



The infographic consists of a grid of 20 white triangles, each containing a black line-art icon. The icons represent various concepts related to COVID-19, including social distancing, hygiene, medical care, and general health. The icons are arranged in a grid pattern, with some icons appearing in multiple triangles. The background is a solid yellow color.

- Top row (left to right): A clock face with a single drop; three people in a circle; a shopping cart; a hand being washed at a sink.
- Second row (left to right): A person wearing a face mask; a thermometer; a person coughing into their elbow; a person wearing a face mask; a person wearing a face mask.
- Third row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Fourth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Fifth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Sixth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Seventh row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Eighth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Ninth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.
- Tenth row (left to right): A person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask; a person wearing a face mask.



Rialtas na hÉireann
Government of Ireland



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Introduction

This document is intended to consolidate practical guidance that is available at time of writing on how to manage business continuity of shopping centres during the COVID-19 pandemic. It addresses risks to both workers and the public. It draws from already published documents which are acknowledged in Section 7.

This guide will assist shopping centres to implement the “Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19” for Employers and Workers which applies to all workplaces right across the economy. Specific sectors may need to introduce additional safeguards.

This Transitional Protocol is a revision of the Work Safely Protocol published in May 2020. The revised Protocol incorporates the current advice on the Public Health measures needed to reduce the spread of COVID-19 in the community and workplaces.

The Protocol is a general document applicable to all sectors. It sets out the minimum measures required in every place of work to prevent the spread of COVID-19 and the ongoing safe operation of those workplace.

It should be noted that the attached details are non-exhaustive and are also subject to change.

Retailers can refer to the NSAI COVID-19 Retail Protection and Improvement Guide for guidance on the implementation of the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19.



1. Scope



This document gives guidelines for shopping centres restoring business operations following a disruption or closure due to the COVID-19 pandemic. This document can be used to implement, maintain and improve a shopping centres ability to protect against, prepare for, respond to and recover from COVID-19 related disruptions.

This document focuses on activities related to shopping centres but does not address every possible scenario for all shopping centres.



2. Terms and definitions



contact tracing

process of identifying persons who may have come into contact with an infected person ("contacts") and the subsequent collection of further information about these contacts.

coronavirus

broader name for the family of diseases that includes COVID-19, and its entry has been revised to show that relationship. A new example has been added to the entry for novel ("new").

COVID-19

new name for a new disease, coined as an abbreviated form of coronavirus disease 2019.

centre management team

person or group of people who directs and controls all matters related to the recovery and protection of processes and business functions during the COVID-19 pandemic.

close contact

person-to-person contact or spray of droplets during coughing and sneezing.

contact log

person-to-person contact log of all site attending employees which will assist in contact tracing as and when positive cases arise.

face mask

is shaped to cover the mouth and nose. Face masks are CE marked.

face covering

is a material you wear that covers the nose and mouth and is made from materials such as cotton or silk. These coverings are not CE marked.

index case

first documented case of an infectious disease or genetically transmitted condition or mutation in a population, region, or family.

**isolation**

separation of infected individuals and healthy individuals.

shopping centre owner

individual or persons representative of the company or companies owning or leasing the shopping centre.

restricted movement

separating well persons, who have been exposed to the infection, from other well persons during the incubation period of an illness.

retail unit/shop/store

space within a building for the sale of merchandise or the provision of services involving the receiving and returning of goods.

retailer

seller of goods or services directly to consumers.

shopping centre lead worker representative

individual or persons representative of the shopping centre charged with ensuring that COVID-19 measures are strictly adhered to in their place of work.

retail unit lead worker representative

individual or persons representative of a retail unit charged with ensuring that COVID-19 measures are strictly adhered to in their place of work.

shopping centre

building or space, usually with shops on one or both sides.

working from home

situation in which an employee works mainly from home and communicates with the company by electronic means.

risk assessment

overall process of risk identification, risk analysis, and risk evaluation.

restricted movement and self-isolation

avoidance of contact with other individuals for a period of time during the outbreak of a contagious disease usually by remaining in one's home/room and limiting contact with family members.

physical distancing (social distancing)

practice of implementing measures to maintain safe distances for preventing the spread of disease.

treatment

medical treatment for COVID-19 symptoms and/or related complications.



3. Background

Organisations should refer to the latest public health advisories issued by HSE, [Gov.ie](https://www.gov.ie) and other government agencies as the situation evolves. See section 7 for agency information.



3.1 Symptoms of COVID-19

It can take up to 14 days for symptoms of coronavirus (COVID-19) to appear. They can be similar to the symptoms of cold and flu. Common symptoms of coronavirus include:

- a fever (high temperature – 38 degrees Celsius or above)
- a cough – this can be any kind of cough, not just dry
- shortness of breath or breathing difficulties
- loss or change to your sense of smell or taste – this means you've noticed you cannot smell or taste anything, or things smell or taste different to normal

Generally, these infections can cause more severe symptoms in people with weakened immune systems, older people, and those with long-term conditions like diabetes, cancer and chronic lung disease.

3.2 Spread of COVID-19

Coronavirus (COVID-19) is spread in sneeze or cough droplets.

You could get the virus if you:

- come into close contact with someone who has the virus and is coughing or sneezing
- touch surfaces that someone who has the virus has coughed or sneezed on and bring your unwashed hands to your face (eyes, nose or mouth)

Employees are advised to follow public health advice and guidance including ensuring good hygiene practices, such as frequent hand washing and respiratory etiquette, and physical distancing to protect themselves and their work colleagues against infection and should seek professional healthcare advice if unwell. Employees should avoid making contact with their face and in particular their eyes, nose and mouth, and should wash their hands immediately before touching their face.



Employees who have symptoms of acute respiratory illness are recommended to stay home if they are well enough to do so or contact the health service or their GP if they are acutely unwell. They should not come to work and should self isolate as per current public health advice.

NOTE: Downloading and using the HSE COVID-19 tracker app is also an important measure that can be adopted. Employers should provide advice on the tracker and encourage workers to download. Workers should download as it can be used for contact tracing in and out of the workplace.

3.3 How long the virus can survive on surfaces

Common household disinfectants will kill the virus on surfaces. Clean the surface first and then use a disinfectant. Coronavirus can survive for:

- up to 72 hours on plastic and stainless steel
- less than 4 hours on copper
- less than 24 hours on cardboard



4. Recovery – Planning and Recovery of Processes and Business Functions



4.1 General

The purpose of recovery is to re-establish business activities and to support business continuity following a disruption or closure. The shopping centre owner should have a centre management team in place before the planning and recovery of business activities begins.

