

Keeping Customers and visitors safe

Steps that will usually be needed:

Calculating the maximum number of customers that can reasonably follow social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) at the venue. Taking into account total indoor and outdoor space, specific venue characteristics such as furniture as well as likely pinch points and busy areas.

Reconfiguring indoor and outdoor seating and tables to maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) between customers of different households or support bubbles. For example, increasing the distance between tables.

Working with your local authority or landlord to take into account the impact of your processes, including queues, on public spaces such as high streets and public car parks.

Working with neighboring businesses and local authorities to provide additional parking or facilities such as bike-racks, where possible, to help customers avoid using public transport.

Reducing the need for customers to queue, but where this is unavoidable, discouraging customers from queueing indoors and using outside spaces for queueing where available and safe. For example, using some car parks and existing outdoor services areas.

Managing outside queues to ensure they do not cause a risk to individuals, other businesses or additional security risks, for example by introducing queuing systems, having staff direct customers and protecting queues from traffic by routing them behind permanent physical structures such as street furniture, bike racks, bollards or putting up barriers.

Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage, and visual aids and before arrival, such as by phone, on the website or by email.

Managing the entry of customers, and the number of customers at a venue, so that all indoor customers are seated with appropriate distancing, and those outdoors have appropriately spaced seating or standing room. This is to ensure that the venue, including areas of congestion does not become overcrowded. Managing entry numbers can be done, for example, through reservation systems, social distancing markings, having customers queue at a safe distance for toilets or bringing payment machines to customers, where possible.

Making customers aware of, and encouraging compliance with, limits on gatherings. For example, on arrival or at booking. Indoor gatherings are limited to members of any two households (or support bubbles), while outdoor gatherings are limited to members of any two households (or support bubbles), or a group of at most six people from any number of households.

Encouraging customers to use hand sanitiser or handwashing facilities as they enter the venue.

Ensuring any changes to entrances, exits and queue management take into account reasonable adjustments for those who need them, including disabled customers. For example, maintaining pedestrian and parking access for disabled customers.

Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.

Keeping indoor and soft play areas closed. For guidance on opening outdoor playgrounds safely, see guidance for managing playgrounds published by The Ministry of Housing, Communities and Local Government.

Looking at how people move through the venue and how you could adjust this to reduce congestion and contact between customers, for example, queue management or one-way flow, where possible.

Planning for maintaining social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) in the event of adverse weather conditions, being clear that customers cannot seek shelter indoors unless social distancing can be maintained.

Working with neighboring businesses and local authorities to consider how to spread the number of people arriving throughout the day for example by staggering opening hours; this will help reduce demand on public transport at key times and avoid overcrowding.

Determining if schedules for essential services and contractor visits can be revised to reduce interaction and overlap between people, for example, carrying out services at night.

Managing service of food and drink at a venue

Steps that will usually be needed:

Maintaining social distancing (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) from customers when taking orders from customers.

Using social distance markings to remind customers to maintain social distancing (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) between customers of different households or support bubbles.

Minimizing customer self-service of food, cutlery and condiments to reduce risk of transmission. For example, providing cutlery and condiments only when food is served.

Providing only disposable condiments or cleaning non- disposable condiment containers after each use.

Reducing the number of surfaces touched by both staff and customers. For example, asking customers to remain at a table where possible, or to not lean on counters when collecting takeaways.

Encouraging contactless payments where possible and adjusting location of card readers to social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).

Minimizing contact between front of house workers and customers at points of service where appropriate. For example, using screens or tables at tills and counters to maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).

Ensuring all outdoor areas, with particular regard to covered areas, have sufficient ventilation. For example, increasing the open sides of a covered area.

Managing service of food and drink at a venue - takeaways or deliveries

Steps that will usually be needed

See [government guidance](#) on food safety for food delivery.

Encouraging customers to order online, on apps or over the telephone to reduce queues and stagger pick-up times.

Minimizing contact between kitchen workers and front of house workers, delivery drivers or riders, for example, by having zones from which delivery drivers can collect packaged food items.

Limiting access to venues for people waiting for or collecting takeaways. Setting out clear demarcation for social distancing (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) for delivery drivers, riders or customers queuing. Asking customers to wait outside or in their cars.

Working with your local authority, landlord and neighbors to ensure designated waiting areas do not obstruct public spaces.

Service at the venue

Encouraging use of contactless ordering from tables where available. For example, through an ordering app.

