

Re-opening Government Guidance Checklist – Close Contact Services

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

No. Topic	Objective	Government Guidance	Comments / Decisions
COVID-19 roadmap		<p>Step 1 of the roadmap out of lockdown has begun. Some of the rules changed on 29 March, but many restrictions remain in place.</p> <p>This guidance includes changes to restrictions that come into force in Step 2 on 12 April. Until we move to Step 2, current restrictions on shops continue to apply.</p> <p>Find out what you can and cannot do.</p>	<p>In line with government guidelines close contact services will remain closed in step 1 of the road map.</p> <p>In line with government guidance from 12th April 2021 (Step 2) all close contact services will reopen in all locations.</p>
National Restrictions – Spring 2021		<p>On 22 February the government published the 'COVID-19 Response - Spring 2021' setting out how COVID-19 restrictions will be eased over 4 steps.</p> <p>The roadmap has set out indicative, 'no earlier than' dates for the steps which are 5 weeks apart. It takes around 4 weeks for the data to reflect the impact of the previous step and the government will provide a further week's notice to individuals and businesses before making changes.</p> <p>This guidance has been updated to reflect the measures you'll need to follow to operate safely once we have moved to Step 2 on 12 April.</p> <p>Until we move to Step 2, current restrictions apply. Under these restrictions, personal care facilities and close contact services are required to close.</p> <p>Those who provide close contact services from a mobile setting including their own home, in other people's homes and in retail environments (such as a concession in a larger, separate business) must also stop operating. Businesses may continue to sell retail goods (such as shampoo or beauty products) online or via click-and-collect.</p>	<p>In line with government guidance from 12th April 2021 all close contact services will reopen in all locations.</p> <p>In accordance with government guidance all close contact services risk assessments have been reviewed and are in line with the latest government guidance.</p>

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		<p>Those providing their services in a professional capacity as part of those sectors that remain open can continue to operate. For example, make-up artists in film and TV production, and on fashion shoots. However, these services cannot be carried out in premises required to close.</p> <p>This guidance has also been updated to provide information on arranging regular asymptomatic testing for staff who cannot work from home. Free test kits will be available until the end of June. However, your organisation must register interest by 12 April (even if you are currently closed and want to receive them at a later date). Registration for free test kits will close on 12 April; after this date businesses will still be able to access tests through private providers and community testing sites.</p> <p>Step 2 - from 12 April</p> <p>Following the move to Step 2, personal care facilities and close contact services will reopen. This will include:</p> <ul style="list-style-type: none"> • hair, beauty and nail salons • body and skin piercing services • tattoo studios • spas and massage centres (except for steam rooms and saunas) • holistic therapy (including acupuncture, homeopathy, and reflexology) • tanning salons <p>This guidance will be kept up to date as we move through the steps of the roadmap, which will be guided by the data.</p>	
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<p>Priority actions to take – what businesses need to do to protect staff and clients</p>		<p>Eight steps to protect yourself, your staff and your customers during coronavirus.</p> <ol style="list-style-type: none"> Complete a COVID-19 risk assessment. Share it with all your staff. Find out how to do a risk assessment. Clean more often. Increase how often you clean surfaces, especially those that are being touched a lot. Ask your staff and your customers to use hand sanitiser and wash their hands frequently. Remind your customers and staff to wear face coverings in any indoor space or where required to do so by law. That is especially important if your customers are likely to be around people they do not normally meet. Some exemptions apply. Check when to wear one, exemptions, and how to make your own. Make sure everyone is social distancing. Make it easy for everyone to do so by putting up signs or introducing a one way system that your customers can follow. Consider ventilation. Read the HSE advice on air conditioning and ventilation. Take part in NHS Test and Trace by keeping a record of all your customers for 21 days. This is a legal requirement. Some exemptions apply. Check 'Maintaining records of staff, customers and visitors to support NHS Test and Trace' for details. Turn people with coronavirus symptoms away. If a staff member (or someone in their household) or a customer has a persistent cough, a high temperature or has lost their sense of taste or smell, they should be isolating. Employers must not require someone who is being required to self-isolate to come to work. Any employer asking an employee to break self-isolation to work is committing an offence. Consider the mental health and wellbeing aspects of coronavirus for yourself and others. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19). 	<p>We can confirm all steps outlined to protect staff and customers has been fully adhered to and full details are outlined in below document.</p>
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		<p>Five more things to be aware of if your business provides close contact services:</p> <ul style="list-style-type: none"> • Wear a visor and mask. Practitioners are required by law to wear both a clear visor or goggles and a Type II face mask to keep their clients safe. Provide training on how to wear face masks safely. • Keep clients apart. Consider how many people can be in the space while remaining socially distant. Rearrange waiting areas so that clients can stay apart. Use floor markings to manage queues. • Help your staff maintain social distancing. Consider using barriers between workstations, introduce back-to-back or side-to-side working, and have staff work in the same team each day. • Communicate and train. Make sure all staff and customers are kept up to date with how safety measures are being used and updated. • Keep music and other background noise to a minimum to prevent people from speaking loudly or shouting. <p>These are the priority actions to make your business safe during coronavirus, you should also read the full version of the guidance below.</p>	
1 Managing Risk		<ul style="list-style-type: none"> • Ensuring both workers and clients who feel unwell stay at home and do not attend the premises • In every workplace, increasing frequency of handwashing and surface cleaning. 	<p>Cleaning will be increased in every area of Selfridges' stores (FOH and BOH) and office spaces and close contact services such as the hair salon. Key touch points have been identified to ensure this cleaning is targeted.</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</p>

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	<p>Reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.</p>	<ul style="list-style-type: none"> Businesses and workplaces should make every reasonable effort to ensure their employees can work safely. From 1st August, this may be working from home, or within the workplace if COVID-19 Secure guidelines are followed closely. When in the workplace, everyone should make every reasonable effort to comply with the social distancing guidelines set out by the government (2m, or 1m with risk mitigation where 2m is not viable is acceptable). 	<p>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>During close contact services, the team member will sanitise beforehand and so will the customer. 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 meters 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 coverings 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 reiterates the importance of social distancing.</p> <p>In close contact services, 2m may not always be possible. All teams are still required to maintain the 2m distance where possible. Where close contact services do not allow this during treatment a face visor and a Type II face mask will be worn by team member and client will wear a face covering.</p>
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Further Mitigating Actions Include		<p>Selfridges Team Member and Concession Partner Link: Creating a Safe & Welcoming Environment</p> <p>Selfridges Team Member and Concession Partner Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>Document reference: Face Covering Guidance</p> <p>Document reference: Testing Process</p> <p>Document reference: Store Re-Opening Graphics Pack</p>
	<ul style="list-style-type: none"> Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity can be redesigned to maintain a 2m distance or 1m with risk mitigations where 2m is not viable. 	<p>The hierarchy of controls will be implemented if there is a situation where social distancing cannot be achieved. 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>
	<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. As everyone working in close proximity for an extended period of time must wear a visor and a Type II face mask*, screens will not be necessary between the practitioner and the client. Work from the back (behind the client) or from the side, regularly circling the client Unless crucial for the treatment, avoid skin to skin contact and use gloves where possible Using a consistent pairing system defined as fixing which workers work together, if workers have to be in close proximity (defined as being within arms-length of someone for a sustained period of time) 	<p>There is an enhanced cleaning, including additional hand sanitising stations, in place across the Oxford Street store.</p> <p>Our guidance on two person operations sets out these mitigating actions.</p> <p>All CCS team members will be wearing Type II face masks and a face visor. All clients will be wearing a face covering.</p> <p>Gloves will be worn when not crucial for the treatment – the teams will follow a hygiene ceremony where they sanitise their hands and the clients before and after the procedure.</p> <p><i>*Type II face masks are medical face masks made up of a protective 3-ply construction that prevents large particles from reaching the client or working surfaces.</i></p> <p>Screens are in place where social distancing is not possible.</p> <p>Document reference: Two Persons Working Together Guidance</p>
	<ul style="list-style-type: none"> Where the social distancing guidelines cannot be followed in full, even through redesigning a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between their staff. 	<p>The hierarchy of controls will be implemented if there is a situation where social distancing cannot be achieved. 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>

