessment with these individuals to ensure that they are safe to return. Any amendments to their role or environment would be considered and made.</p> <p>Link to government guidance on protecting vulnerable individuals: 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</p> <p>Before any team member within either of these groups returns to work, we will complete an occupational health assessment prior to their return to work.</p> <p>These assessments will focus on the requirements within the government guidance on COVID-19 and Selfridges safe working principles.</p>
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> Providing support for workers around mental health and wellbeing. This could include advice or telephone support. See current guidance for advice (links above) on who is in the clinically extremely vulnerable and clinically vulnerable groups. 	<p>As per the points above, Workplace Options and Nudge are available for all Team Members which include online and over the phone advice.</p> <p>Selfridges have identified those individuals who are within these groups and will be completing tailored COVID occupational health risk assessments with these individuals, as above.</p>
<p>2.2 People who need to self-isolate</p>	<p>To make sure individuals who are advised to stay at</p>	<p>See steps below:</p>	

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	<p>home under existing government guidance do not physically come to work. This includes individuals who have symptoms of COVID-19 as well as those who live in a household with someone who has symptoms.</p>		
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> • Enabling workers to work from home while self-isolating if appropriate. • Current guidance for employees and employers relating to statutory sick pay due to COVID-19. • Current guidance for people who have symptoms and those who live with others who have symptoms 	<p>Team members that can work from home are provided with equipment to do so.</p> <p>Team members will receive company sick pay in line with their entitlement. This has been communicated to all team members through Team Member FAQs.</p> <p>Links to government guidance: https://www.gov.uk/statutory-sick-pay https://www.gov.uk/employers-sick-pay</p> <p>Link to government guidance: https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection</p>
<p>2.3 Equality in the workplace</p>	<p>To treat everyone in your workplace equally.</p>	<ul style="list-style-type: none"> • 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 or disability. • Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers. 	<p>Our approach for all team members is consistent, whether furloughed or not.</p> <p>Selfridges Team Member and Concession Partner Link: Selfridges Inclusion, Equality and Diversity Policy</p> <p>There are processes in place to assess expectant mothers and those with a disability that may need reasonable adjustments prior to returning to work which include individual risk assessments for team members within these groups.</p> <p>On a team member's return to work, where relevant an occupational health assessment will be undertaken, and reasonable adjustments will be made.</p> <p>Engagement and communication with team members from their line managers and support functions, (such as Health and Safety, Employee Relations and Human Relations) is</p>
		<ul style="list-style-type: none"> • Understanding and considering the particular circumstances of those with different protected characteristics. • Involving and communicating appropriately with workers 	

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	<p>Steps that will usually be needed</p>	<p>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.</p> <ul style="list-style-type: none"> • Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities 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. 	<p>encouraged regularly to ensure that they feel supported and that their specific needs are being met.</p> <p>There are departments in place to specially fulfil this duty through well-established processes including Health and Safety, Employee Relations and Human Relations.</p> <p>These risk assessment processes are undertaken by the Health and Safety Department with the individual. Reasonable adjustments and other controls that are required to be implemented to protect persons who are within these groups are agreed with line managers and Employee Relations.</p> <p>The points above apply.</p>
<p>3 Social distancing at work</p>	<p>To maintain 2m social distancing wherever possible, including while arriving at and departing from work, while in work and when travelling between sites.</p>	<ul style="list-style-type: none"> • You must maintain social distancing in the workplace wherever possible. • Social distancing applies to all parts of a business, 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. • Where the social distancing guidelines cannot be followed in full in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between their staff. 	<p>Social distancing principles for team members are set out in the Social Distancing Guidelines.</p> <p>Document reference: Two Persons Working Together Guidance</p> <p>A one-way system has been implemented for the team entrance which is signed and has floor markings to clearly show direction. Team members are instructed to sanitise as they enter.</p> <p>There will be a one-way system operated for the locker room.</p> <p>For corridors which are narrow a “give-way” process will be implemented which will be identified through signage and team members will be asked to show respect for one another as this is one of our core values.</p> <p>There is a collection point at reception for personal hand sanitiser and face coverings for any team member that request these items.</p> <p>Selfridges risk assessment policy is to assess activities under the hierarch of control where activities that require people to undertake activities that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).</p>

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	<p>Mitigating actions include</p>	<ul style="list-style-type: none"> • 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). 	<p>These mitigating actions are included within the Selfridges Two Persons Working Together Guidance.</p> <p>Document reference: Two Persons Working Together Guidance</p>
<p>3.1 Coming to work and leaving work</p>	<p>To maintain social distancing wherever possible, on arrival and departure and to enable handwashing upon arrival.</p>	<p>See steps below.</p>	<p>Rotas have been reviewed including full-time and part-time team members within the retail team whose role requires them to be present in the store once it has re-opened. Shifts and break times will be staggered. Breaks have been coordinated with M&S who also use the canteen and canteen use has been reduced to 45 minutes to allow time for cleaning.</p> <p>Document reference – Exchange Operations Presentation</p> <p>Team members are encouraged to avoid public transport and those within a 30-minute walking commute time are encouraged to do so if this is their preference. There are bike rack facilities in place for team members and capacity is being reviewed in terms of capacity. A map of all car parks has been produced for team members, some of which have reduced rates for team members.</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>This is not relevant for the Exchange store.</p> <p>There will be separate entrances for team members and contractors.</p>
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> • 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. 	
		<ul style="list-style-type: none"> • Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible. 	
		<ul style="list-style-type: none"> • Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty. 	
		<ul style="list-style-type: none"> • Reducing congestion, for example, by having more entry points to the workplace in larger stores. 	

