



NDML
INSURANCE SPECIALISTS

CORONAVIRUS (COVID-19): RE-OPENING HANDBOOK

A one stop guide to everything you need to re-open safely, including risk management, health & safety, HR and general guidance.

Written with advice from:



Released in
partnership with:



NTIA | NIGHT TIME
INDUSTRIES ASSOCIATION



ABOUT THIS GUIDE

We've been waiting months for our industry to be allowed to reopen so our industry can get back on it's feet.

But don't let your enthusiasm to get back to work, leave you exposed to unnecessary risk. The situation surrounding COVID-19, means that there are likely to be new pressures, and things to consider, to make sure your venue is safe for both staff and customers.

So we've pulled together this handbook, containing everything you need to get up and running safely, which includes:

- Health & Safety advice
- Risk Management & Control advice
- HR advice
- Document templates
- Wellbeing Support
- Re-opening checklists & forms

We hope you find this information useful, but if you need any additional support with your risk management, contact the NDML team on 0344 488 9205.

A photograph of a bar with multiple shelves of liquor bottles, warm lighting, and a red bar stool in the foreground. A white diagonal banner is overlaid on the right side of the image.

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Health, Safety & Risk Management

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This information has been developed as a guide to allow you to think about some of the key areas that you will need to take into consideration before operating your business in these testing times.

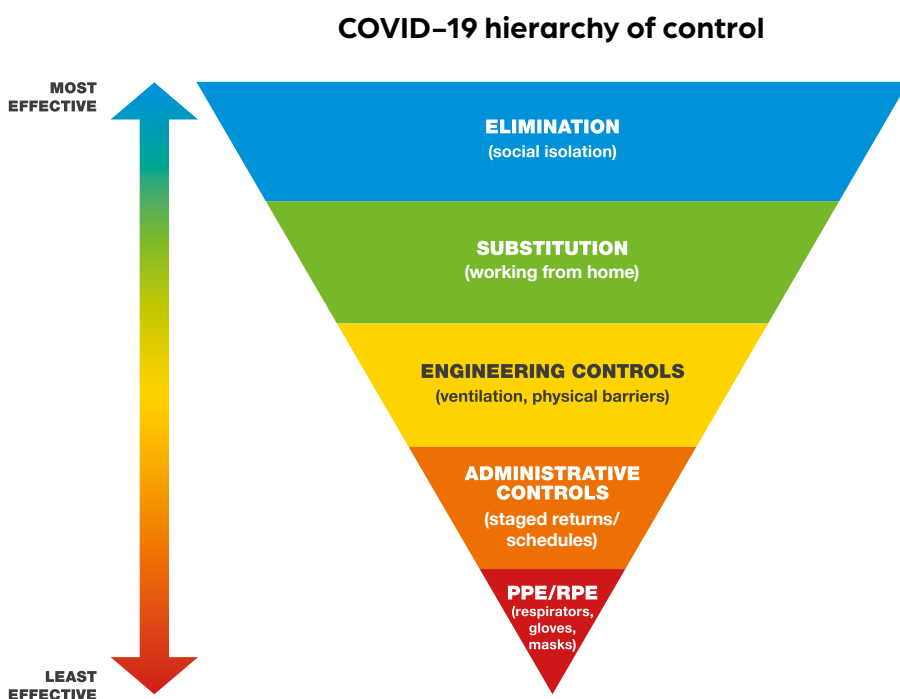
Health & Safety

What do we need to consider first before anything else?

The very short answer is RISK ASSESSMENT!

Before you contemplate bringing anyone back into the workplace, you need to firstly step back and look at whether or not you can reduce the risk to your employees and anyone who may be affected by your acts or omissions, to an acceptable level, so far as is reasonably practicable.

Every single business is different and so are the risks that are inherent with their activities. COVID-19 is just a new hazard that needs to be addressed as part of the risk assessment process. It is extremely important, not only for the safety, but also for the mental wellbeing, of your employees, to ensure that the relevant control measures are in place and are able to be adhered to in order to open the doors to your business once again.



