

CHSEQ PLAN – APPENDIX R COVID19

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1 Introduction

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

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

Site teams must take time to plan work with our supply chain partners to account for the social distancing and other Covid considerations, this should include arrangements to remind the workforce at every opportunity of the Site Covid19 Procedures which are aimed at protecting them, their colleagues, their families and the UK population.

The information in this document has been developed in conjunction with the COVID-19 19 Guidance for Refurb [Sites Issue 2] 11 May 2020 and Construction Leadership Council (CLC) site operating procedures [version 4]. Please utilise these documents for further information and share with all UL staff and contractors alike. The latest CLC guidance can be found here.

<https://www.constructionleadershipcouncil.co.uk/news/site-operating-procedures-version-4-published/>

2 Roles and responsibilities

2.1 Considerations for Staffing levels

It is predictable that our staffing levels could be compromised particularly where our teams are co-habiting in site accommodation trying to maintain 2m+. Lisson Green staff currently comprises one Site Manager with two Resident liaison Officers occupying the site office plus a second site manager whom works infrequently from this site office (Water Tanks replacement Project). There are other Staff visitors whose attendance is required from time to time, namely Contract Manager, Quantity surveyor, SHEQ advisor as well as Clients Staff. The first principle however is to keep staffing levels to that is required, and not to inflate so as to cause unnecessary risk of infection.

Other considerations have been reviewed as below:

- Absolute minimum to maintain legal requirements, e.g. First Aid cover. UL site Managers are trained first aiders & will be on site at all times. If he is absent from work then cover will be reviewed.
- Maintain a level of H&S knowledge and expertise on site.
- Qualified SMSTS person on site at all times, i.e. UL Site Manager
- With the ongoing works at Lisson Green we will be able to stagger the number of operatives, trades, spread of the site, and activities to ensure the level of supervision provided is sufficient at any one time. There 20 Blocks on the Project, specific activities and trades can be targeted to individual Blocks at any given time. We will operate a strict rota system for use of the welfare facilities, operatives will be required to 'pre-book' a slot when they sign in each day if required.
- There are requirements to enter residents' properties during the remaining works on site, Windows – surveys, overhaul & repairs, Ventilation works – install fire dampers etc. and install Front Entrance doors to two blocks only. All other works

are within the confines of the communal areas or external. So, we will re-open the site with a phased approach with sub-contractors only being permitted on site when revised RAMS identifying all actions to be taken have been signed off prior to operatives arrive on site. In order to progress with the 'internal tasks' where we have to access people's homes, we plan on doing this with strict risk assessments and method statements which will be provided separately, have been developed in line with the CLC guidelines and we will only do this where residents/families have been not been experiencing any Covid-19 symptoms [new cough or high temperature, or loss of smell/taste], and are happy for us to enter. Staffing levels within properties is to be kept to an absolute minimum, and consideration will be made with the Employers Agent as to when these properties are inspected and signed off.

- Consideration has been made in the re-mobilisation plans to resource signage, protective equipment, cleaning requirements and other items considered necessary to meet new COVID19 guidance for refurbishment sites.
- Site Manager and SHEQ Advisor will look at site documentation to be reviewed and updated for Covid19 considerations, including Construction phase plan (Appendix R (this document)), emergency response and site inductions (FRM-0324 SHE Induction Presentation) and recorded (FRM-4569 RAMS challenge)
- Consideration of additional office/ welfare facilities have been assessed. For Lisson Green, due to the number of operatives on site, we will ensure the 2m distancing requirements are achievable by staggering break times & introducing a rota / booking system, encouraging eating outside (weather & suitable seating availability permitting) The Project Proposals include extra areas required for facilities expansion as the works progress around the site, these will be brought into force 'sooner rather than later' to absorb extra social distancing rules.

2.2 Responsibility from all

- Do not report for work if you have any of the symptoms [new cough or high temperature, or loss of smell/taste], or in the shielded or vulnerable classifications;
- If you start to feel unwell anytime during a working shift, immediately report to your line manager and isolate on site whilst arrangements are made to get you home;
- Personally observe and challenge others with socially distancing;
- Personally observe personal hygiene standards, regularly washing your hands and wiping down things that you use in common areas, e.g. common touch areas / appliances in all canteen and welfare areas.
- Attend daily briefings, actively listening and offering suggestions and opportunities for improvement including reporting of 'Good Calls / Close Calls';
- Do not share your tools and equipment and regularly wipe them down or wash them where possible;
- Bring your own food and drink containers, and crockery where applicable and take personal waste / wrappings home for disposal.
- Subject to availability / space we may introduce a dishwashing appliance for the Canteen (which could subsequently be donated for Social Value use.
- Make arrangements to take work clothes home and regularly washed;

- If you have any concerns, we want to know so that we can fix things and all learn, raise any concerns with your line manager.