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		<ul style="list-style-type: none"> Using markings and introducing one-way flow at entry and exit points. 	A one-way system has been implemented for the retail team entrance.
		<ul style="list-style-type: none"> Providing handwashing facilities (or hand sanitiser where not possible) at entry and exit points. 	Hand sanitiser is supplied at entry and exit points.
		<ul style="list-style-type: none"> Providing alternatives to touch-based security devices such as keypads. 	<p>Team member card readers are proximity readers and therefore do not require the cards to physically touch the readers.</p> <p>The hand scanning process has been changed for the Retail Operations team to prevent touching of scanners. All relevant team members will be provided with a stylus to sign in and out.</p>
		<ul style="list-style-type: none"> Defining process alternatives for entry/exit points where appropriate, for example, deactivating pass readers at turnstiles in favour of showing a pass to security personnel at a distance. 	Contractor entrance is through the loading bay keeping it separate. This entrance also includes temperature checks. Contractors sign in on a sign in sheet. Hand sanitiser is provided.
3.2 Moving around buildings and stores	To maintain social distancing as far as possible while people travel through the workplace.		
	Steps that will usually be needed	<ul style="list-style-type: none"> 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. These items require cleaning between users if multi-use. Introducing more one-way flow through buildings. Providing floor markings and signage should remind both workers and customers to follow to social distancing wherever possible. 	<p>Team members are encouraged to reduce movement through the store by using those mechanisms provided to team members such as phone calls, Yammer and WhatsApp. Team members are also encouraged to reduce lift usage.</p> <p>Selfridges Team Member and Concession Partner Link to e-learning: Welcome Back Team Selfridges eLearning</p> <p>"Floor Talkers" signage on the floors will direct team members and customers in specific areas within the building. There is signage in place in front of house and back of house areas which guide people on the re-opening guidelines. We have created specific roles identified to support the customer on their journey around the store. In addition to direct contact from their line managers, team members will receive The Welcome Back Guidelines, Big Yellow Welcome Back video to watch and must complete the e-learning module which all remind team members of the importance of social distancing.</p>

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		<ul style="list-style-type: none"> Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible. 	<p>Customer lift capacity has been reduced to one household per lift journey and team member lift capacity have been reduced to two persons per lift, with markings to identify safe distances. Sanitiser units have been installed in lift lobbies in back of house areas and at the customer lifts on every floor in the Manchester Exchange store.</p>
		<ul style="list-style-type: none"> Making sure that people with disabilities are able to access lifts. 	<p>Customers enter on the ground floor level and leave at ground floor level. There have been no specific measures required to be implemented here.</p>
		<ul style="list-style-type: none"> Regulating use of high traffic areas including corridors, lifts, turnstiles and walkways to maintain social distancing. 	<p>Team members will be encouraged to avoid unnecessary movement through the store, lift capacities have been reduced and signage is in place to remind people of the re-opening guidelines. Stock rooms have signage installed to identify where only one person can enter a stock room at one time, or for larger stock rooms where team members must stand to ensure social distancing guidelines are followed.</p>
<p>3.3 Workplaces and workstations</p>	<p>To maintain social distancing between individuals when they are at their workstations.</p>	<ul style="list-style-type: none"> For people who work in one place, workstations should allow them to maintain social distancing wherever possible. 	<p>Team members who can carry out their duties from home should continue to do so. For those team members who cannot work from home, the office workplace principles include reducing desk capacity, to identify seats which are in / out of use through signage, to encourage flexible working and to implement, to provide more hand sanitiser and to implement an enhanced cleaning regime.</p>
		<ul style="list-style-type: none"> 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. 	<p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges! Desks will be restricted to departments which will be split into two teams where possible. The retail team hot desk due to the nature of their roles. There is a regular sanitising regime every night and wipes provided during the day.</p>
		<ul style="list-style-type: none"> If it is not possible to keep workstations 2m apart 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. 	<p>Team members who can work from home will continue to do so. The hierarchy of controls will be implemented if there is a situation where desk are not two metres apart, we will start by assessing whether the work activities are crucial to the business, and if so, reducing or staggering activity times, screens, or splitting teams will be reviewed as possible controls.</p> <p>In addition to supporting departments, store based and retail teams who can do part of their work from home will do so.</p> <p>Document reference: Two Persons Working Together Guidance</p>
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> Reviewing layouts to allow workers to work further apart from each other. 	<p>Desk capacity in all offices has been reduced.</p> <p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges!</p>
		<ul style="list-style-type: none"> Using floor tape or paint to mark areas to help people keep to a 2m distance. 	<p>Signage has been installed in all offices advising people of the social distancing guidelines.</p>
		<ul style="list-style-type: none"> Avoiding people working face-to-face. For example, by working side-by-side or facing away from each other. 	<p>The floor plans of the offices show that team members can only sit face-to-face if the minimum distance of two-metre separation can be achieved.</p> <p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges! Document reference: Two Persons Working Together Guidance</p>

