COVID-19 OPERATIONAL POLICY

AND

MINIMUM OPERATING STANDARDS FOR PROPERTY MANAGEMENT AND VISITOR OPERATIONS

September 2020

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Disclaimer

This document and the advice within has been developed solely for use within Historic Environment Scotland in the delivery of its statutory functions and to manage its response to reopening in light of the COVID-19 Pandemic. For the benefit of our partners in the sector we are making this document available to assist with your planning and decision making. This document and the content are very specifically tailored to our specific circumstances and a Scottish regulatory environment. You should ensure that you take your own advice based on relevant legislation and guidance.

Every effort has been made to make sure the information this document contains is accurate at the time of creation. We will be regularly updating this document in line with relevant legislation and government guidance.

HES shall not be responsible for errors or inaccuracies in this document. Under no circumstances shall HES be liable for any reliance by any third party on any information in this document, or use made by any third party of any information in this document.
1. **INTRODUCTION**

This policy and guidance aligns with a range of corporate policies, including our Health and Safety Policy, our Asset Management Plan, HR Policies and our Compliance Framework. This policy and guidance is based on a wide range of advice and guidance, including Scottish Government advice and best practice, as adopted or developed by HES. The document took effect in June 2020 to support planning for re-opening and will be rescinded when the Covid-19 pandemic emergency has ended.

This policy will be reviewed on an ongoing basis to reflect updates to guidance, legislation and best practice. It will also be updated as apt to take into account any issues identified in risk assessments and in practice.

1. **Industry standards and guidance**

The following HES Policy and guidance is based on a range of industry requirements and best practice guidance, including:

- CITB Site Operating Procedures/COVID-19 Site Safety Checklists and Forms: [https://www.citb.co.uk/urgent-messages/](https://www.citb.co.uk/urgent-messages/)
- Construction Scotland, Construction Re-Start Plan & Working on site during the COVID-19 pandemic – Construction Guidance: [https://www.csic.org/constructionscotland/resources/](https://www.csic.org/constructionscotland/resources/)

• The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020: http://www.legislation.gov.uk/ssi/2020/103


• Sector specific Scottish Government guidance can be found at https://www.gov.scot/publications


2. HES PROPERTY OPERATIONAL POLICY DURING COVID-19

BE SAFE - FEEL SAFE

Historic Environment Scotland’s Policy in the management and operation of our properties during the COVID-19 episode is focused on protecting our staff from harm, whilst gradually enabling safe public access to visitor facing facilities and the delivery of HES functions in line with our Corporate Plan.

Our decision making is based on current legislation and advice and guidance from Government, as applied to our particular operations. We recognise that the COVID-19 situation is dynamic and may require rapid response, including the re-introduction of stricter control measures should they be required.

We have developed a six-stage response from emergency response only to full operation. Our operational status will dictate activity being undertaken at any particular site.

We will prioritise the reopening of Properties in Care (PIC) following a benefits realisation approach and what can be done with our available resources. Our Risk Assessment process will test whether we are able to effectively mitigate risks identified against the Minimum Operational Standards (MOS) set out in this document, which set out the threshold below which we will not open a property asset to staff or the public. A property will not be open, in whole or part, to the
public or staff unless these MOS are met. We will operate a clear chain of command and decision-making at senior level.

We will be pro-active in managing third-party operators and contractors operating on our sites and will expect them to meet at least these Minimum Operating Standards.

It is clear that operating constraints will be in place for some time, and we will share our experience and learn from others where appropriate.

2.1. Framework

The Policy and the Minimum Operating Standards set out in this document define the standards and approach we will use to establish if a property is safe to be accessed and used.

Risk Assessments form the basis for the evaluation and mitigation of risks to a level where activity may proceed.

The delivery of this Policy and Minimum Operating Standards is set out in our Implementation Plans for each property. At each stage of our process set out below senior authorisation will be required prior to progress to the next stage.

2.2. Scope

This Policy and the standards set out in this document, relate to property assets in control of HES and the operational activities that are undertaken within them. They are both places of work for our staff and places of leisure for our visitors.

Some activity outwith HES property is also considered here, for instance, remote working as it is particularly relevant to the current operating environment.

2.3. Governance and responsibility

This HES Corporate Policy is delivered by the Property Resumption Group on behalf of the Chief Executive and Senior Management Team.
The Director of Conservation is the designated lead for this activity with support from the individual project leads set out below. Other Directors are leading activity which directly relates to and is informed by this Policy and guidance.

- PIC Operations - Robin Johnston
- Compliance - Richard Aitken
- Resumption Planning PICs - Joann Russell
- Resumption Planning - Offices - Gary Love
- Visitor Services - Susan Loch
- PIC Strategy - Donella Steel

In the context of this Policy and Guidance, those identified have the authority to make decisions relevant to their role. Responsibility is an obligation to perform or complete the task and role assigned to them, and to delegate specific tasks and responsibilities to others whilst retaining overall responsibility and authority.
3. HES PROPERTY - PLACES OF WORK; CLASSIFICATION AND APPROACH TO MANAGEMENT

HES manages a wide range of properties, some designed with the purpose of providing specific specialist functions in mind. While many operating standards will be general and apply to the operation of all of our assets, there will also be bespoke requirements for certain facilities.

The following sections categorise and define the facilities that compose the HES Estate.

3.1. Properties in Care of Scottish Ministers and associated collections - all activities undertaken

Properties in Care and associated collections are defined by Schemes of Delegation from Scottish Ministers to Historic Environment Scotland as follows:

**Property in Care** means any heritable property which is of historical, archaeological, architectural or cultural significance or interest; and which is owned or occupied by, under the guardianship of, or otherwise under the management and control of the Scottish Ministers; and which is included by Ministers in the list of properties in care compiled and maintained under section 4 of the 2014 Act.

**Associated collections** mean collections of objects owned by, in the custody of, or otherwise under the management or control of the Scottish Ministers that are or have ordinarily been kept in a property in care.

For the purpose of this document, the definition of Properties in Care will be broadened to include the ancillary on-site assets, facilities and infrastructure that are required to operate PICs as visitor attractions – i.e. ticket points, visitor centres, shops, staff welfare facilities, car parks, toilets, interpretation, exhibitions, pathways, etc.

HES is responsible for adequately maintaining and operating PICs, while providing access to the public as a visitor attraction. All operational activity delivered at Properties in Care is, at present, the responsibility of the Director of Conservation.
This includes Visitor Operations and the delivery of commercial activity in these environments. Those assigned with specific responsibilities are:

- Head of Visitor Operations - Susan Loch
- Head of Estates - Joann Russell
- Manager - Edinburgh Castle & Holyrood Park - Nick Finnigan
- Acting Lead on Conservation delivery - Robin Johnston
- Head of National Operations & Compliance - Richard Aitken
- Acting lead on Design and Implementation - Tom Gaze
- Head of Collections and Applied Conservation - Kathy Richmond
- Provision of PIC based signage - Kit Reid
- Provision of archaeological advice and mitigation – Richard Strachan

In the context of this Policy and Guidance, those identified have the authority to make decisions relevant to their role. Responsibility is an obligation to perform or complete the task and role assigned to them, and to delegate specific tasks and responsibilities to others whilst retaining overall responsibility and authority.

3.2. Headquarters buildings - Longmore House and John Sinclair House, Regional and PIC based office environments

HES Operations are supported at National Headquarters, Regional Offices, Education Centres and a series of Depot and PIC based offices.

National Headquarters include Longmore House and John Sinclair House in Edinburgh. These offices provide support to staff from multiple directorates, who support HES operations across Scotland. Regional Offices include Edinburgh Castle, Stirling Castle, Croft an Righ, Argyll’s Lodgings, Fort George, Blackness Castle, Stanley Mills and Urquhart Castle. Office facilities can also be found at South Gyle Conservation Centre, Trinity House and the Engine Shed.

Office environments include typical office furniture (desks, chairs, etc.), IT equipment (desktops/laptops, printers, scanners, telephones, etc.) which may be shared by multiple members of staff, and welfare facilities providing messing, washing and bathroom facilities. Offices range in size and scale but will employ a number of M&E appliances to provide heat, electricity, safety and security. Policies
and procedures for each office environment will vary, and may be bespoke for a site, such as fire action plans.

Education centres include: Holyrood Education Centres, Linlithgow Peel Office, South Gyle Conservation Centre and the Engine Shed.

Responsibility is assigned to Gary Love, Director of Corporate Services.

Within John Sinclair House there is a public search room providing access for staff and visitors to the HES Archive and library. Specific documents set out requirements for safe access to original historic archive material and books in the search room and for the delivery of public services. Specific responsibility for this is assigned to Lesley Ferguson, Head of Archives.

3.3. Archives and collections stores
Responsibility is assigned to Lesley Ferguson, Head of Archives and Kathy Richmond, Head of Collections and Applied Conservation for their respective operations.

3.4. Specialist facilities - labs and studios (South Gyle, JSH, Engine Shed)
Responsibility is assigned to Kathy Richmond (South Gyle), Lesley Ferguson (JSH) and Colin Tennant (Engine Shed).

3.5. Educational Assets - The Engine Shed and Holyrood Park Education Centre, Forth Valley College and Elgin Training Centre
Responsibility is assigned to Martin Gray for Holyrood Education Centre, and Colin Tennant for the Engine Shed, Forth Valley College and Elgin Training Centre.

3.6. MCU depots, stores and supporting infrastructure, retail warehouse
Responsibility for MCU depots is assigned to Regional Works Managers; Natasha Troitino is responsible for all activity related to Retail Warehouse.
An MCU Depot is a permanent static base from which MCU operate, support and deliver estates conservation, routine maintenance and operational projects to maintain, conserve and protect HES Properties in Care and to meet and deliver our Scheme of Delegation commitments. A depot will provide a combination of workshops and facilities including office space, messing facilities, toilets, storage and various workshop facilities.

HES has 29 Depots, plus 7 sub-depots distributed across Scotland. Sub-depots include mobile units, storage, facilities that are not permanently manned and satellite depots that deliver the same functions as a standard depot but on a more limited scale.

3.7. Natural environment workplaces
Responsibility for working in the natural environment is assigned to Martin Gray, Head of the HES Ranger Service and Regional Works Managers.

3.8. Mobile working - temporary welfare and vehicle-based
Responsibility is assigned to Regional Works Managers for Estates, Susan Loch for Visitor Operations, Martin Gray for Ranger Service and to Barbara Cummins for mobile Heritage staff. All other staff not covered here are the responsibility of their relevant Director.