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		<ul style="list-style-type: none"> Clearly, when providing close contact services, it often may not be possible to maintain social distancing guidelines (2m, or 1m apart with risk mitigation, is acceptable). As a result, personal protective equipment in the form of a visor and a Type II face mask will be required to mitigate the risk, further details on which can be found in Section 6. Have regard to whether the people doing the work are especially vulnerable to COVID-19. 	<p>All team members will be wearing a face visor and a Type II face mask.</p> <p>All clients will be wearing a face covering unless the covering covers the area where the treatment is being done.</p> <p>Gloves**</p> <p>Occupational health assessments will be undertaken with team members identified as vulnerable prior to their return to work.</p>
		<ul style="list-style-type: none"> The recommendations in the rest of this document are ones you must consider as you go through this process. You could also consider any advice that has been produced specifically for your sector, for example by trades associations. If you are currently operating, you will already have carried out an assessment of the risks posed by COVID-19 in your workplace. You should use this document to identify any further improvements you should make. You must review the measures you have put in place to make sure they are working. You should also review them if they may no longer be effective or if there are changes in the workplace that could lead to new risks such as reintroducing services in the client's breathing zone. 	<p>Selfridges are closely following the guidance and announcements by the Government.</p> <p>They are following all rules in place and also following any restrictions that are made locally.</p> <p>We are closely linked with PHE to ensure that any COVID cases/outbreaks are reported and that all actions to keep all team members safe are followed such as test and trace, self-isolation and enhanced cleaning and hygiene.</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). 	<p>The Re-Opening Stores Risk Assessment is available on the Learning module on My Workday for all team members and concessions partners to access. Team members will be advised that they can email healthandsafety@selfridges.co.uk to provide feedback. The Risk Assessment will also be published on Selfridges' website in line with the Government guidance.</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 to MyWorkday: Welcome Back Team Selfridges! Document reference: Store Re-Opening Graphics Pack</p>
2 Keeping you clients and visitors safe			
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2.1	To support NHS Test and Trace	<p>The opening up of the economy is reliant on NHS Test and Trace being used to minimise transmission of the virus.</p> <p>In order to ensure that businesses are able to remain open, you must:</p> <ol style="list-style-type: none"> 1. Display the official NHS QR code poster. Official NHS QR posters can be generated online. 2. Ask every customer or visitor aged 16 and over to check in to your venue or provide their contact details. Individuals can check in quickly and easily using the NHS COVID-19 app to scan in the NHS QR code poster. 3. Have a system in place to ensure that you can collect information from your customers and visitors who do not have a smartphone or do not want to use the NHS COVID-19 app. You must keep this data for 21 days and provide it to NHS Test and Trace, if it is requested. Check what data you need to collect and how it should be managed. <p>Many businesses that take bookings already have systems for recording this information – including close contact services. These existing systems may be an effective means of collecting contact details.</p> <p>Any business that is found not to be compliant with these requirements will be subject to financial penalties. It is vital that you comply with these requirements to help keep people safe, and to keep businesses open. Find out more about the NHS Test and Trace requirements.</p> <p>There is separate guidance on keeping a record of staff shift patterns. See section 7.1.</p>	<p>All customers will be asked to capture their Name, Email and Phone number on the information capture points available on iPad at the start of their service: Test and Trace Briefing Note – Customer Data Restaurants and Beauty Appointments. & Test and Trace Process and FAQ's</p>
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2.2 Keeping clients and visitors safe	To minimise the risk of transmission and protect the health of clients and visitors in close contact services.	Find information on social contact rules, social distancing and the exemptions that exist. These rules will not apply to workplaces or education settings, alongside other exemptions.	
2.2.1 Before clients arrive	Before clients arrive	Steps that will usually be needed: <ol style="list-style-type: none"> Calculating the maximum number of clients that can reasonably follow social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable) and limiting the number of appointments at any one time. Take into account total floorspace as well as likely pinch points and busy areas. Operating an appointment-only system. When booking an appointment, asking the client to attend on their own, where possible. Making clients aware of, and encouraging compliance with, limits on social contact. For example, on arrival or at booking. COVID-19 related screening questions to be asked of clients ahead of their appointment, including: <ul style="list-style-type: none"> – Have you had the recent onset of a new continuous cough? 	<ol style="list-style-type: none"> All customers will be asked to capture their Name, Email and Phone number on the information capture points available on iPad at the start of their service: Test and Trace Briefing Note – Customer Data Restaurants and Beauty Appointments. & Test and Trace Process and FAQ's Queuing is already in place for the store and followed the governance guidance for the reopening of stores. Please see this for the most up to date version. The close contact services are inside the department store. All services will be appointment only. The services will be for appointment only so customer will be encouraged to turn up just for their appointment. All services will be placed at 2m apart, where this is not possible it will be 1m+ with other controls such as screens. Customer will not be facing each other. An app is being used by the teams to send an alert to the customer if they are overrunning and asking them to attend their appointment at a later time Clients will be encouraged to attend appointments alone where possible.
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		<p>– Do you have a high temperature? – Have you noticed a loss of, or change in, normal sense of taste or smell?</p> <p>If the client has any of these symptoms, however mild, they should stay at home and reschedule their appointment.</p> <p>6. Adjusting how people move through the premises to reduce congestion and contact between clients, for example, queue management or one-way flow. This may only be possible in larger establishments</p> <p>7. Ensuring any changes to entrances, exits and queue management take into account reasonable adjustments for those who need them, including disabled clients. For example, maintaining pedestrian and parking access for disabled clients.</p> <p>8. Using outside spaces for queuing where available and safe, for example some car parks, excluding disabled parking bays. Queues outside should be managed to ensure they do not cause risk to individuals or other businesses, for example by introducing queuing systems, using barriers and having staff direct clients.</p> <p>9. Encouraging clients to arrive at the time of their scheduled appointment.</p> <p>10. Reviewing working practices to minimise the duration of contact with the client. Where extended treatments are undertaken, such as braiding or massages, consider how the length of the appointment could be minimised.</p> <p>11. Keeping appointments short. Businesses should consider providing shorter, more basic treatments to keep the time to a minimum.</p> <p>12. Discouraging the use of changing rooms wherever possible. Clients should be advised to change and shower at home.</p>	<p>Team members can support with telling them the information upon arrival.</p> <p>All waiting areas have been taken out.</p> <p>Appointments are managed on an app.</p> <p>5. These questions should be asked ahead of their appointment. When client is booking, they should also inform them, they will be asked these questions prior to their appointment.</p> <p>6. As services and salons are inside a department store the queue is being managed outside. See Governance check sheet for store reopening.</p> <p>Clients will be encouraged to attend only for their appointment time.</p> <p>An app is being used to manage clients appointments if they are overrunning.</p> <p>7. All entrances and exits were review prior to store opening. There is disabled access and parking available.</p> <p>8. Queuing is in place outside department store which is being managed by security and hosts. The queuing is outside. Reference store opening check sheet.</p> <p>9. This will be encouraged upon booking.</p> <p>10. Information is supplied to customers when booking through booking bug. Before a customer books, on booking bug it will provide the information on only two households allowed together.</p> <p>For most services, customers are encouraged to attend alone.</p> <p>11. All length of appointments will be agreed beforehand.</p> <p>No face to face services opening. Visors will be worn.</p>
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		<p>13. Informing clients and contractors of guidance about visiting the premises prior to and at the point of arrival, including information on websites, on booking forms and in entrance ways.</p> <p>14. Steps should be taken to avoid raised voices, as there is evidence this has an increased risk of virus transmission. This should include lowering the volume of background music and discouraging people from raising their voices or shouting.</p> <p>15. Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people.</p> <p>16. 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.</p> <p>17. Working with neighbouring businesses and local authorities to provide additional parking or facilities such as bike-racks, where possible, to help clients avoid using public transport.</p>	<p>All services will be provided at the time only with only the services happening and no added extras.</p> <p>12. Not applicable to services opening.</p> <p>13. Clients will be given guidance on point of booking. There is a concierge desk where they can ask for information prior to attending as well.</p> <p>Team members can support with telling them the information upon arrival.</p> <p>14. Music is monitored throughout the store and is played at a low level to ensure team members and customers do not have to raise voices to be heard.</p> <p>15. All contractor visits will happen when the store is not open – throughout the night.</p> <p>For any emergency maintenance the area will be cordoned off and the in-store maintenance team will attend and be aware of the social distancing guidelines.</p> <p>16. This was reviewed and planned in store opening check sheets.</p> <p>17. Same as above – car parking and increased bike rack facilities available.</p>
2.2.2 When clients and contractors arrive	When clients and contractors arrive	<p>Steps that will usually be needed:</p> <p>1. Encouraging clients to use hand sanitiser or handwashing facilities as they enter the premises or before treatment.</p> <p>2. Reminding clients who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.</p> <p>3. Maintaining social distancing in waiting areas when clients wait for their appointments. When waiting areas can no longer maintain social distancing, consider moving to a 'one-in-one-out' policy.</p> <p>4. When waiting in communal areas and not receiving treatments reminding clients of the need to wear a face covering unless medically exempt from doing so.</p>	<p>Hand sanitiser is available at several location throughout the store.</p> <p>Hand sanitiser will be available for team member and customer to use before and after service.</p> <p>Team members and customers will sanitise their hands in front of each other prior to service.</p>