The centre management team should have documented procedures to restore and return business operations from the temporary measures or closure during the COVID-19 pandemic. These should address relevant audit and corporate governance requirements. There should be an appropriate communication structure in place between the centre management team and all retail units (See 5.6 Communication planning).

The documented procedures should include a detailed assessment of the situation and its impact, the determination of tasks and, the steps to be taken for recovery.

The documented procedures for recovery should include provision for the resumption of all activities and not just those identified as prioritised activities. The recovery process should recognise that activities with a lower priority are to be resumed at some point in time and should have resources allocated.

4.2 Risk assessment

Where a shopping centre has closed due to COVID-19, the employer is required to review and update their occupational health and safety risk assessments and safety statement in order to take account of any work changes which may arise following implementation of control measures to control infection spread. The centre management team, in consultation with its retail units, should identify risks and put the necessary control measures in place.

Ongoing government advice and directives should be closely monitored, which can have an impact on the business continuity plan.

In the event of one or more cases, HSE advice should also be considered when deciding what actions should be taken.

NOTE: See Annex A for guidelines on conducting a COVID-19 business continuity risk assessment.



4.3 Awareness

The centre management team should ensure that all persons working under its control (e.g. staff, contractors, suppliers) are aware of the shopping centres business recovery policy and business recovery objectives.

The centre management team should ensure that all persons under its control understand their role with regard to the business recovery process and have completed the necessary induction prior to returning to work.

4.4 Analysis of business impact

An analysis of business impact enables the shopping centre to set priorities for resuming activities that have been disrupted. The centre management team should identify and classify as “prioritised” any activities where failure to resume them could result in an adverse impact. Activities other than those needing to be recovered quickly can also be prioritised. For example, an activity that cannot be resumed for six months but could take a minimum of eight months to resume should be prioritised.

NOTE: The analysis enables the identification of the resources that are required for recovery.

4.5 Selection of recovery strategies and solutions

4.5.1 Business continuity solutions for resuming or recovering a prioritised activity can be expensive. Where the centre management team estimates this to be the case, it may select alternative solutions that are acceptable to meet its business recovery objectives or, treat affected services as exclusions from the scope of their business recovery objective. All decisions should be guided by the latest public health advice and the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19.

4.5.2 Safety & welfare during recovery

Special attention should be paid to any groups with physical and learning disabilities or other specific needs (e.g. pregnancy, temporary disability due to injury, illness, etc). Planning in advance to meet these requirements can reduce risk and reassure those affected. The long-term impacts of incidents should not be underestimated. The organisation should develop appropriate solutions, including consideration of relevant social and cultural issues, to promote employee safety and wellbeing throughout the duration of the recovery of operations

4.6 Recovery of Retail units

Following a decision to recover the processes and business functions of a shopping centre, recovery of all retail units within the shopping centre should be co-ordinated. (See section 5)

Each retail unit is responsible for their own business continuity plans that meet their requirements to restore business activities and, that meet the requirements of the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19.

NOTE: Guidance on how to manage business continuity of the retail sector during the COVID-19 pandemic can be found in the NSAI COVID-19 retail protection and improvement guide.



5. Operational structure



5.1 General

The operational structure should be established in accordance with the requirements and policies of the centre management team and the conditions particular to the shopping centre.

The operational structure should be designed to encourage effective and efficient communication and cooperation between the centre management team and all retail units to ensure compliance with the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19.

5.2 Centre Management Team

The centre management team is responsible for the planning, coordinating and implementation of the COVID-19 shopping centre business continuity plan.

For the purpose of COVID-19 matters, the centre management team should implement and maintain a structure, identifying roles and responsibilities of each member within the team and the relationships between the members should be clearly stated.

COVID-19 related roles and responsibilities within the centre management team can include:

- ensuring that measures are fully adhered to by the centre management team and service contractor teams in conjunction with the contract managers;
- ensuring that the measures are fully adhered to by the tenant teams in conjunction with the store managers;
- ensuring effective communication between the centre management team and retail units (see communication planning section).

Collectively, the centre management team should be competent to:

- a) assess the nature and extent of a disruption and its potential impact;
- b) assess the impact against pre-defined thresholds that justify initiation of a formal response;
- c) activate an appropriate business continuity response;
- d) plan actions that need to be undertaken;
- e) establish priorities;
- f) monitor the effects of the disruption and the organisation's response;
- g) activate the business continuity solutions;
- h) with relevant interested parties, authorities and the media.



5.3 Lead worker representative

Each shopping centre should appoint at least one lead worker representative with the responsibility to represent staff and to assist in the implementation of the measures identified in the COVID-19 shopping centre business continuity plan. The number of representatives appointed will ideally be proportionate to the number of workers.

5.4 Human resource management

The following actions should be taken:

1. Develop a plan for the continuity of leadership in the event of absence of key decision makers and executives.
2. Consider flexible work arrangements for employees, including working from home. Review employee management policies such as absenteeism, sick leave, overseas travel, workplace closure and recall of non-critical employees and their families from affected countries.
3. Employers should routinely check the HSE, HSA and Gov.ie websites for the latest updates on the COVID-19 situation so that an informed decision can be made on whether to proceed with business travel plans.
4. For employees whose work is performed in affected countries or regions, employers should ensure that employees are adequately protected or monitored in accordance with HSE guidelines.
5. Employees presenting symptoms of COVID-19 shall Follow current health advice.
6. All suspected and confirmed cases should be treated confidentially and sensitively.
7. During self-isolation, consider flexible work arrangements, such as working from home.
8. Employees returning to work following self-isolation should follow current health advice.
9. Keep a log of staff attendance to facilitate contact tracing.

Note: A range of new measures and requirements, including mandatory quarantine for travel from certain countries, for those travelling to Ireland has been introduced, for up to-date information on travel overseas, please refer to: <https://www.gov.ie/en/publication/b4020-travelling-to-ireland-during-the-covid-19-pandemic/>

5.5 COVID-19 shopping centre business continuity plan

A COVID-19 shopping centre business continuity plan should be developed and established by the centre management team. When developing the plan, the centre management team should ensure that current guidelines issued by Government and the Health Authorities.

The COVID-19 shopping centre business continuity plan and procedures should include the following:

1. Roles and responsibilities i.e. relationship between centre management team and retail units;
2. Staff induction and training
3. Return to Work Form
4. Prevention measures to be implemented, see section 6;
5. Communication of these measures with employees, retailers and customers, see section 5.6;
6. Monitoring and reporting mechanism, e.g. inspections to review compliance;
7. Response plan to deal with a suspected/confirmed case of COVID-19.



