

Re-opening Government Guidance Checklist – Oxford Street

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
<p>COVID-19 roadmap</p>		<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 guidance only the foodhall (essential retail) will remain open during step 1 of the road map.</p> <p>Following the easing of restrictions and entering step 2 of the roadmap, Oxford Street will reopen, in line with government guidance.</p>

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<p>National Restrictions – Spring 2021</p>	<p>On 22 February the government published the ‘COVID-19 Response - Spring 2021’ setting out how COVID-19 restrictions will be eased 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>Following the move to step 2, non-essential retail will reopen.</p> <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> <p>Until we move to step 2, current restrictions apply. Under these restrictions, non-essential retail is required to close, such as clothing and homeware stores, vehicle showrooms (other than for rental), betting shops, tailors, tobacco and vape shops, electronic goods and mobile phone shops, auction houses (except for auctions of livestock or agricultural equipment) and market stalls selling non-essential goods.</p> <p>Businesses providing essential goods and services can stay open. Essential retail includes food shops, supermarkets, pharmacies, garden centres, building merchants and suppliers of building products and off-licences, as well as market stalls selling essential retail.</p> <p>Banks, building societies, post offices, short-term loan providers and money transfer businesses are also permitted to stay open. Read further details on restrictions that certain businesses must follow.</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>On 12th April 2021 the Selfridges store Oxford Street will re-open to members of the public.</p> <p>Close contact services will resume within the Beauty department. Please refer to the H&S Re-Opening Close Contact Checklist.</p> <p>While some takeaway options are available, there will be no restaurants open within Selfridges Trafford until step 3 which is expected to begin on 17th May at the earliest.</p>
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<p>Priority actions to take - what businesses need to do to protect staff and customers</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. Ask your customers 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 advice on air conditioning and ventilation from the Health and Safety Executive (HSE). Take part in NHS Test and Trace by keeping a record of all staff and contractors (not 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 COVID-19 for yourself and others. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19). <p>Five more things to be aware of if your business is a shop, retail store or a branch:</p> <ul style="list-style-type: none"> Ensure staff wear face coverings. By law, staff in retail settings must wear face coverings when in customer facing areas, unless they have an exemption. Reduce crowding. Consider how many people can be in the space while remaining socially distant. Use floor markings to manage queues. Help your staff maintain social distancing. Consider using barriers to separate staff and customers, introduce back-to-back or side-to-side working, and have staff work in the same team each day. Limit the handling of goods and clean stock regularly. Store items that have been returned, donated, or brought in for repair in a container or separate room for 48 hours or clean them before display. Communicate and train. Make sure all staff and customers are kept up to date with how safety measures are being used and updated. 	<p>All priority actions in place RA – updated and on website Graphics packs reviewed Enhanced cleaning</p>
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		<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>	
<p>1. Thinking about risk</p>	<p>That all employers carry out a COVID-19 risk assessment.</p>	<p>As an employer, you have a legal responsibility to protect workers and others from risk to their health and safety, including from the risks of COVID-19.</p> <p>COVID-19 is a hazard in the workplace and, as such, should be managed in the same way as other workplace hazards. This includes completing a suitable and sufficient assessment of the risks of COVID-19 in the workplace and identifying control measures to manage that risk.</p> <p>Your risk assessment will help you decide whether you have done everything you need to. There are interactive tools available to support you from the Health and Safety Executive (HSE).</p> <p>You should also consider the security implications of any decisions and control measures you intend to put in place, as any revisions could present new or altered security risks that may require mitigation.</p> <p>If you have fewer than 5 workers, or are self-employed, you don't have to write anything down as part of your risk assessment, but you may decide it would be helpful to.</p> <p>Employers have a duty to consult on health and safety matters. You can do this by listening and talking to them about the work they do and how you will manage the risks from COVID-19.</p> <p>This may be through consulting with any recognised trade union health and safety representatives or, if you don't have any, with a representative chosen by workers.</p> <p>As an employer, you cannot decide who the representative will be. Employers and workers should always come together to resolve issues. If concerns still cannot be resolved, see below for further steps you can take.</p>	<p>The Health and Safety Executive has guidance for business on how to manage risk and risk assessment at work along with specific advice to help control the risk of coronavirus in workplaces.</p> <p>HSE COVID-19 enquiries Telephone: 0300 790 6787 (Monday to Friday, 8:30am to 5pm) Online: working safely enquiry form</p>

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		<p>Where the enforcing authority, such as the HSE or your local authority, identifies employers who are not taking action to comply with the relevant public health legislation and guidance to control public health risks, they are empowered to take a range of actions to improve control of workplace risks. Where serious breaches are identified HSE and Local Authorities have a range of measures they can take to ensure compliance. These include sending letters, serving improvement notices and prohibition notices and in cases where significant breaches are identified then prosecutions can be brought.</p> <p>Employers are expected to respond to any advice or notices issued by enforcing authorities rapidly and are required to do so within any timescales imposed by the enforcing authorities. The vast majority of employers are responsible and will join with the UK’s fight against COVID-19 by working with the government and their sector bodies to protect their workers and the public. However, inspectors are carrying out compliance checks nationwide to ensure that employers are taking the necessary steps.</p>	
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<p>1.1 Managing Risk</p>	<p>To reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.</p>	<p>Employers have a duty to reduce workplace risk to the lowest reasonably practicable level by taking preventative measures. Employers must work with any other employers or contractors sharing the workplace so that everybody's health and safety is protected. In the context of COVID-19 this means protecting the health and safety of your workers and customers by working through these steps in order:</p>	<p>Please refer below to the detailed actions.</p> <p>For further detail refer to Selfridges Covid Policy document</p> <p>For further detail refer to Selfridges Covid Risk Assessment document</p>
		<ol style="list-style-type: none"> 1. Ensuring both workers and customers who feel unwell stay at home and do not attend the premise. 2. In every workplace, increasing frequency of handwashing and surface cleaning. 	<p>Through our booking systems. Website and external messaging we are informing customers not to attend their booking if they feel unwell.</p> <p>We are advising team members through the Welcome Back Pack on my Workday, internal communications and through line manager conversations of the COVID symptoms and to stay at home if they feel unwell. Prior to any team member returning to work they must complete the Return to Work Checklist with management.</p> <p>Cleaning will be increased in every area of Selfridges' stores (FOH and BOH) and office spaces. 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 returning to work and installed within the workplace to remind</p>

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		<p>3. 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 workplaces, 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). 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>	<p>team members, concession partners, third parties and customers of these crucial key principles.</p> <p>Additional hand sanitising units have been installed throughout the workplace (retail and office areas). The positions of these units have been identified using the Government advice; https://www.gov.uk/government/publications/staying-safe-outside-your-home/staying-safe-outside-your-home and are located at all entrance and exit points, communal touch points such as tills and escalators and in staff welfare areas such as canteens, locker rooms and reception areas. This allows the opportunity to wash or sanitise hands at the point of arrival, whilst moving throughout the store and office spaces and at the point of exit.</p> <p>A Steering Committee has been established to facilitate decision making at a senior level to ensure that the store can re-open safely through new ways of working that prevent ill-health to customers, team members, concession partners and contractors.</p> <p>All team members who have the ability to continue to work from home will continue to do so.</p> <p>Customer numbers will be counted on entry into the store to ensure that a maximum of one customer per sixteen square meters is maintained.</p> <p>The occupational health assessment process is in place to ensure that Selfridges reviews relevant medical advice provided to team members and to assess their level of risk in the organisation. Head office team members are still encouraged to WFH.</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 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</p>
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			<p>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>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>
		<p>4. Fresh air helps to dilute the virus in occupied spaces so provide adequate ventilation through doors, windows and vents, by mechanical ventilation using fans and ducts, or a combination of both.</p>	<p>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.</p>
		<p>5. 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> <p>Further mitigating actions include:</p> <ul style="list-style-type: none"> – further increasing the frequency of hand washing and surface cleaning – keeping the activity time involved as short as possible – using screens or barriers to separate people from each other – using back-to-back or side-to-side working (rather than face-to-face) whenever possible – reducing the number of people each person has contact with by using ‘fixed teams or partnering’ (so each person works with only a few others) <p>6. 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>	<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> <p>Music levels in the store have been lowered and are constantly reviewed. Indoor performances are not permitted as per current government guidelines.</p> <p>Health and Safety engage with the events team and external communications teams on a regular basis to develop events risk assessments and events safety plans which include COVID</p>