Re-Opening Toolkit

To complement this guide, we have put together a **Re-Opening Toolkit** of useful documents and templates, included within and attached to this document including:

- Risk Assessment templates
- Employee availability form
- Re-opening inspection advice
- Re-opening checklist
- COVID-19 screening questionnaire.
- COVID-19 On-site recommendations

For further advice, please see the [Government's Working safely during coronavirus \(COVID-19\) manual](#)

Now's the time to plan your re-opening

Following the Prime Minister's announcement on Tuesday 23rd June, confirming that most leisure and hospitality venues will be permitted to open from Saturday 4th July, now is the time to get everything in place to ensure you're ready to go from day one.

There are some venues which won't be able to open just yet, but it's important to make sure that you have planned in advance, so as soon as you are able to open, you don't face any unnecessary delays.

Each venue and workplace is different, so there is no single answer for all the issues you might encounter. So use this guide as a reference point to help point you in the right direction when making your preparations. And if you need any further support, talk to the dedicated NDML Risk Management team who can walk you through the entire re-opening process

Will we need to carry out a phased return to the workplace?

This is entirely dependent on the size and type of the workplace /industry that you operate within. A well thought out plan that references the key areas of your business is going to be essential in managing the return to the workplace. Things to consider:

- **How large are your premises?** Can you adhere to social distancing rules with all of your workforce in the building or will you need to reduce numbers to allow you to do so? Will you need to look at larger premises to allow you to socially distance and fulfil customer requirements?
- **How many staff will you need** in the initial period to start fulfilling customer/client requirements?
- **How many customers, visitors, contractors etc. can you have in your premises at any one time**, while socially distancing in line with the government guidance? Do you even need to give these individuals access to your premises?

WORKPLACE ARRANGEMENTS

- All employees are to complete a screening questionnaire before work commences
- Use warning signs around the site to keep raised awareness
- Keep employees updated on what is happening and why
- Give clear instructions on what you are expecting them to do
- Always keep employees updated on what is happening, and where possible, include staff representatives in meetings for the ongoing changes



- **Will you need to implement infection control measures?**

In short, yes! Whilst businesses may be allowed to return to work, whilst following government guidance, the pandemic itself is not going to be over by the time we return to the workplace, so it is important to ensure that you have enough measures in place that can reduce/eliminate the spread of the disease. These measures can take many forms but we have taken the time to list a number of them below for you:

- **More frequent cleaning and hygiene practices** e.g. handwashing/use of disposable gloves.
- **Staggering start/finish times** so that there is less pressure on the local public transport networks and also a reduction of footfall in and out of the building at the same time.
- **Staggering of welfare breaks** throughout the day to reduce the potential contact with colleagues and to allow social distancing in welfare areas.
- **The spacing out of employees** in the premises so that social distancing rules can be adhered to (if this is not possible then you will need to revert back to the hierarchy of control in your risk assessment and look at other control measures).
- **Employee numbers on the premises may need to be reduced** if you can't space out your employees. You may consider bringing different employees completely off furlough at different times or even rotating them.
- **Reduce the number of meetings in the workplace where possible** – If there is a need for face to face meetings, then ensure that social distancing measures are in place. You could also consider holding the meeting outside (weather permitting) for additional ventilation.
- **Cancel all unnecessary large gatherings for employees** for example team building activities or after work socialising indoors / on-site.
- **Reduce the number of visitors that attend your premises** to only essential persons. Even with these essential persons visiting your site, you will need to ensure that you have sufficient control measures in place to protect them, and anyone in your organisation, from the possible spread of the virus.

THE CARRYING OUT OF A DAILY JOB

- Reduce the number of employees on site wherever possible by implementing a shift system or introducing a temporary night shift
- Allow time between shifts for the extra cleaning of facilities
- Eliminate skin-to-skin contact
- Anti-viral sprays and wipes should be issued for cleaning down machinery and other surfaces

CONTROLLING ACCESS TO THE WORKPLACE

- Use alternatives to fingerprint scanners
- Door handles and latches should be cleaned frequently throughout the day
- Use barriers to ensure social distancing and screens to avoid physical contact
- Eliminate the use of visitor books or sign-in screens

Should we provide our staff with PPE?

If your employees require the use of PPE as part of their normal day-to-day activities, then continue issuing PPE as normal.