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2.2.3 During treatment	During treatment	Steps that will usually be needed: 1. Minimising contact between different workers while serving a client, such as photographers, models makeup artists and stylists in a photoshoot	<p>All workers will adhere to social distancing. Where not possible they will follow the two-person working together guidelines or wear all the correct face mask and face visor.</p> <p>Services in the salons have been reviewed and sinks and colour dispensaries are limited to two people to ensure social distancing.</p> <p>In photo shoots, a stylist and HMUA is assigned to a model to limit contact throughout. Where this is not possible, all equipment, PPE, surfaces will be cleaned or disposed of between each model.</p>
2.2 Ventilation	To use ventilation to mitigate the transmission risk of COVID-19.	<ul style="list-style-type: none"> Ventilation can be used as a control measure to reduce the risk of transmission of COVID-19. 	<p>All services are inside the Selfridges store.</p> <p>All ventilation systems were checked, maintained and filters were changed when the store re-opened and these are checked on a regular basis.</p>
		<ul style="list-style-type: none"> Tiny airborne particles can travel further than droplets and in poorly ventilated spaces this can lead to viral particles spreading between people. Good ventilation can reduce this risk. 	<p>All ventilation systems provide fresh air – refer to the Store Re-opening Pack for details on this</p>
		<ul style="list-style-type: none"> Good ventilation can be different for areas depending on how many people are in there, how the space is being used, and the particular layout of the area. Therefore you will need to consider the particular ventilation requirements in the area you are considering. <p>https://www.hse.gov.uk/coronavirus/equipment-and-machinery/air-conditioning-and-ventilation.htm</p>	
	Steps that will usually be needed	<ul style="list-style-type: none"> Increasing the existing ventilation rate by fully opening dampers and running fans on full speed Operating the ventilation system 24 hours a day Monitoring and managing filters in accordance to manufacturer instructions. Keeping doors and windows open if possible Using ceiling fans or desk fans to improve air circulation, provided there is good ventilation. 	<p>Refer to the Store Re-opening check sheet for this.</p> <p>All stores have AHU installed across all stores therefore the use of ceiling a desk fans is not applicable.</p> <p>Filters are reviewed 3 monthly as per the SFG20 guidance. For the larger units that serve large compartments, these are disposed of and new filters added. For local, smaller AHU that serve offices, these are also checked 3 monthly, cleaned or replaced.</p> <p>For high traffic areas such as GF Beauty, the units are monitored more regularly and cleaned/changed when required.</p>

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2.3 Ventilation	To use ventilation to mitigate the aerosol transmission risk of COVID-19	<ul style="list-style-type: none"> Ventilation should be used as a control measure to reduce the risk of aerosol transmission of COVID-19 in enclosed spaces. Ventilation will not reduce the risk of droplet or surface transmission, so other control measures such as cleaning and social distancing are also required. There are different ways of providing ventilation, including mechanical ventilation using fans and ducts, natural ventilation which relies on passive flow through openings (doors, windows, vents) or a combination of the two. The risk of transmission is greater in spaces that are poorly ventilated. HSE guidance on ventilation and air conditioning explains how to identify those spaces and steps to take to improve ventilation. 	A review of natural air circulation levels has been conducted and regular maintenance of the ventilation systems is in place. Air changes have been increased where possible and natural air is let in via windows where appropriate. Filters are changed as part of their 3 monthly PPM which can be checked on the BMS system.
2.4 Client Toilets	To ensure that toilets are kept open and to ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities.	<ul style="list-style-type: none"> Public toilets, portable toilets and toilets inside premises should be kept open and carefully managed to reduce the risk of transmission of COVID-19. 	<p>All store toilets are open, and this was reviewed when the store reopened. All toilets are on an enhanced cleaning regime which was agreed and put into place when the stores reopened. Please see stores opening guidance check sheet.</p> <p>Where the salons have separate toilets, they will either be included on the store cleaning regime or the cleaning arranged by the Concession. For example, the Ox St hair salon has a cleaner who will clean after each customer.</p>
	Steps that will usually be needed	<ul style="list-style-type: none"> Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency and to 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. Consider the use of social distancing marking in areas where queues normally form, and the adoption of a limited entry approach, with one in, one out (whilst avoiding the creation of additional bottlenecks). 	<p>Signage and posters installed into toilets when the store opened. This includes good handwashing guidance and social distancing guidance. Other signage is displayed throughout the rest of the store.</p> <p>Signage is displayed in toilets and floor markers are available where queues may form.</p> <p>Inside toilets sinks have been spaced out to allow two metres between customers and team members washing their hands.</p>

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		<ul style="list-style-type: none"> To enable good hand hygiene, consider making hand sanitiser available on entry to toilets where safe and practical, and ensure suitable handwashing facilities including running water and liquid soap and suitable options for drying (either paper towels or hand driers) are available. Setting clear use and cleaning guidance for toilets, with increased frequency of cleaning in line with usage. Use normal cleaning products, paying attention to frequently hand touched surfaces, and consider use of disposable cloths or paper roll to clean all hard surfaces. Keep the facilities well ventilated, for example by fixing doors open where appropriate. Special care should be taken for cleaning of portable toilets and larger toilet blocks. Putting up a visible cleaning schedule can keep it up to date and visible. Providing more waste facilities and more frequent rubbish collection. 	<p>Hand sanitiser is available and regular points throughout the entire store and toilet areas.</p> <p>A cleaner is based in all washrooms so they are able to raise any faults found with running water or taps and can also be there to refill soap and hand sanitiser.</p> <p>Team members are aware of how to report anything faulty or missing to helpdesk.</p> <p>A cleaner is dedicated in washrooms and toilets at all times to allow for consistent cleaning and sanitisation.</p> <p>All sanitisers are checked daily and refilled when needed.</p> <p>All team members aware and trained on how to contact helpdesk if needed.</p> <p>All ventilation and air con systems were changed and reviewed prior to store opening. They are on a regular PPM schedule.</p> <p>All toilet doors are held open to allow customers not to use their hands to push main doors open.</p> <p>All toilet blocks have a dedicated cleaner.</p> <p>No portable toilets.</p> <p>N/A There will be a dedicated cleaner for the toilet areas.</p> <p>Waste collection will happen daily or on request if required.</p>
2.5 Providing and explaining available guidance	To make sure people understand what they need to do to maintain safety	<ul style="list-style-type: none"> Providing clear guidance on expected client behaviours, social distancing and hygiene to people before arrival, when scheduling their appointment, and on arrival, for example, with signage and visual aids. Explaining to clients that failure to observe safety measures will result in services not being provided. Providing written or spoken communication of the latest guidelines to both workers and clients inside and outside the premises. You should display posters or information setting out how clients should behave on your premises to keep everyone safe. Consider the particular needs of those with protected characteristics, such as those who are hearing or visually impaired. 	<p>This will be discussed with client before their arrival and when booking their appointment.</p> <p>Signage is displayed throughout the premises.</p> <p>Hosts and security are on hand to support with client behaviours.</p> <p>Signs and posters are displayed throughout the store and services.</p> <p>A PA VA system plays a message to the store regarding their safety and wellbeing and the social distancing guidelines.</p>