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		<p>7. You should ensure that steps are taken to avoid people needing to unduly raise their voices to each other. This includes, but is not limited to, refraining from playing music or broadcasts that may encourage shouting, including if played at a volume that makes normal conversation difficult. This is because of the potential for increased risk of transmission, particularly from aerosol transmission. We will develop further guidance, based on scientific evidence, to enable these activities as soon as possible.</p> <p>8. Remind customers and staff to wear face coverings where they are required, for example, through use of signage</p>	<p>considerations to ensure that government and industry guidance is complied with.</p> <p>Booking systems and communications for restaurants bars and close contact services have been updated to reflect the new guidance.</p> <p>Mass gatherings are not permitted currently.</p> <p>Capacity has been reviewed in the store to ensure that a maximum of one person per 16 sqm is followed. Queuing systems are monitored by hosts and floor talker graphics are installed. The design team have produced events plans with max capacities for different areas throughout the store as required. Messaging is played over the tannoy in store every 15 minutes to remind customer and team members of social distancing guidelines. Hosts review pinch points throughout the day.</p> <p>Signage throughout the store is implemented to remind team members and customer to always wear a face covering. In addition this has been briefed out to all team members and included in the Welcome back guidance.</p>
		<p>9. If people must work face-to-face for a sustained period with more than a small group of fixed partners, then you will need to assess whether the activity can safely go ahead. No one is obliged to work in an unsafe work environment. In your assessment you should have particular regard to whether the people doing the work are especially vulnerable to COVID-19.</p>	<p>Screens installed where possible and durations will be reviewed.</p> <p>Document reference: Two Persons Working Together Guidance</p> <p>Occupational health assessments will be undertaken with team members identified as vulnerable prior to their return to work.</p>
	<p>Mitigating actions</p>	<p>Read 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.</p> <p>Singing, shouting and aerobic activities generate higher levels of aerosol and increase the risk of transmission further, so these factors should be considered when ensuring you have adequate ventilation in the workplace.</p>	<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>Document reference: Two Persons Working Together Guidance</p>

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	<p>Furthermore, lowering background noise (such as music) reduces the need for people to sit close or shout, which can reduce the risk of airborne virus emissions and transmission.</p> <p>Those running events following COVID-19 Secure guidelines should take additional steps to ensure the safety of the public and prevent large gatherings or mass events from taking place.</p> <p>Individual businesses should consider the cumulative impact of many businesses re-opening in a small area. This means working with local authorities, neighbouring businesses and travel operators to assess this risk and applying additional mitigations. These could include:</p> <ul style="list-style-type: none"> • Further lowering capacity even if it is possible to safely seat a number of people inside a venue, it may not be safe for them all to travel or enter that venue. • Staggering entry times with other venues and taking steps to avoid queues building up in surrounding areas. • Arranging one way travel routes between transport hubs and venues. • Advising patrons to avoid particular forms of transport or routes and to avoid crowded areas when in transit to the venue. <p>Local authorities should avoid issuing licenses for events that could lead to larger gatherings forming and provide advice to businesses on how to manage events of this type. If appropriate, the government has powers under schedule 22 of the Coronavirus Act 2020 to close venues hosting large gatherings or prohibit certain events (or types of event) from taking place</p> <p>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 trade associations or trades unions.</p> <p>If you have not already done so, you should carry out an assessment of the risks posed by COVID-19 in your workplace as soon as possible. If you are currently operating, you are likely to have gone through a lot of this thinking already. We recommend that you 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.</p>	<p>Music levels in the store have been lowered and are constantly reviewed. Indoor performances are not permitted as per current government guidelines.</p> <p>Health and Safety engage with the events team and external communications teams on a regular basis to develop events risk assessments and events safety plans which include COVID considerations to ensure that government and industry guidance is complied with.</p> <p>Booking systems and communications for restaurants bars and close contact services have been updated to reflect the new guidance.</p> <p>Mass gatherings are not permitted currently.</p> <p>Capacity has been reviewed in the store to ensure that a maximum of one person per 16 sqm is followed. Queuing systems are monitored by hosts and floor talker graphics are installed. The design team have produced events plans with max capacities for different areas throughout the store as required. Messaging is played over the tannoy in store every 15 minutes to remind customer and team members of social distancing guidelines. Hosts review pinch points throughout the day.</p>
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			<p>For external events, the local authority will be engaged with.</p> <p>Industry guidance has been reviewed including:</p> <ul style="list-style-type: none"> • UKCA Guidance for Cinemas • Keeping workers and audiences safe during COVID-19 (England) • Working safely during coronavirus (COVID-19) – the Visitor Economy <p>A suite of risk assessments, checklists and policies have been produced and are available on our website:</p> <p>https://www.selfridges.com/GB/en/features/info/our-corporate-policies/social-distancing-policy/</p>
<p>1.2 Sharing</p>	<p>Sharing the results of your risk Assessment.</p>	<p>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). We would expect all businesses to demonstrate to their workers and customers that they have properly assessed their risk and taken appropriate measures to mitigate this. You should do this by displaying a notification in a prominent place in your business and on your website, if you have one.</p>	<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!</p>

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			Document reference: Store Re-Opening Graphics Pack
2. Keeping your customers and visitors safe			
2.1 Manage contacts	To minimise the contact resulting from visits to stores or outlets.	<p>Steps that will usually be needed:</p> <ol style="list-style-type: none"> Calculating the maximum number of customers that can reasonably follow social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) within the store and any outdoor selling areas. Take into account total floorspace as well as likely pinch points and busy areas. Limiting the number of customers in the store, overall and in any particular congestion areas, for example doorways between outside and inside spaces. Encouraging customers to use hand sanitiser or handwashing facilities as they enter the premises to reduce the risk of transmission by touching products while browsing. Encouraging customers to avoid handling products whilst browsing, if at all possible. 	<p>Total capacity in the store has been reduced to one customer per every sixteen square meters.</p> <p>There have been specific roles created to support the customer’s journey through the store including Greeters, Door Hosts and Wellbeing Hosts who will encourage the flow of people through the store to avoid pinch points. There is a floor map with detail on the planned routes that the customers can take which the hosts will be trained up on and there will be signage in place to direct customers too, (including yellow entrance only signs and red exit only signs).</p> <p>Certain fixtures have been removed to create more space on the shop floor and to help prevent pinch points. Best-selling items have been separated to different locations across the store to prevent congestion or excessive queuing.</p> <p>Link: Retail Team & Customer Experience in Store - New Ways of Working</p> <p>The point above applies. Specific entrances and exits have been implemented throughout the store and flow is being managed by hosts.</p> <p>Graphics are installed around the store and in toilets to remind customers of good hand hygiene practices. Hand sanitiser is located at all high traffic locations such as entrances and till points.</p> <p>Document reference: 2020 Relaunch Plan Drawing</p> <p>Toys that are usually on display for children to play with will be removed. Demonstration processes have been amended to incorporate social distancing. Where relevant, products on display will have a screen or cover installed. Technology will be cleaned, behind a screen, after any</p>

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			customer interaction. Items that can be sanitised effectively, will be sanitised regularly if on display, or removed if this is not possible.
		5. Suspending or reducing customer services that cannot be undertaken without contravening social distancing guidelines. This may include re-thinking how assistance is provided, for example, using fixed pairs of colleagues to lift heavy objects rather than a single colleague lifting with a customer.	<p>Close contact services will be implemented in line with the relevant government guidance checklist. Services are being re-designed to give the customer the best experience while also ensuring that government guidance is adhered to, for example virtual appointments and online sales.</p> <p>Selfridges risk assessment policy is to assess activities under the hierarchy of control where activities that require people to undertake activities that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).</p>
		6. Encouraging customers to shop alone where possible, unless they need specific assistance.	This is being done through the booking system for appointments such as hair and nails.
		7. Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.	The hosts remind customers of this and specific risk assessments have identified this as a risk for children's events.
		8. Looking at how people move through the shop and how you could adjust this to reduce congestion and contact between customers, for example, queue management or one-way flow, where possible.	<p>The Greeters, stationed at entrance points, will speak to customers to ensure they are entering the building at the correct location for the purpose of their visit to prevent unnecessary movement once in the store.</p> <p>There have been specific roles introduced to ensure that there is a steady flow of people through the shop and that people know where to go.</p> <p>There will be "Floor Talkers" signage on the floors and various other graphics on the walls and all around the shop to guide people on the correct routes.</p> <p>There has been a floor map produced to plan the route which customers will enter the store (via four designated entrances) and exit (via seven designated exits).</p> <p>Link: Retail Team & Customer Experience in Store - New Ways of Working</p>
		9. Ensuring any changes to entrances, exits and queue management take into account reasonable adjustments for those who need them, including disabled shoppers. For example, maintaining pedestrian and parking access for disabled customers.	Disabled access has been reviewed as part of the overall store plans for entrances and exits.