In reference to COVID-19, this would be identified as part of your risk assessment. We know that this is a respiratory disease, but we also know that it can live on surfaces for a period of time. With the enhanced cleaning of key touch points in your building and frequency of hand washing, coupled with the social distancing measures, there should be sufficient measures in place to prevent the need for PPE. However, if you are going to be coming into close proximity with others, then there may be the need to issue PPE to your employees to protect them from possible exposure, i.e. coming within 2 metres of others for a prolonged period of time, clinical work such as preparation of food.

The best defence against the spread of COVID-19 is the regular and thorough washing and sanitising of hands – this breaks the cycle of contamination.

WELFARE AND CANTEEN FACILITIES

- Staggering dinner breaks will reduce the number of people in the canteen
- Hand gel should be available
- Space tables and chairs to ensure people are sat 2m apart
- Provide anti-viral sprays and paper towels to wipe microwaves, kettles, fridges etc
- Ensure waste towels are disposed of in a bin with a closed lid, and then disposed of as clinical waste – this should be kept separate from food waste

HOW TO WASH YOUR HANDS

Protect yourself and others against infection



How do we know our workplace is safe enough to return to?

In very simple layman terms, look! Before allowing your employees back into the workplace we would recommend that you carry out a full inspection of your premises. Items to check would include:

- Gas
- Water supplies
- Heating
- Mechanical and electrical systems (this would include any of your machinery you utilise for your operations)
- Catering equipment
- Fire safety systems – including fire doors, fire alarm systems and emergency lights

Another thing to consider is a deep clean of all areas and surfaces throughout your premises. This is especially important in food preparation areas/kitchens.

Do not rush the process of ensuring your premises are safe to return to, you need to ensure that you allow sufficient time to carry out all checks and remedial works sufficiently prior to allowing people back into the building.

Do I need to know anything about my employees' health?

You will need to ensure that you are aware of any change in circumstances for your employees whilst they have been away from the workplace. Apart from the very obvious possible exposure to COVID-19, they may have had other changes in their health which you need to be aware of in case you need to implement any reasonable adjustments.

We would advise issuing a COVID-19 screening questionnaire prior to their return to the workplace, and follow this up with asking if there have been any changes to their health in general.

TOILET FACILITIES

- For small facilities, with only a couple of cubicles and a sink, you should use a one in/one out system. A simple sign can be added to the outside of the door to show 'in use'
- Larger toilet facilities, with numerous cubicles, urinals and sinks, should have every other one taken out of use to ensure social distancing
- Put up signs to encourage the correct hand washing procedure
- Ensure more frequent and thorough cleaning of the facilities
- Hand gels should be available for use on leaving the facilities

What about our employees' mental health?

This is going to be a topic of conversation for months and maybe even years to come, "what effect did the lockdown have on our mental health?". Just because the threat of the virus is starting to diminish and we are seeing glimmers of hope that we can start to return to some form of normality, does not mean that there won't be lasting effects on our friends, colleagues and customers.

During the lockdown it is quite feasible that some of your employees may have suffered a bereavement due to the COVID-19 pandemic – this can have a huge effect on different people in different ways. They may not have been able to say goodbye to their loved ones in the way that they normally would, with friends and family in a traditional funeral setting. This means that emotions are still going to be fragile. As an employer, you need to be aware that your employees' mental health is also your responsibility when they are at work.

Other things that may have effected your employees could be:

- Anxiety from returning to the workplace and fear of contracting the virus
- Social awkwardness coupled with a feeling of anxiety, due to a lack of interaction with the outside world for a prolonged period of time
- Emotions are still going to be running high with the lack of physical contact with loved ones and family members

Good practice in all organisations these days is to have access to a mental health first aider/mental health support. These key individuals in your company could mean the difference between a smooth transition back into the workplace and a very bumpy one.

One of the most important things to remember in planning your return to your workplace is to give yourself the time needed to prepare properly. If you rush your return to the workplace you run the risk of placing your employees in unnecessary danger, as well as your business. The UK lockdown has been a testing time for everyone, emotionally and economically, to move too quickly now could undo all of your hard work.