3.9. Remote working
Responsibility for managing remote working is assigned through Directors to Departmental Heads, supported by the Head of Corporate Services and the Director of People.
4. HES COVID-19 POLICY - OTHER AREAS (FOR INTERNAL HES USE ONLY)

5. MINIMUM OPERATIONAL STANDARDS

These Minimum Operating Standards (MOS) are how we deliver our COVID-19 Policy set out in Section 2. They are based upon current Scottish Government legislation, guidance and best practice from other national bodies. They have been adapted by HES for our particular circumstances and form part of our HR and Health and Safety Policies until rescinded.

They will be updated over time as guidance changes and this will be communicated to all staff by Communications Team. Managers should ensure that their staff have ready access to this document in digital or paper form.

The minimum operational standards apply to all HES sites and facilities. Specific standards which apply to certain situations, facilities, operations or activities are outlined in later sections.

Normal compliance checks undertaken will continue. Because our properties have been closed for an extended period, a number of pre-opening checks will be required.

5.1. Looking after our people

5.1.1. Our approach to managing risk - systems and processes

Our approach to managing risk is based on our Compliance Assessment Framework, with particular focus for COVID-19 which includes this Policy and Minimum Operating Standards, Risk Assessment, Implementation Plans and
ongoing review.

At the heart of this Policy is that we will place the welfare of our staff and visitors before anything else. We will follow current guidance, move quickly to adapt to changes, and adopt learning from others where appropriate. Any member of staff is empowered to flag issues so that they may be resolved, or assurance provided. This should be via the line management chain in the first instance but progress to Senior Managers or TUA if required.

If it is deemed to be unsafe to open a property or undertake specific activities outlined here, then the default position is to follow guidance and not to take risks.

Equality in the workplace

In applying this guidance, staff should be mindful of the particular needs of different groups of workers or individuals.

Equality requirements

The Equality Act 2010 and subsequent Scottish regulations of 2012 apply to employees and any services that HES offers to members of the public. We have seen very clearly the social and health inequalities which have been put into stark relief as a result of Covid-19. This makes it a high priority for HES in terms of being able to put in place the necessary safeguards to secure the confidence of employees and visitors to our properties in care (PIC’s).
Equality and our employees

As part of business resumption liaison will be important with the People Workstream who will be opening an Equality Impact Assessment (EqIA) to ensure that any people issue and concerns are addressed. This assessment will include the need to ensure relevant and appropriate reasonable adjustments are considered when required. This is particularly important for employees who fall into protected groups under the Equality Act and those groups of people where there is potentially a greater risk from exposure to Covid-19.

This alongside any health and safety risk assessment process should be subject to regular monitoring to ensure that as new guidance and advice emerges from the Scottish Government or our Health Service that our assessments are appropriately reviewed to ensure compliance.

Equality and our services to the public

As part of our business resumption processes and opening our sites to the public it will be important to start an Equality Impact Assessment (EqIA) to ensure that in our planning we have considered and acted upon the available advice and guidance to safeguard members of the public.

Of importance will be our messaging of public safety information before members of the public visit our sites as they open. We recognise that opening our sites will be a gradual process and one where there will still be a number of people unable to enjoy a personal visit. This provides HES with opportunities to promote our virtual options.

5.1.2. Collective responsibility

The responsibility to provide a safe working environment and minimise harm to others sits with everyone. The Health and Safety at Work Act still applies and it promotes the message that both employers and employees have an important role to play. Our obligations as an employer require everyone to play their part and take responsibility for their actions, and the actions of others. Managers have a particular responsibility for their teams, however, success will rely on us behaving responsibly and thinking of others.
Protecting those at highest risk

In planning our activity, we have a duty of care to those which may be particularly vulnerable to COVID-19 - these people have been identified as being ‘clinically vulnerable’ by health authorities. It is important that this is incorporated to risk assessments and operational management, and that suitable mitigation measures are put in place to protect them - this might include temporary revision of duties. Staff who feel they are in this position should make their manager aware.

Our policy is that in order to minimise risk those staff who can work remotely should continue to do so for the foreseeable future and those at particular risk must follow medical advice.

Staff in High Risk categories must follow the government guidance in place. Staff with family members at risk should discuss with their line managers.

5.1.3. Hygiene measures for staff and provision of hygiene materials

Good hygiene is fundamental to controlling the spread of COVID-19. All HES staff and visitors are expected to follow government guidance in relation to hand washing and cough etiquette. HES staff who do not follow this guidance will be in breach of our Health and Safety Policy which is considered as a serious issue.

As with all Health and Safety obligations there is a duty on both employers and employees to encourage good practice and we ask that any issues identified are brought to the attention of managers in the first instance and if required to HR - H&S Team or Union Officials. Covid-19 cases due to occupational exposure, are reportable to HSE under RIDDOR¹.

All staff should have ready access to hand washing facilities comprising hot water and soap, or alcohol gels with an alcohol content of above 60%. If these are not available a property may not be opened to either staff or public. Properties and operations should have at least five days ‘supply to hand at any time. Disposable paper towels should be used with a non-touch bin for disposal. Fabric towels and hot air hand driers may not be used, and these should be electrically isolated to prevent use to prevent increased risk of exposure to COVID-19.

5.1.4. **Physical distancing**

HES is required by law to take all reasonable measures to ensure that a distance of at least 2m is maintained between all people at our properties, and everyone waiting to get into our properties. This can be reduced to 1m in retail and hospitality settings, provided appropriate additional mitigation measures are in place, as set out in Scottish government legislation and guidance).

Any changes to the site implementation plan must be approved in the first instance by David Mitchell, Director of Conservation.

The use of physical barriers to separate staff should be used where feasible and staff should not face each other in an office environment.

Signage reminding staff to observe social distancing should be used as identified in risk assessments, and appropriate physical marking used to reinforce this in areas of increased traffic or queuing for example.

At Longmore House entrance to the building should be via the main door and exit to the rear of the buildings. At John Sinclair House the rear door is designated for deliveries; the main door at the front for entrance and the other front door in cottage for exit. Similarly, one-way systems within buildings will be in place and should be followed.

Once at your place of work, if you are office based your movement around the building should be kept to a minimum. You are encouraged not have face to face meetings or congregate.

5.1.5. **PPE**

The use of individual and organisational risk assessments at a local level must be used to inform PPE requirements. Risk assessments should include droplet and contact infection risks. Following any risk assessment (individual or organisational), where the need for PPE has been identified it should be readily available and provided. At all times, properties should have sufficient PPE in place for a week of operation as a minimum.

Disposal arrangements for PPE should be clear and follow Waste Management Guidance as a minimum.

See specific guidance on PPE usage and waste management.
Face Coverings

Scottish Government has published legislation and guidance on the use of textile face coverings by members of the public. It is mandatory (i.e. required by legislation) for the public to wear face coverings on public transport, and in various indoor places, including in retail premises and tourist attractions, and in catering premises entering, exiting or moving around. There are some exceptions, which are set out in the government guidance provided online².

The guidance also advises the use of a face coverings in public and customer toilets as they are often crowded and less ventilated spaces, and in crowded outdoor places.

This legislation and guidance for the public should not conflict with the PPE guidance for the workplace.

The face coverings advice is not intended as an infection prevention and control measure for the workplace where there are other health and safety considerations and measures in place such as physical distancing and hygiene controls, including hand washing with soap and water or using alcohol-based hand rub.

Physical distancing, hand washing and respiratory hygiene, remain scientifically proven to be the most important and effective measures to prevent the spread of coronavirus.

Staff and Volunteers

PPE requirement should be driven by an individual risk assessment that takes in to account the personal circumstances of the individual and the task they are performing. Our policy remains that staff who are not required to wear PPE via a risk assessment but wish to wear a face covering are welcome to do so, and from 8th August, all staff are required to wear one if they are in an interior space where there are members of the public unless they are physically separated (via screen) or they are able to maintain a 2 metre distance from customers or members of the public.

Scientific evidence suggests that face shields do not provide suitable protection when worn alone and they are not recommended for use unless they are worn in

addition to a face covering. However, where a staff member is unable to wear a face covering for a permitted reason, a face shield may be worn instead as it provides a limited level of protection.

Staff who express a personal preference to wear face coverings at work, where this is not identified as being required through a risk assessment, may do so. Whilst working at HES premises in a customer facing role, staff may only wear face coverings provided by HES which are of a designated standard and may not use personal equipment whilst on duty. The requirements of the Equality Act must be taken into account by managers in relation to face coverings and PPE generally. A range of masks types will be available, and advice on selection provided to those undertaking risks assessments.

The requirements of the Equality Act 2010 and British Sign Language (Scotland) 2015 place expectation on public bodies to provide services which meet the needs of deaf/BSL users and hearing-impaired visitors. For example, enabling staff interaction to be facilitated by the use of accessible face masks (i.e. masks with clear panel to enable lip-reading).

Staff members whose facial hair prevents them from wearing a face covering properly may be asked to shave to ensure appropriate PPE can be worn, however, this will be voluntary, and where this is not possible, alternative working arrangements may be made. -A risk assessment should be carried out to determine the best strategy for each individual. Please refer to the HES guidance for Masks – Facial Hair.

Visitors

Our policy is that visitors to our properties are required to wear a face covering when;

- Entering, occupying and exiting an indoor retail environment,
- Entering, occupying and exiting a hospitality environment for takeaway service,
- Entering, exiting, and moving around, a hospitality environment for sit-down service (face covering can be removed while seated).
- Entering, occupying and exiting any other indoor space.
Given the diverse range of sites HES looks after, discretion will be needed by site managers to identify internal closed spaces at each site, for example; a chambered cairn, an entrance porch, a turnpike staircase, a passageway or tunnel may all notionally fall within the description of an ‘internal space’, but if the space is highly ventilated, it may not need to be classified as an enclosed space for this purpose. Careful consideration will need to be given for how to control access to ‘internal spaces’ for visitors and staff, and the appropriate mitigation actions implemented and routinely reviewed to ensure continued effectiveness.

Visitors are not required to wear face coverings in outdoor spaces at this time. Children under the age of 5, and visitors with a health condition that means they cannot wear a face covering are exempt. The full list of exemptions can be found in the Scottish Government guidance regarding face coverings.

5.1.6. Enhanced cleaning in HES workplaces
Enhanced cleaning regimes will be in place for individual properties. A copy of these arrangements must be attached to the implementation plan at each site for access by staff or enforcing authorities. Cleaning regimes must be kept under review and adjusted as required - if use increases for example.

Specific guidance on workplace Cleaning and Occupancy is available on the staff intranet.

5.1.7. First aid responder guidance
HES First Responders play an important part in ensuring the safety and welfare of our staff and visitors. COVID-19 adds a new dimension to this activity which all First Responders should be well versed in. Managers are required to ask first aid responders if they are content to continue this role at the present time.