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		10. Working with neighbouring businesses and local authorities to provide additional parking or facilities such as bike-racks, where possible, to help customers avoid using public transport.	Bike racks are in place in the Selfridges car park.
		11. Using outside premises for queuing where available and safe, for example some car parks.	Queuing systems have been implemented on the footpaths around the store.
		12. Managing outside queues to ensure they do not cause a risk to individuals, other businesses or additional security risks, for example by introducing queuing systems, having staff direct customers and protecting queues from traffic by routing them behind permanent physical structures such as street furniture, bike racks, bollards or putting up barriers.	The points above apply. Greeters and Security team members will be stationed outside to manage the queues and communicate with all other entrance points to ensure customers are directed to the most suitable location. Signage on the floor and windows will indicate how the queues are to be managed and barriers used as appropriate.
		13. Working with your local authority or landlord to take into account the impact of your processes, including queues, on public spaces such as high streets and public car parks.	This is not relevant for the Oxford Street store.
		14. Shopping centres should take responsibility for managing the number of customers in the centre and the queuing process in communal areas on behalf of their retail.	This is not relevant for the Oxford Street store.
		15. Having clearly designated positions from which colleagues can provide advice or assistance to customers whilst maintaining social distance.	As stated above the host role has been created and team members carrying out this role have been briefed to provide advice and to ensure social distancing is being complied with.
		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.	Opening hours and shift patterns are under constant review in line with individual's risk levels and maximum capacity requirements.
		17. Avoid sharing vehicles except within a family, for example on test drives. If it is not possible, keep the number of people in the vehicle to a minimum and as distanced within the vehicle space as possible, and use other safety measures such as ensuring good ventilation.	Team members are encouraged to avoid public transport and vehicle sharing. Link: Retail Team & Customer Experience in Store - New Ways of Working
		18. Switching on ventilation systems that draw in fresh air or opening windows (partially if it's cold). For more information on ventilation in vehicles read HSE guidance on ventilation and air conditioning .	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.
		19. Customer restaurants and cafes should refer to guidance on keeping workers and customers safe during COVID-19 in restaurants, pubs, bars and takeaway services	Foodhall & Restaurants Risk Assessment: http://images.selfridges.com/is/content/selfridges/COVID-Risk-Assessment-Foodhall-Restaurants-29062020-FINAL-ISSUEpdf
2.2 Manage contacts	To minimise the contact resulting	Steps that will usually be needed:	

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	from visits to stores or outlets.		
		Calculating the maximum number of customers that can reasonably follow social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) within the store and any outdoor selling areas. Take into account total floorspace as well as likely pinch points and busy areas.	<p>Total capacity in the store has been reduced to one customer per every sixteen square meters.</p> <p>There have been specific roles created to support the customer’s journey through the store including Greeters, Door Hosts and Wellbeing Hosts who will encourage the flow of people through the store to avoid pinch points. There is a floor map with detail on the planned routes that the customers can take which the hosts will be trained up on and there will be signage in place to direct customers too, (including yellow entrance only signs and red exit only signs).</p> <p>Certain fixtures have been removed to create more space on the shop floor and to help prevent pinch points. Best-selling items have been separated to different locations across the store to prevent congestion or excessive queuing.</p> <p>Link: Retail Team & Customer Experience in Store - New Ways of Working</p>
		Limiting the number of customers in the store, overall and in any particular congestion areas, for example doorways between outside and inside spaces.	The point above applies. Specific entrances and exits have been implemented throughout the store and flow is being managed by hosts.
		Encouraging customers to use hand sanitiser or handwashing facilities as they enter the premises to reduce the risk of transmission by touching products while browsing.	<p>Graphics installed around the store and in toilets to remind customers of good hand hygiene practice. Hand sanistier is located at all high traffic loactions such as enterences and till points.</p> <p>Document reference: 2020 relaunch plan drawing</p>
		Encouraging customers to avoid handling products whilst browsing, if at all possible.	<p>Close contact services will be implemented in line with the relevant government guidance checklist. Services are being re-designed to give the customer the best experience while also ensuring that government guidance is adhered to, for example virtual appointments and online sales.</p> <p>Selfridges risk assessment policy is to assess activities under the hierarch of control where activities that require people to undertake activities</p>

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			that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).
		Encouraging customers to shop alone where possible, unless they need specific assistance.	This is being done through the booking system for appointments such as hair and nails
		Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.	The hosts remind customers of this and specific risk assessments have identified this as a risk for children's events.
		Looking at how people move through the shop and how you could adjust this to reduce congestion and contact between customers, for example, queue management or one-way flow, where possible.	<p>The Greeters, stationed at entrance points, will speak to customers to ensure they are entering the building at the correct location for the purpose of their visit to prevent unnecessary movement once in the store.</p> <p>There have been specific roles introduced to ensure that there is a steady flow of people through the shop and that people know where to go.</p> <p>There will be "Floor Talkers" signage on the floors and various other graphics on the walls and all around the shop to guide people on the correct routes.</p> <p>There has been a floor map produced to plan the route which customers will enter the store (via four designated entrances) and exit (via seven designated exits).</p> <p>Link: Retail Team & Customer Experience in Store - New Ways of Working</p>
		Ensuring any changes to entrances, exits and queue management take into account reasonable adjustments for those who need them, including disabled shoppers. For example, maintaining pedestrian and parking access for disabled customers.	Disabled access has been reviewed as part of the overall store plans for entrances and exits.
		Working with neighbouring businesses and local authorities to provide additional parking or facilities such as bike-racks, where possible, to help customers avoid using public transport.	Bike racks are in place in the Selfridges car park.
		Using outside premises for queuing where available and safe, for example some car parks.	Queuing systems have been implemented on the footpaths around the store.
		Managing outside queues to ensure they do not cause a risk to individuals, other businesses or additional security risks, for example by introducing queuing systems, having staff direct	The points above apply.

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		customers and protecting queues from traffic by routing them behind permanent physical structures such as street furniture, bike racks, bollards or putting up barriers.	Greeters and Security team members will be stationed outside to manage the queues and communicate with all other entrance points to ensure customers are directed to the most suitable location. Signage on the floor and windows will indicate how the queues are to be managed and barriers used as appropriate.
		Working with your local authority or landlord to take into account the impact of your processes, including queues, on public spaces such as high streets and public car parks.	Selfridges has worked with the relevant local authority. Queue management is in place and there is adequate space around the Selfridges store.
		Shopping centres should take responsibility for managing the number of customers in the centre and the queuing process in communal areas on behalf of their retail.	Not relevant for Oxford Street
		Having clearly designated positions from which colleagues can provide advice or assistance to customers whilst maintaining social distance.	As stated above the host role has been created and team members carrying out this role have been briefed to provide advice and to ensure social distancing is being complied with.
		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.	Opening hours and shift patterns are under constant review in line with individual's risk levels and maximum capacity requirements.
		Avoid sharing vehicles except within a family, for example on test drives. If it is not possible, keep the number of people in the vehicle to a minimum and as distanced within the vehicle space as possible, and use other safety measures such as ensuring good ventilation.	Team members are encouraged to avoid public transport and vehicle sharing. Link: Retail Team & Customer Experience in Store - New Ways of Working
		Switching on ventilation systems that draw in fresh air or opening windows (partially if it's cold). For more information on ventilation in vehicles read HSE guidance on ventilation and air conditioning .	See Ventilation section 2.4
		Customer restaurants and cafes should refer to guidance on keeping workers and customers safe during COVID-19 in restaurants, pubs, bars and takeaway services	Foodhall & Restaurants Risk Assessment: http://images.selfridges.com/is/content/selfridges/COVID-Risk-Assessment-Foodhall-Restaurants-29062020-FINAL-ISSUEpdf
2.3 Providing and explaining available guidance	To make sure people understand what they need to do to maintain safety.	Steps that will usually be needed: <ol style="list-style-type: none"> Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage and visual aids. Informing customers that they should be prepared to remove face coverings safely if asked to do so by police officers and staff for the purposes of identification. Providing written or spoken communication of the latest guidelines to both workers and customers inside and outside the store. You should display posters or information setting out how clients should behave on 	Graphics and signage placed all over the store to communicate the need for social distancing. These have also been implemented in back of house areas. Information provided online about our covid requirements. MyWorkday has been frequently updated with all the latest policies and procedures for all staff member viewing.