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		<ul style="list-style-type: none"> Providing a safety briefing of on-site protocols, rules for shared areas and key facilities, for example, handwashing, in particular for freelance workers who may work at multiple locations. Ensuring latest guidelines are visible throughout the entire premises. Informing clients that they should be prepared to remove face coverings if asked to do so by police officers and staff for the purpose of identification. Ensuring information provided to clients and visitors, such as advice on the location or size of queues, does not compromise their safety. Where necessary, informing clients that police and the local authorities have the powers to enforce requirements in relation to social distancing and may instruct clients to disperse, leave an area, issue a fixed penalty notice or take further enforcement action. 	<p>Any freelancers will be giving guidelines and briefings on site with regards to key facilities. All freelancer and third parties will be met and guided through to the area they will be working.</p> <p>All team members including concession, contractors, third parties and free lancers are subject to a temperature before entering the premises.</p> <p>All guidelines will be displayed and updated and reviewed regularly. The risk assessment and Governance Guidelines are displayed for team members on My Workday and are available on the website.</p> <p>Security for the store on hand to support with this.</p> <p>This will also be communicated by the team member who is dealing with the client.</p> <p>Queues are monitored by security 24/7.</p> <p>Hosts are at all queues to support customers/clients with any questions.</p> <p>Security on site 24/7 to support with this process.</p>
3 Who should go to work	<p>Employers should ensure workplaces are safe for anyone who cannot work from home</p> <p>It is recognised that for most workers providing these services, it is often not possible to work from home.</p>	<p>Anyone who can work from home should do so. Anyone else who cannot work from home should go to their place of work. However, employers should consider whether home working is appropriate for workers facing mental or physical health difficulties, or those with a particularly challenging home working environment.</p> <p>The risk of transmission can be substantially reduced if COVID-19 Secure guidelines are followed closely. Employers should consult with their workers to determine who needs to come into the workplace. Businesses should also consider the impact of workers coming into the workplace on local transport and take appropriate mitigating actions (for example, staggered start and finish times for staff). Extra consideration should be given to those people at higher risk.</p> <p>When employers consider that workers should come into their place of work then this will need to be reflected in the COVID-</p>	<p>The occupational health risk assessment process is a well-established process in the business which has input from H&S, Line Management and HR as required. Anyone returning to work who needs additional support due to a health condition or who may be at more risk to COVID-19 completes an occupational health risk assessment. Anyone who has been self-isolating due to COVID-19 will complete the Suspected and Confirmed Case Return to Work Checklist.</p> <p>Additional cycle racks have been installed.</p> <p>We have constantly reviewed shift patterns and working hours to ensure that commute times can be considered, and team members have the option to change their shift pattern to reduce likelihood of busy public transport.</p> <p>If team members can work from home they will continue to do so.</p>

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		19 workplace risk assessment and actions taken to manage the risks of transmission in line with this guidance.	
		Steps that will usually be needed:	
		1. Considering the maximum number of people who can be safely accommodated on site.	<p>All of the team members that can work from home will continue to do so.</p> <p>Heads of Department present to the Executive Board for agreement 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 maximum occupancies for our stores is constantly monitored to ensure that our stores are both safe for our customers and team members.</p> <p>Through our line managers there is a process for team members to be unfurloughed and those who have been working from home. Within these processes we would discuss any issues regarding health and wellbeing including those that are shielding.</p>
		2. 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.	<p>We have asked managers that are not furloughed to stay connected with their teams through messaging, Yammer, email or WhatsApp.</p> <p>We have Yammer and leadership calls as well as e-leaning 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>
		3. Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.	<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>
		4. Providing equipment for people to work from home safely and effectively, for example, remote access to work systems.	<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>For close contact services working from home is not applicable or doable.</p>

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			<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 assessing the equipment that is required by team members for them to continue to work from home.</p>
<p>3.1 Protecting people who are at higher risk</p>	<p>To support those who are at a higher risk of infection and/or an adverse outcome if infected.</p>	<p>The Public Health England report 'Disparities in the risk and outcomes of COVID-19' shows that some groups of people may be at more risk of being infected and/or an adverse outcome if infected.</p> <p>The higher-risk groups include those who:</p> <ul style="list-style-type: none"> - are older males - have a high body mass index (BMI) - have health conditions such as diabetes - are from some Black, Asian or minority ethnicity (BAME) backgrounds <p>You should consider this in your risk assessment.</p> <p>Clinically extremely vulnerable individuals are advised to work from home where possible but can still attend work if they cannot work from home. Employers should consider whether clinically extremely vulnerable individuals can take on an alternative role or change their working patterns temporarily to avoid travelling during busy periods.</p>	<p>An occupational health risk assessment is available for anyone who is potentially more at risk of being infected and/or an adverse outcome if infected. The team member will be asked to seek advice from their GP/Physician before returning to work.</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>Steps that will usually be needed:</p> <ol style="list-style-type: none"> 1. Providing support for workers around mental health and wellbeing. This could include advice or telephone support. 2. See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups. 	<p>We are currently advising these team members should work from home, where possible. If not, then team members within this group would be furloughed.</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:</p>

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			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
3.2 People who need to self-isolate	<p>To make sure individuals who are advised to stay at 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 or are in their support bubble and those who are advised to self-isolate as part of the government's test and trace service.</p>	<p>See steps below:</p>	
	<p>Steps that will usually be needed</p>	<p>1. Enabling workers to work from home while self-isolating if appropriate. By law, from 28 September employers must not knowingly require or encourage someone who is being required to self isolate to come to work</p>	<p>If team members can work from home whilst self-isolating or shielding they will be asked to. Team members unable to work will receive company sick pay in line with their entitlement. This has been communicated to all team members through Team Member FAQs.</p>
		<p>2. Current guidance for employees and employers relating to statutory sick pay due to COVID-19.</p>	<p>Links to government guidance: https://www.gov.uk/statutory-sick-pay https://www.gov.uk/employers-sick-pay</p>
		<p>3. Current guidance for people who have symptoms and those who live with others who have symptoms</p> <ul style="list-style-type: none"> Ensuring workers or customers who have symptoms of COVID-19 – a high temperature, new and persistent cough or anosmia – however mild, should self-isolate for at least 10 days from when the symptoms started. Workers who have tested positive for COVID-19 should self-isolate for at least 10 days starting from the day the test was taken. Where a worker has tested positive while not experiencing symptoms but develops symptoms during the isolation period, they should restart the 10 day isolation from the day the symptoms developed. This only applies to those who begin their isolation on or after 30 July 	<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>Team members communications through multiple modes of communication encourage team members not to attend work if they feel unwell.</p> <p>Customers are encouraged not to attend their appointment if they are not feeling well through the website, booking system and in person via the team member when they arrive in store, (this is done whilst socially distancing).</p>
3.3 Equality in the workplace		<p>4. In applying this guidance, employers should be mindful of the particular needs of different groups of workers or individuals.</p>	<p>Our approach for all team members is consistent, whether furloughed or not.</p>

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	To treat everyone in your workplace equally.	5. It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability.	Selfridges Team Member and Concession Partner Link: Selfridges Inclusion, Equality and Diversity Policy
		6. Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.	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.
	Steps that will usually be needed	7. Understanding and considering the particular circumstances of those with different protected characteristics.	On a team member's return to work, where relevant, an occupational health assessment will be undertaken, and reasonable adjustments will be made.
		8. Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk or might make any steps you are thinking about inappropriate or challenging for them.	Engagement and communication with team members from their line managers and support functions, (such as Health and Safety, Employee Relations and Human Relations) is encouraged regularly to ensure that they feel supported and that their specific needs are being met.
		9. Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.	There are departments in place to specially fulfil this duty through well-established processes including Health and Safety, Employee Relations and Human Resources.
		10. Making reasonable adjustments to avoid disabled workers being put at a disadvantage and assessing the health and safety risks for new or expectant mothers.	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.
4 Social distancing for workers	Ensuring workers maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) wherever possible, including while arriving at and departing from work	11. 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.	The points above apply.
		You should maintain social distancing in the workplace wherever possible, taking account of those with protected characteristics as social distancing may not be possible or will be more challenging for workers with certain disabilities, such as individuals in wheelchairs or with visual impairments. Employers should discuss with disabled workers what reasonable adjustments can be made to the workplace so they can work safely.	Social distancing principles for team members are set out in the Social Distancing Guidelines. Document reference: Two Persons Working Together Guidance Document reference: Social Distancing Guidelines Selfridges Team Member and Concession Partner Link: Social Distancing Guidelines
		When providing close contact services, the nature of the work is such that maintaining social distancing will not usually be possible when actively serving a client. In these circumstances, both	All tasks have been reviewed to see what is possible to open and what should remain closed. The services opening are hair-based services only and a customer can try makeup on themselves using disposable appliances.
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	and while in work.	employers, employees and the self-employed should do everything they reasonably can to reduce risk.	Hygiene ceremonies are in place before and after the services and PPE has been provided where needed – this includes visors needed for hair services. Teams are also having training before the opening of the services.
		Social distancing applies to all parts of a business or home, not just the room where the service is delivered, but waiting rooms, corridors and staircases, where applicable. These are often the most challenging areas to maintain social distancing and workers should be specifically reminded.	As our beauty services are held within the department store this is not applicable.
4.1 Coming to work and leaving work	To maintain social distancing wherever possible, on arrival and departure and to enable handwashing upon arrival.	See steps below.	
		1. 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.	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.
	Steps that will usually be needed	2. Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible.	Team members are encouraged to avoid public transport and those within a 40-minute walking commute time are encouraged to walk if this is their preference. Bike rack facilities have been increased and car parking is available to team members. Link: Retail Team & Customer Experience in Store - New Ways of Working
		3. Discussing with customers before arrival whether parking facilities are available for those providing treatments in the home.	This is not relevant as no treatments are happening in homes.
		4. Reducing congestion, for example, by having more entry points to the workplace in larger stores.	The team entrance points are at different locations and are split by Head Office, Retail Operations, Security and Contractors.
		5. Using markings and introducing one-way flow at entry and exit points.	A one-way system has been implemented for the retail team entrance and signage installed to indicate this.