New guidance suggests use of PPE such as gloves, masks and aprons where is not possible to maintain social distancing. It also advises to wash or sanitise hands before and after taking off PPE. First aid kits should be revised to ensure that adequate PPE is accessible to first aiders.

Additional HES Guidance for First Responders is available on the staff intranet.

5.1.8. Management of COVID-19 suspected / confirmed cases

HES staff and volunteers

The affected person should refer to the Symptom Response flow chart (see section 5.1.9) and alert their manager and leave work to self-isolate straight away - if possible, wear a face covering on route and avoid public transport. Contact should be made with NHS Inform to arrange a test online; if online access is not possible call 0800 028 2816 for further advice. The affected person should follow NHS advice; stay home and self-isolate until test results have come back - if test results are positive, they must follow official guidance on self-isolation if a note is required, these can be requested at NHS inform. For negative test results, the affected person should follow the official guidance and contact their line manager to discuss a safe return to work.

Note - Any request for personal details of staff affected, should be directed to Human Resources.

Up to date guidance in the management of Covid-19 suspected or confirmed cases is available within Health Protection Scotland’s Guidance for Non-healthcare Settings\(^4\) publication, HES specific guidance on ‘What to do if a Staff Member Becomes Unwell’ is available on the intranet.

Visitors

If a visitor has been identified through the Test and Protect system, HES will close the property that they visited to allow for enhanced cleaning. Enhanced cleaning should be carried out by external contractors. Staff who may have been in contact with the visitor and have been advised through Test and Protect should self-isolate in line with Government Guidance.

5.1.9. HES response to notification of Covid-19 site contamination

Identification of possible contamination

Following notification of a confirmed case (or cases) at a HES property, the organisation will work to assess whether an outbreak has occurred. Scottish Government guidance suggests that organisations should suspect an outbreak if there is either;

• Two or more linked cases (confirmed or suspected) of Covid-19 in a setting within 14 days – where cross transmission has been identified, OR

• An increase in staff absence rates, in a setting, due to suspected or confirmed cases of Covid-19.

**HES incident management**

If staff at a site or a work base location suspect that an outbreak has occurred, immediate notice will be given to the Director responsible or HES Duty Director out of normal hours. A summary of the circumstances should be made available so that the Director can affirm the position and instruct the early response. **No undue delay must occur.**

If an outbreak is suspected, the Duty Director will authorise a priority call to the local NHS Board Health Protection Team (HPT) for the area concerned. The following steps will then be set in motion:

**Health**

• The HPT will undertake a risk assessment and conduct a rapid investigation. They will advise on the most appropriate action to take.

• Where settings are observing guidance on infection prevention and control, which will reduce risk of transmission, the HPT will take this in to account in determining whether closure of the whole setting will be necessary.

• Depending on the risk assessment outcome, the HPT may establish an Incident Management Team (IMT) to help manage the situation.

• The IMP will lead the Public Health response and investigation, and work with the organisation to put appropriate interventions in place.

**HES**

• In tandem with notice to the Health Board HPT, the Duty Director will give notice to HES Communications Directorate through the Duty Communications Officer. This gives early awareness of potential media interest and engages key personnel to support HES messaging.
• The Duty Director will then arrange for the formation of a HES Incident Management Team (HES IMT) in accordance with the principles laid out in the HES Business Continuity System Policy and Practice Document.

• The HES IMT will be chaired by the Duty Director or, as agreed, a Director colleague. The HES IMT will comprise several key roles including:
  - A senior member of Site Management
  - A Health and Safety Lead
  - A Human Resources Lead
  - A Corporate Communications Lead
  - A Conservation Lead
  - A Commercial and Tourism Lead
  - An Information Governance Lead
  - Additional support may be engaged as needed.

• The HES IMT will work in liaison with the HPT to understand the incident and to determine what level of response is needed. Additionally, agreed lines of communication will be established to include reaction to media interest.

• The HES IMT will give all necessary support to Health Colleagues and will ensure all steps are taken to meet the safety and well-being of HES staff, volunteers, customers and third parties.

• The HES IMT will be stood down at the direction of the Chair. The duration of operation may cover a prolonged period but does not necessitate 24/7 activity.

Incident Closure

The Health Protection Team, or their Incident Management Team, will declare when the outbreak is over.

Learning Outcomes
Throughout the duration of the incident it will be the responsibility of the HES IMT Chair to ensure that comprehensive learning outcomes are identified. At the conclusion of the event, a debrief report will be submitted to the HES Chief Executive Officer.
5.1.10. Cleaning Spaces following suspected / confirmed cases
Areas occupied by affected colleagues or visitors should be closed to access by others immediately for enhanced cleaning. Our cleaning contractors should be deployed to undertake this task and not HES staff. Please refer to the Cleaning and Occupancy Guidance document.

For specialist advice concerning the cleaning of collections and archive items (including display cases/furniture), please contact Collections/Archives Team in the first instance.

5.1.11. Dealing with members of the public - difficult situations
HES will welcome visitors to our properties in care but they must adhere to HES’s requirements in relation to health & safety, including our Covid-19 related requirements.

It is our policy that visitors should be encouraged to clean their hands on entry to staffed properties. Visitors who purposefully do not follow legislation, government guidance and/or HES guidance should be asked to leave the property. This should be communicated through our promotional and sales channels in advance as part of demonstrating our commitment to a safe environment.

Staff are asked to follow normal guidance and protocols in managing difficult situations and be aware of the social distancing legal requirements for COVID-19. Enforcement agencies will be called upon if a difficult situation escalates to the point that staff or other visitors are put at risk.

5.1.12. Close working and specialist activity
Staff must observe social distancing of 2 metres at all times – this is required by law. Where this distance cannot be maintained (i.e. working in confined spaces or lifting heavy objects), consideration must be given as to whether that task is essential. Planning for this work should consider whether there are any other ways to carry out the work avoiding close working.

If close working cannot be avoided and work is deemed essential, a specific risk assessment should be carried out and permission sought from the responsible senior manager for the particular area of activity (see 3.1 for list of senior managers and their area of responsibility). Please refer to HES guidance for close Working & Specialist Activity.
5.1.13. Training and access to advice

All HES staff must undertake COVID-19 Awareness Training\(^5\) before undertaking work or accessing an HES property, this will include a self-assessment prior to returning to work. On completion this should be recorded and retained. Staff with specific queries or concerns should consult their line manager in the first instance. Alternatively, they can contact the HES Health and Safety team via covid-19@hes.scot.

Further HES guidance in relation to COVID-19 can be found on the Corporate Intranet. Those people designated at the start of this document who have specific areas of responsibility will provide specific support directly or via others. It is also the intention of HES to provide an advanced level of training to key members of staff on a geographical basis and across the organisation to provide a network of contacts.

Other useful sources of information include:

- The Health and Safety Executive: https://www.hse.gov.uk/coronavirus/index.htm
- STUC: http://www.stuc.org.uk/
- Construction Leadership Council: https://www.constructionleadershipcouncil.co.uk
- Construction Innovation Centre: http://cicvforum.co.uk
- HES staff with specific responsibilities are identified in Section 3.0 of this document.

\(^5\) https://historicenvironmentsscotland.elearning247.com/
5.1.14. Meeting others
It is our Policy that HES staff meeting customers, colleagues, suppliers and any third parties to meet organisational requirement should consider first if the meeting is absolutely necessary and should, by default, use online or telephone routes first. If this is not possible and the meeting is business essential, for instance; pertaining to resumption planning, statutory inspection, emergency response, maintenance operations or line management duties, a risk assessment must be approved and authorised in advance of travel and in line with HES Driving at Work Policy & Procedure (copy of RA must be retained).

HES staff should not place themselves or others at risk and should consider if any meeting can be held outside or in a large and well-ventilated space in addition to maintaining social distancing.

5.1.15. Staff access to the HES Archive and Library
Access to the HES Archive and Library will be by appointment only and staff should request in advance all material they wish to consult, including books. Access must be for business essential purposes only. The number of people in the search room will be carefully managed to ensure social distancing. Hand sanitiser will be available at the entrance to the search room and depending on the nature of the items being consulted, staff may be required to wear protective gloves. All books and archive consulted will be quarantined afterwards and will therefore be inaccessible for a period of time.

5.2. Use of HES property
5.2.1. Occupancy of buildings and spaces
Our policy, in line with government guidance, is that staff should continue to work from home wherever and whenever possible. Specific staff may be identified as requiring priority working access to buildings. Beyond this provision for priority staff, use of workspaces in HES premises must be booked in advance to ensure social distancing can be maintained. In addition, other measures include:
- Each office facility will have an implementation plan in place and a printed copy available at the point of entry.
- A hygiene station will be located at the entry point to the property with all staff and visitors required to wash or sanitise their hands.
- Occupancy levels and working systems will be assigned to each property and must be managed by the responsible person at each site.
- Where feasible, one-way systems will be in operation and should be followed.
- Doors and windows should be left open to encourage air circulation unless marked as a fire door - good ventilation should be prioritised over thermal comfort. Where Collections are in situ, contact the Collections & Applied Conservation team for advice before changing any ventilation systems that may impact on collections.
- Touch points in all properties should be cleaned according to use, and as a guide at least four times per day.
- Where possible, staff should use their normal workstation, or one normally used by a colleague who will not be attending the office. For those without designated workspaces staff will be assigned a workplace on arrival. A workspace may not be used unless it is recorded as being cleaned with green ‘good to use’ sign. On leaving the red ‘requires cleaning’ sign should be placed on the desk.
- Each room should have a maximum occupancy sign on display to indicate the maximum number of staff it can safely hold.
- The use of physical barriers to separate workstations should be used where feasible and staff should not face each other in an office environment.
- Where possible staff should not share equipment of any kind. If this cannot be avoided, sanitising cleaning materials should be available at the desk so that equipment can be sanitise prior to use.
- Signage reminding staff to observe social distancing should be used and appropriate physical marking used to reinforce this in areas of increased traffic or queuing for example.
• Maximum occupancy is determined at the Risk Assessment and Implementation Planning stage.

• Handling of library, records and archive material.

• Handling of collections materials should be minimised wherever possible. The use of gloves where appropriate to materials will be the preferred option. If an object must be handled by direct contact, it should be quarantined for 72 hours after handling with appropriate signage in place.

5.2.2. Messing and welfare facilities

Measures to ensure safety of messing and welfare facilities include:

• In office environments staff are encouraged to bring food to work and eat at their working location using equipment from home.

• Where there are no practical alternatives, workplace canteens may remain open to with appropriate adjustments for social distancing and cleaning in place.

• The number or size of facilities available on site should be increased if required to achieve well ventilated spaces and physical distancing.

• The capacity of each canteen or rest area should be clearly identified at the entry to each facility and managed by the senior member of staff present.

• Break times should be staggered to reduce congestion and contact at all times.