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		<p>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> <p>4. Ensuring latest guidelines are visible in selling and non-selling areas.</p> <p>5. Ensuring information provided to visitors, such as advice on the location or size of queues, does not compromise their safety.</p>	<p>Hosts will be placed strategically around the store to guide customers and provide advice. They will be queue managing, as well as asking about masks and providing general guidance.</p>
2.4 Ventilation	<p style="text-align: center;">To use ventilation to mitigate the transmission risk of COVID-19. Ventilation can be used as a control measure to reduce the risk of transmission of COVID-19.</p>		
		<p>Ventilation should be used as a control measure to reduce the risk of aerosol transmission of COVID-19 in enclosed spaces.</p> <p>Ventilation will not reduce the risk of droplet or surface transmission, so other control measures such as cleaning and social distancing are also required.</p> <p>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.</p> <p>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.</p> <p>Read advice on air conditioning and ventilation from HSE.</p>	<p>We have adjusted plant operating times to maximise air changes and have introduced enhanced hygiene measures.</p> <p>All ventilation systems are being maintained prior to store opening as part of the planned preventative maintenance (PPM) plan which includes the replacing of filters.</p> <p>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.</p> <p>We will extend the air handling units operational times to ensure maximum air changes.</p> <p>We will increase the air handling unit operating times to maximise full fresh air volumes.</p>

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			<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>
2.5 Customer Toilets	To ensure that toilets are kept open and to ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities.	<p>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> <p>Steps that will usually be needed:</p>	<p>Customer toilets are open and have a dedicated cleaner appointed per toilet.</p>
		<ol 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. 	<p>Signage has been installed to remind customers of good hygiene practices.</p>
		<ol style="list-style-type: none"> 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>Customer toilets have been re-designed and some toilet cubicles have been put out of use to ensure social distancing can be complied with (with the exemption of fully contained toilet and hand washing facilities such as those in the cinema which all remain open).</p>
		<ol 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. 	<p>Sanitiser stations are located throughout the store. Hand drying facilities are maintained regularly by the facilities management department and are checked daily by the cleaning team.</p>
		<ol style="list-style-type: none"> 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. 	<p>Document reference: GSA COVI-19 Sanitisation Programme</p>

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		5. Keeping the facilities well ventilated, for example by fixing doors open where appropriate.	Doors will not be encouraged to be fixed open where this may cause a fire hazard. Ventilation systems are in place across the building.
		6. Special care should be taken for cleaning of portable toilets and larger toilet blocks.	All toilets across the store have a dedicated cleaner in place.
		7. Putting up a visible cleaning schedule can keep it up to date and visible.	Cleaning schedules can be tracked via the QR code system.
		8. Providing more waste facilities and more frequent rubbish collection.	Waste collection is available and is regularly monitored in terms of demand.
3 Who should go to work	Employers should ensure workplaces are safe whilst also enabling working from home.	Anyone who can work from home should do so. 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. 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. When employers consider that workers should come into their place of work then this will need to be reflected in the COVID-19 workplace risk assessment and actions taken to manage the risks of transmission in line with this guidance. Steps that will usually be needed:	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. Additional cycle racks have been installed. 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.
		1. Considering the maximum number of people who can be safely accommodated on site.	All of the team members that can work from home will continue to do so. 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. The minimum numbers of team members required in store have been calculated by the Retail Operations Team.

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			<p>Team Members should only be on site if their role cannot be done remotely.</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>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>

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			<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>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. 	<p>We are currently advising these team members who are in a moderate risk category should follow the Occupational Health risk assessment process and inform their line manager who will engage the health and safety department.</p> <p>We have records of any team members who would be considered extremely vulnerable. Before these team members return to work, we would complete an occupational health risk assessment with these individuals to ensure that it is safe for them to return. Any amendments to their role or environment would be considered and made.</p> <p>Link to government guidance on protecting extremely vulnerable individuals: https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19</p> <p>Where a team member is clinically extremely vulnerable, they should seek out medical advice prior to returning to work. Any adjustments to a team members role will be implemented via the occupational health risk assessment process.</p> <p>Anyone team member who has been identified as clinically extremely vulnerable person, must complete an occupation health risk assessment prior to their return to work.</p>

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		<p>2. See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups.</p>	<p>Line managers completing unfurloughing conversations have been provided a script to ensure that those who are at more risk to COVID are assessed on an individual basis prior to their return to work (this includes new and expectant mothers and those in a vulnerable category). Any amendments to their role or environment would be considered and made.</p> <p>Link to government guidance on protecting vulnerable individuals: https://www.gov.uk/government/publications/full-guidance-on-staying-at-home-and-away-from-others/full-guidance-on-staying-at-home-and-away-from-others</p> <p>Before any team member within either of these groups returns to work, we will complete an occupational health assessment prior to their return to work.</p> <p>These assessments will focus on the requirements within the government guidance on COVID-19 and Selfridges safe working principles.</p> <p>As per the points above, Workplace Options and Nudge are available for all Team Members which include online and over the phone advice.</p> <p>Selfridges have identified those individuals who are within these groups and will be completing tailored COVID occupational health risk assessments with these individuals, as above.</p> <p>This is assessed on a case by case basis through the occupational health process.</p>
<p>3.2 People who need to self-isolate</p>	<p>To make sure individuals who are advised to stay at home under existing government guidance to stop</p>	<p>See steps below:</p>	

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infection spreading do not physically come to work. This includes individuals who have symptoms of COVID 19, those who live in a household or are in a support bubble with someone who has symptoms and those who are advised to self isolate as part of the government's test and trace service.		
	1. Enabling workers to work from home while self-isolating if appropriate.	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.
	2. By law, employers must not knowingly require or encourage someone who is being required to self-isolate to come to work	Tracker in place and RTW process in place to ensure all team members adhere to isolation requirements
	3. See current guidance for employees and employers relating to statutory sick pay due to COVID-19.	Links to government guidance: https://www.gov.uk/statutory-sick-pay https://www.gov.uk/employers-sick-pay
	4. Ensuring any workers 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	Document references: <ul style="list-style-type: none"> Suspected and Confirmed Case Process

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		<p>was taken. Where a worker has tested positive whilst not experiencing symptoms but develop symptoms during the isolation period, they should restart the 10-day isolation period from the day the symptoms developed. See current guidance for people who live in households with possible or confirmed COVID-19 infections.</p>	<p>(link: https://wd3.myworkday.com/selfridges/d/inst/17816\$85/rel-task/2998\$29489.html)</p> <ul style="list-style-type: none"> Suspected and Confirmed Case RTW Checklist
		<p>5. Ensuring any workers who are contacts of individuals who test positive for COVID-19 self-isolate for a period of 10 days. Contacts will need to self-isolate immediately and continue for 10 days. The day the contact with the individual who tested positive took place counts as day zero.</p>	<p>Document references:</p> <ul style="list-style-type: none"> Suspected and Confirmed Case Process Suspected and Confirmed Case RTW Checklist
		<p>6. Ensuring any workers who have been informed by NHS Test and Trace that they are a close contact of a person who has had a positive test result for COVID-19 follows the requirement to self-isolate. See the guidance for those who have been in contact with, but do not live with, a person who has tested positive for COVID-19.</p>	<p>Please refer above</p>
<p>3.3 Equality in the workplace</p>	<p>To treat everyone in your workplace equally.</p>	<p>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>
		<p>It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex, disability, race or ethnicity.</p>	<p>Selfridges Team Member and Concession Partner Link: Selfridges Inclusion, Equality and Diversity Policy</p>
		<p>Businesses have particular responsibilities towards disabled customers.</p> <p>Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.</p>	<p>There are processes in place to assess expectant mothers and those with a disability that may need reasonable adjustments prior to returning to work which include individual risk assessments for team members within these groups.</p>
		<p>1. Understanding and considering the particular circumstances of those with different protected characteristics.</p> <p>2. 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.</p>	<p>On a team member’s return to work, where relevant, an occupational health assessment will be undertaken and reasonable adjustments will be made.</p> <p>Engagement and communication with team members from their line managers and support functions, (such as Health and Safety, Employee Relations and Human Relations) is encouraged regularly to ensure that they feel supported and that their specific needs are being met.</p>

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	Steps that will usually be needed	<p>3.Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.</p> <p>4.Making reasonable adjustments to avoid disabled workers being put at a disadvantage and assessing the health and safety risks for new or expectant mothers.</p> <p>5.Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example those with caring responsibilities or those with religious commitments.</p>	<p>There are departments in place to specially fulfil this duty through well-established processes including Health and Safety, Employee Relations and Human Relations.</p> <p>These risk assessment processes are undertaken by the Health and Safety Department with the individual. Reasonable adjustments and other controls that are required to be implemented to protect persons who are within these groups are agreed with line managers and Employee Relations.</p> <p>The points above apply.</p>
<p>4. Social distancing at work</p>	<p>Ensuring workers maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable), wherever possible, including arriving at and departing from work, while in work and when travelling between sites.</p>	<p>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.</p> <p>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> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> • Further increasing the frequency of hand washing and surface cleaning. • Keeping the activity time involved as short as possible. • Using screens or barriers to separate people from each other. • Using back to back or side to side working (rather than face to face) whenever possible. • Reducing the number of people each person has contact with by using ‘fixed teams or partnering’ (so each person works with only a few others). 	<p>Social distancing principles for team members are set out in the Social Distancing Guidelines.</p> <p>Document reference: Two Persons Working Together Guidance Document reference: Social Distancing Guidelines</p> <p>Selfridges Team Member and Concession Partner Link: Social Distancing Guidelines</p>