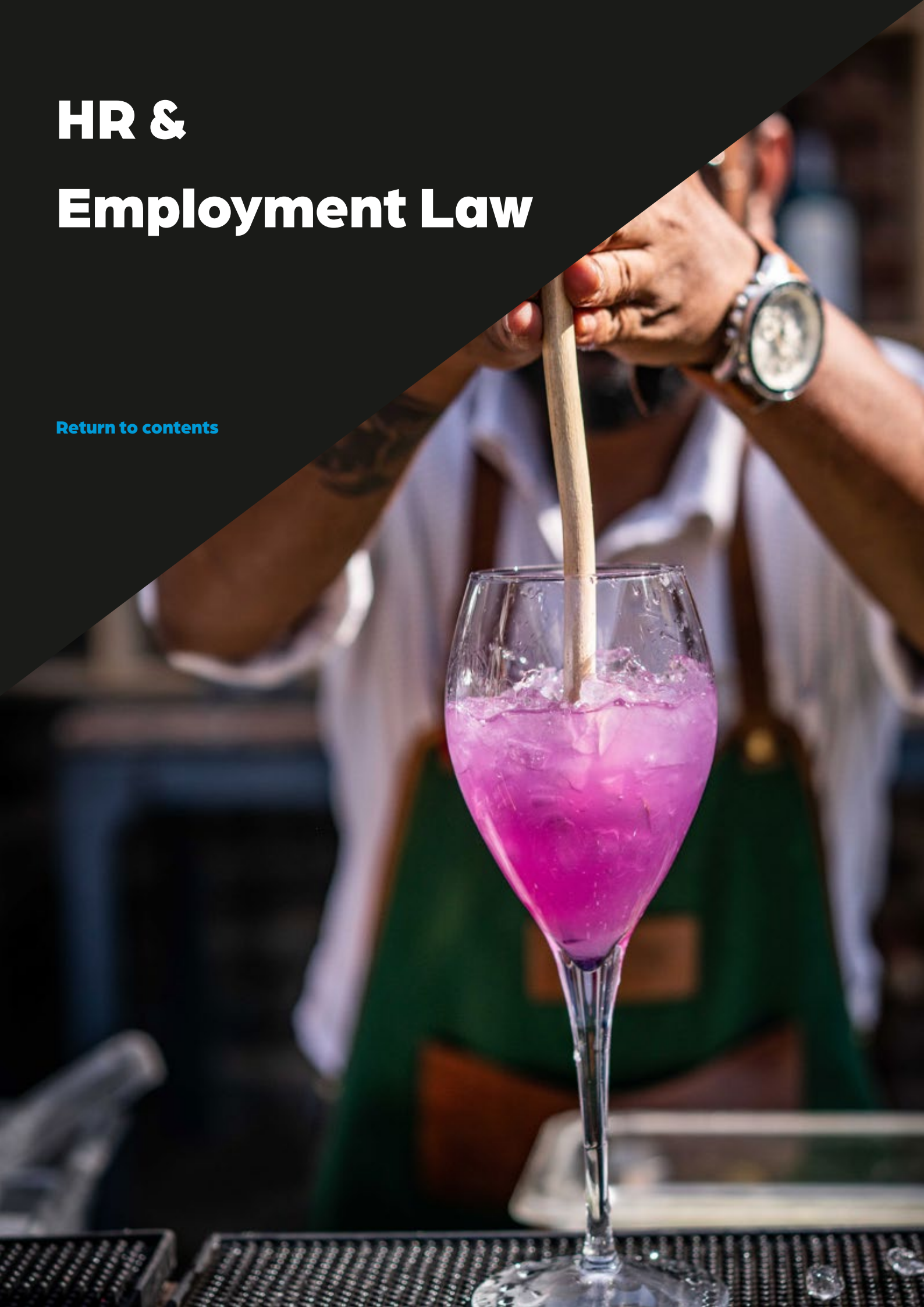
MENTAL HEALTH FIRST AIDER TRAINING

Looking after your employees' mental health should be a key consideration on their return to work. If your employees don't currently have access to a Mental Health First Aider or other mental health support, now would be a good time to put something in place.

We have arranged a partnership with employee wellbeing provider [We Are Wellbeing](#), who can offer you discounted rates on wellbeing services and mental health first aid training.