• Drinking water should be provided with enhanced cleaning measures of the tap mechanism introduced.

• Surfaces that are touched regularly, should be cleaned regularly using standard cleaning products e.g. kettles, refrigerators, microwaves

• Hand cleaning facilities or hand sanitiser should be available at the entrance to any room where people eat and should be used by workers when entering and leaving the area.

• A distance of 2 metres should be maintained between users wherever possible. Seating and tables should be reconfigured to reduce face to face interactions.
• All waste should be put straight in the bin and not left for someone else to clear up.

• Tables should be cleaned between each use.

• Crockery, eating utensils, cups etc. should not be used unless they are disposable or washed and dried between use.

5.2.3. Toilets and showers
Toilet facilities pose a high risk if not managed properly. Toilet capacities should be decided on a case-by-case basis, following careful assessment of each individual facility. Appropriate measures should be implemented to manage toilet capacities and to facilitate safe and effective occupation and circulation within these settings in accordance with official guidance. To assist with this decision-making process in terms of calculating capacity of toilets, a proforma risk assessment template has been developed. This risk assessment will inform the site Implementation Plans as to whether additional capacity can be safely achieved.

Any proposed change to site property toilet capacity must be approved by the Director of Conservation. A copy of the Risk assessment and revised implementation plan showing these changes should accompany any request.

Implementation Plans will, in most instances, provide direction on use.

• Signage on good hygiene should be in place with cubicle reminders to close wc lids to prevent airborne dispersal of COVID-19. Electric hand driers should not be used and should be electrically isolated. Where external ventilation is possible it should be used - air circulation should take precedence over thermal comfort.

• Hands should be cleaned before and after using the facilities at the point of entry.

• Cleaning regimes for toilet facilities, particularly door handles, locks, toilet flush and toilet seats / lids are required.

• Suitable and sufficient disposal bins for hand towels should be in place with regular removal and disposal.

• Installing pedal-operated waste and sanitary bins.
Use of showers within HES properties is suspended until further notice unless required for H&S reasons associated with a risk assessed activity. Airborne dispersal of COVID-19 is much increased through this activity. If the use of showers is required in the future, permission should be sought prior to use an enhanced cleaning regime with a risk assessment must be put in place. Special attention to adequate ventilation and control of moisture must be taken.

5.2.4. Moving around buildings
Staff entering Longmore House or John Sinclair House will be refused access unless they can confirm their identity with their staff pass which must be worn at all times. One-way systems may be in use and should be followed.

5.2.5. Use of lifts
Staff use of lifts is suspended until further notice, with the exception of transport of materials or use by users with mobility issues. Single occupancy is required and the touch points on the lift must be cleaned before and after use.

5.2.6. Heating and ventilation systems
Natural ventilation is preferable to air conditioning or mechanical ventilation systems through ducts or desktop fans. Open windows and doors can help significantly, although fire doors should be kept closed.

Extraction systems for enclosed spaces, and toilets in particular, should be set to continuous where possible. Air re-circulation systems may not be used in HES buildings and should be isolated. This may make some internal areas inoperable; as such, internal spaces should be assessed on a case-by-case basis before reopening to ensure adequate levels of ventilation and comfort can be achieved for occupation. Where it is not possible to achieve acceptable levels, the internal space is to remain closed. The exception to this is the environmental controls used for our archives and collections, this may also apply to HVAC systems serving plant and server rooms. Please contact the M&E engineering team with any queries regarding heating and ventilation in the first instance.

Buildings require ventilation to provide fresh air to occupants, remove stale air, and control environmental conditions generally. However, the movement of air around buildings can also increase the risks of disease transmission if not properly controlled. When preparing an Implementation Plan, it is essential to consult with the M&E engineering team to discuss site-specific ventilation requirements.
Where possible, the following guidance should be observed:

- In naturally ventilated buildings, keep all doors and windows open where possible (except fire doors). Avoid using rooms & corridors that do not have windows. Note that supplementary radiant heating may be required during cold weather.

- Buildings with extract systems (e.g. in kitchens and WCs) should run these systems 24/7 at their maximum setting. Systems with automatic controls may need to be modified by an electrician to achieve this. Close windows and doors to prevent air being drawn into the WC from adjacent rooms.

- Supply and extract systems that can operate with no recirculation should run continuously with 100% fresh air. Heat exchangers can continue to be used, except for thermal wheels.

- Supply-only systems and recirculating units such as fan coil units, overdoor fan heaters, air curtains, fan convectors, plinth heaters, fan-assisted storage heaters, warm air systems, cassette units, portable air conditioning units and fan-driven humidifiers/dehumidifiers should not be used within occupied spaces. This is likely to have a negative impact on environmental conditions that may require mitigation by other means.

- Do not interfere with fans serving boiler rooms/server rooms or other areas with combustion appliances.

- Ensure that ventilation equipment is properly maintained, with regular inspections to check for leaks, clean/replace filters and ensure the system is generally functional.

- If you have concerns about ventilation in your building contact the M&E Engineering team.

5.2.7. Adapting working patterns
HES Business operations need to be considered at this time. Managers will work with staff to ensure suitable working arrangements are in place, such as staggered working patterns and potential ‘buddy-up’ system to ensure consistency and reduce unnecessary exposure to others.
Site or property assessments will provide the limits and standards that should be delivered during this time and managers should then work with staff to ensure it is effectively managed.

5.2.8. Catering provision at Longmore House
Catering provision for staff at Longmore House and the Engine Shed is suspended until further notice.

5.2.9. Social and physical distancing measures
Physical distancing measures apply to all staff and visitors and are legal requirements. Staff must reduce social interaction in order to reduce the spread of coronavirus (COVID-19). Employers who have people in their offices or onsite must take all reasonable measures to ensure that employees are able to maintain a 2-metre distance from each other.

Roles which require frequent contact with visitors at point of sale or reception for example require to have a physical impermeable barrier in place made of acrylic or Perspex sheet or similar, a risk assessment should be undertaken to establish the most effective mitigation strategy for each member of staff.

5.2.10. Managing potential pinch points
Reception areas, toilets and messing facilities are key pinch points for staff. These should be pro-actively managed by using behavioural tools - physical distancing markers and by minimising touch points.

5.2.11. Public access to offices for meetings
At the present time there should be no public access to HES properties for working meetings unless approved at Director level. Additional risk assessment and cleaning measures will be required.

5.2.12. Public access to non-PIC properties for events, conferences and courses
HES has moved to assessing events on a case-by-case basis. In principle, some events may be permitted with the approval from a HES Director; if an event is given permission to go ahead, it must comply with the current Scottish Government Guidance for events. Please note, indoor events are not currently permitted. Some external seated and open space events are permitted provided 2m social distancing can be maintained, and ingress and egress points are fixed to enable collection of contact information and to manage attendee numbers. Measures should be in place to ensure spectators remain dispersed and do not
congregate in certain areas. Capacity should be calculated based on ensuing 2m physical distancing up to a limit of 200 attendees at any one time depending on size of area proposed for use for the event.

5.2.13. Mail room
Risk assessments should be in place for handling mail with appropriate PPE in place. For the foreseeable future staff are asked not to have personal materials delivered to their workplace to reduce the need for handling by HES staff. Deliveries must not be accepted at reception and provision made for safe handling. This should be highlighted outside office entrances. The management of deliveries should be pro-active to prevent cross contamination from materials and delivery staff.

5.2.14. Staff who become unwell at work
Employees who have symptoms of the virus must follow the COVID-19 absence reporting procedures immediately, follow public health advice and stay at home. If the symptoms come on while at work, procedures ensure the individual goes home immediately.

Where possible, an ‘isolation room’ should be designated if the employee cannot leave immediately – this must be cleaned thoroughly afterwards in line with public health advice and HES procedures. Known areas of potential exposure in the workplace must be closed and deep cleaned. Staff who have come into contact with the individual should also be informed and correct health advice followed.

The privacy of staff should be protected in this scenario and should be identified only where necessary.

5.2.15. Use of vehicles, plant and other equipment
Due to the sustained period of lockdown, all HES plant and equipment has not been used or checked. As such our annual statutory inspections, examination and visual inspections, servicing etc. has been prevented from being undertaken / delivered. It is therefore critical that all HES site equipment undergoes the relevant statutory inspections, servicing associate with that piece of equipment prior to use / site, depot re-opening, all in accordance with:

- The Provision and Use of Work Equipment Regulations 1998 (PUWER),
- Lifting Operations and Lifting Equipment Regulations 1998 (LOLER), and
• The Control of Substances Hazardous to Health Regulations 2002 (COSHH)

The purpose of these examinations is to identify whether work equipment can be operated, adjusted and maintained safely – with any deterioration detected and remedied before it results in a health and safety risk. The need for examination, inspection and inspection frequencies is determined through risk assessment and by any relevant regulations.

In addition to inspections, the following guidance should be followed:

• All tools and equipment should be properly sanitised to prevent cross contamination.

• Arrangements should be made for one individual to use the same tool, equipment and plant as much as possible. Make available cleaning material for all.

• Tools to be wiped down with disinfectant between each user. Organise work practices to reduce, eliminate or reduce transmission points and coach site personnel on the same

• Touch points of site vehicles and plant to be thoroughly cleaned and a cleaning regime by plant operatives should be maintained daily thereafter.

• Consider provision of stickers for tools, equipment and mobile plant to encourage disinfection.

5.2.16. HES vehicles

Vehicles present a high risk of transmission for COVID-19 unless social distancing and hygiene measures are followed. Specific HES guidance on the use of vehicles must be followed at all times which includes:

• Cars and other vehicles are for single occupancy use only at this time with the exception of crew cab type vehicles which can carry a maximum of two and deploying maximum distancing and ensuring well ventilated spaces.

• Vehicles used in emergency response (i.e. 4x4s in Holyrood Park) are exempt from passenger limiting providing all occupants wear suitable PPE.

• Vehicles should be cleaned before and after us following the HES Guidance, paying particular attention to touch points.
Access to some HES properties involve a third-party means of transport (i.e. by boat, coach or mini-bus). Face coverings must be worn on vehicles and vessels providing these services by law, except by people who are exempt. Face coverings must also be worn at premises where passengers get on and off those services. Physical distancing of 1 metre must also be observed at such premises.

5.2.17. Use of hire / personal vehicles

We plan to encourage staff who need to drive for work purposes to use their own personal vehicles instead of HES fleet cars or hire cars. This policy change from existing arrangements, where the current policy on personal vehicles is that they should only be used as a last resort, is for the year 20-21 only. In doing so, staff should have permission from their Departmental Head that the piece of work that they require to do is essential and requires business travel.

The Driving at Work Procedure (here) provides details on the new arrangements for year 20-21, and includes relevant risk assessments. Completed risk assessments should be approved at Departmental Head level and Countersigned at Director level.