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		<ul style="list-style-type: none"> Using screens to create a physical barrier between people. E.g. plexiglass at point of transaction; plastic panel at point of transaction. 	Screens have been installed at till and reception points where social distancing cannot be achieved.
		<ul style="list-style-type: none"> Using a consistent pairing system if people have to work in close proximity. For example, maintenance activities that cannot be redesigned. 	Document reference: Two Persons Working Together Guidance
		<ul style="list-style-type: none"> Minimising contacts around transactions, for example, considering using contactless payments. 	Contactless payment amount has been increased for card payments and apple pay can also be used. Team members who are handling cash will be provided sanitiser. Team members can speak to their line manager if they have any queries on this. Team members will remind customers that apple pay is available.
		<ul style="list-style-type: none"> Rethinking demonstrations and promotions to minimise direct contact and to maintain social distancing. 	Services and events have been suspended or re-designed to ensure social distancing guidelines are followed for example through virtual appointments including Styling, Gifting and Beauty regimes.
3.4 Meetings	To reduce transmission due to face-to-face meetings and maintain social distancing in meetings.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Using remote working tools to avoid in person meetings. 	Team members will be provided headsets to encourage virtual meetings from their desks.
		<ul style="list-style-type: none"> Only absolutely necessary participants should attend meetings and should maintain 2m separation throughout. 	Meeting rooms which are not large enough to facilitate social distancing will be put out of use. Retail team briefings on the shop floor will be carried out through Yammer and through small social distanced groups where required.
		<ul style="list-style-type: none"> Avoiding transmission during meetings, for example avoiding sharing pens and other objects. 	Team members are to use their own IT equipment and stationary items only. There will be enhanced cleaning throughout the offices including IT equipment. Critical workers have been provided with designated desks and IT equipment which will be labelled. For those situations where a hot desk is required an enhanced cleaning regime will be implemented, however hot desking is a last resort.
		<ul style="list-style-type: none"> Providing hand sanitiser in meeting rooms. 	There has been increased hand sanitiser units provided in all office spaces.

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		<ul style="list-style-type: none"> Holding meetings outdoors or in well-ventilated rooms whenever possible. 	There is ventilation in all meeting rooms in the offices via natural or mechanical means. Meeting room capacity has been reduced to discourage the use of meeting rooms.
		<ul style="list-style-type: none"> For areas where regular meetings take place, use floor signage to help people maintain social distancing. 	Chair and room signage will be in place in meeting rooms to encourage social distancing.
3.5 Common areas	To maintain social distancing while using common areas.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Staggering break times to reduce pressure on the staff break rooms or places to eat. 	Team member break times will be staggered.
		<ul style="list-style-type: none"> Using safe outside areas for breaks. 	Capacity of lunch areas have been planned and will be managed to ensure that the maximum numbers are not breached.
		<ul style="list-style-type: none"> Creating additional space by using other parts of the working area or building that have been freed up by remote working. 	The point above applies.
		<ul style="list-style-type: none"> Installing screens to protect workers in receptions or similar areas. 	Screens have been installed at till and reception points where social distancing cannot be achieved.
		<ul style="list-style-type: none"> Providing packaged meals or similar to avoid fully opening staff canteens. 	Packaged meals will be provided initially until it has been assessed to provide further services.
		<ul style="list-style-type: none"> Reconfiguring seating and tables to optimise spacing and reduce face-to-face interactions. 	Sanitising spray and white paper available for team members to use on cutlery. The team canteen capacity has been reconfigured to ensure social distancing guidelines are complied with in seating areas.
		<ul style="list-style-type: none"> Encouraging workers to remain on-site and, when not possible, maintaining social distancing while off-site. 	Capacity of lunch areas have been planned and will be managed to ensure that the maximum numbers are not breached.
		<ul style="list-style-type: none"> Considering use of social distance marking for other common areas such as toilets, showers, lockers and changing rooms and in any other areas where queues typically form. 	Some sinks will be put out of use to encourage social distancing while team members are washing their hands. Toilets have ceiling height doors; therefore, they are all in use.
3.6		<ul style="list-style-type: none"> In an emergency, for example, an accident, fire or break-in, people do not have to stay 2m apart if it would be unsafe. 	The current fire procedures will still apply for these scenarios. Updated first aid procedures will be rolled out to all first aiders prior to store opening. Team members will be given the Selfridges Security and Fire Incident procedure cards as part of their welcome back pack.

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Accidents, security and other incidents	To prioritise safety during incidents.	<ul style="list-style-type: none"> People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands. 	Hand washing facilities and sanitiser are available in the first aid room where which is available to those providing assistance.
		<ul style="list-style-type: none"> Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible. 	Incident and emergency procedures have been reviewed in terms of assembly points. Incident and emergency procedures have been reviewed in terms of assembly points and other aspects of social distancing.
<p>4 Managing your customers, visitors and contractors</p>			
4.1 Manage contracts	To minimise the contract resulting from visits to stores or outlets.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Defining the number of customers that can reasonably follow 2m social distancing within the store and any outdoor selling areas. Consider total floorspace as well as likely pinch points and busy areas. Limiting the number of customers in the store, overall and in any particular congestion areas, for example doorways between outside and inside spaces. Encouraging customers to use hand sanitiser or handwashing facilities as they enter the premises to reduce the risk of transmission by touching products while browsing. 	<p>Total capacity in the store has been reduced to one customer per every twenty square metres.</p> <p>There have been specific roles created to support the customer’s journey through the store including Greeters, Door Hosts and Wellbeing Hosts who will encourage the flow of people through the store to avoid pinch points. There is a floor map with detail on the planned routes that the customers can take which the hosts will be trained up on and there will be signage in place to direct customers too, (including yellow entrance only signs and red exit only signs).</p> <p>A series of master plans have recently been completed across the store meaning that the brands are well spread out allowing for social distancing to be complied with.</p> <p>Boutique queues will be managed using a rope and poll system in the store.</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>The points above apply.</p> <p>Additionally, queuing will take place outside the store and will be marked up on the floor and with the yellow rope. There have been two main queuing areas. Queuing will take place at the car park entrance and the main entrance.</p> <p>There will be hand sanitiser located at all high traffic locations such as entrances and till points.</p> <p>Document reference: 2020 Relaunch Plan Drawing</p>