HR & Employment Law

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HR & Employment Law

What do I need to consider before anything else?

Planning of the workforce. Even with the lifting of some restrictions, the government guidance is clear, in that any employee who can undertake their work from home should continue to do so. A return to work should only be for those who cannot undertake their work from home.

Employers may find that their employees face additional challenges in their availability to attend work during their usual working hours, due to a range of different issues, such as additional caring responsibilities, shielding or being in a vulnerable category or living with an individual who is shielding or in the vulnerable category, to transport issues with their commute to work.

The Company should take all of the above into consideration and may need to be more flexible in their approach to accommodate these additional needs of employees.

What if I only have enough work for certain employees and not others?

A return to the workplace will not necessarily mean a return to full capacity and in fact, measures put into place to ensure social distancing may reduce a company's ability to have all employees in the workplace at one time.

It has been announced that the Coronavirus Job Retention Scheme will remain open until at least the end of October 2020, with the Chancellor having already extended this deadline twice.

Therefore, companies will be able to bring back some employees, whilst others remain furloughed until the end of October. If necessary, companies are able to rotate individuals who are working and on furlough, however in order to be able to claim the grant, employees need to be 'furloughed' for a minimum period of 3 weeks at a time.

You may find that after bringing employees back from furlough that work slows down, in which case you may need to place employees back on furlough for another period.

WHAT IS THE CORONAVIRUS JOB RETENTION SCHEME?

- Available to UK businesses whose operations have been seriously affected by COVID-19
- Allows employers to place employees on 'furlough'
- Grant covers 80% of usual monthly wages (the government's contributions will change after July).
- Open from 1 March – 31 October 2020
- Minimum furlough period of 3 weeks

NB: The deadline for putting employees on furlough has now passed, but read on to find out more information about how the furlough scheme works for staff already enrolled.

Alternatively, if your contract allows, you may wish to look at bringing employees back into work on reduced hours. This may allow the company more flexibility in planning its workforce by having employees starting and finishing at different times, taking into consideration some employee's reduced availability, due to caring responsibilities etc.

What if an employee refuses to return to the workplace?

Should any employee refuse to return to the workplace, be it because they have received a letter stating that they or someone within their household needs shielding for 12 weeks (or until 30 June, according to some of the more recent NHS guidance), or they or someone in their household falls within the vulnerable category, because of additional caring responsibilities due to the COVID-19 outbreak, or finally because they do not feel it is safe to return to work, in the first instance it is advised that the company should discuss their concerns with them. Their fears may be allayed by discussing the measures the company have put in place to ensure the workplace is safe and the government guidelines are being followed.

Following discussions, should an employee still not want to return to work, the reason for their refusal should be taken into consideration before deciding on the next step. If the employee can do their job from home, then this is the preferred option. If that is not the case and an employee cannot return to work because they are shielding or because of caring responsibilities, the government guidance has been clear that those individuals could continue to be remain furloughed. Alternatively the company may take these individuals off furlough and place them on unpaid leave for the duration of time they are unable to return to the workplace. Please be aware that there would be no real benefit to the company doing this, other than holiday accrual, and could lead to grievances and potential claims of discrimination. The government guidance has also stated that those employees who have gone onto unpaid leave after 28th February 2020 could also be placed on furlough.

WHO CAN BE FURLOUGHED?

- Employees who were on your payroll on or before 19 March 2020
- Employees who stopped working after 28 February
- Employees who were placed on unpaid leave after 28 February
- Those who have been advised to 'shield' or who are in the same household as someone shielding
- Those with caring responsibilities
- Other non-employees

For individuals who are either in the vulnerable category or live in the same household of an individual who is vulnerable, employers should take these concerns into consideration. Again, for those who can work from home, they should continue doing so. For those employees who are unable to do so, the company could extend the period of furlough. Alternatively these employees could be taken off furlough and placed onto unpaid leave for the duration of their unavailability. As above, there would be a risk of potential disability discrimination or discrimination by association claims here. The same could be said if employers try to force these employees back into the workplace.