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4.2 Moving around salons, premises and other people's homes		6. Providing handwashing facilities (or hand sanitiser where not possible) at entry and exit points.	Hand sanitiser is supplied at entry and exit points for team members and customers.
		7. Collaborating with other businesses who may share the premises to minimise the numbers of people on site.	Not applicable to Selfridges close contact services.
		8. See government guidance on travelling to and from work.	Link: Coronavirus (COVID-19): safer travel guidance for passengers
	To maintain social distancing as far as possible while people travel through the workplace.	Steps that will usually be needed:	
		1. Implementing physical changes like barriers or screens between, behind or in front of workstations where possible, such as between clients, for example at wash stations, and in reception areas.	All areas have been reviewed. Where two metres is not possible, a screen will be placed in between. All tills and reception areas will have screens.
		2. Providing floor markings and signage to remind both workers and clients to maintain social distancing wherever possible, particularly in client interaction zones.	Floor talkers are throughout the store so customers will see these on the way to client services. Signs and floor talkers available talking around the social distancing.
		3. Introducing more one-way flow in high traffic areas.	One way flow systems have been implemented in team areas which are generally high traffic. In store this is managed through hosts, signage and capacity. Fixtures and fittings have been reviewed and moved if needed to allow for more space.
		4. Making sure that people with disabilities are able to access lifts in larger workplaces or businesses based in multi-storey buildings.	Lifts are available for people with disabilities. Lift occupancy has changed to 1 person or 1 household only and are available for disabled people.
		5. Discussing with the client ahead of a visit to other people's homes to ask that social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) is maintained from other people in the household.	This is not applicable to Selfridges. No home visits.
4.3 Workplaces and workstations	To maintain social distancing between individuals when they are at their workstations.	For people who work in one place, workstations should allow them to maintain social distancing wherever possible.	Workstations have been reviewed and social distancing measures have been put in place such as – reduced workstations or a maximum limit on who can work in that area.
		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.	Workstations will be shared however; enhanced cleaning is happening and cleaning before and after each customer to ensure it has been sanitised following use. Cleaning products will be made available.
		If it is not possible to ensure working areas comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) then businesses should consider	It is not possible for team member in close contact services to work from home.

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		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>All risks have been assessed and measures are in place to ensure customer and team member safety.</p> <p>Measures include social distancing, barriers, enhanced cleaning, hand sanitisers and face mask and visor for those working in the services.</p> <p>Hygiene ceremonies are in place before and after each service.</p>
	Steps that will usually be needed	Steps that will usually be needed:	<p>Social distancing measures have been put in place and capacity has been reduced to allow for social distancing.</p> <p>Signage also displayed where it has a limit on people in that particular area.</p> <p>The beauty hall layouts are being reviewed by Project Management and Design Teams to achieve the relevant social distancing or physical barriers where required.</p>
		1. Reviewing layouts and processes to maintain social distancing (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) between clients being served simultaneously, ensuring there is sufficient spacing between client chairs, for example, closing off alternate chairs.	
		2. Using floor tape or paint to mark areas to help people comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).	Signage has been installed in all areas advising people of the social distancing guidelines.
		3. Avoiding overrunning or overlapping appointments and contacting clients virtually to let them know when they are ready to be seen, where possible.	<p>Capacity has been reduced to allow for social distancing but also to avoid over running or overlapping. This will be managed through an app, which will notify the customer if they need to arrive later for their appointment.</p> <p>Capacity for the entire store is closely monitored and security and wellbeing hosts are available to ensure that social distancing is maintained.</p> <p>Contact details will be taken to allow the team member to call customer if needed.</p>
		4. Asking clients to arrive at the scheduled time of their appointment and only providing a waiting area if social distancing can be maintained.	<p>This will be briefed when booking appointment.</p> <p>No waiting area.</p> <p>Customer appointments will be managed through the app if they are overrunning.</p>
		5. Using screens to create a physical barrier between workstations, where this is practical. This will not be required between the practitioner and client when the practitioner is wearing a visor.	Screens are in place where 2m was not possible, however, all efforts have been made to allow for 2 metres. Capacity of salons has reduced by more than half.
		6. Using a consistent pairing system, defined as fixing which workers work together, if workers have to be in close	Social distancing is possible for team members so there will be no close contact between team members.

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		proximity. For example, this could include a stylist and apprentice.	The shifts are being reviewed but at the moment only two shift patterns are present.
		7. Minimising contacts around transactions, for example, considering using contactless payments including tips, where possible.	Where possible customers will be asked to settle their bill by card.
		8. Minimising how frequently equipment is shared between workers, frequently cleaning between use	If cash is used, team members have hand sanitiser available to sanitise hand before and after. Equipment will be cleaned before and after each use. If makeup products are applied, this will be done using disposable equipment where possible and where not possible, brushes will be sanitised and cleaned before and after each use. Teams in the salons have all had training on cleaning the equipment used and have gone through each piece of equipment one by one. For stylists working on models, they will be using separate equipment for the model and these will be clearly labelled in zip locked bags. They will then be cleaned down at the end of each day to allow for drying time before next use.
		9. Using disposable items where possible, for example nail files, and ensuring non-disposable items are cleaned between clients.	As above. Testers will be cleaned; lipsticks shaved and will be sanitised before being resealed for next person to use.
4.4 Common areas	To maintain social distancing while using common areas.	See steps below.	
	Steps that will usually be needed	1. Staggering break times to reduce pressure on the staff break rooms or places to eat and ensuring social distancing is maintained in staff break rooms	Team member break times will be staggered.
		2. Using safe outside areas for breaks.	Team members can go outside on their breaks if they choose to do so.
		3. Creating additional space by using other parts of the working area or building that have been freed up by remote working.	All common areas have been assessed for their use and potential to be used for other means, e.g. meeting rooms used for offices. “ The Loft” (team member and concession partner canteen) has been reconfigured to allow the maximum capacity while also ensuring social distancing measures are implemented. Once the store opens, “The Loft” capacity will be under constant review to assess whether other areas of the building such as Selfridges Kitchen will be required as additional space.
		4. 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, also in common areas to provide a physical barrier where appropriate.

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		5. Encouraging workers to bring their own food and drinks. Not allowing food or drink to be consumed in the salon by clients other than water in disposable cups or bottles.	No refreshments provided by salons to customers. Customers can purchase their own drink if they wish to do so.
		6. Salons can provide hot or cold drinks to clients in disposable cups or bottles. Practitioners should encourage clients to only remove their mask to consume the drink. When clients have removed their masks, practitioners should ensure they are socially distanced from the client (2m, or 1m+ with mitigations)	No refreshments provided by salons to customers. Customers can purchase their own drink if they wish to do so.
		7. Reconfiguring seating and tables to optimise spacing and reduce face-to-face interactions.	The team canteen capacity has been reconfigured to ensure social distancing guidelines are complied with in seating areas.
		8. Encouraging workers to remain on-site for their shift.	“The Loft” is provided for all team members for their breaks. Office based team members can use the kitchen facilities, however seating has been removed so they can sit at their desks or in “The Loft”.
		9. 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.
		10. Preparing materials and equipment in advance of scheduled appointments, such as scissors or hairbrushes in hairdressers, to minimise movement to communal working areas.	All materials and equipment will be prepared ahead of appointments. This includes the cleaning and sanitisation of equipment between use. For makeup the brushes will be disposable or will be cleaned before use and once full use is finished. Colour artists will use a palette so instead of putting the brush into the pots they will use a separate palette for each client. Colour dispensaries have a maximum limit to ensure social distancing. Document Reference: Refer to COVID-19 Health & Safety Model Guidelines and Beauty Services 1
		11. Scheduling appointments to avoid client congestion in waiting areas, particularly in establishments with smaller waiting areas.	All appointments will be scheduled. Capacity has been reduced to ensure social distancing can be maintained. Services are inside the store so there is space for them to wait away from the area if needed.
		12. Only the client should be present in the same room for appointments in the home.	Not applicable as no home appointments.