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		<p>Social distancing applies to all parts of a business, not just the place where people spend most of their time, but also entrances and exits, break rooms, canteens and similar settings. These are often the most challenging areas to maintain social distancing.</p>	<p>A one-way system has been implemented for the team entrance which is signed and has floor markings to clearly show direction. Team members are instructed to sanitise as they enter.</p> <p>“The Loft” (team member and concession partner canteen) will operate a one-way system and has been re-designed to ensure social distancing is followed including the rearranging of seating and installation of screens and signage.</p>
		<p>Where the social distancing guidelines cannot be followed in full in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between their staff.</p>	<p>Selfridges risk assessment policy is to assess activities under the hierarch of control where activities that require people to undertake activities that could carry a risk of lack of social distancing will be eliminated. However, a process has been produced for activities such as two person lifts (where these activities cannot be eliminated).</p>
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.
		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.
	Steps that will usually be needed	3. Limiting passengers in corporate vehicles, for example, work minibuses. This could include leaving seats empty.	Link: Retail Team & Customer Experience in Store - New Ways of Working This is not relevant to the Oxford Street store.

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		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.
		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.Maintaining use of security access devices, such as keypads or passes, and adjusting processes at entry/exit points to reduce risk of transmission. For example, cleaning pass readers regularly and asking staff to hold their passes above pass readers rather than touching them.	Team member card readers are proximity readers and therefore do not require the cards to physically touch the readers. The hand scanning process has been changed for the Retail Operations team to prevent touching of scanners. All relevant team members will be provided with a stylus to sign in and out. Contractors are provided hand sanitiser at the contractor entrance point prior to turnstile use. Turnstiles are sanitised regularly by the cleaning team.
		8.See government guidance on travelling to and from work.	Link: Coronavirus (COVID-19): safer travel guidance for passengers
4.2 Moving around buildings and stores	To maintain social distancing as far as possible while people travel through the workplace.		
	Steps that will usually be needed	1.Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios, telephones or other electronic devices, where permitted, and cleaning them between use. 2.Introducing more one-way flow through buildings. Providing floor markings and signage should remind both workers and customers to follow to social distancing wherever possible.	Team members are encouraged to reduce movement through the stores by using those mechanisms provided to team members such as phone calls, Yammer and WhatsApp. Team members are also encouraged to reduce lift usage. All meetings will continue to be held remotely to reduce movement around the buildings. Link to e-learning: Welcome Back Team Selfridges eLearning "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

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			the customer on their journey around the store. In addition to direct contact from their line managers, team members will receive The Welcome Back Guidelines, Big Yellow Welcome Back video to watch and must complete the e-learning module which all remind team members of the importance of social distancing.
		3.Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.	Customer lift capacity has been reduced to one household per lift journey and team member lift capacity have been reduced to one person per lift or two should 2m distancing be achievable. Sanitiser units have been installed in lift lobbies in back of house areas and at the customer lifts on every floor in the Oxford Street store. Document reference: 2020 Relaunch Plan Drawing
		4.Making sure that people with disabilities are able to access lifts.	There is a designated entrance for those who need assistance which includes an option to use the lift where required, team members are at the entrance to support.
		5.Managing use of high traffic areas including corridors, lifts, turnstiles and walkways to maintain social distancing.	Team members will be encouraged to avoid unnecessary movement through the store, lift capacities have been reduced and signage is in place to remind people of the re-opening guidelines. Stock rooms have signage installed to identify where only one person can enter a stock room at one time, or for larger stock rooms where team members must stand to ensure social distancing guidelines are followed.
4.3 Workplaces and workstations	To maintain social distancing between individuals when they are at their workstations.	<ul style="list-style-type: none"> For people who work in one place, workstations should allow them to maintain social distancing wherever possible. 	Team members who can carry out their duties from home should continue to do so. For those team members who cannot work from home, the office workplace principles include reducing desk capacity, to identify seats which are in / out of use through signage, to encourage flexible working and to implement, to provide more hand sanitiser and to implement an enhanced cleaning regime. Link: Welcome Back Team Selfridges!
<ul style="list-style-type: none"> Workstations should be assigned to an individual as much as possible. If they need to be shared, they should be shared by the smallest possible number of people. 		Team members will continue to work from home where possible. Should individuals have been identified as needing to work from the store/offices they will be allocated a specific workstation. These will be labelled and issued to those individuals.	
<ul style="list-style-type: none"> If it is not possible to ensure workstations comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable), then businesses should consider whether that activity needs to continue for the business to operate, and if so take all mitigating actions possible to reduce the risk of transmission. 		Team members who can work from home will continue to do so. The hierarchy of controls will be implemented if there is a situation where desks are not two meters apart, we will start by assessing whether the work activities are crucial to the business, and if so, reducing or	

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			staggering activity times, installing screens, or splitting teams have been reviewed and implemented as control measures. Document reference: Two Persons Working Together Guidance
	Steps that will usually be needed	1.Reviewing layouts to allow workers to work further apart from each other.	Desk capacity in all offices has been reduced and layouts amended to achieve 2m distancing. Physical barriers have also been installed in some cases to aid the separation of office users. Link: Welcome Back Team Selfridges!
		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 offices advising people of the social distancing guidelines.
		3.Avoiding people working face-to-face. For example, by working side-by-side or facing away from each other.	The floor plans of the offices show that team members can only sit face-to-face if the minimum distance of two-meter separation can be achieved. Link: Welcome Back Team Selfridges! Document reference: Two Persons Working Together Guidance
		4.Using screens to create a physical barrier between people.	Screens have been installed at till and reception points where social distancing cannot be achieved.
		5.Using a consistent pairing system if people have to work in close proximity. For example, maintenance activities that cannot be redesigned.	Document reference: Two Persons Working Together Guidance
		6.Minimising contacts around transactions, for example, considering using contactless payments, where possible.	Contactless payment amount has been increased for card payments and apple pay can also be used. Team members who are handling cash will be provided sanitiser. Team members can speak to their line manager if they have any queries on this.
		7.Rethinking demonstrations and promotions to minimise direct contact and to maintain social distancing.	Services and events have been suspended or re-designed to ensure social distancing guidelines are followed for example through virtual appointments.
4.4 Meetings	To reduce transmission due to face-to-face meetings and maintain social	See steps below.	

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	distancing in meetings.		
	Steps that will usually be needed	1.Using remote working tools to avoid in person meetings.	Team members will be provided headsets to encourage virtual meetings from their desks.
		2.Ensuring participants physically attend meetings only where reasonably necessary. Participants should maintain social distancing guidelines (2m, or 1m+ with risk mitigation where 2m is not viable).	Meeting rooms which are not large enough to facilitate social distancing will be put out of use or reduced to a one person or two person maximum capacity. The business is encouraging virtual meetings.
		3.Avoiding transmission during meetings, for example avoiding sharing pens and other objects.	Team members are to use their own IT equipment and stationary items only. There will be enhanced cleaning throughout the offices including IT equipment. Critical workers have been provided with designated desks and IT equipment which will be labelled.
		4.Providing hand sanitiser in meeting rooms.	There has been increased hand sanitiser units provided in all office spaces.
		5.Holding meetings outdoors or in well-ventilated rooms whenever possible.	Remote meetings will be continued wherever possible. There is ventilation in all meeting rooms in the offices via natural or mechanical means. Meeting room capacity has been reduced to discourage the use of meeting rooms.
		6.Airing rooms between meetings, opening all the doors and windows as fully as possible to maximise the ventilation in the room.	See 2.4 Ventilation.
		7.For areas where regular meetings take place, use floor signage to help people maintain social distancing.	Chair and room signage will be in place in meeting rooms to encourage and illustrate social distancing.
4.5 Common areas	To maintain social distancing while using common areas.	See steps below.	
		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. Screens have been installed canteen areas where two metre social distancing cannot be achieved.
		2.Using safe outside areas for breaks.	Team members can go outside on their breaks if they choose to do so.