It is also recognised that not all staff will have a personal vehicle for usage when travelling on business. Exceptionally, they will be permitted to hire car in these circumstances, and they should complete the relevant risk assessment which should be approved at Departmental Head level and Countersigned at Director level. Our preferred supplier for the provision of hire cars in the year 20-21 is Enterprise and we are in discussions with them about what our minimum operating standards should be on the provision of a car hire for a HES employee.

5.2.18. Use of plant and other equipment

Specific guidance is provided for the use of plant and equipment. These are safe to use where a cleaning regime is in place before and after use. This covers construction and maintenance plant, but also warehouse equipment, digitisation, scientific, testing, analytical and office equipment to name a few.

Where possible tools should not be shared between staff. If sharing of equipment cannot be avoided, cleaning protocols must be in place. Specific guidance for the use of airstream helmets and other respiratory equipment is provided.
5.2.19. Managing deliveries

Workplaces that deal with inbound and outbound of goods should update their risk assessment to ensure that risks related to Covid-19 are mitigated as much as possible. Steps to ensure a safe working environment include, but are not limited to:

- Staff should wash hands regularly with soapy water and observe coughing and sneezing etiquette.
- Maintain social distancing. This can be achieved by reducing the number of people working at the same time by having staggered shifts and breaks.
- Install hand washing and/or sanitising stations throughout the building to be used in hands and tools, thus avoiding surface transmission when dealing with deliveries or packaging good to be sent.
- Provide PPE as required, including masks and gloves.
- Plan deliveries as much as possible in order to reduce frequency of these. When loading and unloading, if safe, have single workers load and unload vehicles.
- Consider establishing a quarantine area for deliveries
  Limit contact with external suppliers. If possible, drivers should stay in their vehicle, although access to use toilet facilities if required.

5.2.20. Travel Policy

Travel to work

Where you have to use public transport, you should do so during quiet times – this may mean different working patterns to ensure not traveling in peak times and you should make arrangements with your line manager.

Travel for Work

Our Policy at this time is to suspend all travel unless it is business essential with a presumption to meeting remotely. At the current time all international travel is suspended. Travel using aircraft within the UK is suspended.

Please see section 5.1.13 for business-essential activities considered for approved travel; please note, permission for travel should be sought from a line-manager,
and all appropriate risk assessments must be approved, and a copy kept, before travel for work is permitted.

**MCU Teams Travel** - can be approved by the District Works Manager. Requests for overnight stays should be approved in advance by a Regional Works Manager or Head of Conservation. For other estates staff business essential travel, advance, approval should be approved by the Director of Conservation, Departmental Head or Head of Conservation.

**Commercial and Tourism Teams Travel** - can be approved in advance by District Visitor Operations Managers. Overnight stays should be approved in advance by the Regional Visitor Operations Managers/Duty Managers. The Head of Visitor Operations and Community Engagement will approve any travel and/or overnight requests for Tourism and Destination Development Managers and the Quality Services Team. For other commercial and tourism teams, approval should be approved by C&T Departmental Heads.

For all other HES staff, business essential travel should be approved in advance through Departmental Heads with the appropriate risk assessments in place. Business essential travel should use vehicles identified in this guidance. Travel by car is preferable, although travelling by foot or cycle is actively encouraged. The use of public transport is permissible but only where distancing measures can take place, and sanitising materials and PPE are used. Line manager approval is required in advance. Guidance information can be found in the [Driving at Work Policy & Procedure](#).

Whilst this is contradictory to our normal travel policy in pursuing low carbon travel the health risks of COVID-19 will take precedence for a period.

Staff should not stay in overnight accommodation unless it is business essential, and approval has been given. If they must do so then they must ensure social distancing and be assured that the necessary hygiene measures are in place before travelling via our travel supplier. Approval from your manager must be secured in advance.

**5.3. Conservation and maintenance activity**

**5.3.1. Statutory compliance checks**

Key minimum levels of maintenance activity should ensure:
• Statutory compliance
• Property security
• Building fabric protection
• Business critical systems operation
• Adherence to any Insurance cover requirements

There has been no government relaxation on carrying out 'Statutory 'Planned Maintenance tasks, as Statutory Tasks by their very nature are designed to ensure Health and Safety, if the current regime is operating to current Statutory guidelines and continues to do so, the property will be safe and compliant.

If low-use, low-key maintenance is employed, a maintenance strategy will need to be implemented and followed. This will primarily look at maintaining statutory/insurance requirements and maintaining the security of the building. Examples of requirements to be maintained in under-utilised buildings is as follows:

• Water system hygiene requirements under L8.
• Fire detection system testing and maintenance. Fire risk assessments should be updated to ensure that they meet Covid-19 new regulations.
• Passive fire protection testing and maintenance including fire doors, fire stopping, fire dampers etc.
• Inspection and maintenance of active fire protection such as sprinkler and fire suppression systems, fire extinguishers etc.
• Electrical safety checks under EWR 1989 & BS7671 (18th edition electrical regulations)
• Gas safety inspections and maintenance
• Compliance as a legal requirement for air conditioning and refrigeration systems
• Security systems monitoring and maintenance
• Pressure System Safety Regulations for e.g. compressed air and pressurised steam systems
• Compliance under LOLER for passenger lifts and lifting equipment if they are still to be in service
5.3.2. Incident response

Emergency response to a major event such as fire or flood will pose particular challenges. Where feasible all normal guidance for COVID-19 and normal HES procedures should take place.

Those staff who are likely to be first responders in the event of a major incident for PICs, Archives or Collections should ensure they have the necessary equipment to hand at home to deal with normal emergency response situations and the added dimension that COVID-19 might bring. Post disaster recovery should be risk assessed as normal.

Designated leads during emergency response scenarios should be mindful of COVID-19 implications.

5.3.3. Collections and archives activity

All Collections and Archives activity should adhere to HES COVID-19 Policy.

Practical considerations on maintaining social distancing, for example in the handling and transportation of objects and materials should first consider if this is absolutely necessary at this time. If that’s the case, augmented PPE measures should be used to mitigate risks.

It may not be possible to access some areas of the Archive Strong Rooms due to the height of racking and the need for close working by staff. In these instances, access to archive material will not be possible and staff or the public will be appropriately advised. Quarantining of books and archives will be introduced for all material which has been consulted. Movement of collections will be conducted using appropriate PPE measures. Where direct contact with an object is necessary for its safe handling, quarantine measures will be introduced following movement.

Detailed planning is required for all such activity and prior approval is required from the Head of Archives Lesley Ferguson and/or the Head of Collections & Applied Conservation Kathy Richmond.

Working access to archives and HES Library is suspended at present. Registry files should not be requested unless urgent and gloves must be worn during use and files only returned after 48hrs post use.
5.3.4. Site based working

Normal risk assessment and Health and Safety procedures remain in place for site-based working, but the guidance in this document should also be taken into account. Special consideration should be given to the provision of welfare facilities, travel to and from site, proximity of working arrangements on site and the adequate provision of cleaning materials and cleaning regimes.

Social distancing should be maintained in the workplace wherever possible. Where the social distancing guidelines cannot be followed in full in relation to a particular activity, managers 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. Mitigating actions include:

- 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).

Detailed planning is required for all such activity and prior approval is required from the responsible senior manager, see section 3.1 for details on who the appointed senior managers are.

5.3.5. Archaeology and cultural resources

All Archaeology and Cultural Resources activity should adhere to HES Covid-19 Policy.

Where there are issues regarding damage to a PIC, including ground disturbances through human or animal activity (such as metal detecting or burrowing), or natural events (storm damage etc), these should be notified to Head of Cultural Resources and advice sought at the earliest opportunity to allow CRT to plan appropriate archaeological mitigation and any relevant consents pro notifications.
Our approach will be informed by HES Covid-19 operating guidance and on-site archaeological works are covered under 5.4.4 Site based working.

5.3.6. Management of waste
All waste materials suspected or confirmed to be contaminated by Covid-19 must be double-bagged and retained on site in a secure area for 72 hours before being disposed of with general waste. Specific risk assessments should be in place for the handling of contaminated waste. All other general waste from site should be disposed of as normal. Normal waste handling approaches in relation to recyclables etc. should be followed where appropriate.

Access to waste facilities should be restricted to staff identified as being well versed in waste handling procedures. Facilities for maintaining good hygiene must be provided close to the point of waste handling or disposal. Those staff with particular waste management responsibilities or duties must undertake a risk assessment and have this approved.

We will continue to undertake our statutory Duty of Care when managing waste in terms of following the waste hierarchy, segregating recyclables, making sure our waste does not escape our control and pollute the environment, and ensuring anyone we transfer waste to is licensed and the transfer is covered by a Waste Transfer Note or Consignment Note (for hazardous). Litter monitoring duties should continue as normal.

The waste hierarchy (below) must be followed for dealing with any surplus resources, these items may be stored, redistributed to another site, or disposed of via Warp It.
5.4. Visitor safety management at PIC’s and to Archives Search Room

Visitor safety is of paramount importance to HES, both on staffed and unstaffed sites. Corporate guidance should be available on the Historic Environment Scotland website so that visitors can plan ahead when visiting our properties.

5.4.1. Pre-booking and online provision

Visitor numbers to staffed properties will be managed by means of timed ticketing with capacity limits for all time slots.

All visitor access to sites must fall within these time slot capacities therefore, the messaging of this approach to our visitor base will be paramount, and pre-booking of tickets via the ticketing system should be the norm. Visitors will inevitably be disappointed not to gain access should they arrive at a site and staff and should receive good customer care. A card only service will be operated at our properties and no cash will be accepted for the foreseeable future.
5.4.2. Site occupancy levels
Occupancy levels for properties in care are set for individual sites in each site’s Covid-19 Implementation Plan and must be strictly adhered to. In addition, staff must monitor visitor movement and prevent ‘bunching’ of visitors at particular locations.

Initial capacities will be set at no more than 30% of normal visitor levels or less pending site-specific requirements, whichever figure is lower. Capacity levels will be reviewed after the first two weeks of opening following monitoring of the occupancy levels, visitor behaviour and visitor flow arrangements within each site independently.

5.4.3. Access to PICs - parking and queuing arrangements
Visitors will require to pre-book to visit PICs and this should be highlighted with signage at the entrance to PIC’s. Car parking arrangements should enable adequate physical distancing and staff should be to hand at busy locations to welcome and inform visitors of our protocols for their visit.

Key issues will have been identified in the risk assessment and implementation plan process but inevitably new issues will arise; these should be quickly addressed. The implementation plan and supporting risk should be updated assessments updated, and staff informed of any changes.