If the refusal to return to the workplace is unreasonable, in that the employee in question is not shielding, vulnerable or living in the same household as some who falls within the vulnerable category, or has caring responsibilities due to the COVID-19 outbreak, the company may take this employee off furlough and either place them on unpaid leave or class this as a period of unauthorised absence and deal with this accordingly via the company's disciplinary procedures, if necessary. **Advice should be taken on this point before proceeding.**

Do I need to undertake a return to work interview with employees returning after a period of furlough?

Whilst not the same as a period of sickness absence, it is advised that when an employee is returning to the workplace following a period of closure and furlough, that the company undertakes a return to work assessment with the individual. How this is done will depend upon the numbers the company are bringing back into the workplace at one time. It would not be advisable to hold big group return to work meetings and therefore, alternative methods should be put into place, such as the meetings being held individually whilst ensuring social distancing measures are adhered to.

Alternatively, employers could send out a return to work pack to employees electronically before they start back at work. This would give the employer the opportunity to outline the control measures that have been put into place, along with company policy, relevant risk assessments, documentation and any other change of procedure ahead of the individual's return to the workplace.

Individual employees should be given the opportunity to raise any concerns they may have with the company ahead of starting back at work.

WHO CAN'T BE FURLOUGHED?

- Anyone who is working on reduced pay
- Anyone who is working reduced hours
- Where your business is in operation, anyone who is off due to short-term sickness (unless for a business reason)

How do I manage those who are working from home or that are away from the workplace?

It is important from a duty of care perspective, health and wellbeing, and workload management that managers keep in regular contact with all employees, including those that are working from home and even those who have been furloughed.

Platforms such as Microsoft Teams or Skype can be utilised to facilitate video or conference calls to ensure all employees remain connected and do not become isolated.

Although the Coronavirus Job Retention Scheme prevents furloughed employees from undertaking any work that would generate revenue for the business, there is nothing stopping companies contacting furloughed staff to check on their wellbeing and keeping them up to date with any further developments.

For employees working from home, the use of weekly worksheets and catch up calls will help ensure workloads are managed accordingly and expectations from all parties can be set out.

EMPLOYEE WELLBEING WHILE WORKING FROM HOME

For those employees who still have to work from home, it's important to help them manage their own wellbeing.

A lack of social interaction can cause isolation, routine change, anxiety and worry.

- Encourage a routine to distinguish between work and home time
- Encourage daily exercise
- Encourage movement/ exercise at desk
- Allow flexibility
- Promote healthy eating
- Encourage communication with colleagues, family and friends

Operational Site Advice

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On site advice

It's important that when you do re-open the doors to your venue, you consider a host of elements which may have an impact on how safe you can make it for both your staff and customers.

Whilst the below list is not exhaustive, it should be used as a minimum standard for procedures you must put in place to make sure your venue is operating safely. This is general advice, and not all elements may apply to you, but by considering everything, you will have done everything within your power to protect the people interacting with you venue. So that it can re-open. And stay open.

- ☐ Increase frequency of hand washing with antibacterial solutions
- ☐ Reduce task activity times to short as possible i.e. glass/bottle collections
- ☐ Carry out staff consultation/training
- ☐ Increase cleaning regimens (record all cleaning undertaken and retain documents)
- ☐ Back to Back – Side to side working
- ☐ Plexiglas Screens at Tills etc.
- ☐ Reducing person contact i.e. each person only works with a few others (fixed teams)
- ☐ Minimum number of persons employed to safely operate venue.
- ☐ Reduce contact with suppliers i.e. Alcohol deliveries.
- ☐ Request delivery company COVID-19 risk assessment
- ☐ Display government hygiene signage (All venue areas)
- ☐ Display social distancing signage (Internal/External)
- ☐ Eliminate bar activity by only providing table service in line with government guidelines
- ☐ Use ordering apps (we recommend [MySmartBar](#))
- ☐ Ensure that wellbeing of individual employees is checked daily
- ☐ Recorded Personal heat monitoring carried out prior to entering venue
- ☐ Maintain social distancing at all times
- ☐ Distancing of internal furniture
- ☐ Managing capacities i.e. Control overcrowding
- ☐ Assess and control numbers of people in venue at any one time
- ☐ Toilets – restrict access – possible in out coloured signage – antibacterial cleaning