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		<ul style="list-style-type: none"> • Encouraging customers to avoid handling products whilst browsing, if at all possible. • Suspending or reducing customer services that cannot be undertaken without contravening social distancing guidelines. This may include re-thinking how assistance is provided, for example, using fixed pairs of colleagues to lift heavy objects rather than a single colleague lifting with a customer. • Encouraging customers to shop alone where possible, unless they need specific assistance. • Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines. • Looking at how people walk through the shop and how you could adjust this to reduce congestion and contact between customers, for example, queue management or one-way flow, where possible. • Ensuring any changes to entries, exit and queue management consider reasonable adjustments for those who need them, including disabled shoppers. • Working within your local area to provide additional parking or facilities such as bike-racks, where possible, to help customers avoid using public transport. • Using outside premises for queuing where available and safe, for example some car parks. • Managing outside queues to ensure they do not cause a risk to individuals or other businesses, for 	<p>Services that Selfridges provide that cannot be provided in line with social distancing guidelines will be suspended including hair services and fitting assistants. Other services will be re-designed to give the customer the best experience while also ensuring that government guidance is adhered to, for example virtual appointments and online sales.</p> <p>Selfridges risk assessment policy is to assess activities under the hierarchy of control where activities that require people to undertake activities that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).</p> <p>Customers will be encouraged to shop within their household by the hosts.</p> <p>Customers will be reminded of this by the hosts.</p> <p>There have been specific roles introduced to ensure that there is a steady flow of people through the shop and that people know where to go.</p> <p>There will be "Floor Talkers" signage on the floors and various other graphics on the walls and all around the shop to guide people on the correct routes.</p> <p>There has been a floor map produced to plan the route which customers will enter the store (via four designated entrances) and exit (via seven designated exits).</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>Entrance points exit points and disabled access is suitable for those who require wheelchair access. The host's role is to ensure that customers are aware of where to go within the store.</p> <p>There are regular meetings with the city centre management agents who are working to improve bicycle facilities across the city centre.</p> <p>Customers will enter through one side of the front doors and exit out of the other side. The middle door will remain closed. There is access out of the car park via lift or escalator and access back to the car park by lift only. All queuing will be from the front door only.</p> <p>The Mall entrance will be closed for re-opening.</p>
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		<ul style="list-style-type: none"> • example by introducing queuing systems, using barriers and having staff direct customers. • Working with your local authority or landlord to consider the impact of your processes on public spaces such as high streets and public car parks. • Having clearly designated positions from which colleagues can provide advice or assistance to customers whilst maintaining social distance. • Shopping centres should take responsibility for regulating the number of customers in the centre and the queuing process in communal areas on behalf of their retail tenants. • Working with neighbouring businesses and local authorities to consider how to spread the number of people arriving throughout the day for example by staggering opening hours; this will help reduce demand on public transport at key times and avoid overcrowding. • Avoid sharing vehicles except within a family, for example on test drives. If it is not possible, keep the number of people in the vehicle to a minimum and as distanced within the vehicle space as possible, and use other safety measures such as ensuring good ventilation. • Continuing to keep customer restaurants and cafes closed until further notice, apart from when offering hot or cold food to be consumed off the premises. 	<p>The main entrance is a wider entrance that allows entry on the left side and exit on the right.</p> <p>The car park is managed by Euro Car Parks and they have a (car) queuing policy in place. Once the car park is full and queue forms on the drive-in ramp, a car park full sign is placed at the top of the ramp. Cars are not permitted to queue on the main road they have to drive on. This process was already in place for cars. There will be no queuing of people in car parks.</p> <p>Specific areas have been identified as safe standing positions for the hosts including doors, escalators and info desks.</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>The building is shared with Marks and Spencer’s including the canteen. Coordination calls are being held regularly to discuss interface management. Seating capacity in the canteen has been reduced and approximately forty-five spaces have been allocated for Selfridges team members. Orange chairs identify Selfridges team member seats and grey chairs identify M&S team member seats. Sanitising stations are provided at cutlery areas and sinks are provided for team members to clean cutlery.</p> <p>As stated in the point above, the Mall entrance will be closed. Selfridges queues will be separate to the M&S queues.</p> <p>Trading hours proposed for full store opening are 11am - 7pm, with a plan to continuously review.</p> <p>Team members are encouraged to avoid public transport and vehicle sharing.</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>At present there is only one takeaway service on offer; Laduree, which sells macarons selected by the customer, which are then placed in boxes following food hygiene guidelines.</p>
<p>4.2 Providing and explaining available guidance</p>	<p>To make sure people understand what they need to do to maintain safety.</p>		