Our staff are key to managing the welfare of both staff and visitors and are encouraged to be pro-active in accordance with this guidance.

5.4.4. Managing social and physical distancing
Key issues will have been identified in the risk assessment and implementation plan process but inevitably new issues will arise; these should be quickly addressed. The implementation plan and supporting risk should be updated assessments updated, and staff informed of any changes.

Our staff are key to managing the welfare of both staff and visitors and are encouraged to be pro-active in accordance with this guidance.

Signage to remind visitors about social distancing will be in place and potentially other physical measures. In an emergency evacuation situation, life safety should be the priority in exiting the property. Social distancing should be encouraged at assembly points.
5.4.5. Managing visitor behaviour

We want our staff and visitors to ‘be safe - feel safe’ at all times. We wish to maintain our usual warm welcome and customer focus, but we will require to be more pro-active in managing our visitors.

Many visitors (and staff) will be nervous about visiting our properties and will seek guidance and clarification on our approach. It is therefore critically important that any HES on site are clear on our Policy and approach so they can speak to others with confidence and clarity. Guidance materials must be readily to hand for all staff as well as Implementation Plans and this must form part of regular staff briefings.

It is our intention that any member of staff should be confident and comfortable in speaking with enforcing authority colleagues from Local Authorities, emergency services or the Health and Safety Executive about the arrangements HES has in place.

As ever, how we communicate to visitors greatly affects the visitor experience so clear and friendly communication is required. Ensuring the health and safety of visitors and complying with COVID-19 regulations is however a statutory obligation. Staff are reminded that where visitors refuse to comply with our Policy, they can be asked to leave our property. Visitors who refuse to comply with our Policy should be asked to leave our property.

Staff have been offered the opportunity to attend Exceeding Visitor Expectations During COVID training on their return to working at site which considers ways to handle situations of visitor non-compliance. Staff are encouraged to keep up to date with HES Policies, and to discuss potential scenarios with colleagues and managers to ensure they are prepared if a situation does arise.

For additional support please refer to the Post-Course Resource Pack or contact Doreen Waller in Visitor Operations.

Visitor safety management in the Search room at John Sinclair House

All visitors to the search room will be required to make an appointment in advance and to provide details of all the material they wish to consult, including books and ‘open access’ materials. The number of people in the search room at any one time will be strictly managed to ensure social distancing and visitors who
‘drop in ’ will not be admitted. The numbers will be constantly reviewed based on experience, space and monitoring the movement of users. Due to limited space there will be no guided tours and educational, and the events programme is cancelled until 2021.

Appropriate signage will be in place in the search room to remind users about social distancing. Study desks and chairs will be carefully placed to aid this, and surplus tables/chairs will be removed.

Hand sanitiser will be available at the entrance to the search room and depending on the nature of the items being consulted, visitors may be required to wear protective gloves to prevent damage to historic materials (research is underway to assess the damage caused by hand sanitisers to paper and photographic materials). All books and archive consulted will be quarantined afterwards and will therefore be inaccessible for a period of time.

Staff are focused on continuing to provide a welcome to our users and good communication in advance will be essential, on the HES websites and on Canmore. Guidance documents will be provided detailing the services we can provide, the safety measures in place and outlining any restrictions.

5.4.6. Managing security checks
There are currently no bag searches taking place on any HES property. Should this security check be required in the future, existing processes will be updated to ensure that they are effective and meet with Covid-19 regulations.

5.4.7. Counter terrorism awareness and response
Through the HES Physical Security Policy, staff awareness is geared towards an all-round understanding of physical security which then serves to enhance the levels of responsiveness needed to combat terrorist threats.

The safety of visitors is of paramount importance to HES. A key consideration in the planning of queuing arrangements is the exposure to attack from hostile vehicles and wherever possible queues are segregated from vehicular access.

Awareness of behaviour associated with hostile reconnaissance and emergency measures are ensured for HES staff via the Action Counters Terrorism training provision. This is captured within the HES online training system which ensures visibility of staff who have undertaken training and where staff who are required
to do training as part of their role have not yet done so. In particular HES staff are actively encouraged to approach anyone onsite whose behaviour arouses suspicions and to report such incidents to management. Reporting and recording is formalised using an online Incident Reporting Platform (PRIME).

HES staff are vigilant to unattended items and aware of measures required to quickly react to suspicious packages. A security risk assessment is in place for key sites to ensure security measures are commensurate with risk levels, and an emergency response plan is in place for each key site which clearly outlines actions to take in event of a threat and who is responsible for each action. This is tested periodically with a simulated incident in order to ensure its effectiveness and to ensure staff are familiar with what to do in the event of a genuine emergency.

The safety of visitors is of paramount importance to HES. A key consideration in the planning of queuing arrangements is the exposure to attack from hostile vehicles and wherever possible queues are segregated from vehicular access.

5.4.8. Retail
Retail warehouse and online shop distribution risk assessment are to be reassessed on a regular basis.

Retail procedures to align with guidance for PICs. Counters, Shelves and products to have a regular cleaning regime, paying particular attention to baskets, tills and card terminals which should be cleaned regularly. Customers should use hand sanitiser when entering a retail environment, and entry and circulation is to be managed, with capacity capped, and queues managed by a member of retail customer service staff. Site specific risk assessments should be carried out, taking in to account social distancing and ventilation requirements, and any other site-specific variables which may impact on the space - these should be updated where capacities change on site. By law, customers are also required to wear a face covering whilst inside a shop, and when in enclosed spaces except where an exemption or ‘reasonable excuse’ applies, 1m social distancing as a minimum must also be observed when inside an enclosed retail environment. The 1m social distancing requirement applies only where other measures are being taken with approval from the Directors of Conservation.
Retail staff are required to wear a face covering when in an enclosed space occupied by members of the public. The need for staff to wear face coverings elsewhere will be determined by individual risk assessments based on the circumstances of the individual and the tasks they are performing and taking into account any applicable exemptions as cited in the Scottish Government guidance.

For the foreseeable future we will only accept card payments and not cash.

Where possible, incoming goods and post are to be quarantined on receipt and unpacked after 72 hours. However, where not practicable and, providing robust handling and cleaning procedures are in place, incoming items may be handled by staff. Replenishment to ideally occur out of hours, but if not possible, when restocking shelves, disposable gloves to be worn to provide assurances to customers and the member of staff should be barriered off from visitors to an appropriate distance. Please note that government guidance recommends any goods returned to retail shops are isolated for 48 hours and cleaned using appropriate means prior to returning to the shop floor.

Plans to re-locate some retail provision to more appropriate locations will be put in place.

5.4.9. Enclosed spaces
The Risk Assessment process will identify confined spaces where face coverings will be mandatory and which pose a challenge and the mitigation measures required (which may include closure) will be identified in the Implementation Plan. It is important that this is kept under review so it may be amended as required.

Staff should manage visitor flow to prevent ‘bunching’ of visitors in contained spaces which pose a higher risk and to ensure social distancing of 2m is being adhered to (or 1m in retail and certain hospitality environments). Enclosed or contained spaces pose a higher risk of exposure to COVID-19. Ventilation is key and this should be prioritised over thermal comfort.

5.4.10. Educational visits
At this time all educational visits to HES Properties are suspended; this includes, but is not limited to, groups from primary and secondary schools, colleges and universities.
For information: HES learning will conduct a review of our learning offer and provide guidance in the future.

**5.4.11. Guided tours**

The provision of interpretive talks and guided tours by HES or designated partners on site will be assessed on a case-by-case basis; this may be possible at some locations, provided there is full compliance with Scottish government legislation and guidance on group sizes and activities, social distancing and ventilation requirements. At present, the legal position on guided tours and interpretive talks at sites is not clear. A tour group may be made up of a number of individual groups; individual groups must not exceed 6 people from 2 households (under 12s are not counted in the numbers of people, but they are counted towards the number of households within the group), and a minimum 2m distance must be maintained between individual groups for the duration of the talk or tour.

So, an individual group comprising 4 adults and 4 children under 12 from one household, and two adults and two children under 12 from another household, would be permitted to attend a tour booking. However, if another child under 12 from another household wanted to join that group, it would not be permitted.

External, third party guides who bring small groups to site must be able to meet all health & safety requirements set out in legislation and guidance, including the group sizes, activities and social distancing requirements explained above. Entry is at the discretion of the site manager pending approval of full RAMS submitted in advance of a visit. Updated RAMS must be submitted for approval in advance and must be in line with this HES MOS policy, and Scottish government legislation and guidance.

Partner guides visiting unmanned, 3rd party sites should be signposted to this HES guidance to request they follow our guidelines and Scottish government legislation and guidance.

**5.4.12. Evacuation equipment**

EVAC equipment should be incorporated into daily cleaning regimes and should be cleaned before and after use.
5.4.13. Mobility vehicles
At this time, it is our policy that mobility vehicles may only be used where adequate social distancing can be maintained. Enclosed vehicles should have windows open during use, although physical barriers might be appropriate per risk assessment. Vehicles must be cleaned down according to our cleaning guidance for HES vehicles by HES staff before and after use. Staff managing this service have discretion to manage situations that arise but should not put themselves at risk.

5.4.14. Interpretive infrastructure and services
The Risk Assessment process will identify elements of the interpretive infrastructure / offer which pose challenges, and the mitigation measures required (which may include removal / closure) will be identified in the Implementation Plan. It is important that this is kept under review so it may be amended as required.

5.5. Non-visitor based commercial activity at PICs
The following activity is deemed as requiring pre - approval by Director of Conservation notwithstanding the guidance below. HES has certain legal responsibilities towards anyone present on our properties, and those third parties have legal obligations too. Similar principles apply to management of commercial activity at HES sites during this time, as apply to third party occupants of PIC properties. Please refer to section 4.1 above.

5.5.1. Filming
Commercial filming requests at HES properties should be assessed on a case-by-case basis and may take place pending prior agreement with the MCU and with approval from Director of Conservation. This will be reviewed on an ongoing basis. Requests for small media type filming or broadcast (i.e. news filming) require pre- approval and pre-approved risk assessments by the Director of Communications.

5.5.2. Events, functions and hires
Private events or hire requests at HES properties such as dinners, weddings and venue hires should be carefully assessed on a case-by-case basis and will be at the site manager’s discretion, approval will be subject to full compliance with official guidance and a specific RAMS being provided, in addition to other
feasibility considerations. Any requests for military or government functions at properties require to be pre-approved by the Director of Conservation.

**Events – Visitor Facing**

At the current time no events such as jousting, performance, etc. are permitted for property-based activity. Following the reopening of properties this will be reviewed on an ongoing basis in line with Scottish Government advice on events and gatherings.

5.5.3. **Event lighting**

Normal HES policy should be followed in regards for lighting requests via the Director of Commercial and Tourism. Pre-approved risk assessments are required in all cases and special consideration given to not encouraging the public to gather against government guidance.