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		13. Providing a secure area where social distancing is maintained for a client when services or treatments require development time, for example hair colouring.	All areas have been reviewed to ensure social distancing is maintained throughout the entire service.
4.5 Accidents, security and other incidents	To prioritise safety during incidents.	In an emergency, for example, an accident, fire or break-in, people do not have to comply with social distancing if it would be unsafe.	The current fire procedures will still apply for these scenarios. Updated first aid procedures will be briefed 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 backpack.
		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 is available in the occupational health room where the evacuation chair is stored which is available to those providing assistance.
	Steps that will usually be needed:	1. 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 and other aspects of social distancing.
		2. Considering the security implications of any changes you intend to make to your operations and practices in response to COVID 19, as any revisions may present new or altered security risks which may need mitigations.	The outside areas are covered by CCTV which is monitored 24/7 and will be very closely monitored from both a security and an operational perspective.
		3. Follow government guidance on managing security risks.	Further information on all of the above is included in the Store Re-opening Check sheet. Link: Staying secure during COVID-19 (CPNI Government Guidance)
5 Cleaning the workplace			
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.	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. Document reference: 2020 Relaunch Plan Drawing
		<ul style="list-style-type: none">Cleaning procedures and providing hand sanitiser, before restarting work.	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. Document reference: 2020 Relaunch Plan Drawing Document reference: GSA COVI-19 Sanitisation Programme Document reference: Selfridges Cleaning Process Map
	Steps that will usually be needed	1. 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.	We have adjusted plant operating times to maximise air changes and have introduced enhanced hygiene measures.
		2. Most air conditioning systems do not need adjustment if they draw in a supply of fresh air. HSE guidance on	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. We will extend the air handling units operational times to ensure maximum air changes.
			We will increase the air handling unit operating times to maximise full fresh air volumes.
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		ventilation and air conditioning provides further information.	<p>We will stop or minimise any return air via the ductwork system to the air handling plant.</p> <p>Fan speeds will be lowered and set points regularised across the office floors.</p> <p>Air recirculation settings will be altered to minimise recirculation of air through the fan coils.</p> <p>HVAC systems are monitored through the building management system (BMS) across the Oxford Street store.</p> <p>Document reference: Selfridges Neighbourhood - Returning to Work</p>
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	1. Spacing appointments to allow for frequent cleaning, disinfecting and steralisation of work areas and equipment between uses, using your usual cleaning products.	<p>Appointments will be spaced out to ensure cleaning is able to happen between each customer.</p> <p>15 minutes has been allowed before each appointment for cleaning.</p> <p>Document Reference: Beauty Services PowerPoint and COVID 19 Health and Safety Model Guidelines</p>
		2. Frequent cleaning of objects and surfaces that are touched regularly, including door handles or staff handheld devices, and making sure there are adequate disposal arrangements for cleaning products, for example touch free bins.	<p>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.</p> <p>Cleaning products will be available for service teams to use after each customer and before each customer.</p> <p>Hygiene ceremonies have been introduced for the services which involves disposing of brushes used and the cleaning of testers before they are resealed. Where disposable items are not use then the brushes will be cleaned and sanitised before and after each client.</p> <p>Most bins are touch free as the are a hole in the surface. Where touch is needed, then sanitiser is readily available, and the full team perform a hygiene ceremony.</p> <p>Document reference: GSA COVI-19 Sanitisation Programme</p>
		3. Clearing workspaces and removing waste and belongings from the work area at the end of a shift, including not providing reading materials such as newspapers and magazines in client waiting areas	<p>Waste collection bins are available on demand. Teams are instructed to keep work areas clean.</p> <p>Magazines and other reading materials have been removed.</p>

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		<ol style="list-style-type: none"> Sanitising any reusable equipment, including client chairs treatment beds, and equipment, such as scissors used after each appointment, and at the start and end of shifts. Using disposable gowns for each client. Where this is not possible, use separate gowns (and towels in the normal way) for each client, washing between use and disposing appropriately as required. If you are cleaning after a known or suspected case of COVID-19 then you refer to the specific guidance. Encouraging staff not to wear their uniforms at home or to and from the workplace, to change uniforms on a daily basis and to wash immediately after use. 	<p>Hygiene ceremonies will happen before and after a client as well as at the start and end of each shift. All equipment included and this includes chairs and surfaces customers come into contact with.</p> <p>Gowns will be used once by a customer before being laundered at 60°C or they will be disposable.</p> <p>Link to government guidance:</p> <p>https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings</p> <p>Staff will be encouraged to wash uniform/clothes on a daily basis. All washing that teams have to do will be at 60 degrees.</p> <p>Staff can wear aprons which can be disposed of.</p>
		<ol style="list-style-type: none"> Providing extra non recycling bins for workers and clients to dispose of single use face coverings and PPE. You should refer to guidance for information on how to dispose of personal or business waste, including face coverings and PPE. 	<p>Bins are available for team members and customers to dispose of rubbish when needed.</p> <p>Bins are cleared regularly, and team members can contact cleaning if a bin is too full and needs emptying.</p>
5.3 Hygiene – handwashing, sanitation facilities and toilets	To help everyone keep good hygiene through the working day.	See steps below.	
		<ol style="list-style-type: none"> Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency and avoiding touching your face. 	There is signage in place in team member toilets and at sanitising points.
	Steps that will usually be needed	<ol style="list-style-type: none"> Adopting good handwashing technique and increasing handwashing in between appointments. For mobile operators, in the absence of handwashing facilities, you must use hand sanitiser. 	<p>No mobile operators.</p> <p>Hand washing facilities available to team member in store as well as hand sanitiser. Gloves will be available and hand washing/sanitising is encouraged after wearing gloves.</p>
		<ol style="list-style-type: none"> Providing clients access to tissues and informing them that if they do need to sneeze or cough, they should do so into the tissue, which should then be discarded appropriately and that they should wash their hands thoroughly or use hand sanitiser after using a tissue. 	<p>Tissues available for customers if needed.</p> <p>Hand sanitiser available and washing facilities if sneezing or coughing happens.</p>