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	Steps that will usually be needed	<p>3.Creating additional space by using other parts of the working area or building that have been freed up by remote working.</p> <p>4.Installing screens to protect workers in receptions or similar areas.</p> <p>5.Providing packaged meals or similar to avoid fully opening staff canteens.</p> <p>6.Reconfiguring seating and tables to optimise spacing and reduce face-to-face interactions.</p> <p>7.Encouraging workers to remain on-site and, when not possible, maintaining social distancing while off-site.</p> <p>8.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.</p>	<p>All common areas have been assessed for their use and potential to be used for other means, e.g. meeting rooms used for offices.”</p> <p>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.</p> <p>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.</p> <p>Packaged meals will be provided initially until it has been assessed to provide further services.</p> <p>The team canteen capacity has been reconfigured to ensure social distancing guidelines are complied with in seating areas.</p> <p>“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”.</p> <p>Some sinks will be put out of use to encourage social distancing while team members are washing their hands.</p>
4.6 Accidents, security and other incidents	To prioritise safety during incidents.	<p>In an emergency, for example, an accident, fire or break-in, people do not have to stay 2m apart if it would be unsafe.</p> <p>People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands.</p>	<p>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 back pack.</p> <p>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.</p>
	Steps that will usually be needed:	<p>1.Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible.</p> <p>2.Considering whether you have enough appropriately trained staff to keep people safe. For example, having dedicated staff to encourage social distancing or to manage security.</p>	<p>Incident and emergency procedures have been reviewed in terms of assembly points and other aspects of social distancing.</p> <p>The security team are in place across all entrances and communicate via a radio system.</p> <p>There are adequate, trained first aiders in place who have been briefed on COVID-19 First Aid Procedures.</p>

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			The host roles have been established to manage people throughout the store and there are specific door host roles established to communicate and monitor queues of customers outside our buildings.
		3.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.
		4.For organisations who conduct physical searches of people, considering how to ensure safety of those conducting searches while maintaining security standards.	We do not conduct searches of people. Bag searches are from behind a screen or at a safe distance where the team member or customer is asked to open their bag themselves to show the security team member.
		5.Follow government guidance on managing security risks.	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. 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.
		2.Most air conditioning systems do not need adjustment, however where systems serve multiple buildings, or you are unsure, advice should be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.	We will extend the air handling units operational times to ensure maximum air changes.

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			<p>We will increase the air handling unit operating times to maximise full fresh air volumes.</p> <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.Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.
	2.Frequent cleaning objects and surfaces that are touched regularly such as self-checkouts, trolleys, coffee machines, or staff handheld devices, and making sure there are adequate disposal arrangements.		Locker rooms and toilets will be cleaned hourly.
	3.Clearing workspaces and removing waste and belongings from the work area at the end of a shift.		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.
	4.If you are cleaning after a known or suspected case of COVID-19 then you refer to the specific guidance.		<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>Document reference: GSA COVI-19 Sanitisation Programme</p> <p>Waste collection bins are available on demand. Teams are instructed to keep work areas clean.</p> <p>Link to government guidance:</p>

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			https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings
		4. Providing extra non recycling bins for workers and customers 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.	Face coverings can be disposed of in general waste bins (with the exemption of a confirmed case of COVID-19 where government guidance will be followed). Team member have access to bins across the shop floor and back of house areas.
5.3 Hygiene – handwashing, sanitation facilities and toilets	To help everyone keep good hygiene through the working day.	See steps below.	
		Steps that will usually be needed	1. Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.
	2. Providing regular reminders and signage to maintain hygiene standards.		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.
	3. 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
	4. 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.
	5. Enhancing cleaning for busy areas.		Barcodes are in place to allow cleaning regularity to be checked via the online system for high risk areas.
	6. Providing more waste facilities and more frequent rubbish collection.	Waste collection is available on demand through the Facilities Management Teams.	

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		7. 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 Customer fitting rooms	To minimise the risk of transmission through customer fitting rooms.	The enclosed nature of fitting rooms may result in increased risk of transmission of COVID-19. They should therefore be carefully managed to reduce that risk. Retail businesses should update their risk assessments for each premises where fitting rooms are being used.	
		1. Adopting a limited entry approach, where entry is managed by a member of staff. Avoid the creation of bottlenecks and consider using one-in one-out, except where customers require specific assistance, including customers with children or those with disabilities.	Fitting rooms will remain closed unless appropriate controls can be implemented. Fitting room capacity has been reduced across the Oxford Street store. The aim of allowing some fitting rooms to open, only when sufficient controls are being implemented, is to prevent the downstream effect of a higher volume of returns by not letting our customers try clothing on.
		2. Limiting use of cubicles to one person at a time, except where customers require specific assistance. Keep multi-occupancy fitting rooms closed.	Team members have been re-briefed on fitting room procedures in preparation for re-opening.
		3. Leaving a gap of several minutes between one customer leaving a cubicle and the next customer entering. For stores with 2 or more cubicles, this could be achieved by alternating cubicle usage.	Fitting rooms will remain closed unless they can be cleaned effectively and have appropriate design to allow for social distancing for example enclosed doors that would protect the health of the individual using the fitting rooms and anyone passing by.
		4. Where possible, leaving doors or curtains open in vacant fitting rooms to increase fresh air flow into cubicles that have recently been occupied, before the next customer enters.	Team members have been re-briefed on fitting room procedures in preparation for re-opening.
		5. Making hand sanitiser available on entry and exit.	Hand sanitisers are placed throughout the store which customers are encouraged to use on entering the building, and again throughout by the hosts and by signage.
		6. Using social distancing marking in areas where queues normally form.	Social distancing will be managed by fitting room hosts
		7. Setting clear use and cleaning guidance, where fitting rooms are cleaned frequently or between every use. 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. Creating procedures to manage clothes that have been tried on, to minimise contact between customers and staff.	Clothes which have been tried on and where items are permeable or not suitable to be UV sanitised (e.g. due to shape, location or size), clothing can be quarantined for 48 hours. This timeframe is based on guidance for garments. This will be managed through a colour coded tagging system.
		8. Ensuring any activity which involves close contact between customers and colleagues, for example fitting assistance, is carried out in line with the guidance on keeping workers and clients safe during COVID-19 in close contact services .	No fitting room assistance offered.

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		9. Keeping the facilities well ventilated, for example by ensuring extractor fans work effectively and opening windows and vents where possible.	See 2.4 Ventilation .
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 advise on hand hygiene guidelines. 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.
		2.Limiting customer handling of merchandise, for example, through different display methods, new signage or rotation of high-touch stock with usual cleaning products.	Toys that are usually on display for children to play with will be removed. Demonstration processes have been amended to incorporate social distancing. Where relevant, products on display will have a screen or cover installed. Other items on display will have a rope and pole installed too prevent customers touching them while also allowing the products to be viewed by customer. Technology will be cleaned, behind a screen. Items that can be sanitised effectively, will be sanitised regularly if on display, or removed if this is not possible.
		3. Putting in place a process to manage customer use of testers, for example by having staff monitor the use of testers, limit customer handling, and clean them between uses. For cosmetic and make-up testing, this could also involve using disposable applicators and placing them into disposable pots, using sanitised tiles, and decanting products. Any activity which involves close contact between customers and colleagues should be carried out in line with the guidance on keeping workers and clients safe during COVID-19 in close contact services .	Refer to Close Contact Services Checklist. Health & Safety department have reviewed all beauty concession risk assessments involving close contact services.
		4.Putting in place picking-up and dropping-off collection points where possible, rather than passing goods hand-to-hand.	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.
5.Staggering collection times for customers collecting items, with a queuing system in place to ensure a safe distance of 2m social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).	Internal queues will be managed via the rope and pole process and by the hosts.		