Adjusting service approaches to minimise staff contact with customers. Indoor table service must be used where possible, alongside further measures such as assigning a single staff member per table. Outdoor table service should also be encouraged, although customers are permitted to stand outside if distanced appropriately. Where bar or counter service is unavoidable, preventing customers from remaining at the bar or counter after ordering.

Adjusting processes to prevent customers from congregating at points of service. For example, having only staff collect and return empty glasses to the bar.

Minimizing contact between kitchen workers and front of house workers. For example, by having zones from which front of house staff can collect food.

Encouraging use of outdoor areas for service where possible. For example, increasing outdoor seating or outdoor points of service such as stalls.

Customer toilets

Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency and to avoid touching your face, and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.

Consider the use of social distancing marking in areas where queues normally form, and the adoption of a limited entry approach, with one in, one out (whilst avoiding the creation of additional bottlenecks).

To enable good hand hygiene consider making hand sanitiser available on entry to toilets where safe and practical, and ensure suitable handwashing facilities including running water and liquid soap and suitable options for drying (either paper towels or hand driers) are available.

Setting clear use and cleaning guidance for toilets, with increased frequency of cleaning in line with usage. Use normal cleaning products, paying attention to frequently hand touched surfaces, and consider use of disposable cloths or paper roll to clean all hard surfaces.

Keep the facilities well ventilated, for example by fixing doors open where appropriate.

Special care should be taken for cleaning of portable toilets and larger toilet blocks.

Putting up a visible cleaning schedule can keep it up to date and visible.

Providing more waste facilities and more frequent rubbish collection.

Providing and explaining available guidance

- Providing clear guidance on expected customer behaviors, social distancing and hygiene to people on or before arrival, for example on online booking forms and on-site signage and visual aids. Explaining to customers that failure to observe safety measures will result in service not being provided.
- Providing written or spoken communication of the latest guidelines to both workers and customers inside and outside the venue. You should display posters or information setting out how customers should behave at your venue to keep everyone safe. Consider the particular needs of those with protected characteristics, such as those who are hearing or visually impaired.
- Where necessary, informing customers that police and the local authorities have the powers to enforce requirements in relation to social distancing and may instruct customers to disperse, leave an area, issue a fixed penalty notice or take further enforcement action.
- Informing customers that they should be prepared to remove face coverings safely if asked to do so by police officers and staff for the purposes of identification.
- Encouraging workers to remind customers to follow social distancing advice and clean their hands regularly.
- Where visits to venues are required, for example, inbound supplier deliveries or safety critical visitors, providing site guidance on social distancing and hygiene on or before arrival.
- Ensuring information provided to customers and visitors, such as advice on the location or size of queues, does not compromise their safety.

Who should go to work?

- Who is essential to be on site; for example, those not in customer-facing roles such as administrative staff should work from home if at all possible.
- Planning for the minimum number of people needed at the venue to operate safely and effectively.
- Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are on-site.
- Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.
- Providing administrative staff with equipment to work from home safely and effectively, for example, remote access to work systems.

Protecting people who are at higher risk

Steps that will usually be needed:

Providing support for workers around mental health and wellbeing. This could include advice or telephone support

See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups.

People who need to self-isolate

Steps that will usually be needed:

Enabling workers to work from home while self-isolating if appropriate.

See current guidance for employees and employers relating to statutory sick pay due to COVID-19.

See current guidance for people who have symptoms and those who live with others who have symptoms.

Equality in the workplace

Steps that will usually be needed:

Understanding and taking into account the particular circumstances of those with different protected characteristics.

Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk, or might make any steps you are thinking about inappropriate or challenging for them.

Considering whether you need to put in place any particular measures or adjustments to take account of your duties under the equalities legislation.

Making reasonable adjustments to avoid disabled workers being put at a disadvantage, and assessing the health and safety risks for new or expectant mothers.

Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example, those with caring responsibilities or those with religious commitments

Coming to work and leaving work

Steps that will usually be needed:

Staggering arrival and departure times at work to reduce crowding into and out of the venue, taking account of the impact on those with protected characteristics.

Providing additional parking or facilities such as bike- racks to help people walk, run, or cycle to work where possible.

Reducing congestion, for example, by having more entry points to the venue. If you have more than one door, consider having one for entering the building and one for exiting.

Using markings to guide staff coming into or leaving the building.

Providing handwashing facilities, or hand sanitiser where not possible, at entry and exit points.

Providing storage for staff clothes and bags.

Requesting staff change into work uniforms on site using appropriate facilities/changing areas, where social distancing and hygiene guidelines can be met.

Washing uniforms on site, where appropriate, or requesting workers to regularly wash uniforms at home.