- ☐ Preventing congestion on stairs and corridors
- ☐ Contactless payments- none touch
- ☐ Ensuring adequate ventilation to internal areas i.e. opening external doors
- ☐ Reducing congestion and social distancing at designated smoking areas
- ☐ Social distancing and staggered staff breaks
- ☐ PPE for first aiders i.e. face shields, plastic apron, gloves etc.
- ☐ Maintaining social distancing at muster points following a fire emergency
- ☐ Social distancing for venue door staff
- ☐ Door staff responsible for maintaining public and staff social distancing
- ☐ If using agency door staff, request and retain a copy of their COVID-19 Risk Assessment.
- ☐ Dance floor social distancing markings and managing
- ☐ Measuring alcohol consumption impact on social distancing – consider limiting alcohol purchasing per customer – i.e. voucher system
- ☐ Maintain distances at ticket payment entrances i.e. installation of Plexiglas
- ☐ Where practicable do not use cloakrooms – advance information to customers required
- ☐ Security presence at dance floors to maintain social distancing
- ☐ Reduced queuing at toilets and avoid walkway crossover
- ☐ Door staff to wear gloves and use antibacterial hand gel
- ☐ Session admission strategy relevant to audience type i.e. all persons sanitising hands before entering venue- demarcation for external queuing – limiting party size – removal of face covering for identification purposes – Distancing when ID checking – Viewing and not handling ID cards – Suitable PPE worn for using electronic metal detector wands and not handling discovered items – Bags and belongings into tray and not touched by door staff – No large bags permitted – No physical contact at ejections where possible.
- ☐ Reduce contact points overall
- ☐ Seating for individuals not groups
- ☐ Labelling seats which are not to be used
- ☐ Deep clean prior to opening
- ☐ Specific cleaning guidance where suspected COVID-19 case is discovered
- ☐ Deep cleaning of technical equipment such as DJ/tills

- ☐ Not sharing equipment such as headphones etc.
- ☐ Availability of face coverings for staff and venue users
- ☐ Refrain from using smoke machines
- ☐ Unnecessary handling of inbound and outbound goods
- ☐ Delivery of goods to be by appointment only
- ☐ Identifying and protecting staff who are at high risk i.e. existing medical conditions
- ☐ Reducing staffing levels where possible
- ☐ Staggering staff break times
- ☐ Prepare a table plan and table service procedure with associated signage instructing customers that all service will be table service.
- ☐ Collect customer details (name / email / phone number) before entry is permitted for Test & Trace requirements (utilise ID scanners or checklists on the door that are securely stored and retained following each shift. Alternatively [MySmartBar](#) can be used to collect customer data).

If you're unsure about all the measures you should be taking, or have some unique elements at your venue that need consideration, make sure to review this on an individual basis to make sure the action you take is suitable for your venue.

Your Risk Assessment Responsibility

You are legally obliged to undertake a comprehensive risk assessment for your venue to ensure you are protecting your staff and customers. This checklist is a good guide, but is not a substitute for a risk assessment.

An example risk assessment is attached to this document as an appendix, to help you understand the measures you should be putting in place. This should be adapted to the unique needs of your venue BEFORE you reopen.

You can access a blank risk assessment template for you to complete [here](#), or alternatively speak to the [NDML Risk Management team](#) who can create a bespoke risk assessment for you.

Re-opening Checklist

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Re-opening checklist

As well as taking into account specific COVID-19 related actions you should be taking before reopening, it's important to make sure your premises are still up to scratch, to make sure there are no nasty surprises when you turn on the water, or fire up your heating.

Run through our opening checklist below, to make sure your venue is in tip-top condition, ready to welcome your first customers back.