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		4. Providing regular reminders and signage to maintain hygiene standards. 5. Unless crucial for the treatment, change practices to avoid any potential skin to skin contact or use gloves where possible.	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. Gloves are provided for team members to use, unless it is crucial for the service for them not to wear gloves.
		6. Providing hand sanitiser in multiple locations in addition to washrooms.	We have installed hand sanitiser units at all till points and high touch areas around the store. The units are checked throughout the day by the cleaning team for refill requirements. Document reference: 2020 Relaunch Plan Drawing
		7. Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.	All toilets will have a dedicated cleaner. Some sinks and toilets have been put out of use to encourage social distancing.
		8. Enhancing cleaning for busy areas.	Barcodes are in place to allow cleaning regularity to be checked via the online system for high risk areas.
		9. Providing more waste facilities and more frequent rubbish collection.	Waste collection is available on demand through the Facilities Management Teams.
		10. Providing hand drying facilities – either paper towels or electrical dryers.	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.
		5.4 Changing rooms and showers	To minimise the risk of transmission in changing rooms and showers
Steps that will usually be needed	1. Discouraged the use of changing rooms wherever possible. Where use of shower and changing facilities is unavoidable, you should set clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that social distancing is achieved as much as possible.		A new cleaning process has been created which sets out the new enhanced cleaning regime for all areas including lockers, showers and changing rooms. Our cleaning contractors Peartree and GSA have agreed to the frequency. Cleaners will be based in these areas throughout the day Social distancing measures are in place such as floor talkers and signs and this area is one way to avoid congestion and pinch points.
	2. Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day		As above
	3. Where fitting rooms are essential, for example during photoshoots or fashion shows, they should be cleaned very frequently, typically between each use.		Each model will be issued a fitting room for the day, no other models will utilise this fitting room. At the end of the day GSA (cleaning contractor) will clean all hard surfaces and fitting room curtains with Selgiene Ultra spray. The fitting rooms will then stay vacant overnight.
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			The product used has been advised by the cleaning contractor.
		4. Keeping the facilities well ventilated, for example by ensuring extractor fans work effectively and opening windows and vents where possible.	A review of natural air circulation levels has been conducted and regular maintenance of the ventilation systems is in place. Air changes have been increased where possible and natural air is let in via windows where appropriate. Filters are changed as part of their 3 monthly PPM which can be checked on the BMS system.
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	1. Encouraging increased handwashing and introducing more handwashing facilities for workers and customers or providing hand sanitiser where this is not practical.	Team members will read the welcome back pack prior to returning to work and will attend an online e-learning module which will include advice on hand hygiene guidelines.
		2. Implementing enhanced handling procedures of laundry to prevent potential contamination of surrounding surfaces, to prevent raising dust or dispersing the virus.	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.
		3. Putting in place picking-up and dropping-off collection points where possible, rather than passing goods hand-to-hand.	Items such as gowns or towels that need to be laundered will be put in a laundry bin and then collected to be laundered externally each day.
		4. Enforcing cleaning procedures for goods and merchandise entering the site.	Some areas will be using disposable.
		5. Regularly cleaning equipment that employees may bring from or take home. Cleaning should also take place before and following client use.	Click and collect and other till areas will have a new process implemented whereby the bag or product is left on the till point, the team member will then stand back to allow the customer to pick up their item. Seating area reduced at click and collect.
		6. Minimising person-to-person contact when accepting deliveries by creating pick-up and drop-off collection points for deliveries entering the premises.	All items will be sanitised before use. No goods or merchandise entering direct to salon as it is inside store. See store reopening check sheet for delivery process.
		7. Ensuring that equipment entering a person's home is thoroughly cleaned before use and between clients, with usual cleaning products.	All equipment will follow the same hygiene ceremonies whether it is salon or personal equipment.
			Freelancers in the photo studio have received training from Barbicide as have Selfridges team members.
			Document reference: COVID guidance for models.
			Deliveries are dealt with in loading bays which has been reviewed and planned when store opened. See store reopening check sheet for guidance.
			Not applicable.

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		<p>8. Minimising client contact with testers, for example, employees demonstrating testers from a distance or facilitating the use of testers.</p>	<p>Testers have been re-introduced.</p> <p>They will be sealed, and a team member will help a customer if they would like to use one.</p> <p>The team member will take the tester and sanitise the bottle and set up a station for them. This will include disposable wands and brushes to use which will be disposed of after use.</p> <p>Customer and team member sanitise their hands.</p> <p>The customer will then sit down in the area and go through the self-discovery session, which is where the customer will do their own makeup whilst being guided by the team member from a distance of 2 or more meters.</p> <p>The customer will then use the tester using the brushes provided.</p> <p>Following use all brushes are disposed of, the tester is sanitised and cleaned, the lip sticks are shaved, and they are resealed for the next use.</p> <p>Customer and team member will re-sanitise their hands.</p> <p>If a customer is having their makeup done then the client and customer will follow a hygiene ceremony before hand. The team member will wear a face visor and face mask and the customer will wear a face covering. All brushes will either be disposable or will be cleaned before and after each client.</p> <p>Document Reference: Beauty Services Update</p>
<p>6. Personal Protective Equipment (PPE) and face coverings</p>			
<p>6.1 Personal Protective Equipment (PPE) for staff</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</p>	<p>Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so.</p> <p>The person providing a service (such as hairdressers or beauticians) should take precautions because of the period of time spent in close proximity to a person's face, mouth and nose. This should take the form of a clear visor/goggles and a Type II face mask: a medical face mask made up of a protective 3-ply</p>	<p>For close contact services it is not possible to always maintain the social distancing guidelines of 2m.</p> <p>Therefore, all team members will be provided with a face mask and a face visor which is mandatory for them to wear.</p> <p>They will be given training on how to wear their face visor and also how to clean this and how often they should be cleaning. It will also be agreed where the face visors will be stored.</p>

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	<p>harnesses. It also includes respiratory protective equipment, such as face masks.</p>	<p>construction that prevents large particles from reaching the client or working surfaces.</p> <p>Clear visors cover the face (and typically provides a barrier between the wearer and the client from respiratory droplets caused by sneezing, coughing or speaking). Visors must fit the user and be worn properly. They should cover the forehead, extend below the chin, and wrap around the side of the face. Both disposable and re-usable visors are available. A re-usable visor must be cleaned and disinfected between each client using normal cleaning products.</p>	<p>Social distancing is encouraged throughout the entire store and team members were given information on guidance on this on their return to work. See store opening check sheet for further information.</p> <p>Areas of the salon and services have been rearranged to allow for social distancing such as the colour dispensaries where it has a maximum limit on how many team members can be in these areas.</p> <p>Team members will be encouraged to complete the service only that is needed and not to overrun or overlap clients.</p> <p>Selfridges supports the Test and Trace process and has processes in place for confirmed cases which have been communicated out to all relevant team members.</p> <p>In the photo studio, they are following the guidelines of wear a visor and face mask.</p> <p>Screens in place for nails and other services where working with customer hands.</p> <p>Customers will be wearing a face covering during the service.</p> <p>All face visors will be cleaned between before and after each customer.</p>
		<p>A Type II face mask should be worn with the visor. Type II face masks are not PPE but will provide a physical barrier to minimise contamination of the mouth and nose when used correctly. Ensure you are hydrated before putting a mask on. Guidance on how to put on, wear and remove a Type II face mask safely is provided below:</p> <p>Putting on your face mask:</p> <ol style="list-style-type: none"> 1. Wash your hands thoroughly with soap and water for 20 seconds, or use hand sanitiser, before putting a face mask on. 2. If the mask has ties (instead of ear loops), make sure it is securely tied over your ears at the crown and nape of the neck. 3. Once on, make sure the mask is extended to cover your mouth and chin. 4. Ensure the mask is flat against your cheeks. With both hands, mould the metal strip over the bridge of your nose. <p>Safe use of a face mask</p>	<p>Training documents are available on wearing a face coverings, mask or/and a visor.</p> <p>This will include this information.</p>

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		<p>Keep your hands away from your face and face mask.</p> <p>When you need to remove your mask (e.g. to take a drink or eat) then you should replace it with a new face mask before continuing to work.</p> <p>Face masks should:</p> <ul style="list-style-type: none"> - Cover both nose and mouth. - Not be allowed to dangle around the neck. - Not be touched once on. - Be changed if they become moist or damaged, or if difficult to breathe through. - Be worn once and then discarded safely, ideally into a non-touch and self-closing bin. <p>Taking off your face mask Safe removal of a face mask is important.</p> <ol style="list-style-type: none"> 1. Wash your hands or use hand sanitiser. 2. Untie or break the bottom ties, followed by top ties or elastic. 3. Gently pull the mask away from the face and remove it by handling the ties only. 4. Discard the mask safely, ideally into a non-touch and self-closing bin. 5. Wash your hands again. 	
		<p>In instances where you are contacted via the NHS Test and Trace service, having been in contact with someone who has tested positive for COVID-19, you will still need to self-isolate even if you are wearing a visor and Type II face mask at work. There are different regulations which apply to the use of medical grade devices and equipment including hand gels and PPE.</p>	<p>Selfridges are supporting the NHS Test and Trace process.</p> <p>Anyone who has been in close proximity with someone who tests positive will have to self-isolate.</p> <p>Doc Ref – Confirmed/suspected Case</p>
6.2 Face coverings for clients		<p>By law businesses must remind people to wear face coverings where they are required, for instance using signage or verbal reminder. If necessary, police can issue fines to members of the</p>	<p>We are making 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 and regular hand washing is the most effective control to prevent the spread of COVID-19.</p>

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		<p>public for non-compliance. Businesses will not be required to provide face coverings for their customers.</p> <p>Please be mindful that the wearing of a face covering may inhibit communication with people who rely on lip reading, facial expressions and clear sound.</p> <p>Face coverings are mandatory for customers visiting: nail, beauty, hair salons and barbers; massage centres; tattoo and piercing parlours. Face coverings should not be removed unless essential for a particular treatment – for example, for a treatment on the face area covered by the face covering.</p> <p>A face visor or shield may be worn in addition to a face covering but not instead of one. This is because face visors or shields do not adequately cover the nose and mouth, and do not filter airborne particles. Find further detail on when and where to wear face coverings.</p> <p>Some people don't have to wear a face covering including for health, age or equality reasons. If you choose to wear one.</p> <p>It is important to use face coverings properly. This means telling clients to:</p> <ul style="list-style-type: none"> - Wash their hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it. - When wearing a face covering, avoid touching their face or face covering. - Change their face covering if it becomes damp. - Continue to clean their hands regularly. 	<p>Face coverings are available for a team member to take on a daily basis which they can use for public transport if they don't have one.</p> <p>Team members working in close contact services wear a face mask alongside a face visor.</p> <p>All customers visiting the hair salons, nail bars, massage services are now required to wear a face mask.</p> <p>All services are within the store, so face coverings are mandatory for any customer visiting a close contact service. Face coverings are also mandatory for team members on the shop floor.</p> <p>All team members are encouraged and reminded of proper hand hygiene and washing facilities are available for team members and customers as well as hand sanitiser stations. Signs are displayed around the store for all team members and customers to see.</p>
<p style="text-align: center;">7 Workforce management</p>			
7.1 Shift patterns and working groups	To change the way work is organised to create distinct groups and reduce	See steps below.	