See government guidance on travelling to and from work

Moving around venues

Steps that will usually be needed:

- Reducing movement by discouraging non-essential trips within venues, for example, restricting access to some areas, encouraging use of radios, telephones or other electronic devices when sending orders from service areas to kitchens, where permitted, and cleaning them between use.
- Reducing job and location rotation, for example, assigning workers to specific areas or keeping temporary personnel dedicated to one venue.
- Introducing more one-way flow routes through buildings through signage that clearly indicate the direction of flow.
- Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.
- Making sure that people with disabilities are able to access lifts.
- Managing use of high traffic areas including, corridors, lifts and staircases to maintain social distancing.

Working Areas

Steps that will usually be needed:

- Reviewing layouts and processes to allow staff to work further apart from each other.
- Only where it is not possible to move working areas further apart, arranging people to work side-by-side or facing away from each other rather than face-to-face. Where this is not possible, using screens to separate people from each other.
- Using floor tape or paint to mark areas to help people comply with social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).

Food Preparation areas

Steps that will usually be needed:

- Following government guidance on managing food preparation and food service areas.
- Allowing kitchen access to as few people as possible.

- Minimizing interaction between kitchen staff and other workers, including when on breaks.
- Putting teams into shifts to restrict the number of workers interacting with each other.
- Spacing working areas to maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable) as much as possible, recognizing the difficulty of moving equipment such as sinks, hobs and ovens. Consider cleanable panels to separate working areas in larger kitchens.
- Providing floor marking to signal social distancing (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).
- Using 'one way' traffic flows to minimise contact.
- Minimizing access to walk-in pantries, fridges and freezers, for example, with only one person being able to access these areas at one point in time.
- Minimizing contact at 'handover' points with other staff, such as when presenting food to serving staff and delivery drivers

Entertainment

Steps that will usually be needed:

- Determining the viability of entertainment and maximum audience numbers consistent with social distancing outside and within venues and other safety considerations.
- Preventing entertainment, such as broadcasts, that is likely to encourage audience behaviors increasing transmission risk. For example, loud background music, communal dancing, group singing or chanting.
- Reconfiguring indoor entertainment spaces to ensure customers are seated rather than standing. For example, repurposing dance floors for customer seating.
- Encouraging use of online ticketing and online or contactless payments for entertainment where possible.
- Communicating clearly to customers the arrangements for entertainment and clearly supervising with additional staff if appropriate.

Meetings

Steps that will usually be needed:

Using remote working tools to avoid in-person meetings

Only absolutely necessary participants should physically attend meetings and should maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable).

Avoiding transmission during meetings, for example, avoiding sharing pens, documents and other objects.

Providing hand sanitiser in meeting rooms.

Holding meetings outdoors or in well-ventilated rooms whenever possible.

For areas where regular meetings take place, use floor signage to help people maintain social distancing

Back of house and common areas

Steps that will usually be needed:

Staggering break times to reduce pressure on the staff break rooms or places to eat and ensuring social distancing is maintained in staff break rooms.

Using safe outside areas for breaks.

Creating additional space by using other parts of the venue or building that have been freed up by remote working.

Installing screens to protect staff in front of house areas or serving customers at till points.

Using social distance marking for other common areas such as toilets, showers, lockers and changing rooms and in any other areas where queues typically form.

Accidents, security and other incidents

Steps that will usually be needed:

- Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible.
- Considering whether you have enough appropriately trained staff to keep people safe. For example, having dedicated staff to encourage social distancing or to manage security.
- Considering the security implications of any changes you intend to make to your operations and practices in response to COVID-19, as any revisions may present new or altered security risks which may need mitigations.
- For organizations who conduct physical searches of people, considering how to ensure safety of those conducting searches while maintaining security standards.
- Following government guidance on managing security risks

Cleaning the work place – before re-opening

Steps that will usually be needed:

- Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels.
- Most air conditioning systems do not need adjustment, however where systems serve multiple buildings, or you are unsure, advice should be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.
- Following guidance on reopening food businesses
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Keeping the venue clean

Steps that will usually be needed:

- Following government guidance on cleaning food preparation and food service areas.
- Wedging doors open, where appropriate, to reduce touchpoints. This does not apply to fire doors.

Frequent cleaning of objects and surfaces that are touched regularly including counters, tills, and making sure there are adequate disposal arrangements for cleaning products.

Cleaning surfaces and objects between each customer use. For example, cleaning tables, card machines, chairs, trays and laminated menus in view of customers before customer use.