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		<p>6.Setting up ‘no contact’ return procedures where customers take return goods to a designated area.</p>	<p>There is a designated returns area on the 4th floor for own bought products and an area designated back of house for items that need to be cleaned, steamed or quarantined.</p> <p>Concession items will be returned to concession tills to avoid excessive queuing on the 4th floor.</p>
		<p>7.Encouraging contactless refunds, where possible.</p>	<p>Customers are encouraged to implement the use of contactless payment where possible from team members, through signage and the maximum contactless payment amount has been increased.</p>
		<p>Create procedures to manage clothes that have been tried on</p>	<p>Hand sanitisers are placed throughout the store which customers are encouraged to use on entering the building, and again throughout by the hosts and by signage.</p> <p>Items such as hard surfaces which can easily be cleaned will be cleaned with appropriate cleaning products prior to their return to the shop floor.</p> <p>Storing items that have been returned, donated, brought in for repair or extensively handled, for example tried-on shoes or clothes, quarantined for 48 hours, or cleaning such items with usual cleaning products, before displaying them on the shop floor will take place. Materials used for cleaning can be disposed of normally.</p> <p>If a product can be cleaned, then there is no need to quarantine and the product can be returned to display once cleaned.</p> <p>If a product is unable to be suitably cleaned by either of these methods, then it will be placed in quarantine for 48 hours.</p> <p>Examples include:</p> <ol style="list-style-type: none"> 1. Shoes: <ol style="list-style-type: none"> 1. Shoes that can be cleaned will be and returned for sale 2. If they cannot be cleaned due to the materials used, they will be quarantined for 48 hrs. 2. Accessories:

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			<ol style="list-style-type: none"> 3. Accessories that can be cleaned will be and returned for sale 4. If they cannot be cleaned due to the materials used, they will be quarantined for 48 hrs. <p>3. Clothing:</p> <ol style="list-style-type: none"> 5. "Ready to wear" (clothing) will be quarantined for 48 hrs.
		8. Providing guidance to how workers can safely assist customers with handling large item purchases.	Document reference: Two Persons Working Together Guidance
		9. Considering placing protective coverings on large items that may require customer testing or use, for example, furniture, beds or seats. Ensuring frequent cleaning of these coverings between uses, using usual cleaning products.	Large display items will have a rope and pole installed too prevent customers touching them while also allowing the products to be viewed by customer.
		10. Cleaning touchpoints after each customer use or handover. For some examples, such as rental equipment, and test drive and rental vehicles, interior and exterior touchpoints should be considered.	Larger items on display will have a rope and pole installed too prevent customers touching them while also allowing the products to be viewed by customer.
6. Personal Protective Equipment (PPE) and face coverings			
6.1 Personal protective equipment (PPE)	<ul style="list-style-type: none"> • Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so. • COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering, not through the use of PPE. • Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19. • Unless you are in a situation where the risk of COVID-19 transmission is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if your risk assessment does show that PPE is required, then you must provide this PPE free of charge to workers who need it. Any PPE provided must fit properly. 	<p>Specific activities that have been assessed using the Two Persons Working Together guidance may require additional PPE, however PPE is the last resort and will not be encouraged to be used as a control alone. Team members are advised to wash hands thoroughly prior to and after any task that requires PPE.</p> <p>Document reference: Two Persons Working Together Guidance</p>	

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<p>6.2 Face coverings</p> <p>There is growing evidence that wearing a face covering in an enclosed space helps protect individuals and those around them from COVID 19. By law, staff and customers of retail setting are required to wear a face covering, unless they have an exemption. A face covering can be very simple; it just needs to cover your mouth and nose. It is not the same as a face mask, such as the surgical masks or respirators used by health and care workers. Similarly, face coverings are not</p>	<ul style="list-style-type: none"> By law, staff and customers of retail settings are required to wear a face covering, unless they have an exemption. Face coverings are not a replacement for the other ways of managing risk, including minimising time spent in contact, using fixed teams and partnering for close-up work, and increasing hand and surface washing. These other measures remain the best ways of managing risk in the workplace and the government would therefore not expect to see employers relying on face coverings as risk management for the purpose of their health and safety assessments. Face coverings are mandatory on public transport and for customers in shops and supermarkets, indoor shopping centres, banks, building societies, post offices, premises providing professional, legal or financial services, auction houses and where food or drink is purchased at a take-away outlet. If a shop, outlet or supermarket has a café or seating area for customers to eat and drink, then the face covering can be removed in this area only when customers are seated to eat or drink. Customers must wear a face mask covering before entering any of these setting and keep it on until they leave unless they have an exemption. 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. <p>Find further detail on when and where to wear face coverings.</p> <ul style="list-style-type: none"> Some people don't have to wear a face covering including for health, age or equality reasons. Customers are permitted to remove face coverings for the purposes of identification or when speaking with people who rely on lip reading, facial expressions and clear sound for communication. No one who is exempt from wearing a face covering should be denied entry if they are not wearing one. 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 public for non-compliance. Businesses will not be required to provide face coverings for their customers. Employers must ensure that all staff in retail settings wear face covering when in areas that are open to the public and where they are likely to come within close contact of a member of the public, unless they have an 	<p>We are making face coverings available to all team members who are required to wear them at all times. 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> <p>Customers are reminded through graphics and the host teams.</p> <p>The list of exceptions is up around the store to remind people of those categories.</p> <p>The security team can support if a person is being particularly disruptive regarding face coverings and does not explain a valid reason for this.</p> <p>We advise team members to wash or sanitise their hands before putting on face coverings. Team members must take their own covering if they choose to wear one, it is important that it is not handed to them.</p> <p>Team members are advised to wash their hands regularly. Hand sanitising stations are installed in key areas to facilitate the ability for team members, concessions and customers to more easily and regularly wash their hands.</p> <p>Face coverings are disposed of in waste bins provided.</p> <p>We will continually encourage team members to implement social distancing practice through installing signage, putting sinks, toilets and seating areas out of use, or reconfiguring where we can. This will reinforce the messages that we provide through many other means of communication including presentations, e-learning, line management conversations and messages over the in-store speaker system. Social distancing will be reviewed through an ongoing inspection regime.</p> <p>Document reference: Face Covering Guidance</p>
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<p>the same as the PPE used to manage risks like dust and spray in an industrial context. Supplies of PPE, including face masks, must continue to be reserved for those who need them to protect against risks in their workplace, such as health and care workers, and those in industrial settings like those exposed to dust hazards.</p>	<p>exemption. This requirements applies to workers in shops, supermarkets, premises providing professional services. Employers should continue to follow COVID-19 Secure guidelines to reduce proximity and duration of contact between employees.</p> <ul style="list-style-type: none"> • Where face coverings are required for staff, businesses are expected to provide these as part of their health and safety obligations. However, staff are welcome to use their own face coverings if they choose • If businesses have taken steps to create a physical barrier or screen between workers and members of the public then staff behind the barrier or screen will not be required to wear a face covering. Enforcement actions can be taken if barriers or screen are in place which do not adequately mitigate risks • Businesses already have legal obligations to protect their staff under existing employment law. This means taking appropriate steps to provide a safe working environment, which may include providing face coverings where appropriate, alongside other mitigations such as screens and social distancing. • Businesses should advise workers not to use face coverings safely. This means telling workers: <ul style="list-style-type: none"> ○ Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and before and after removing it. • When wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands. • Change your face covering if it becomes damp or if you’ve touched it. • Continue to wash your hands regularly. • Change and wash your face covering daily. • If the material is washable, wash in line with manufacturer’s instructions. If it’s not washable, dispose of it carefully in your usual waste. • Practise social distancing wherever possible. 	<p>https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own</p> <p>https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own</p> <p>Staff welcome back packs are to continue with 3 x masks provided to each staff member</p>
<p>7 Workforce management</p>		

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7.1 Shift patterns and working groups	To change the way work is organised to create distinct groups and reduce the number of contacts each worker has.	See steps below.		
		Steps that will usually be needed	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.	Head office teams that are required to be present in the store will be split into separate teams where possible.
			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.	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. Transfer zones will be implemented where practical in stock rooms and click and collect areas.
		3. Taking into account the particular circumstances of those with different protected characteristics, including disability, maternity and religion, and how they may be impacted by shift patterns and measures to reduce people flow.	All CEV / CV employees will or have an occupational health risk assessment completed and adjustments made where necessary.	
7.1.2 Outbreaks in the workplace	To provide guidance in an event of COVID-19 outbreak in the workplace	Steps that will usually be needed:	Recovery and response plans are in place for each department and are under continuous review. The overarching Recovery and Response Plans support the organisation's decision making.	
		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.	The Head of H&S is the SPOC for Public Health England. Process in place for deputy SPOCs.	
		2. Contact your local PHE health protection team if you have had an outbreak and need further guidance. Find your local PHE health protection team.	https://www.gov.uk/health-protection-team	
		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.	All team members details are located securely on MyWorkday which team members have a responsibility to keep up to date. Those who have been identified as showing symptoms are record on the Suspected and Confirmed Case Tracker. As per the Suspected and Confirmed Case Process, on a case by case basis comms are developed and briefed out to the relevant teams.	

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			Link to process: https://wd3.myworkday.com/selfridges/d/inst/17816585/rel-task/2998529489.html	
7.2 Work-related travel 7.2.1 Cars, accommodation and visits	To avoid unnecessary work travel and keep people safe when they do need to travel between locations.	See steps below.		
		Steps that will usually be needed	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.	Travel between the Oxford Street store and the regional stores is suspended until further notice unless it is an activity that is critical for the operation of the business which cannot be carried out through one of the virtual mechanisms which we have provided to team members.
			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.	Vehicle sharing is not encouraged.
			3.Providing adequate ventilation by switching on ventilation systems that draw in fresh air or opening windows (partially if it's cold),and avoiding sitting face-to-face. For more information on ventilation in vehicles read HSE guidance on ventilation and air conditioning.	Please refer to section 2.4 regarding ventilation
			4.Cleaning shared vehicles between shifts or on handover.	Vehicle sharing is not encouraged.
5.Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.	Team members are not advised to stay away from their home. Travel between stores is not permitted unless it is crucial to the operation of the business. Overnight accommodation is not encouraged.			
7.2 Work-related travel 7.2.2 Deliveries to other sites	To help workers delivering to other sites such as factories, logistics sites or customers' premises to maintain social	See steps below.		