5.6 Communication planning

The centre management team should ensure that appropriate communication processes are established for the shopping centre, and that communication takes place effectively and efficiently.

An appropriate communication structure should be put in place to ensure effective communication between the centre management team and retail units.

Communication planning should take into account the needs of the centre management team, retail units, customers and other interested parties, and should result in a documented communication plan.

This communication plan should define the information that will be formally communicated, the media used to transmit it and the frequency of communication. The requirements for the purpose, frequency, timing and records of meetings should be defined in the communication plan. The communication plan should identify who will send and receive information. All information and communications shall be fully accessible to cater for persons of any age, ability or disability.

Communication strategies should be robust to minimise the risk of misinformation and to:

- provide up-to-date reliable information to employees;
- provide up-to-date reliable information to suppliers and customers;
- clarify the company's procedures and policies;
- ensure central visibility regarding resourcing and operational needs;
- provide up-to-date signage in appropriate locations: <https://www.gov.ie/en/collection/ee0781-covid-19-posters-for-public-use/>. This can involve cross functional team comprising key areas of a business or be a single appointment depending on the complexity of the shopping centre

The centre management team should use the national resources, posters and guidance that are available and updated on a regular basis to reflect the rapidly emerging situation.

5.6.1 Communicating with suppliers, customers and other stakeholders

The shopping centre management team should:

- Identify essential suppliers and service providers and discuss continuity issues with them such as understanding their business continuity plans.
- Identify essential customers and ensure that plans are in place to meet customer needs.
- Develop a plan on how and when to activate alternative suppliers and/or alternative delivery means to customers.
- Identify stakeholders in their local network and share best practice concerning defence against COVID-19.

5.6.2 Communicating with employees

The communications co-ordinator within the centre management team should be identified. Their role should include disseminating the communications plan in line with business needs and the business continuity plan. The centre management team should ensure all staff are familiar with centre policies and relevant legislation including:

- absence;
- sick leave;
- lay-off and short time;
- force majeure;

- Employment Equality Acts 1998 to 2015;
- Payment of Wages Act 1991;
- Organisation of Working Time Act 1997 (breaks, etc).

Managers should be prepared to deal with these issues as they arise, and employees should be clear about what is required.

The appointment of a communications co-ordinator will centralise the information and manage the resulting impact. This ensures awareness of absences across the business, other operational issues and any problems with suppliers or other related issues, in real time. This will facilitate making informed decisions on the allocation of resources.

5.6.3 Attendance and absence management

It is important to review, communicate and formally implement the absence and sick leave policies that are in place. In advance of any potential increase in absence, all employees should be fully familiar with policy requirements, particularly around what constitutes acceptable reasons for absence, the notification and certification requirements and the social welfare procedures.

Employers should follow through with their policies and ensure consistency. The first absence in an unusual situation such as the potential exposure to COVID-19, may initially be dealt with on an ad hoc basis which may set an undesirable or unsustainable precedent should absence levels suddenly escalate.

Employers should consider the effect that significant employee absences would have on their workplace. Various types of absence need to be considered as it is possible that:

- a) several employees may contract a virus;
- b) employees may have family members who require care;
- c) there may be a fear factor, where employees consider absencing themselves for fear of contracting a virus.

Employees who have been in contact with individuals who have COVID-19 or indeed any virus of special concern should follow the HSE guidance for advice in the first instance and then notify their manager before attending for work.

Employers should check on employees' health by phone or email during their absence from work.

If an employee is absent due to a fear of contracting the virus an employer should consider the risks and consider whether the employee is a vulnerable employee. Where there is no increased risk for the employee, the employer can request them to attend work. An employee who continues to be absent from work in these circumstances may be subject to disciplinary action for unauthorised absence, in line with the shopping centres policy.

At some point, based on public health advice, certain aspects of company policy and procedure may require adjustment in accordance with the situation as it evolves. Therefore, it is important to keep the policy under review and to communicate clearly any changes.

5.6.4 Performance monitoring

The centre management team should use performance indicators to review and evaluate the performance and effectiveness of the COVID-19 measures and their outcomes in order to identify successes and areas requiring correction or improvement. The data obtained can be used to identify patterns and to enable the centre management team to obtain information regarding the performance to the COVID-19 requirements.



Procedures for monitoring, measuring, analysing and evaluating the performance and the effectiveness of COVID-19 requirements should include:

1. determining the methods for monitoring, measurement analysis and evaluation, including;
2. specifying what is to be monitored and measured;
3. identifying how, when and by whom the monitoring and measuring should be performed;
4. setting performance metrics, including qualitative and quantitative measurements that are appropriate to the organisation and ensure valid results;
5. recording data and results to facilitate subsequent corrective action analysis;
6. monitoring the extent to which the organisation's COVID-19 requirements and objectives are met;
7. measuring compliance with applicable Government and HSE COVID-19 requirements;
8. monitoring nonconformity and other evidence of deficient COVID-19 performance and implementing appropriate corrective actions.
9. recording and monitoring training received, including;
10. evaluation of training received against defined training needs and requirements;
11. the improvement of the development programme as needed.
12. Internal audit at planned intervals to assess the performance of the COVID-19 arrangements.



6. Defence – How to defend against the spread of COVID-19



6.1 Competence and training requirements

The centre management team should have a process for identifying and delivering the COVID-19 training requirements. The centre management team should:

- ensure that the necessary person(s) receive appropriate COVID-19 training to implement the requirements of this document.
- determine the necessary COVID-19 competence and training of person(s) doing work under its control;
- where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;
- retain appropriate documented information as evidence of competence.

NOTE: Applicable actions can include, for example, the provision of training to, the mentoring of, or the reassignment of currently employed persons; or the hiring or contracting of competent persons.

The centre management team should require contractors working on its behalf to demonstrate that person(s) doing work under its control have the requisite competence and training for COVID-19.

The centre management team should provide information to employees on the following:

- Signs and symptoms of COVID-19. (See section 3.1);
- How COVID-19 is spread. (See section 3.2);
- Cleaning routines and hygiene controls (including respiratory hygiene, cough etiquette, handwashing and physical distancing);
- Use of Personal Protection Equipment (PPE) (e.g. disposable gloves, face coverings and disinfectants) as relevant and in accordance with public health
- What to do if an employee or a member of the public becomes unwell and believe they have been exposed to COVID-19. (See section 6.8);
- When individuals in the workplace have had contact with a confirmed case of COVID-19;
- Cleaning offices and public spaces where there are suspected or confirmed cases of COVID-19;
- Rubbish disposal, including tissues;
- Familiarising key staff with the COVID-19 shopping centre business continuity plan;
- Cross-training workers and establish covering arrangements to minimise disruptions.