If you are cleaning after a known or suspected case of COVID-19 then you should refer to the specific guidance.

Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.

Maintaining good ventilation in the work environment. For example, opening windows and doors frequently, where possible.

If you are cleaning after a known or suspected case of COVID-19 then you should refer to the specific guidance.

Frequent cleaning of work areas and equipment between uses, using your usual cleaning products.

Maintaining good ventilation in the work environment. For example, opening windows and doors frequently, where possible.

Keeping the kitchen clean

Steps that will usually be needed:

Recognizing that cleaning measures are already stringent in kitchen areas, consider the need for additional cleaning and disinfection measures.

Having bins for collection of used towels and staff overalls.

Washing hands before handling plates and cutlery.

Continuing high frequency of hand washing throughout the day.

Hygiene – Handwashing, sanitation facilities and toilets

Steps that will usually be needed:

Following government guidance on hygiene in food preparation and food service areas.

Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.

Providing regular reminders and signage to maintain hygiene standards.

Providing hand sanitiser in multiple locations in addition to washrooms.

Setting clear use and cleaning guidance for toilets to ensure they are kept clean and social distancing is achieved as much as possible.

Enhancing cleaning for busy areas.

Special care should be taken for cleaning of portable toilets.

Providing more waste facilities and more frequent rubbish collection.

Providing hand drying facilities – either paper towels or electrical dryers.

Washing hands after handling customer items and before moving onto another task. For example, after collecting used plates for cleaning and before serving food to another table.

Changing rooms and showers

Steps that will usually be needed

Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that social distancing is achieved as much as possible.

Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.

Handling goods, merchandise, other materials and onsite vehicles

Steps that will usually be needed:

Cleaning procedures for goods and merchandise entering the site.

Cleaning procedures for the parts of shared equipment you touch before each use.

Encouraging increased handwashing and introducing more handwashing facilities for workers handling goods and merchandise or providing hand sanitiser where this is not practical.

Regular cleaning of the inside of shared vehicles that workers may take home

Enhanced handling procedures of laundry to prevent potential contamination of surrounding surfaces, to prevent raising dust or dispersing the virus.

Shift patterns and working groups

Steps that will usually be needed:

- As far as possible, where staff are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people.
- Considering where congestion caused by people flow and pinch points can be improved. Using one-way systems, staggered shifts and assigned staff mealtimes are possible ways to minimise the risk of transmission.
- You should assist the Test and Trace service by keeping a temporary record of your staff shift patterns for 21 days and assist NHS Test and Trace with requests for that data if needed. This could help contain clusters or outbreaks.

Work related travel --cars, deliveries on motorcycles and bicycles, accommodation and visits

Steps that will usually be needed:

- Avoiding using public transport, and aiming to walk, cycle, or drive instead. If using public transport is necessary, wearing a face covering is mandatory.
- Minimizing the number of people outside of your household or support bubble travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.
- Cleaning shared vehicles between shifts or on handover
- Where workers are required to stay away from their home, centrally logging the stay and making sure any overnight accommodation meets social distancing guidelines.
- Ensuring that delivery drivers or riders maintain good hygiene and wash their hands regularly

Deliveries to other sites

- Putting in place procedures to minimise person-to-person contact during deliveries to other customers
- Maintaining consistent pairing where two-person deliveries are required.
- Minimizing contact during payments and exchange of documentation, for example, by using electronic payment methods and electronically signed and exchanged documents.

Communications and training – returning to work

Steps that will usually be needed:

Providing clear, consistent and regular communication to

Improve understanding and consistency of ways of working.

Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.

Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.

Ongoing communications and signage

Steps that will usually be needed:

Ongoing engagement with workers, including through trade unions or employee representative groups, to monitor and understand any unforeseen impacts of changes to working environments.

Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).

Communicating approaches and operational procedures with suppliers, customers or trade bodies to help their adoption and share experience.

Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language and those with protected characteristics such as visual impairments.

Using visual communications, for example, whiteboards or signage, to explain changes to rotas or stock shortages without the need for face-to-face communications.

Inbound and outbound goods

Steps that will usually be needed:

Revising pick-up and drop-off collection points, procedures, signage and markings.

Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.

Minimizing unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.

Where possible and safe, having single workers load or unload vehicles.

Where possible, using the same pairs of people for loads where more than one is needed.

Enabling drivers to access welfare facilities when required, consistent with other guidance.

Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.

Creating one-way flow of traffic in stockrooms.

Adjusting put-away and replenishment rules to create space for social distancing. Where social distancing cannot be maintained due to venue design, sufficient mitigation strategies should be designed and implement