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	distancing and hygiene practices.		
	Steps that will usually be needed	1.Putting in place procedures to minimise person-to-person contact during deliveries to other sites.	The loading bay has specific bays which are marked with paint on the ground where delivery vehicles can park safely and achieve 2m distancing whilst deliveries are processed.
		2.Maintaining consistent pairing where two-person deliveries are required.	Document reference: Two Persons Working Together Guidance
		3.Minimising contact during payments and exchange of documentation, for example by using electronic payment methods and electronically signed and exchanged documents.	This is not relevant for Selfridges Team Members. This process is managed by delivery companies engaged with by Selfridges.
7.3 Communications and training 7.3.1 Returning to work	To make sure all workers understand COVID-19 related safety procedures.	See steps below.	
	Steps that will usually be needed	1.Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.	<p>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.</p> <p>Signage to both customers and team members has been designed to be consistent focusing on the key principles of the Welcome Back message which advise people to follow social distancing and good hand-hygiene practices, and how to implement these guidelines through “Floor Talker” signage on the floors and escalators and restricted use of toilets or sinks.</p> <p>We will encourage regular communication between line management and team members which will be supported by the Welcome Back guidelines, the Big Yellow Welcome Back Video on Yammer, consistent messages played over the speaker system and the e-learning module which everyone must complete.</p>

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		2.Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.	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. 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.
		3.Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.	The points above apply. Link: Welcome Back Team Selfridges!
7.3 Communications and training 7.3.2 Ongoing communications and signage	To make sure all workers are kept up to date with how safety measures are being implemented or updated.	See steps below.	
		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.	We have consulted with our “workers” and union representatives to gain their feedback on health and safety measures. 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.
	Steps that will usually be needed	2.Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).	We have asked managers that are not furloughed to stay connected through the communication mechanisms we provide for all team members including phone calls, Skype and Microsoft Teams. We have

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			<p>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>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>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>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>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>5. Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.</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>Link: Welcome Back Team Selfridges! Document reference: Contractor COVID Guidance Document reference: Events and Third Party COVID Guidance Document reference: Store Re-Opening Graphics Pack</p>
<p>7.4 Staff canteens and restaurants</p>	<p>To keep the workplace clean and prevent transmission</p>	<p>Staff canteens and restaurants that are open to the public should follow the guidance for restaurants, pubs, bars and takeaway services. They must maintain records of staff, customers and visitors to support NHS Test and Trace.</p> <p>Staff canteens and restaurants that are open to staff only will usually need to take the steps below.</p> <p>Steps that will usually be needed:</p> <ol style="list-style-type: none"> 1. Hand washing facilities or hand sanitiser must be available at the entrance to canteens and their use should be supervised. 	<p>Handwashing and sanitiser are available in multiple locations.</p> <p>break times have been staggered to prevent overcrowding and outdoor eating is encouraged where possible.</p> <p>Staff are discouraged from sharing food.</p> <p>Screens have been implemented in the canteen to allow for social distancing.</p>

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		<ol style="list-style-type: none"> 2. Break times should be staggered to ensure no overcrowding, so that staff can adhere to social distancing rules. 3. Queue points on the floor should be clearly marked to ensure social distancing is possible. 4. There should not be any sharing of food and drink by staff who do not share a household. 5. Minimise self-serving options for food and drink. As far as possible, food served and/or displayed should be individually wrapped to minimise contact and avoid spread of infection. 6. Increase the frequency of cleaning, especially hand touch surfaces, such as table tops, drinks levers, keypads, grab-rails, elevator buttons, light switches, door handles, and any surface or item which is designed to be, or has a high likelihood of being touched. 7. Plates, cutlery and glasses should be handwashed in hot soapy water or washed with detergent in a dishwasher rated for disinfection. 8. Canteens and restaurants should be thoroughly cleaned after each group of staff use them. 9. All doors and windows should remain open wherever possible to allow greater ventilation and prevent touching of window handles (subject to appropriate fly screening). 10. A system to reduce the use of cash for food or to facilitate the exclusive use of debit cards and contactless payment should be considered. 11. Where possible, cohorts of workers should be matched to zoned canteen areas (see below for description of cohort working). 12. Workplace canteens providing on-site (sit-in) services must now: 13. Ask at least one member of every party of customers or visitors (up to 6 people) to provide their name and contact details 14. Keep a record of all staff working on their premises and shift times on a given day and their contact details 15. Keep these records of customers, visitors and staff for 21 days and make them available when requested by NHS Test and Trace or local public health officials to help contain clusters or outbreaks 16. Display an official NHS QR code poster, so that customers and visitors can ‘check in’ using this option as an alternative to providing their contact details 17. Adhere to General Data Protection Regulations 18. You should collect this information in a way that is manageable for your establishment. If the information cannot be collected in advance, it should be collected at the point that visitors enter the premises. 	<p>Self service options have been minimised and items are individually wrapped.</p> <p>Increased cleaning and hygiene in place.</p> <p>For ventilation please see section 2.4.</p> <p>Contactless payment only implemented.</p>
<p>8 Inbound and outbound goods</p>	<p>To maintain social distancing and avoid surface transmission when goods</p>	<p>See steps below.</p>	

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enter and leave the site, especially in high volume situations, for example, distribution centres or despatch areas.		
Steps that will usually be needed	1. Revising pick-up and drop-off collection points, procedures, signage and markings.	Click and Collect will operate with floor talkers in place to ensure social distancing guidelines are followed. There will be a team member back of house and a team member front of house. The BOH team member will “drop-off” the products and then the FOH team member will pick up the product to “drop” it off for the customer, reducing any need for team-to-team or team-to-customer close proximity.
	2. Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.	This is not relevant to the Oxford Street store.
	3. Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.	The frequency of deliveries has been reduced to as low as is practical for operation of the store.
	4. Where possible and safe, having single workers load or unload vehicles.	Document reference: Two Persons Working Together Guidance
	5. Where possible, using the same pairs of people for loads where more than one is needed.	Document reference: Two Persons Working Together Guidance
	6. Enabling drivers to access welfare facilities when required, consistent with other guidance.	Anyone who accesses the welfare facilities must be booked in, temperature checked and is encouraged to use hand sanitiser provided prior to entering our stores. Drivers are not encouraged to enter our stores as per the normal process.
	7. Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-always.	The loading bay has specific bays which are marked with paint on the ground where delivery vehicles can park safely for deliveries to be processed. Where deliveries are processed by Selfridges team members, delivery drivers are encouraged to remain in their vehicle. Where the delivery driver is required to process deliveries, social distancing will be implemented. Signage and floor markings are in place to identify where

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Re-opening Government Guidance Checklist – Oxford Street

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

			people can stand to ensure that social distancing is complied with. Bay capacity has been reduced to ensure that delivery areas are spaced out sufficiently.
9. Tests and Vaccinations			
9.1 Accessing testing	<p>It's important that you continue to put measures in place to reduce the risk of COVID-19 transmission, including maintaining social distancing, frequent cleaning, good hygiene and adequate ventilation, even if your workers have:</p> <ul style="list-style-type: none"> received a recent negative test result had the vaccine (either 1 or 2 doses) <p>Where you're providing testing on-site, you should ensure that workplace testing is carried out in a safe manner and in an appropriate setting where control measures are in place to manage the risk of COVID-19 transmission during the testing process. These include maintaining social distancing where possible, frequent cleaning, good hygiene and adequate ventilation.</p> <p>You should also ensure that an appropriate setting is available for individuals to wait in while their test is processed.</p>	<p>On-site workplace testing not provided.</p> <p>Lateral flow tests are available to all team members.</p> <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	<p>Anyone with coronavirus symptoms can get a free NHS test.</p> <p>You can also order rapid lateral flow tests to test employees with no coronavirus symptoms. The test kits are entirely free of charge until 30 June 2021 for businesses that register by 12 April.</p> <p>You can register to order tests if:</p> <ul style="list-style-type: none"> your business is registered in England your employees cannot work from home <p>Register to order coronavirus tests for your employees.</p> <p>Regular testing, alongside control measures to reduce the risk of COVID-19 transmission, will have a key role to play in future. Regular testing could help identify more positive cases of COVID-19 in the workplace. Read further guidance on your options for workplace testing, or call 119 for more information.</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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