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	Steps that will usually be needed	<ul style="list-style-type: none"> • Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage and visual aids. • Informing customers that they should be prepared to remove face coverings safely if asked to do so by police officers and staff for the purposes of identification. • Providing written or spoken communication of the latest guidelines to both workers and customers inside and outside the store. Consider the particular needs of those with protected characteristics, such as those who are visually impaired. • Creating social distancing champions to demonstrate social distancing guidelines to customers, if helpful. • Ensuring latest guidelines are visible in selling and non-selling areas. 	<p>Document reference: Store Re-Opening Graphics Pack</p> <p>If there is a customer matter that requires police involvement, the customer will be asked to wait in a designated back of house area where they will be asked to comply with any police matters.</p> <p>We have installed graphics in front of house and back of house areas to advise customers and team members of the re-opening guidelines. There will also be Door Hosts and Wellbeing hosts located around the store to support these messages and to guide people through the store, including those that are visually impaired. Key messages will be recorded and played on the speaker system in store.</p> <p>Wellbeing hosts will demonstrate social distancing guidelines to customers.</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>A graphics pack has been created and installed in front and back of house areas which will inform people of the COVID Secure principles.</p> <p>Document reference: Store Re-Opening Graphics Pack</p>
<p>5 Cleaning the workplace</p>			
5.1 Before reopening	To make sure that any site or location that has been closed or partially operated is clean and ready to restart, including:	<ul style="list-style-type: none"> • An assessment for all sites, or parts of sites, that have been closed, before restarting work. • Cleaning procedures and providing hand sanitiser, before restarting work. • 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>An assessment of the retail space was completed which identified all hand sanitiser locations and a timeline for a full clean prior to store opening. Cleaning will commence five days prior to opening.</p> <p>Document reference: 2020 Relaunch Plan Drawing</p> <p>The Selfridges 2020 Relaunch Plan Drawing identifies shop floor hand sanitiser unit locations. There is signage in place on the shop floor and at the team entrances reminding people to follow hand hygiene guidelines.</p> <p>Document reference: 2020 Relaunch Plan Drawing Document reference: Pear Tree In-Store Housekeeping Tasks Cov-19 Guidance Document reference: Selfridges Cleaning Process Map</p> <p>We have adjusted plant operating times to maximise air changes and have introduced enhanced hygiene measures.</p> <p>All ventilation systems are being maintained prior to store opening as part of the planned preventative maintenance (PPM) plan which includes the replacing of filters.</p>

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	Steps that will usually be needed	<ul style="list-style-type: none"> Most air conditioning systems do not need adjustment, however where systems serve multiple buildings, or you are unsure, advice should be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers. 	All required Planned Preventative Maintenance has been carried out on air conditioning units including cleaning and the filters have been replaced. Selfridges have coordinated with the building manager to review maintenance regimes for the building. HVAC systems are managed by the building management system and monitored by both Inviron and the Building Management Team.
5.2 Keeping the workplace clean	To keep the workplace clean and prevent transmission by touching contaminated surfaces.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Frequent cleaning of work areas and equipment between uses, using your usual cleaning products. 	Offices and team entrances will be sanitised on the night shift with a spray anti-viral cleaning product. Locker rooms and toilets will be cleaned hourly.
		<ul style="list-style-type: none"> Frequent cleaning objects and surfaces that are touched regularly such as self-checkouts, trolleys, coffee machines, or staff handheld devices, and making sure there are adequate disposal arrangements. 	We have agreed a sanitising programme with our cleaning contractor for re-opening of the store which sets out the scope for areas that require regular sanitisation. Document reference: Pear Tree In-Store Housekeeping Tasks Cov-19 Guidance
		<ul style="list-style-type: none"> Clearing workspaces and removing waste and belongings from the work area at the end of a shift. 	Waste collection bins are available on demand. There will be cleaners based full time on the shop floor to ensure that work areas remain clean as they will be carrying out regular patrols.
		<ul style="list-style-type: none"> If you are cleaning after a known or suspected case of COVID-19 then you refer to the specific guidance. 	Link to government guidance: https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings
		<ul style="list-style-type: none"> Cleaning high touch objects and surfaces such as door handles and trolleys. 	A list of high touch objects and surfaces has been agreed with the cleaning contractor. Document reference: Pear Tree In-Store Housekeeping Tasks Cov-19 Guidance
5.3 Hygiene – handwashing, sanitation facilities and toilets	To help everyone keep good hygiene through the working day.	See steps below.	
		<ul style="list-style-type: none"> Using signs and posters to build awareness of good handwashing technique, the need to 	There is signage in place in team member toilets and at sanitising points.