NOTE: As of 28th February 2022, it is recommended that face coverings are used in crowded workplaces.



6.2 Return to work

To assist with the return to work, employers can find templates and checklists at: https://www.hsa.ie/eng/topics/covid-19_coronavirus_information_and_resources/covid-19_business_supports/business_supports/work_safely_templates_checklists_and_posters/

6.3 Staff Induction

Induction training should be provided for all workers. This training should at a minimum include the latest up-to-date advice and guidance on public health:

- the signs and symptoms of Covid-19;
- how Covid-19 spreads;
- the importance of not going to work if displaying signs or symptoms of Covid-19 or feeling unwell;
- what a worker should do if they develop symptoms of COVID-19;
- details of how the workplace is organised to address the risk from COVID-19;
- an outline of the COVID-19 response plan;
- identification of points of contact from the employer and the workers;
- use of face coverings/masks, Personal Protection Equipment (PPE);
- any other sector specific advice that is relevant.

6.4 Isolation Area

There should be an area assigned to isolate people (patrons/employees) with COVID-19 symptoms on presentation to a manager, customer services desk or centre personnel. Please refer to the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19 for further details.

6.5 Visitors/customers

Visitors and customers should be advised to stay home if they are feeling symptomatic and follow HSE guidelines on self-isolation.

6.6 Hygiene and contact reduction

6.6.1 Employee hygiene practices

Employee hygiene practices are important to prevent the spread of COVID-19. Employers should erect appropriate signage on their premises and communicate the HSE recommendations to prevent the virus spreading. The HSE have created posters which employers can use and are available at: <https://www.hse.ie/eng/services/news/newsfeatures/covid19-updates/partner-resources/>

6.6.2 Hand washing

Wash hands regularly with soap and water or with hand sanitiser (alcohol (minimum of 60%) and or non-alcohol based) for at least 20 seconds and in particular:

- after coughing and sneezing,
- before and after eating,
- before and after preparing food,
- before and after removing their face covering,
- if in contact with someone who is displaying any COVID-19 symptoms,



- before and after being on public transport,
- before and after being in a crowd,
- when arriving and leaving the workplace/other sites,
- when entering and exiting vehicles,
- before having a cigarette or vaping,
- when hands are dirty. If visibly dirty, wash hands with soap and water, and
- after toilet use.

NOTE: See HSE recommendations for hand washing: <https://www2.hse.ie/wellbeing/how-to-wash-your-hands.html>.

6.6.3 Mouth covering

When coughing and sneezing, you should cover your mouth and nose with your bent elbow or tissue. Put used tissues into a closed bin and wash your hands.

6.6.4 Physical distancing

The requirements to maintain a 2-metre physical distance and to adopt pods of 6 for indoor events have been removed. However, public health advice for the individual and for sectors notes that adopting a physical distance continues to be good practice.

Employers may choose to maintain some of the practices or arrangements that were in place based on the Work Safely Protocol for the period of transition back to office working. In meetings, events or training, the continued focus on hand and respiratory etiquette and adequate ventilation are all measures that may continue.

The legal requirement to wear a face mask/covering remains in place only for specific regulated settings (e.g., healthcare).

Outside of the above regulated settings, it is still good practice to continue to use face masks/coverings particularly in crowded areas. Workers who use or share work vehicles may also consider using a face mask/covering. Individuals at high or very high risk should also follow public health advice in relation to mask wearing, including wearing a surgical or FFP2 mask when in crowded indoor settings. If face masks/coverings are worn, they should be clean and they should not be shared or handled by other colleagues. Employers should continue to support and facilitate the use of face masks by workers who may wish to continue to use them.

The following protective measures may be put in place, for example:

- Minimise any direct worker contact and provide hand washing facilities, and other hand hygiene aids, such as hand sanitisers, wipes etc. that are readily accessible so workers can perform hand hygiene as soon as the work task is complete.
- Install physical barriers, such as clear plastic sneeze guards between workers.
- Provide PPE as appropriate (see section below).
- avoid making close contact with people (i.e. do not shake hands);
- keep time spent in close proximity with others to a minimum;
- workplace signage. See <https://www.gov.ie/en/collection/02cd5c-covid-19-information-resources/#logo-guidelines>



- staggering times for collections/appointments/deliveries;
- reducing office density and/or split shift arrangements;
- Facilitate home working if possible.
- staggering the use of canteen facilities;
- use of technology for video/virtual meetings for office support staff;
- limiting the number of meetings including length and proximity of gatherings between employees/others;
 - a) workplace signage. See: <https://www.gov.ie/en/collection/ee0781-covid-19-posters-for-public-use>
 - b) reducing office density/support staff through working from home or split shift arrangements;
 - c) use of technology for video/virtual meetings for office support staff;
 - d) limiting the number of meetings including length and proximity of gatherings between employees/others.

6.6.5 Cleaning

Cleaning of all general work areas and frequently touched objects and surfaces should be conducted at regular intervals using a detergent. Disinfectant is required in bathrooms/toilets and when a known suspected case of COVID-19 has been in an area. Standard household disinfectants are suitable. Further information on cleaning in non-healthcare settings is available from the ECDC at: https://www.ecdc.europa.eu/sites/default/files/documents/Environmental-persistence-of-SARS_CoV_2-virus-Options-forcleaning2020-03-26_0.pdf

Examples of surface that require routine cleaning include:

- Entrance door handles where doors are not automatic;
- Card Reader Pin Pads at customer service counters
- Customer facing counter tops, i.e. customer service counter
- Communication equipment i.e. headsets, barcode readers, mobile scanners, printers;
- Lifts/Escalators;
- ATM's
- Staff and customer toilets.

The centre management team should liaise with all retail units to ensure that they are aware of their responsibilities to clean all work areas and frequently-touched objects and surfaces.

A visible cleaning routine can instil staff and visitor confidence. For further cleaning information refer to Section 6.9.

6.7 Additional strategies to minimise spread

6.7.1 Common aisleways/corridors/walkways/lifts

6.7.1.1 Signage and communications

Signage should be posted at centre entrances and car park entrance highlighting the HSE guidelines for health and safety regulation.

Signage should be posted along shopping walkways throughout the centre highlighting current HSE COVID-19 guidelines.

Signage should be posted in restrooms stating clear terms of usage and good hand washing practice

COVID-19 related information and guidelines can be displayed on digital screens inside shopping centres (where applicable) or, printed stands may be used.



COVID-19 signage should be posted in food service areas.

Information on COVID-19 code of conduct and policy should be posted across all centre communication channels to include website and social media.