3 Cleaning Regimes and Routines

3.1 Additional Cleaning Roles

We have reviewed the cleaning roles and we will increase our cleaning regimes and routines.

- To ensure that the accountability and responsibility is clear for this, Romeo Kengne - Site Manager, is appointed to ensure accommodation & facilities are inspected and cleaned regularly either at the end of the day or first thing prior to operatives arriving for work. During the course of the day common touch points will be sanitized / disinfected regularly and before/after use. Shirajul Khan will be our Covid-19 Monitor to administer, monitor & regulate any and all Covid-19 activities reporting directly to the Site Manager.

4 Engaging with our Contractors

We are not alone in arranging and managing our sites for start-up in a Covid19 environment. Early engagement with our contractors is paramount. Some considerations have been listed below:

- RAMS Challenges will be completed to all sub-contractors returning site. RAMS must confirm work activities can be carried out whilst maintaining 2m+ social distancing. Any tasks that cannot comply with any guideline must not commence without thorough review and written instruction from Site Manager (**Permit to work required**)
- Subject to identification of any activity that cannot achieve the 2m+ distancing, challenge alternative solutions to reduce the risk, for example manual handling aides to avoid two-person lifts, this must then be identified within the sub-contractors RAMS to show they can mitigate or include issue of additional PPE for close proximity working.
- Re-Induction of all operatives on site including a specific Covid19 briefing shall form part of the general site induction. We will endeavour to conduct this outside and to restrict numbers attending to maintain 2m+ distancing as required. Alternatively Site Manager may undertake in smaller groups as each trade returns to site
- Shirajul Khan (Covid-19 Monitor) will ensure that all sub-contractors have supplies of protective equipment to meet the requirements of their RAMS;

5 Travel to Site

Wherever possible workers should travel to site alone by using their own transport and to help make this easier for operatives, consideration should be given to the following;

- Arrange for local Parking for additional cars, motorcycles and bicycles, this may be possible with local private or public amenities. Lisson Green currently has limited compound parking available, there are a few Contractors permits already on site & Westminster have been asked to supply a further supply for the remaining trades to complete the works.

- We will promote and encourage all other means of transport to avoid public transport e.g. cycling & walking with the sub-contractors prior to and during the remaining period of the Lisson Green Project.
- If public transport is the only option then the sub-contractor will need to consider staggering start and finish times to avoid peak time travel. Additionally the operative will need to consider having defined walking routes from mainline stations to site to avoid using public transport. This will be explored further where operatives can undertake quiet tasks or have no requirement to enter flats for example, Loft spaces, communal & external areas. ***Operatives travelling to site by public transport will be identified during RAMS challenge / induction & recorded daily when signing in.***
- Multiple occupancy of vehicles should be avoided. In some circumstances this may not be possible, for example where a worker cannot drive and possesses essential skills for the work to progress, the following actions should be considered to reduce the risks:
 - Each occupant to confirm with the other daily and before each journey, if either has any Covid-19 symptoms and if either occupant is showing any signs [new cough or high temperature or loss of smell / taste] then vehicle sharing should be prohibited & they must not come to work;
 - Each occupant to confirm with the other daily and before each journey, if any circumstances at home have changed, i.e. anyone in that house has contracted the virus, has been told by GP to self-isolate or is showing Covid-19 symptoms,
 - Wipe down vehicle cabin surfaces at the start and end of the journey with sterilising wipes;
 - Limit the time people would be travelling together in the same vehicle;
 - Open windows to allow ventilation;
 - Adhere to the same people travelling together, if absolutely essential;
 - Encourage self-policing of occupants to be stopping each other touching hand to mouth;
 - Avoid food and drink consumption by any occupant;
 - Definitely no more than two in a vehicle if this is the only option.

6 Site Access and Work Areas

Daily, upon attending site at Lisson Green, all operatives/visitors/residents attending site must confirm that they do not have any symptoms of Covid19 [new cough or high temperature or loss of smell / taste] or if anyone in their household has contracted the virus, has been told by GP to self-isolate or is showing Covid-19 symptoms. This will be at the stage of the individuals 'signing in' presenting themselves for work at the site office prior to commencing on site and will be recorded (FRM-4514 Daily Safety Brief for Sub-Contractors)

- Communication to stop all non-essential visitors, including clients and supply chain team members unless absolute necessary.
- Re-schedule any necessary site meetings via Skype or MS Teams
- Mark out the offices and welfare facilities with a 2 metre exclusion zones on the floor to help workers & visitors to maintain the social distancing as they queue to enter the site or use the accommodation.