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	Steps that will usually be needed	<p>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>	
		<ul style="list-style-type: none"> • Providing regular reminders and signage to maintain hygiene standards. 	<p>In addition to hand washing signage the welcome back guidelines graphics are up around the store which include an emphasis on good hygiene standards as one of the key principles.</p>
		<ul style="list-style-type: none"> • Providing hand sanitiser in multiple locations in addition to washrooms. 	<p>We have installed hand sanitiser units at all till points and high touch areas around the store. The units are checked daily by the cleaning team for refill requirements.</p> <p>Document reference: 2020 Relaunch Plan Drawing</p>
		<ul style="list-style-type: none"> • Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible. 	<p>All toilets will have a dedicated cleaner. Some sinks and toilets have been put out of use to encourage social distancing.</p>
		<ul style="list-style-type: none"> • Enhancing cleaning for busy areas. 	<p>Busy areas such as toilets have register sheets in place which are signed by the cleaning team so cleaning regularity can be checked.</p>
		<ul style="list-style-type: none"> • Providing more waste facilities and more frequent rubbish collection. 	<p>Waste collection is available on demand through the Facilities Management Teams.</p>
		<ul style="list-style-type: none"> • Providing hand drying facilities – either paper towels or electrical dryers. 	<p>Electrical dryers are provided in all toilets. They are maintained as part of the PPM activities. They are checked daily by the cleaning team who report any issues to the facilities team.</p>
5.4 Customer fitting rooms	To minimise the risk of transmission through customer fitting rooms.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> • Fitting rooms should be closed wherever possible given the challenges in operating them safely. 	<p>Fitting rooms have been reduced from the total original capacity in the Exchange store. Fitting rooms will remain closed unless the spaces are large enough to allow appropriate social distancing measures can be implemented and surfaces, specifically touch points, can be cleaned. The aim of keeping some fitting rooms open, where it is safe to do so, is to prevent the risk of a higher volume of returns further down the line. Suitable quarantine areas have been identified where clothing will be tagged in a colour code system which will identify dates which the items can be returned to the shop floor.</p>
		<ul style="list-style-type: none"> • Where fitting rooms are essential, for example to support key workers buying critical protective clothing, they should be cleaned very frequently, typically between each use. 	<p>See point above.</p>

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		<ul style="list-style-type: none"> Creating procedures to manage clothes that have been tried on, for example delaying their return to the shop floor. 	Clothes which have been tried on will be quarantined for 72 hours prior to returning to the shop floor. This will be managed through a colour coded tagging system.
		<ul style="list-style-type: none"> Limiting contact between customers and colleagues during fitting, for example by suspending fitting assistance. 	Fitting assistance has been suspended for the first phase of re-opening.
5.5 Handling goods, merchandise and other materials	To reduce transmission through contact with objects in the store.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Encouraging increased handwashing and introducing more handwashing facilities for workers and customers or providing hand sanitiser where this is not practical. 	<p>Team members will read the welcome back pack prior to returning to work and will attend an online e-learning module which will include advise on hand hygiene guidelines.</p> <p>Increased no-touch hand sanitisers are located at all tills and other front of house high-touch areas as well as team member entrance routes and lift lobbies.</p>
		<ul style="list-style-type: none"> Limiting customer handling of merchandise, for example, through different display methods, new signage or rotation of high-touch stock. 	FOH signage will be in place prior to store opening. Steamers have been purchased to demonstrate cleaning of hanging items throughout the day.
		<ul style="list-style-type: none"> Putting in place picking-up and dropping-off collection points where possible, rather than passing goods hand-to-hand. 	This will be in place for example at click and collect.
		<ul style="list-style-type: none"> Enforcing staggered collection times for customers collecting items, with a queuing system in place to ensure a safe distance of 2m. 	Queueing systems will be managed by floor talkers and the rope and pole process where required.
		<ul style="list-style-type: none"> Setting up 'no contact' return procedures where customers take return goods to a designated area. 	There will be designated returns areas for customers per division.
		<ul style="list-style-type: none"> Encouraging contactless refunds, where possible. 	Contactless payment amount has been increased for card payments and apple pay can also be used. Team members will remind customers that apple pay can be used. Team members who are handling cash will be provided sanitiser. Team members can speak to their line manager if they have any queries on this.
		<ul style="list-style-type: none"> Storing items that have been returned, donated, brought in for repair or extensively handled, for example tried-on shoes or clothes, in a container or separate room for 72 hours, or cleaning such items with usual cleaning products, before 	<p>Hand sanitisers are placed throughout the store which customers are encouraged to use on entering the building, and again throughout by the hosts and by signage.</p> <p>Storing items that's have been returned, donated, brought in for repair or extensively handled, for example tried-on shoes or clothes, quarantined for 72 hours, or cleaning such items with</p>

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		<p>displaying them on the shop floor. Materials used for cleaning can be disposed of normally.</p> <ul style="list-style-type: none"> • Providing guidance to how workers can safely assist customers with handling large item purchases. 	<p>usual cleaning products, before displaying them on the shop floor will take place. Materials used for cleaning can be disposed of normally.</p> <p>If a product can be cleaned, then there is no need to quarantine and the product can be returned to display once cleaned.</p> <p>If a product is unable to be suitably cleaned by either of these methods, then it will be placed in quarantine for 72 hours.</p> <p>Examples include:</p> <ol style="list-style-type: none"> 1. Shoes: <ul style="list-style-type: none"> ○ Shoes that can be cleaned will be and returned for sale ○ If they cannot be cleaned due to the materials used, they will be quarantined for 72 hrs 2. Accessories: <ul style="list-style-type: none"> ○ Accessories that can be cleaned will be and returned for sale ○ If they cannot be cleaned due to the materials used, they will be quarantined for 72 hrs. 3. Clothing: <ul style="list-style-type: none"> ○ "Ready to wear" (clothing) will be quarantined for 72 hrs. <p>Document reference: Two Persons Working Together Guidance</p>
		<ul style="list-style-type: none"> • Considering placing protective coverings on large items that may require customer testing or use, for example, furniture, beds or seats. Ensuring frequent cleaning of these coverings between uses, using usual cleaning products. 	<p>This is not relevant for the Exchange store.</p>
		<ul style="list-style-type: none"> • Cleaning touchpoints after each customer use or handover. For some examples, such as rental equipment, and test drive and rental vehicles, interior and exterior touchpoints should be considered. 	<p>As stated above.</p>
<p>6. Personal Protective Equipment (PPE)</p>		<ul style="list-style-type: none"> • Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so. 	<p>Specific activities that have been assessed using the Two Persons Working Together guidance may require additional PPE, however PPE is the last resort and will not be encouraged to be used as a control alone. Team members are advised to wash hands thoroughly prior to and after any task that requires PPE.</p>