Where possible, shopping centre announcements should be made using a public announcement (PA) system at appropriate intervals.

6.7.1.2 Marking of routes within the centre

The following should be considered when marking routes within the shopping centre:

- use of clear communication vinyl's to mark walking routes.
- establishment of right-hand/left-hand traffic.
- the introduction of guidance systems on floors highlighting the traffic flow direction within the centre.

6.7.2 Customer service desks

There should be physical barriers, such as clear plastic sneeze guards or equivalent at all Customer Service Desks. Appropriate floor markings should also be used to maintain physical distancing at customer service desks. Where possible, digital transactions rather than cash should be encouraged.

6.7.3 Programme of disinfection within the centre

A planned programme of disinfection should be implemented. This can include disinfection of:

- doors/door handles at entrances and exits should be implemented. restroom doors and entire restroom areas should be implemented.
- escalator handrails should be implemented.
- elevator buttons should be implemented.
- shopping carts, baskets and mobility scooters should be implemented per retail unit or centrally as appropriate.
- ATM Pin Pads
- Car Park Ticket Machines

There should be maintained hand disinfection points at entrances and exits.

There should be an appropriate amount of hand disinfection stations inside the centre.

6.7.4 Wearing of face coverings

Customers and visitors entering the general centre are recommended to wear face coverings in accordance with public health with appropriate signage to communicate this to customers.

6.7.5 Monitoring of compliance to guidelines

The COVID-19 centre management team should organise personnel to patrol the centre at all times to aid in managing of the Covid-19 policy

6.7.6 Car Parks

Where possible, the following measures should be considered:

- Sanitisation of contact areas (door handles/ticket machines/elevator controls for example) to and from the car park where appropriate



6.7.7 Public rest rooms and retail unit rest rooms, baby changing rooms, baby feeding rooms and sinks

The following measures should be considered:

- installation of COVID-19 information boards or notices in rest rooms, baby changing rooms, baby feeding rooms and sink locations.
- barriers at sinks, if possible.
- barriers for free standing toilets (mens), if possible
- regular cleaning regime and resupply of sanitisers is in place

6.7.8 Measures for building services operation

Where possible, the following measures should be considered:

- Are ongoing statutory checks being completed
- secure ventilation of spaces with fresh air
- switch ventilation to nominal speed at least 2 hours before the building usage time and switch to lower speed 2 hours after the building usage time
- at nights and weekends, do not switch ventilation off, but keep systems running at lower speed
- Keep toilet ventilation 24/7 in operation
- Avoid open windows in toilets to assure the right direction of ventilation
- Instruct building occupants to flush toilets with closed lid
- If possible, switch air handling units with recirculation to 100% fresh air
- Inspect heat recovery equipment to be sure that leakages are under control
- If possible, switch fan coils either off or operate so that fans are continuously on
- Do not change heating, cooling and possible humidification setpoints
- If possible, do not plan duct cleaning for this COVID-19 restricted period
- Replace central outdoor air and extract air filters as usual, according to maintenance schedule
- Regular filter replacement and maintenance works can be performed with common protective measures including respiratory protection

6.7.9 Office areas

Where possible, the following measures should be considered:

- Facilitate home working if possible
- install physical barriers, such as clear plastic sneeze guards, if physical distancing is not possible
- Regular cleaning program
- Ensure adequate hand sanitiser available within the office areas
- Facilitate inspection and checking of area to ensure adequate COVID-19 signage/hand sanitiser/proper sanitisation of work areas/personnel following COVID-19 controls is in place
- Implement a wipe down protocol in place for surfaces and shared devices after use



6.7.10 Strategy to minimise spread – Staff canteens

Where possible and if the centre has control of a staff canteen(s), the following measures should be considered:

- Staff cleaning rota to be increased to ensure the cleaning of each table and tray etc after each customer use.
- Ensure a program of disinfection of doors/door handles at entrances and exits is implemented
- Consider the posting of notices at canteen entrances highlighting the HSE COVID-19 guidelines
- Consider the introduction of rotas for use of canteen for breaks to reduce the amount of people in the canteen to allow for physical distancing – staggering the times staff may use the canteen facilities

6.7.11 Strategy to minimise spread – Warehouse/Distribution Centres areas/Delivery docks or Delivery areas within Shopping Centres in the instance of the centre managing such facilities:

All reasonable steps should be taken to protect employees and ensure that

- warehouses/distribution areas/delivery docks or delivery areas within shopping centres remain open and
- functioning throughout the COVID-19 crisis. Measures can include:
 - the restriction of all visitors to distribution warehouses and delivery/goods in areas to ‘business critical’ only.
 - Ensuring a process for informing drivers as to the shopping centre and/or Retail Units (as appropriate) COVID-19 guidelines for delivery and drivers
 - an access control system or zones where only authorised personnel are allowed into the distribution/delivery areas
 - Ensuring the controlled access process for business-critical visitors incorporates:
 - Adherence to sanitisation processes
 - Personnel in this area should be encouraged to sanitise hands on a regular basis

6.7.11.1 Entering a warehouse/distribution area/delivery dock or delivery area within shopping centres

At the entrances to a warehouse/distribution area/delivery dock or delivery area:

- Provide cleaning materials for Mechanical Handling Equipment and communication equipment, i.e. headsets, phones, etc, with an instruction for people to clean the equipment before and after use.
- Where possible, provide individual mobile instruments for each person e.g. scanner, headset etc
- Commonly used machines should be wiped cleaned after each use e.g. driver card download device (tacograph), clock in machines, door coded entry

Regular checks should be taken by the warehouse/distribution area/delivery dock or delivery supervisor or COVID-19 team to ensure that critical actions are in place and being implemented consistently.

Ongoing communication through briefings and posters with consistent and simple messages on personal responsibility, this could be part of daily shift start up meetings.

6.7.12 Personal protective equipment (PPE)

Details on the correct use of suitable PPE for the management of suspected or confirmed COVID-19 can be found on the Health Protection Surveillance Centre (HPSC) website at: <https://www.hpsc.ie/a-z/respiratory/coronavirus/novelcoronavirus/guidance/infectionpreventionandcontrolguidance/>



Employees should be informed on the appropriate use of PPE, including appropriate removal of disposable gloves. Employees should be reminded not to touch their faces when wearing gloves.

Gloves are generally not required for infection prevention and control purposes outside the healthcare setting. If gloves are used, they should not be considered a substitute for hand hygiene and hands should be cleaned whenever gloves are removed.

6.7.13 First Aid

In the event that first aid is required in the workplace it may not be possible to maintain a distance of 2 metres. Workers with a specific role in acting as first responders should be provided with updated training on infection prevention and control principles including performance of hand hygiene and appropriate use of PPE when delivering first aid.