5.5.4. **Weddings**

In line with current guidance from the Scottish Government, weddings may be permitted at the discretion of the site manager (subject to approval from HES Directors) and should be carefully assessed on a case-by-case basis. Approval will be subject to full compliance with official guidance and a specific RAMS being put in place by a HES Tourism and Destination Development Manager, in addition to other feasibility considerations. Provisional bookings may be taken for dates from the 1st April 2021. Any requests for this type of activity at properties requires to be pre-approved by the Director of Conservation.

Current Scottish government guidance for weddings provides that there may be up to 20 attendees at the ceremony and at any reception (staff not employed directly by the venue are included in this total).

5.5.5. **Outdoor Recreation**

Where external partners and third parties wish to use HES property for the purposes of outdoor recreational activities i.e. fishing, sports clubs, bootcamp classes etc. approvals must be sought in advance, with agreement subject to full RAMS being submitted by the organisation responsible for the activity, ensuring compliance with [Scottish government legislation and guidance](#).
Any other feasibility matters should be taken in to consideration by the site manager, and pre-approval from the Director of Conservation is required before full approval can be given.

6. PRE-OPENING CHECKLIST FOR PROPERTIES

In advance of any re-opening of HES Property, Site, Depot, HQ & Regional Offices, Retail Storage, Collections & Archive Storage a number of statutory compliance inspections, checks will be required to be undertaken prior to re-opening. Full auditable records and finding of these inspections and checks must be accurately recorded and kept.

The aim of these inspections & check is to ensure that HES meets its statutory and regulatory compliance obligations and to ensure that our properties, building structures, collections and landscapes and our onsite operations are safe for staff, visitors and members of the public to return following lockdown.

Please be aware that when completing the following checklists and considering mitigating measures and adaptations that all previous regulations and standards continue to apply.

This guidance does not supersede any existing regulations or existing legal obligations.

In general, if there are any situations where activities cannot be undertaken whilst maintaining physical distancing then that activity must not go ahead, though some decisions on this may require to be made on a case by case basis and should be escalated to the responsible senior manager (see section 3.1 for detailed list) for guidance.

The persons responsible for carrying out and delivering these pre-opening checks will vary based on the individual inspection, tests, checks requirement and will involve a combination of HES staff and external contractors to delivery these inspections.

These inspections will not only ensure and demonstrate that we meet or statutory obligations but will also identify areas where remedial works will be required. Any remedial works will be action by the person carry out the inspections, if resolution
of the remedial works cannot be rectified in the immediate to short term, then mitigation measures such as HES site Access Restrictions will be put in place to protect staff and visitors until such times as the issue is rectified.

6.1. Statutory & planned maintenance inspections & checks

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<th>Ref</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.11</td>
<td>Site Activity Risk Assessment and Methods Statements put in place in consultation with staff to enable safe delivery of the following inspections &amp; checks.</td>
</tr>
<tr>
<td>6.12</td>
<td>Annual electrical inspections including visual electrical checks and localised equipment testing (RCDs/breakers) by a qualified contractor.</td>
</tr>
<tr>
<td>6.13</td>
<td>Fire Alarm Systems / VESDA / Sprinkler Systems including visual inspections and testing by a qualified contractor.</td>
</tr>
<tr>
<td>6.14</td>
<td>Intruder Alarm &amp; CCTV Systems including visual inspections and testing by a qualified contractor.</td>
</tr>
<tr>
<td>6.15</td>
<td>Emergency Lighting Testing including visual inspections and duration testing of system by a qualified contractor.</td>
</tr>
<tr>
<td>6.16</td>
<td>Water Quality Management including recommissioning flush, disinfection, temperature checks and sampling in accordance with ACOP L8 legionella control requirements by a qualified contractor.</td>
</tr>
<tr>
<td>6.17</td>
<td>Statutory Engineer Inspection Services - Service Inspections for Plant &amp; Machinery (Pressure Systems / Lifting Equipment / Plant &amp; Equipment) including thorough engineer inspection &amp; examination service by a qualified contractor.</td>
</tr>
<tr>
<td>6.18</td>
<td>Passenger Lift Inspections including inspection and testing of the equipment by a qualified contractor.</td>
</tr>
<tr>
<td>6.19</td>
<td>Gas / Oil Appliances / Pressure Equipment &amp; systems – including visual inspection, equipment inspection, testing and servicing by a qualified contractor.</td>
</tr>
<tr>
<td>6.20</td>
<td>Heating Systems including visual inspection, equipment inspection, testing and servicing by a qualified contractor.</td>
</tr>
<tr>
<td>6.21</td>
<td>Dehumidifier / Humidifiers - including visual inspection, equipment inspection, testing and servicing with filter changes by a qualified contractor.</td>
</tr>
<tr>
<td>6.22</td>
<td>Ventilation Systems - including inspection, cleaning, testing and servicing by a qualified contractor.</td>
</tr>
<tr>
<td>6.1.13</td>
<td><strong>Local Exhaust Ventilation (LEV)</strong> – including visual inspection, equipment inspection, testing, servicing and filter changes by a qualified contractor.</td>
</tr>
<tr>
<td>6.1.14</td>
<td><strong>Landlord Inspections</strong> – including visual inspection of tenanted accommodation and reporting of defects by a qualified contractor with conservation accreditation.</td>
</tr>
<tr>
<td>6.1.15</td>
<td><strong>Hearing Loops</strong> – including inspection and testing by a qualified contractor.</td>
</tr>
<tr>
<td>6.1.16</td>
<td><strong>Fire Extinguisher</strong> – Inspection of seals, pressure, damage and located the correct positions.</td>
</tr>
<tr>
<td>6.1.17</td>
<td><strong>Biodiversity / Protected Species</strong> - assessment of site to identify any biodiversity or protected species that require special treatment or may impact on operations.</td>
</tr>
<tr>
<td>6.1.18</td>
<td><strong>Invasive species</strong> - checks to identify any invasive species, and that correct measures are in place where required.</td>
</tr>
<tr>
<td>6.1.19</td>
<td><strong>Visual High-Level Inspections</strong> Of the historic building / structure to establish safety of high-level building fabric.</td>
</tr>
<tr>
<td>6.1.20</td>
<td><strong>Visual Inspection of Rock Slopes</strong> To establish if there any signs of new rock falls.</td>
</tr>
<tr>
<td>6.1.21</td>
<td><strong>Inspections of pedestrian bridges and raised platforms.</strong></td>
</tr>
<tr>
<td>6.1.22</td>
<td><strong>Inspection</strong> - Of protective handrails, guards, mesh panels that prevent falls from height.</td>
</tr>
<tr>
<td>6.1.23</td>
<td><strong>Inspections</strong> - Of stairs, stairwells &amp; steps. Ensure all are secure, safe and free from trip, slip hazards.</td>
</tr>
<tr>
<td>6.1.24</td>
<td><strong>Boundary &amp; Perimeter Walls</strong> - Safety checks.</td>
</tr>
<tr>
<td>6.1.25</td>
<td><strong>Boundary &amp; Perimeter Fencing</strong> (including gates) safety checks.</td>
</tr>
<tr>
<td>6.1.26</td>
<td><strong>Boundary &amp; Perimeter Railings</strong> - Safety checks.</td>
</tr>
<tr>
<td>6.1.27</td>
<td><strong>Visual tree safety checks.</strong></td>
</tr>
<tr>
<td>6.1.28</td>
<td><strong>Check any on-Site Temporary Works</strong> - Are in place and secure.</td>
</tr>
<tr>
<td>6.1.29</td>
<td><strong>Graveyards inspections / checks of memorial headstones.</strong></td>
</tr>
<tr>
<td>6.1.30</td>
<td><strong>Visual Checks on Access &amp; Egress Routes and Paths</strong> - To and from site.</td>
</tr>
<tr>
<td>6.1.31</td>
<td><strong>Visual Checks of Hard Standing Landscapes</strong> (e.g. cobbles &amp; slabbed areas) ensure they are free from trip / slip hazards.</td>
</tr>
<tr>
<td>6.1.32</td>
<td><strong>Property Access / Egress Roads</strong> Inspect road surfaces for cracks, potholes etc.</td>
</tr>
</tbody>
</table>
6.1.33 **Car Parks** (staff and visitors), inspect road surfaces for cracks, potholes etc.  

6.1.34 **Inspections of Foul Drainage** - To ensure manhole covers, drains, gratings, grilles etc. are still in place and secure.  

6.1.35 **Inspection of Storm Drainage** - To ensure manhole covers, drains, gratings, grilles etc. are still in place and secure.  

6.1.36 **Rainwater Goods** check that goods are secure & functional.  

6.1.37 **Inspection of Small Sewage Treatment Systems** (e.g. septic tanks) to ensure manhole covers, vents grilles, etc. are in place and secure.  

6.1.38 **Internal Floor Coverings** - Are free of slip / trip hazards.  

6.1.39 **Doors** - ensure doors are all operational and not sticking or binding in the frame.  

6.1.40 **Windows** - ensure windows open safely sufficiently to provide adequate ventilation and close securely  

6.1.41 **Visual Inspection** - Of collections on site to check for any remedial action needed prior to reopening.

---

### 6.2 Emergency response procedures and risk assessments

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2.1</td>
<td>Fire Action Plan &amp; Escape Procedures - Reviewed and updated to reflect property adaptation measures that have been put in place.</td>
<td>X</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Fire Risk Assessments - updated to reflect any property adaptations.</td>
<td>X</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Staff Training - Delivered / provided to site staff on any update fire action plans &amp; escape procedures &amp; measures.</td>
<td>X</td>
</tr>
</tbody>
</table>

### 6.3 Training and behavioural procedures

The following criteria relate to training required for staff, new behaviours that will be expected and new protocol that will need to be followed relating to PPE use, stock management and site cleaning.