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<p>and face coverings</p>	<p>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.</p>	<ul style="list-style-type: none"> When managing the risk of COVID-19, additional PPE beyond what you usually wear is not beneficial. 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, not using PPE. 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. 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 fit properly. 	<p>Document reference: Two Persons Working Together Guidance</p>
<p>6.1 Face coverings</p>	<p>There are some circumstances when wearing a face covering may be marginally beneficial as a precautionary measure. The evidence suggests that wearing a face covering does not protect you, but it may protect others if you are infected but have not developed symptoms.</p>	<ul style="list-style-type: none"> 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. It is important to know that the evidence of the benefit of using a face covering to protect others is weak and the effect is likely to be small, therefore face coverings are not a replacement for the other ways of managing risk, including minimising time spent in contact, using fixed teams and partnering for close-up work, and increasing hand and surface washing. These other measures remain the best ways of managing risk in the workplace and government would therefore not expect to see employers 	<p>We are making face masks and face coverings available to all team members who can choose to wear them if this is their preference. Team members are advised that this is the last resort and that social distancing is the most effective control to prevent the spread of COVID-19.</p> <p>Document reference: Face Covering Guidance</p>

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		<p>relying on face coverings as risk management for the purpose of their health and safety assessments.</p> <ul style="list-style-type: none"> 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. 	
Employers should support their workers in using face coverings safely if they choose to wear one. This means telling workers:	<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. 		<p>We advise team members to wash or sanitise their hands before putting on face coverings or face masks. Team members must take their own mask if they choose to wear one, it is important that it is not handed to them.</p> <p>Document reference: Face Covering Guidance</p>
	<ul style="list-style-type: none"> When wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands. 		<p>Document reference: Face Covering Guidance</p>
	<ul style="list-style-type: none"> Change your face covering if it becomes damp or if you've touched it. 		<p>Document reference: Face Covering Guidance</p>
	<ul style="list-style-type: none"> Continue to wash your hands regularly. 		<p>Team members are advised to wash their hands regularly.</p> <p>Document reference: Store Re-Opening Graphics Pack</p>
	<ul style="list-style-type: none"> Change and wash your face covering daily. 		<p>Face coverings are provided to team members, if they would prefer to wear them, with guidance on fit, use and disposal.</p>
	<ul style="list-style-type: none"> 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. 		<p>Face coverings are disposed of in waste bins provided.</p>
	<ul style="list-style-type: none"> Practise social distancing wherever possible. 		<p>We will continuously encourage team members to implement social distancing practice through installing signage, putting sinks, toilets and seating areas out of use, or reconfiguring where we can. This will reinforce the messages that we provide through many other means of communication including presentations, e-learning, line management conversations and messages over the in-store speaker system. Social distancing will be reviewed through an ongoing inspection regime.</p>
7 Workforce management			
7.1 Shift patterns and working groups	To change the way work is organised to create distinct groups and reduce the number of	See steps below.	

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	contacts each worker has.		
	Steps that will usually be needed	<ul style="list-style-type: none"> As far as possible, where workers 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. 	<p>The minimum numbers of team members required in store are being calculated by the Retail Operations Team.</p> <p>Team Members should only be on site if their role cannot be done remotely.</p> <p>Staggered start times have been implemented.</p>
		<ul style="list-style-type: none"> Identifying areas where people have to directly pass things to each other and finding ways to remove direct contact such as by using drop-off points or transfer zones. 	<p>Transfer zones will be implemented where practical in stock rooms and click and collect areas.</p> <p>All click and collect parcels to remain in packaging as sent from the distribution centre to prevent additional handling of products.</p> <p>The click and collect area have been reconfigured for example waiting areas seating removed, floor talkers are in place and one team member will be located at the desk and one in the back of house area processing.</p> <p>Stock rooms all have signage to identify that only one person can enter at a time.</p>
7.2 Work-related travel 7.2.1 Cars, accommodation and visits	To avoid unnecessary work travel and keep people safe when they do need to travel between locations.	See steps below.	
	Steps that will usually be needed	<ul style="list-style-type: none"> Minimising non-essential travel – consider remote options first. 	<p>Travel between stores is suspended until further notice unless it is an activity that is critical for the operation of the business which cannot be carried out through one of the virtual mechanisms which we have provided to team members.</p> <p>A list of team members who are required to travel between the Manchester stores has been created to track what travel is essential.</p>
		<ul style="list-style-type: none"> Minimising the number of people outside of your household travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face. 	Vehicle sharing is not encouraged.
		<ul style="list-style-type: none"> Cleaning shared vehicles between shifts or on handover. 	Vehicle sharing is not encouraged.