See the following guidance for CPR in a COVID-19 situation: <https://www.hse.ie/eng/services/news/media/pressrel/covid-19-hse-advice-on-performing-cpr-cardiopulmonary-resuscitation-cpr-in-the-community.html>

6.7.14 Heating, Ventilation Air Conditioning (HVAC)

Ventilation refers to the movement of outdoor air into a building, and the circulation of that air within the building or room while removing stale air to improve the air quality. This can be achieved through natural means (e.g., opening a window) or by mechanical means e.g. HVAC systems. While ventilation reduces the amount of virus in the air and the aerosol risk, it will have minimal impact on droplet transmission where people are within 2 metres of each other, or contact transmission (touching surfaces), which is why it is not a standalone measure and continued adherence to other Public Health advice is absolutely essential.

Determining ventilation of enclosed workplace settings should be considered as part of the workplace risk assessment. The priority for the risk assessment is to identify areas of the workplace that are usually occupied and are poorly ventilated. These are also the areas that should be prioritised for improvement to reduce the risk of aerosol transmission of the virus. A poorly ventilated area may include:

- Areas where people work and where there is no mechanical ventilation or natural ventilation such as open windows, doors or vents etc.
- Areas that use mechanical ventilation if the system recirculates air and has no outdoor air supply in place.
- Areas that are stuffy or smell bad.

There are various recommendations made for what the appropriate air changes per hour (ACH) could be for different indoor settings. However, the overall objective should be to increase the ventilation in the workspace wherever possible thereby improving the existing ventilation without impacting on the workers'/occupants' comfort.

Details on ventilation, including how to assess ventilation in the workplace, are available from www.hsa.ie

6.8 Response to suspected cases

6.8.1 Response Plan

There should be a defined response structure that identifies team(s) responsible for responding to a suspected case presented by an employee or a customer.

The centre management team should put in place a process to identify workers with symptoms of COVID-19 before the start of each shift and remind employees of the need to report to managers immediately if any such symptoms develop during the shift.



The response plan should include the actions to be taken when responding to a suspected case. The appointment of incident response personnel for stabilisation, continuity and recovery activities are recommended. Further guidance on dealing with a suspected case is available on the HSE website.

One or more designated isolation areas should be predetermined as part of the response plan. The number of designated isolation areas should be proportionate to the scale of the shopping centre. The designated area and the route to the designated area should be easily accessible and as far as is reasonable and practicable should be accessible by people with disabilities.

The designated area should have the ability to isolate the person behind a closed door and be suitable to facilitate the following:

- Ventilation, i.e. via a window
- Hygiene practice by providing:
 - tissues
 - hand sanitiser, disinfectant
 - gloves, masks
 - waste bags

Where a closed door area is not possible, the employer must provide for an area away from other workers.

6.8.2 Response Actions

If someone becomes unwell in the shopping centre with COVID-19 symptoms ([see HSE guidance for symptoms](#)) they should be accompanied to a designated isolation area via the isolation route, keeping a safe distance away from the symptomatic person and also making sure that others maintain a safe distance from the symptomatic person at all times. The unwell individual should be provided with a face mask, if available, to be worn if in a room with other people or while exiting the premises.

An initial assessment should be made on whether the unwell individual can immediately be directed to go home, call their doctor and continue self-isolation at home.

Where that is not possible, the unwell individual should remain in the isolation area and call their doctor, outlining their current symptoms. They should avoid touching people, surfaces and objects. Advice should be given to the unwell individual to cover their mouth and nose with the disposable tissue provided when they cough or sneeze and put the tissue in the waste bag provided.

The incident response personnel should notify the centre management and arrange transport home or hospital for medical assessment. Public transport of any kind should not be used.

The centre management team should carry out an assessment of the incident, which will form part of determining follow-up actions and recovery. Advice on the management of staff and workplace will be based on this assessment.

The HSE will also be in contact with the case directly to advise on isolation and identifying other contacts and will be in touch with any contacts of the case to provide them with appropriate advice.

Immediate action following a suspected case should include closure of the isolation area until appropriately cleaned. See section 6.9.



6.8.3 Contact with confirmed cases

If a confirmed case is identified in the shopping centre, staff who have had close contact as assessed by Public Health, should follow current public health advice.

All affected staff should be actively followed up by the COVID-19 manager/response team.

If the person develops new symptoms or their existing symptoms worsen they should follow current public health advice. The above eventualities should be recorded by the COVID-19 manager/response team.

Personnel who have been in close contact with a confirmed case include:

- any individual who has had greater than 15 minutes face-to-face (<2 meters distance) contact with a confirmed case, accumulative in 1 day, in any setting,
- for those contacts who have shared a space with a confirmed case for >2 hours, a risk assessment will be undertaken by Public Health taking into consideration the size of the room, ventilation and the distance from the case. This may include office and school settings and any sort of large conveyance.

Personnel who have been in casual contact with a confirmed case includes:

- any individual who has shared a closed space with a confirmed case for less than two hours.

Any individual who has shared a closed space with a confirmed case for longer than two hours, but following risk assessment, does not meet the definition of a close contact.

See the Transitional Protocol – Good Practice Guidance for Continuing to Prevent the Spread of Covid-19 for further details on dealing with suspected COVID-19 cases in the workplace.

6.9 Cleaning

6.9.1 General

General tips for cleaning/disinfecting rooms that persons with suspected or confirmed COVID-19 were isolated in:

- Keep the door to the room closed for at least one hour before cleaning. Do not use the room until the room has been thoroughly cleaned and disinfected and all surfaces are dry.
- The person assigned to clean the area should avoid touching their face while they are cleaning and should wear household or disposable single use non-sterile nitrile gloves and a disposable plastic apron (if one is available).
- Open the window while you are cleaning.
- Clean the environment and the furniture using disposable cleaning cloths and a household detergent followed or combined with Chlorine based product such as sodium hypochlorite (often referred to as household bleach). Chlorine based products are available in different formats including wipes.
- If you are not familiar with chlorine-based disinfectants, then please refer to the HPSC Management of Infectious Diseases in Schools available at <https://www.hpsc.ie/az/lifestages/schoolhealth/>
- Pay special attention to frequently touched flat surfaces, the backs of chairs, couches, door handles and any surfaces or items that are visibly soiled with body fluids.
- Place all waste that has been in contact with the person, including used tissues, and masks if used, in a plastic rubbish bag and tie when full. Remove your apron and gloves and discard into the waste bag and clean your hands. Place the plastic bag into a second bin bag and tie it, then clean your hands.
- Store the bag in a safe place until the result of the test is available. If the person tests negative, place the waste in the normal domestic waste bin. In the event the person tests positive, Public Health will advise what to do next.