- Visits to the site Manager or RLO offices should be planned to respect Social distancing rules, the windows to each office will be utilised strategically for this purpose.
- Visits to the Site Managers Office should not be 'ad hoc' – visits should be requested and confirmed in advance, to enable the site Manager or RLO to get any required documentation together in advance of the visit.
- Prevent 'unannounced' public / visitors / residents access. Compound entrances both vehicular & pedestrian will be secured during the day. (*install signage & wireless 'doorbells' at both entrance gates*)
- Provision to be made for additional hand cleaning facilities at the immediately upon entering the site compound. There will be hand sanitiser stations strategically placed around the compound also and also at certain work locations.
- To prevent multiple persons signing in (& avoiding use of communal pen and paper contact) the Site Manager will designate a team / trade member to record operative's arrival and register accordingly. Repeated at the end of the shift as workers leave. Consideration shall be given to instant messaging or emails if possible.
- All workers & visitors will be required to wash or clean their hands upon entering or leaving the site. Allow plenty of space (two metres) between people waiting to enter site or the welfare facilities.
- The Lisson Green Covid-19 monitor will check regularly that common contact surfaces / touch points in the offices as well as welfare units, e.g. scanners, screens, telephone handsets, desks, keyboards, appliances, handles, taps, etc., are cleaned regularly -particularly during peak flow times.
- The Site Manager will reduce the number of people in attendance at site inductions and consider holding them outdoors wherever possible, and demarc out 2m square grid to help people maintain distancing;
- Drivers should remain in their vehicles if the load will allow it and must wash or use hand sanitiser before unloading goods and materials if in fact they are required to leave the vehicle;
- For Lisson Green, Shirajul Khan will be policing our Covid-19 procedures to reinforce the behaviour and arrangements for social distancing during the working hours. Any issues with guideline / RAMS compliance will also be referred to the Site Manager & a 'Close Call' will be registered on the Sheq Portal.
- Arrangements must be made for the collection & issue of ASSA keys, etc., disinfecting at each issue and return.

7 Hand Washing and Toilet Facilities

At Lisson Green UL will provide additional hand washing facilities (via freestanding stainless steel sinks adjacent to the welfare accommodation) to the usual welfare amenities. For staff walking the project, hand sanitising gel is preferred. Additional to this, UL will provide / monitor:

- Ensuring soap, fresh water and/or gel are readily available and kept topped up at all times;
- Provide hand sanitiser where hand washing facilities are unavailable e.g. at the work location
- We have designated an individual Shirajul Khan as Covid-19 Monitor, to regularly clean the hand washing facilities and check soap and sanitiser levels, etc.
- Provide more bins for hand towels with regular removal and disposal.

- UL have requested extra space be available on the Lisson Green Estate to install extra welfare facilities (this solution was part of our original proposals for the Project as has been agreed in principle previously) this will enable social distancing is realised further.

8 Canteens and Eating Arrangements

With local cafes and restaurants still generally closed, canteens on site will be the main provision for heating food and providing a hot drink source. As above and to increase the provision of eating & rest areas, United Living will organise for a second canteen to be delivered to site. Following WCC approval the accommodation will be placed opposite Padbury House/ adjacent to TFL tunnel vent shaft. Due to the level of operatives on site our Covid-19 Monitor will inspect and keep kettles and microwaves, etc. clean, but it is also down to all individuals to make use of them responsibly.

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

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

9 Changing Facilities, Showers and Drying Rooms

Subject to a review of returning trades RAMS, the Lisson Green construction programme will be staggered and adjusted to limit the amount of trades on site if required, thus controlling the numbers of operatives at any one time. Any working in enclosed areas will be further controlled by ensuring numbers of operatives required will be monitored & limited if necessary, to ensure social distancing is observed.

Shirajul Khan will ensure enhanced cleaning / sanitizing of all facilities throughout the day and at the end or beginning of each work day. The adoption of a checking/sign in sheet to demonstrate compliance will also remain in place.

- Workers will be required to take their workwear home daily rather than leaving it on site;
- Initially, there will be no additional welfare accommodation units placed on site, as stated above we have requested Westminster provide UL space for expansion of the current facilities which could be 'Al Fresco' amenities or by placing of additional accommodation.
- Provision for more rubbish bins in these areas with regular removal and disposal.