Re-opening Government Guidance Checklist – Manchester Exchange

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		<ul style="list-style-type: none"> Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines. 	<p>Team members are not advised to stay away from their home. Travel between stores is not permitted unless it is crucial to the operation of the business. Overnight accommodation is not encouraged.</p>
<p>7.2 Work-related travel</p> <p>7.2.2 Deliveries to other sites</p>	<p>To help workers delivering to other sites such as factories, logistics sites or customers' premises to maintain social distancing and hygiene practices.</p>	<p>See steps below.</p>	
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> 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. 	<p>In the loading bay the deliveries process has been modified so that the supplier leaves the package on a designated shelf.</p> <p>Document reference: Two Persons Working Together Guidance</p> <p>This process is managed by delivery companies engaged with by Selfridges.</p>
<p>7.3 Communication and training</p> <p>7.3.1 Returning to work</p>	<p>To make sure all workers understand COVID-19 related safety procedures.</p>	<p>See steps below.</p>	
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> Providing clear, consistent and regular communication to improve understanding and consistency of ways of working. 	<p>Signage to both customers and team members has been designed to be consistent focusing on the key principles of the Welcome Back message which advise people to follow social distancing and good hand-hygiene practices, and how to implement these guidelines through "Floor Talker" signage on the floors and escalators and restricted use of toilets or sinks.</p> <p>We will encourage regular communication between line management and team members which will be supported by the Welcome Back guidelines, the Big Yellow Welcome Back Video on Yammer, consistent messages played over the speaker system and the e-learning module which everyone must complete.</p>

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		<ul style="list-style-type: none"> 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. 	<p>In addition to signage, the risk assessment, a suite of COVID Policies and supporting information such as presentations will be made available to all team members on My Workday.</p> <p>We will engage with team members through Yammer, line management and during physical inspections on the shop floor to gain their feedback so that we can continuously check how the guidelines are being implemented.</p> <p>The points above apply.</p> <p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges!</p>
<p>7.3 Communication and training</p> <p>7.3.2 Ongoing communications and signage</p>	<p>To make sure all workers are kept up to date with how safety measures are being implemented or updated.</p>	<p>See steps below.</p>	
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> Ongoing engagement with workers (including through trade 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. 	<p>We have consulted with our “workers” and union representatives to gain their feedback on health and safety measures.</p> <p>The Re-Opening Stores Risk Assessment has been created following consultation with various workers and teams throughout the Selfridges organisation. The significant findings have been captured, communicated and made available through a library of documents to be used in initial briefings and training sessions and as reference materials that can be accessed by Selfridges team members and concession partners at any time. The risk assessment documentation is available on MyWorkday and feedback will be gathered on the RA from team members through the Health and Safety Department email.</p> <p>We have asked managers that are not furloughed to stay connected through the communication mechanisms we provide for all team members including phone calls, Skype and Microsoft Teams. We have Yammer and leadership calls as well as e-learning to support managers leading remotely and for those that may be feeling anxious.</p> <p>Internal Communications post regular updates on wellbeing support that is available to all team members including access to Workplace Options, Nudge and e-learning modules such as Stressbusters.</p> <p>Link to government guidance: Government Guidance on the Mental Health and Wellbeing Aspects of COVID-19</p> <p>The presentations and messages that we are providing to team members include simple graphics and consistent language to ensure that we reach all of our audiences.</p> <p>Document reference: Store Re-Opening Graphics Pack</p>

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		<ul style="list-style-type: none"> Using visual communications, for example whiteboards or signage, to explain changes to production schedules, breakdowns or materials shortages 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. 	<p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>Online platforms such as Yammer and Workday will be used to communicate important information as well as the display screens which are located in front of house and back of house areas.</p> <p>Various tailored Welcome Back packs have been created to ensure that all of the organisations that we engage with understand our guidelines.</p> <p>Selfridges Team Member and Concession Partner Link: Welcome Back Team Selfridges! Document reference: Contractor COVID Guidance Document reference: Events and Third Party COVID Guidance Document reference: Store Re-Opening Graphics Pack</p>
<p>8 Inbound and outbound goods</p>	<p>To maintain social distancing and avoid surface transmission when goods enter and leave the site, especially in high volume situations, for example, distribution centres or despatch areas.</p>	<p>See steps below.</p>	
		<ul style="list-style-type: none"> Revising pick-up and drop-off collection points, procedures, signage and markings. 	<p>The Click and Collect process has been amended as described previously in this document.</p> <p>There has also been shelving installed in the loading bay as drop off points for deliveries.</p>
	<p>Steps that will usually be needed</p>	<ul style="list-style-type: none"> 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. 	<p>This is not relevant for this store.</p>
		<ul style="list-style-type: none"> 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. 	<p>The frequency of deliveries has been reduced to as low as is practical for operation of the store.</p> <p>Document reference: Two Persons Working Together Guidance</p>

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		<ul style="list-style-type: none"> Where possible, using the same pairs of people for loads where more than one is needed. 	<p>Document reference: Two Persons Working Together Guidance</p>
		<ul style="list-style-type: none"> Enabling drivers to access welfare facilities when required, consistent with other guidance. 	<p>Drivers are not encouraged to enter our stores as per the normal process.</p>
		<ul style="list-style-type: none"> 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>Changes have been made to the delivery process whereby only loading bay team members are allowed on the loading bay. The Loading Bay will deliver everything to lift lobbies for collections and despatch will be picked up by the same and taken to the bay. All courier drivers will no longer be allowed into the bay. Signage to indicate No Entry.</p>