- Once the room has been cleaned and disinfected and all surfaces are dry, the room can be put back into use.
- There is no need to clean carpets (if present) unless there has been a spillage.

6.9.2 Cleaning of communal areas

If a person spent time in a communal area or they used the toilet or bathroom facilities, then these areas should be cleaned with household detergent followed by a disinfectant (as outlined above) as soon as is practicably possible, pay special attention to frequently touched sites including door handles, backs of chairs, taps of washbasins, kettles, toilet handles, etc. Once cleaning and disinfection have been completed and all surfaces are completely dry, the area can be put back into use.

Current evidence suggests that novel coronavirus may remain viable for hours to days on surfaces made from a variety of materials. Cleaning of visibly dirty surfaces followed by disinfection is a best practice measure for prevention of COVID-19 and other viral respiratory illnesses in community settings.

Routinely clean all frequently touched surfaces in the workplace, such as workstations, countertops, and doorknobs. Use the cleaning agents that are usually used in these areas and follow the directions on the label. No additional disinfection beyond routine cleaning is recommended at this time.

6.9.3 Cleaning of contaminated area

For further detail on environment cleaning following a confirmed COVID-19 case within the workplace see Interim guidance for environmental cleaning in non-healthcare facilities exposed to SARS-CoV-2.

6.9.4 Waste disposal

All waste that has been in contact with the individual, including used tissues, and masks if used, should be put in a normal waste bag. Tie the bag securely when it is three quarters full and place in a second refuse bag and tie securely. Note the date and time on the bag with a permanent marker when the waste is placed in the bag. The waste bag should be kept for 72 hours, then thrown into the normal waste.

6.10 Antigen Diagnostic Tests (ADTs) and Rapid Antigen Diagnostic Tests (RADTs)

Rapid Antigen Diagnostic tests (RADTs) are currently being used by public health to identify cases of COVID-19 in particular age groups. However, their more widespread use in the workplace remains a voluntary option which employers, in consultation with workers and their representatives, may wish to adopt. Even if RADTs are deployed in a workplace setting, general public health advice regarding hand washing, wearing masks/coverings, respiratory etiquette, and ventilation, all still need to be adhered to in full. In addition, the use of RADTs does not preclude the strict requirement that all those who are symptomatic should self-isolate and not attend the workplace. The employer may get advice on establishing a programme of testing from their occupational health or medical service. If a workplace adopts a RAD testing system, employers must maintain personal information collected in line with GDPR requirements.

6.11 Vaccination

Public health advice still emphasises that vaccination against COVID-19 remains a key element to not only protect the individual from serious illness but also in protecting the wider community too. Employers and workers should keep up to date with information on the national strategy regarding vaccination against COVID-19 (<https://www2.hse.ie/screening-and-vaccinations/covid-19-vaccine/>).



Defence – CHECKLIST

Awareness and information

Keep up to date with Public health advisory notices

Comply with any public health guidelines and orders

Appropriate signage

Provide necessary training

Minimise spread

Hand washing – adequate supply of soap and disposable towels for staff and customers

Hand sanitisers available at suitable locations e.g. entrances/exits & customer contact areas

Implement Shopping Centre cleaning program

Working from home where possible

Restructure teams/shifts, reduce numbers and exposure

Limit canteen numbers/restrict operation

Use of appropriate PPE as necessary

Records – employees attendance to keep contact logs to facilitate tracing in the event of an infection

Communications

Keep all employees informed of changes to practices

Appoint COVID Management Team and Worker Representative

Provide regular updates on changes to practices, policies and procedures



Defence – CHECKLIST

Keep up to date on issues/resources required for continued operation

- Employees available and suitable for continued work
- Regular Contact with those in self-isolation
- Regular contact with remote workers

What to do when a suspect case occurs?

Appoint dedicated resource to manage prevention measures e.g. COVID 19 Manager

Setup a designated isolation area for suspected cases

Segregate suspected cases from others – separate area where possible, advised on steps to minimise contamination e.g. minimise surface contact, disposal of tissues etc

Segregation of disposable tissues/towels used by suspected case

Follow advice regarding self-isolation and other prevention measures e.g. sending to hospital/home

Cleaning of area where suspected case operated and isolation area

Assessment of incident and follow-up actions necessary

Provide information to HSE on request

Use of Personal Protective Equipment

Cleaning staff to be provided with disposable gloves and gowns

Change PPE regularly to reduce risk of exposure to COVID 19

All PPE should be carefully removed and disposed of to minimise risk of contamination.

Breaches in PPE equipment to be reported



7. Useful links



Transitional Protocol: Good Practice Guidance for Continuing to Prevent the Spread of COVID-19	https://www.gov.ie/en/publication/63ba6-transitional-protocol-good-practice-guidance-for-continuing-to-prevent-the-spread-of-covid-19/
NSAI COVID-19 Retail Protection and Improvement Guide	https://www.nsai.ie/covid-19/
Health Service Executive	www.hse.ie
Local Enterprise Office	https://www.localenterprise.ie/
Enterprise Ireland	www.enterprise-ireland.com
Gov.ie – Latest Information	https://www.gov.ie/en/campaigns/c36c85-covid-19-coronavirus/
COVID-19 Artwork	https://www.gov.ie/en/collection/02cd5c-covid-19-information-resources/ https://www.gov.ie/en/collection/ee0781-covid-19-posters-for-public-use/
Face Covering Information	https://www.gov.ie/en/publication/aac74c-guidance-on-safe-use-of-face-coverings/
Incident Management – Introducing after action review AAR	https://www.hse.ie/eng/about/qavd/incident-management/introducing-after-action-review-aar-within-services%202019.docx
Health Protection Surveillance Centre	www.hpsc.ie
National Disability Authority	http://universaldesign.ie/Built-Environment/Building-for-Everyone/