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3.1</td>
<td>Training - HES staff have undertaken the appropriate COVID-19 Training prior to commencement of work.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.2</td>
<td><strong>HES Site Inductions</strong> - for staff procedures updated to incorporate COVID-19 guidance and managers carry out staff returning to work workplace inductions.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.3</td>
<td><strong>Review</strong> - Process in place for regular reviews of new procedures and working methods.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.4</td>
<td><strong>Cleaning Regimes</strong> - Staff to be trained in appropriate cleaning regimes, requirements and methods, including understanding of specification for cleaning materials</td>
<td>X</td>
</tr>
<tr>
<td>6.3.5</td>
<td><strong>PPE</strong> - Staff to be aware of PPE use for different activities based on revised Risk Assessment and Method Statements.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.6</td>
<td><strong>Reporting procedures</strong> - clear procedures in place and understood regarding any occurrence of COVID-19 like symptoms on site (staff or visitor). Isolation, evacuation, collection, decontamination and reporting.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.7</td>
<td><strong>Operating Hours</strong> - Consideration given to hours of operation and shift patterns.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.8</td>
<td><strong>Property / Site Opening</strong> - Review responsibilities for site opening and closing taking any shift patterns into account. Consider risks of shared keys or entry systems.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.9</td>
<td><strong>Hazardous Waste management</strong>. Staff should understand what waste should be treated as hazardous, and correct methods to quarantine and dispose of potentially infected waste.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.10</td>
<td><strong>Signage</strong> – notifications to remind staff of required habits/behaviours to be distributed at key impact areas.</td>
<td>X</td>
</tr>
<tr>
<td>6.3.11</td>
<td><strong>Cleaning Materials</strong> - Staff to ensure that all required cleaning and hygiene materials to be of appropriate specification and maintained in sufficient stock including at points of use and stored supplies.</td>
<td>5 days stock</td>
</tr>
<tr>
<td>6.3.12</td>
<td><strong>First Aiders</strong> – Confirm that direct Line Manager has asked HES staff member if they are content to continue in this role If so, that they have been given a copy of the new COVID-19 First Aid Guidance (<a href="#">here</a>) and will use and apply the guidance contained within the document in the event of an emergency.</td>
<td>X</td>
</tr>
</tbody>
</table>

**6.4 Welfare, physical social distancing measures and hygiene**

The following criteria are intended to help ensure social distancing and adequate hygiene standards can be maintained. Note that each heading may not apply to all sites – e.g. Visitor Facing Facility measures will only be required at sites that invite visitors.
Many measures will apply in all situations. However, it must be remembered that the expectations we place on staff and visitors will differ. Additional considerations must also be given for visitors and staff who suffer any disability or impairment.

### 6.4.1 All areas

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.1</td>
<td><strong>Offices &amp; HQ Buildings</strong> - Review / assessment of occupancy capacity of all spaces to take into account 2m social distances requirements.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2</td>
<td><strong>MCU Depots</strong> - Review / assessment of occupancy capacity of all spaces to take into account 2m social distances requirements.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3</td>
<td><strong>Visitor Operations Site Facilities</strong> - Review / assessment of occupancy capacity of all spaces to take into account social distancing requirements.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.4</td>
<td><strong>Archive &amp; Collections Storage</strong> - Review / assessment of occupancy capacity of all spaces to take into account social distancing requirement of 2m.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.5</td>
<td><strong>All Other Specialist Facilities</strong> - Review / assessment of occupancy capacity of all spaces to take into account social distancing requirement of 2m.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.6</td>
<td><strong>PICs – Internal Spaces</strong> - Review / assessment of occupancy capacity of all spaces to take into account social distancing requirements.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.7</td>
<td><strong>Key Access &amp; Egress routes</strong> - Review of visitor flow to take into account social distancing requirements of 2m.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.8</td>
<td><strong>Movement of Vehicles on Site</strong> – Review / assessment of vehicles flow through site to keep visitors &amp; staff at a safe distance and maintaining social distancing.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.9</td>
<td><strong>Access &amp; Egress of Emergency Vehicles</strong> – Review existing plans, procedures in line with social distancing and any site adaptations.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.10</td>
<td><strong>Property Adaptation Measure</strong> - Procedure in place to regularly check &amp; monitor sites to ensure these measures are still in place, working and safe.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.11</td>
<td><strong>Visitor Safety Risk Assessments</strong> – Review / update to reflect any site adaptation measures put in place.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.12</td>
<td><strong>Equality Act Compliance</strong> – Review / assessment of the adaptation measures being put in place to take into account those with impaired movement, vision or other disabilities.</td>
<td>X</td>
</tr>
</tbody>
</table>
6.4.1.13 **Furniture** - Assess the layout of furniture, particularly seating, and access/egress routes. Consider if any articles can be moved or restricted.

6.4.1.14 **Ventilation** - Ensure good ventilation by keeping windows open where possible and not closing doors for small rooms.

6.4.1.15 **Hand Washing Facilities** - Review provision and location of hand washing facilities and other sanitary materials for staff, visitors and third parties.

6.4.1.16 **High Touch Areas** - Identify site 'high touch' areas. Consider how need to touch can be reduced, and appropriate cleaning regimes and safe methods of use.

### 6.4.2 Kitchen

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.2.1</td>
<td><strong>Water</strong> - ensure an adequate supply of hot and cold running water, hand soap and paper towels. Avoid shared hand towels.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.2</td>
<td><strong>Waste Bins</strong> - are in place that can be operated hands free (e.g. pedal bin), with liner.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.3</td>
<td>Waste - Implement a procedure for dealing with waste containing materials suspected/confirmed to be contaminated with covid-19 separately, double-bag and isolate in secure holding area for 72 hours before disposed of as (general) waste, EWC 20 03 01. All other waste to be disposed of as normal, with any appropriate risk management measures in place.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.4</td>
<td><strong>Staff Hand Washing Facilities</strong> available should enable them to wash and sanitise hands prior to preparing or consuming food and drink and be located as such to avoid the need to touch any surfaces in between.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.5</td>
<td><strong>All appliances</strong> (kettles, microwaves, toasters, hobs, etc.) must be provided along with appropriate means of decontamination before and after each use.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.6</td>
<td>Staff should be encouraged to bring their own cutlery and crockery each day and take it home for washing. Shared dish washing facilities and sponges to be avoided.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.7</td>
<td>An <strong>appropriate cleaning regime</strong> for the frequent cleaning, sanitising of taps, fridge door handles etc. should be in place</td>
<td>X</td>
</tr>
<tr>
<td>6.4.2.8</td>
<td><strong>Suspend use of shared supplies</strong>. Staff are advised to bring their own supplies.</td>
<td>X</td>
</tr>
</tbody>
</table>
### 6.4.3 Toilets

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.3.1</td>
<td><strong>Adequate supply of hot and cold running water</strong>, hand soap and paper towels. Avoid shared hand towels. Signed with poster promoting correct hand washing technique.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3.2</td>
<td><strong>Adequate supply of hand sanitiser</strong> (above 60% alcohol content) in permanent and temporary portable toilet facilities where water connection is unavailable. Signed with poster promoting correct hand sanitising technique.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3.3</td>
<td><strong>Waste bin</strong> that can be operated hands free (e.g. pedal bin), with liner (hiring from Mitie).</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3.4</td>
<td><strong>Sanitary waste bin</strong> that can be operated hands free (e.g. pedal bin, sensor), with liner (hiring from Mitie).</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3.5</td>
<td><strong>Waste disposal.</strong> if dealing with waste materials suspected/confirmed to be contaminated with covid-19, double-bag and isolate in secure holding area for 72 hours before disposed of as (general) waste, EWC 20 03 01. All other waste to be disposed of as normal, with any appropriate risk management measures in place.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.3.6</td>
<td><strong>Hand dryers</strong> to be disabled and signed advising use of paper hand towels.</td>
<td>X</td>
</tr>
</tbody>
</table>

### 6.4.4 Visitor facing facilities (ticket points, retail, etc)

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4.4.1</td>
<td><strong>Ticketing.</strong> Staff should not be handing any tickets or receipts to visitors.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.4.2</td>
<td><strong>Visitor queuing</strong> controls in place to ensure visitors maintain 2m distances.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.4.3</td>
<td><strong>Payment</strong> – at present we are only accepting card payments – no cash is to be taken for the moment.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.4.4</td>
<td><strong>Staff and visitors should be separated by a physical screen</strong> – acrylic, polycarbonate or similar. Normal arrangements should be modified to ensure staff are not working in shared or enclosed spaces.</td>
<td>X</td>
</tr>
<tr>
<td>6.4.4.5</td>
<td><strong>Retail offering should only be operated where spaces are adequate</strong>, well ventilated, with physical screening measures in</td>
<td>X</td>
</tr>
</tbody>
</table>
place and occupant capacities established with measures to control access and circulation.

| 6.4.4.6  | **Stock handling** – consider management, and re-stocking. Temporary closures may be required for periods to allow re-stocking | X |
| 6.4.4.7  | Retail procedures to be reviewed to reduce infection risk for staff and visitors | X |

### 6.5 Operational plant & equipment

<table>
<thead>
<tr>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plant &amp; Equipment</strong> - Register/log of all plant and equipment subject to statutory inspections to be reviewed and updated.</td>
</tr>
<tr>
<td><strong>Inspections</strong> - All plant and equipment should be inspected or serviced by an approved competent person prior to resumption of normal operations / use. Records kept and updated accordingly.</td>
</tr>
<tr>
<td><strong>PUWER Risk Assessments</strong> – Plant &amp; equipment risk assessment updated to reflect good hygiene practices to reduce cross-contamination</td>
</tr>
<tr>
<td><strong>Tools and Equipment</strong> - Procedure in place to properly sanitise equipment before and after use.</td>
</tr>
<tr>
<td><strong>Staff Training</strong> – Toolbox talks conducted with staff to inform them of the new procedures.</td>
</tr>
</tbody>
</table>

### 6.6 Vehicles

<table>
<thead>
<tr>
<th>Ref</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedure put in place to <strong>minimise number of occupants in vehicles</strong> to prevent cross contamination per social distancing guidance. Relevant risk assessments must be completed, including for staff wishing to drive their own vehicle. Refer to the Driving at Work Policy for guidance and relevant risk assessments.</td>
</tr>
<tr>
<td>For <strong>vehicle cleansing</strong> procedure refer to the Covid-19 Vehicle Hygiene guidance.</td>
</tr>
</tbody>
</table>
6.7 Contractors and third parties (waste, deliveries, stock, constructions, catering)

<table>
<thead>
<tr>
<th>Ref</th>
<th>Criteria</th>
<th>Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.7.1</td>
<td>Third parties are expected to maintain standards expected of HES staff. Appropriate Risk Assessments and Method Statements should be provided to HES managers in advance of carrying out any works.</td>
<td>X</td>
</tr>
<tr>
<td>6.7.2</td>
<td>Management and Control of Contractors policy to be updated to reflect COVID-19 and applied accordingly.</td>
<td>X</td>
</tr>
<tr>
<td>6.7.3</td>
<td>All interaction with tenants to be arranged through HES Factoring.</td>
<td>X</td>
</tr>
<tr>
<td>6.7.4</td>
<td>Third parties who occupy or control all or parts of sites are provided with HES COVID-19 policies and guidance.</td>
<td>X</td>
</tr>
<tr>
<td>6.7.5</td>
<td>Receiving goods and deliveries. Procedure in place to ensure safe exchange and handling of goods received including quarantine where appropriate.</td>
<td>X</td>
</tr>
</tbody>
</table>