10 Avoiding Close Working

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

10.1 Working in occupied properties

In order to deliver the internal works on both V120 & V120B schemes, it is an unavoidable necessity that we will need access to people's homes. Some subcontractors [Multi Installations (FEDS) Jack Arnold (Windows) RCL (Ventilation), Electroplan (local extract fan removal) AC&MS/eBrit Services for asbestos survey & removal respectively, will fully develop risk assessment and method statements that are in line with UL and CLC guidelines prior to return to site. No works shall commence unless signed off by UL Site Manager.

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

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

11 Protective equipment

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

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

- We all have personal opinions on protective equipment. For many face masks give a level of protection that may feel personally beneficial to the individual. For this reason, face masks and / or visors will be made available for personal preferences/ choice;
- Re-usable PPE should be thoroughly cleaned after use and not shared between workers. Single use PPE should be disposed of so that it cannot be reused;
- Used PPE is to be disposed of daily through the general waste bins

12 Site Admin

To avoid and limit exposure at Lisson Green the following processes and procedures will be put in place:

- 'Virtual' meetings using MS Teams / Skype should be considered and adopted as 'first choice'
- The existing meeting room will be repurposed as an extra site office, enabling distancing between staff over two offices.
- If a site meeting is essential only absolutely necessary meeting participants should attend. Attendees should be two metres apart from each other and;
- Rooms will be well ventilated / windows opened to allow fresh air circulation
- The sub-contractor's plans/RAMS need to detail the tasks to be undertaken and additional measures implemented to maintain the 2mtrs social distancing, use the RAMS challenge process to thoroughly challenge and test the revised RAMS;
- Ample signage to remind people of the requirements and hygiene preferences, e.g. washing hands;
- Regular TBT/ briefings, in small groups and outside if possible to repeat the messages and controls/ arrangements in place and the importance of them – changing behaviours and getting buy-in will be the real challenge

13 Emergency services response and first aid

It should be borne in mind, the primary responsibility of First Aid is to preserve life and will need to be continued to be administered by the Site Manager at Lisson Green. Sub-contractors First aiders will also be named in RAMS and make themselves known at induction. In planning first aid and considering emergency response consider the following:

- Consideration for Lisson Green regarding First Aid cover is suitable on site for the remaining activities. Site Manager to ensure full list of Sub-contractor First Aid capability is known
- Face shields shall be used in the event that rescue breaths are required as part of CPR
- Site Manager to review and update the site emergency plans immediately upon return to work;
- Consider the potential delays in emergency response (e.g. fire and rescue and Ambulance service) and the effect that could have on site tasks and activities;
- In response to a first aid emergency 2m distancing is not possible so upon completion of treatment the first aider must clean all areas of the body that may have touched the injured person with soap and water. Gloves must be worn prior to treatment, if time allows face mask and/or shield should be worn. Any

protective equipment used should be disposed of immediately after applying first aid

14 Off Loading Plant/Materials

The Site Manager at Lisson Green will co-ordinate with all sub-contractors to plan approximate time slots for deliveries and collections & manage waste collections accordingly. Site Manager will identify a 'holding point' away from site so drivers can telephone in to advise of imminent arrival, so gates can be opened for example.

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

- Third-party delivery drivers are to be encouraged to wash/ clean their hands before making deliveries and should they leave their vehicle;
- Some items of plant, i.e. MEWPs, require the delivery driver to unload them. In this instance, an appointed operative (possibly the designated driver) should thoroughly clean the delivered plant cab, access aids and controls after the delivery driver has finished moving it;
- If a delivery driver has to exit their cab for any other reason (i.e. to operate a Hiab for lifting deliveries, removing parcels & packets, unchain plant etc...) they shall be instructed to maintain strict social distance at all times with hand washing/ sanitiser use;
- Other deliveries to and from site including waste skip drop off/pick up, fuel deliveries and the collection of waste material must be co-ordinated with Site management. All delivery operatives are to receive a suitable site instruction and (where required) vehicle movements are to be banksman controlled. Social distancing to be enforced at all times.

15 Storage of Materials

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

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

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

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

External Reference Material

Construction Leadership Council (CLC) site operating procedures [version 4]

<https://www.constructionleadershipcouncil.co.uk/news/site-operating-procedures-version-4-published/>

Changes include:

- *Reference to 1-way systems, reconfiguration of seating & tables and portable toilet update*
- *Requirement to share risk Assessments with the workforce*
- *Clarification on when to travel to work, as set out in the Governments Covid-19 recovery strategy.*
- *Updated links & wording on social distancing*
- *Extra symptoms added [loss of smell/taste]*