European Centre for Disease Prevention and Control	www.ecdc.europa.eu
Best practice recommendations for conducting after-action reviews to enhance public health preparedness	https://www.ecdc.europa.eu/sites/portal/files/documents/public-health-preparedness-best-practice-recommendations.pdf
Safe use of personal protective equipment in the treatment of infectious diseases of high consequence	https://www.ecdc.europa.eu/sites/default/files/media/en/publications/Publications/safe-use-of-ppe.pdf
Interim guidance for environmental cleaning in non-healthcare facilities exposed to SARS-CoV-2	https://www.ecdc.europa.eu/sites/default/files/documents/coronavirus-SARS-CoV-2-guidance-environmental-cleaning-non-healthcare-facilities.pdf
National Disability Authority – Access Handbook Template	http://nda.ie/nda-files/Access-Handbook-Template1.pdf
Food Safety Authority of Ireland FAQ's	https://www.fsai.ie/faq/coronavirus.html
DBEI COVID-19 Business Supports	https://dbei.gov.ie/en/What-We-Do/Supports-for-SMEs/COVID-19-supports/Government-supports-to-COVID-19-impacted-businesses.html
Guide on Business Continuity Planning for 2019 novel coronavirus	www.enterprisesg.gov.sg/2019-ncov
EU Digital COVID Certificate, Department of Health; Department of the Taoiseach	https://www.gov.ie/en/publication/3a698-eu-digital-covid-certificate/
COVID-19: Guidance for Food Service Businesses	https://www.hpsc.ie/a-z/respiratory/coronavirus/novelcoronavirus/guidance/employersemployeesguidance/HPSC%20COVID-19%20guidance%20-%20food.pdf



8. Advice to Employers and Employees



The National Standards Authority of Ireland (NSAI) are providing advice to employers and employees through the COVID-19 Business Support Unit at Covid-19-Support@nsai.ie or 01 8073800 (Monday to Friday, 09.00 to 17.00).



Annex A: Risk Assessment

What is a risk assessment?

Risk assessment is the process of identifying and assessing the risks to your business and prioritising your resources to reduce or eliminate the most significant risks.

How to complete a COVID-19 business continuity risk assessment?

To complete a business continuity risk assessment, we need to establish the key characteristics of the business and consider how COVID-19 impacts upon these. This can be achieved via a series of considerations and questions including:

Staff resources: Are staff required to be on-site and have direct face-to-face interaction with each other, customers, suppliers, hauliers etc.? What am I doing to protect them? Do staff need to handle cash/documentation from customers? Do I have back up staff?

Availability: Who are my key staff? Do they all work together simultaneously? Do they all need to be on-site? Could I stagger shifts? Can they work off-site?

Inputs: Is my supply chain secure? How much raw material/stock do I have? Are my routes to market secure? Have my customers' needs and expectations changed? Is our product format still acceptable?

Recovery: What do I need to do in the event of someone on site identifying as sick? Do I have contact details of all staff/contacts? Can I close parts of my business and allow others to still function?

When considering such questions, we need to establish what the priorities are to maintain our business. This can be achieved via risk assessment.

Risk assessment models

There are many models for risk assessment. The model below considers the Likelihood/Relevance and the Severity of the impact of the issue on the business. Those issues with the highest score are the most significant risks and justify the most significant attention.

			Likelihood				
			Very Unlikely	Unlikely	Possible	Likely	Very Likely
			1	2	3	4	5
Negligible	1		1	2	3	4	5
Minor	2		2	4	6	8	10
Moderate	3		3	6	9	12	15
Major	4		4	8	12	16	20
Severity	Extreme	5	5	10	15	20	25



Controls – Risk Mitigation

Controls should be implemented for the issues with the highest score (risk) and we should revisit the risk assessment to ascertain if the risk has been reduced, i.e. a reduction in the number (risk) associated with the specific issue. Controls could take the form of provision of sanitiser and PPE; Social distancing; Electronic shift handovers; Installation of barriers at interfaces; Implementation of different shift patterns; Staff working different shift patterns

Documentation – Risk Register

Risk assessment can be documented in many different formats. The table below illustrates an example of one such format.

Risk	L	S	Score	Control	L	S	Score	Responsibility	Monitoring
Closure due to outbreak amongst staff	5	5	25	Communicate risks to all staff; Advise staff of need to stay at home if showing symptoms or in contact with those with symptoms; Social distancing encouraged; Sanitiser and PPE (gloves/masks/face covering/safety glasses) provided; Staggered Canteen breaks; Segregation of shifts by 15 mins; Sanitisation of shared equipment/ areas.	3	5	15	All Staff; Facilities	General Manager; Shift Supervisors
L = Likelihood S = Severity									



Annex B: Tracked Changes

Revision 6 – 23rd October 2020

- Removed references to face shields
- Added section 6.10 in relation to remote ordering and collection.
- Added Annex C, Tracked Changes

Revision 7 – 16th December 2020

- 1.0 Updated introduction to reference new Work Safely Protocol
- 3.2 added reference to Covid-19 Tracker App
- 5.3 updated section
- 5.4 added note in relation to travel
- 6.1 added note in relation to face coverings in public
- 6.3 updated topics to be covered during an induction
- 6.6.2 updated section
- 6.6.4 updated advice on where a 2-meter separation cannot be ensured
- 6.7.11 updated guidance on working from home
- 6.7.21 updated section
- 6.9.4 updated advice on bagging waste
- 6.11 added section
- 7.0 updated links

Revision 8 – 9th January 2021

6.10.2 added reference to the temporary suspension of click/call and collect services for non-essential retail

Revision 8 – 10th May 2021

6.10.2 removed reference to the temporary suspension of click/call and collect services for non-essential retail

Revision 9 – 25th May 2021

- 5.4 updated note in relation to travel
- 6.7.21 updated section
- 6.12 added section
- 6.13 added section

Revision 10 – 19th July 2021

- 5.4 removed reference to non-essential travel from the Note at the end of the section

Revision 11 – 23rd July 2021

- 6.7.8 deleted section
- 6.7.20 updated section
- 6.14 added new section for Indoor Hospitality
- Section 7 updated

**Revision 12 – 3rd August 2021**

- 6.14.3 updated section
- 6.14.4 updated section
- 6.14.8 updated section
- Section 7 updated section

Revision 13 – 10th August 2021

- 6.14.6 updated section

Revision 14 – 27th August 2021

- 6.7.21 section added
- 6.11 section deleted

Revision 15 – 22nd February 2022

- Intro, 3.2, 4.5, 4.6, 5.1, 5.4, 5.6.3, 6.1, 6.4, 6.6.4, 6.7.1.1, 6.7.1.2, 6.7.5, 6.7.6, 6.7.7, 6.7.9, 6.7.10, 6.7.11, 6.7.14, 6.8.2, 6.8.3, 6.10, 6.11, all checklists – sections updated
- 6.2, 6.6.5, 6.6.6, 6.6.7, 6.7.3, 6.7.11, 6.7.12, 6.7.15, 6.7.17, 6.7.19, 6.7.21, 6.10, 6.13, Annex A – sections deleted

Revision 16 – 28th February 2022

- 6.1, 6.6.4, 6.7.4, 6.8.3 – sections updated







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