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	the number of contacts each worker has.		
	Steps that will usually be needed	<ol style="list-style-type: none"> 1. 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. 2. 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. 3. Using a defined process to help maintain social distancing during shift handovers. 4. Limiting role/task rotation including remaining at consistent workstation where possible. 5. Staggering shift start times, minimising worker congregation such as at entrances and exits. 6. Creating a schedule for staff detailing in advance how treatments will take place and what arrangements have been made with clients. 7. You should assist the test and trace service by keeping a temporary record of your staff shift patterns for 21 days and assist NHS Test and Trace with requests for that data if needed. This could help contain clusters or outbreaks. 	<p>Head office teams that are required to be present in the store will be split into separate teams where possible.</p> <p>Retail team members that are returning to the store have been reduced significantly and significant numbers of this team member group will not be returning into the store at this stage.</p> <p>Transfer zones will be implemented where practical in stock rooms and click and collect areas.</p> <p>No shift handover necessary – if needed teams can use what's app. All team briefings are done for a short period of time and whilst maintaining social distance.</p> <p>No role rotation. Separate workstations available, however, cleaning equipment available to wipe down all surfaces and areas if sharing workstations.</p> <p>Shift times are staggered and where possible flexible start/finishing times. Queues talkers in place as well as hosts controlling the queues and to ensure social distancing is maintained.</p> <p>Staff will be aware of schedule of appointments beforehand. They have had training before the reopening of salons and services.</p> <p>All customers will book and give their contact details. If they are walk-ins they still have to give their contact details.</p> <p>Further guidance here</p>
7.1.2 Supporting NHS Test and Trace		<p>You must assist the test and trace service by keeping a temporary record of your staff shift patterns for 21 days and assist NHS Test and Trace with requests for that data if needed. This could help contain clusters or outbreaks.</p> <p>Check what data you need to collect and how it should be managed.</p>	Same as above
7.1.3 Outbreaks in the workplace	To provide guidance in an event of a COVID 19 outbreak in the workplace	<p>Steps that usually be needed:</p> <ol style="list-style-type: none"> 1. As part of your risk assessment, you should ensure you have an up to date plan in case there is a COVID-19 outbreak. This plan should nominate a single point of contact (SPOC) where possible who should lead on contacting local Public Health teams. 	<p>Document – Confirmed and Suspected Case Policy</p> <p>A process is in place and a nominated person will be in Contact with local Public Health teams.</p>

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		2. Contact your local PHE health protection team if you've had an outbreak and need further guidance. Find your local PHE health protection team .	A process is in place and a nominated person will be in Contact with local Public Health teams.
		3. If the local PHE health protection team declares an outbreak, you will be asked to record details of symptomatic staff and assist with identifying contacts. You should therefore ensure all employment records are up to date. You will be provided with information about the outbreak management process, which will help you to implement control measures, assist with communications to staff, and reinforce prevention messages.	Selfridges has a Test and Trace Policy to run alongside the NHS policy. Selfridges has a Data Protection team who has ensured that we are recording data in the correct way. A process is in place and a nominated person will be in Contact with local Public Health teams.
7.2 Work-related travel	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	1. Walking or cycling where possible. Where not possible, you can use public transport or drive. You must wear a face covering when using public transport. 2. Minimising the number of people outside of your household or support bubble travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face. 3. Cleaning shared vehicles between shifts or on handover. 4. Putting in place procedures to minimise person to person contact during deliveries to other sites.	Team members are encouraged to walk or cycle if they live within 40 minutes. Increased bike racks available. Where this is not possible, Selfridges are providing face coverings if team members do not have one for public transport. Vehicle sharing is not encouraged. Vehicle sharing is not encouraged. Not applicable.
		5. Minimising contact during payments and exchange of documentation, for example by using electronic payment methods and electronically signed and exchanged documents.	Card payments encouraged. Booking done virtually or over the phone. If cash payments happen hand washing facilities available or hand sanitiser after touching cash.
7.3 Communications and training	To make sure all workers understand COVID-19 related safety procedures.	See steps below.	
7.3.1 Returning to work	Steps that will usually be needed	1. Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.	In addition to signage, the risk assessment, a suite of COVID Policies and supporting information such as presentations is available to all team members and concessions partners on My Workday. 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
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			<p>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>
		2. Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.	<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>
		3. Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.	<p>The points above apply.</p> <p>Link: Welcome Back Team Selfridges!</p>
		4. Ensuring staff understand how to use and clean their PPE.	<p>Face covering guidance is available.</p> <p>Team members will have training prior to salons and services reopening.</p> <p>Team member can contact managers or health and safety if further support is required.</p>
7.3 Communications and training	To make sure all workers are kept up to date with how safety measures are being implemented or updated.	See steps below.	
7.3.2 Ongoing communications and signage		1. Ongoing engagement with workers (including through trade unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.	<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 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>
		2. Awareness and focus on the importance of mental health at times of uncertainty. The government has published	<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.</p>

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	Steps that will usually be needed	<p>guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).</p> <p>3. 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, and those with protected characteristics such as visual impairments.</p> <p>4. 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.</p> <p>5. Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience, such as with emails or social media.</p> <p>6. Communicating with households before arrival to discuss the steps required to safely provide close contact services in the home.</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.</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, videos and messaging that we are providing to team members through various means of communication include simple graphics and consistent language to ensure that we reach all of our audiences.</p> <p>Document reference: Store Re-Opening Graphics Pack 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>No home services.</p> <p>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>
8 Inbound and outbound goods	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.	See steps below.	
		1. Minimising unnecessary contact for deliveries. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.	This is not relevant to salons and services within the stores.

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		<p>2. Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.</p> <p>3. Where possible and safe, having single workers load or unload vehicle or meet delivery people at the door.</p> <p>4. Scheduling deliveries for outside of client appointment times.</p> <p>5. Re-stocking/replenishing outside of workplace operating hours.</p>	<p>The frequency of deliveries has been reduced to as low as is practical for operation of the store.</p> <p>Salons and services will not personally receive deliveries, this will be through loading bay.</p> <p>N/A for salon and services workers. All deliveries go into the loading bay.</p> <p>As above</p> <p>Restocking and replenishing will take place out of opening times.??</p>
9 Tests and vaccinations			
9.1 Workplace testing		<p>It's important that you continue to follow the working safely measures, even if your employees have:</p> <ul style="list-style-type: none"> received a recent negative test result had the vaccine (either 1 or 2 doses) 	<p>Various documents relating to covid-19 procedures have been updated to highlight that they are still applicable to team members who have had the vaccine or received a negative test.</p> <p>Document reference: Team Testing Guide</p> <p>Document reference: Coronavirus Vaccination Policy</p>
9.2 Workplace testing		<p>Anyone with coronavirus symptoms can get a free NHS test. You can also order rapid lateral flow tests, to test employees with no coronavirus symptoms.</p> <p>You can register to order tests if:</p> <ul style="list-style-type: none"> your business is registered in England you employ 50 people or more your employees cannot work from home <p>Register to order coronavirus tests for your employees.</p>	<p>Rapid lateral flow tests are given to all employees (who consent) to take a test home. These tests are to be completed twice per week in line with NHS advice.</p> <p>There is a reporting policy in place and all potential or confirmed coronavirus cases are managed appropriately adhering to government guidelines and / or legislation.</p> <p>Document reference: Team Testing Guide</p>

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