BUILDINGS & EXTERNAL SPACES

- ☐ Check all escape routes are reinstated, fire doors operable, communal escapes accessible and back to normal with all security/lockdown measures removed.
- ☐ Ensure fire safety equipment (e.g. extinguishers, fire alarms, sprinklers) are in place, operable, in service date and tested where necessary.
- ☐ Check Intruder Alarm is operable, in service date and tested where necessary.
- ☐ Check any fuel supplies required are checked to be in good order, and safely turned back on.
- ☐ Make sure emergency arrangements with third parties (e.g. landlords, adjacent tenants, etc.) are back in place with any changes agreed and documented.
- ☐ Ensure first aid stocks are available and in date, with any AED's operable.
- ☐ Put heating and cooling equipment settings and controls back into normal operation.
- ☐ Check any other building service controls are set back to normal operation with service and maintenance in date.
- ☐ Check electrical and/or plant rooms are clear of any combustibles / flammables / etc.
- ☐ Consider the recommissioning of water systems. Ensure you are not at risk of legionella ([read more here](#)).
- ☐ Check for any damage, water ingress, damaged pipes, and ensure fences and gates secure (no signs of break in/damage), with no fly tipping or waste build up.

OPERATIONAL

- ☐ Re-order any hazardous/valuable stock with reduced levels as part of dormancy measures, ensuring storage and security facilities are in a good state of repair.
- ☐ If any catering facilities are to be provided, ensure catering equipment / extraction ductwork / etc. are properly cleaned and recommissioned.
- ☐ Check Hot Work Permits/Risk Assessments etc. are all updated and in place for return to work
- ☐ Check suitable coverage of trained staff where there is a phased return to work.

- ☐ Ensure adequate number of Fire Marshalls / First Aiders / etc. are back in the business
- ☐ Ensure procedures and property is in compliance with your insurance cover and notify brokers on details of any business changes.
- ☐ Ensure a stock of PPE relevant for the control of COVID-19 (e.g. face masks / gloves) where necessary.
- ☐ Put in place a comprehensive social distancing plan to ensure employee safety.
- ☐ Undertake a full COVID-19 site risk assessment to control any potential exposure to employees or public.
- ☐ Implement COVID-19 awareness procedures to identify symptoms and isolate potential incidents to avoid spread.
- ☐ Review cleaning procedures and adapt as necessary to increase efficacy against the spread of COVID-19.
- ☐ Inform contractors / suppliers / customers that you intend to reopen your premises.
- ☐ If accepting cash payments, re-instate adequate float and money handling procedures.
- ☐ Check licensing requirements of your local council in case there are any COVID-19 stipulations imposed on license holders.

If you have any questions around re-opening your premises safely, or encounter any issues when recommissioning your venue, then the NDML Risk Management team can support you to ensure everything goes off without a hitch.

Wellbeing Support

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An introduction to wellbeing

Wellbeing is, quite simply, a feeling of all being well.

The importance of wellbeing has increased significantly in the last decade or so, as people begin to understand the true importance of a holistic state of happiness throughout key areas of their life. To achieve true wellbeing, people must be satisfied in their Physical, Mental, Social and Financial wellbeing.

Working in the night-time economy can have a negative impact on wellbeing for a number of reasons, as detailed in this wellbeing pack. However, with the correct training and guidance, managers can identify clear ways to make a difference to their employees.

Why does the night-time industry have a negative impact on my staff's wellbeing?

Many studies have shown that working in jobs with high stress and disruptive shift patterns can cause significant health problems, such as higher risk of heart problems and cancer. Customer service roles, which incorporate many roles within the night-time economy, [are some of the most stressful jobs in the UK.](#)

And now more than ever, your staff may be experiencing anxiety, nervousness and uncertainty about their future, in the wake of COVID-19 and the profound effect it's had on our industry.

That means it's more important now than ever, to protect your staff, and support them to ensure you have a positive, productive team, who can represent your venue in its best light, and keep customers coming back.



AS EASY AS 1,2,3...

3 TOP REASONS TO IMPLEMENT A WELLBEING STRATEGY

1. Support your employees... and your customers

Employees who feel valued at work are significantly more likely to do their best for their business. This includes improved productivity and generally much better service.

A happy employee often equals a happy customer.

2. Retain and attract the best employees

Strong employee wellbeing leads to higher employee retention rate, plus you'll also be able to attract the best talent as potential employees will want to work for you.

Employee dishonesty and theft is a big problem in the night-time industry, and employee wellbeing can help reduce this. Employees who feel engaged and happy at work are much less likely to steal from their employer.

3. Prevent absenteeism and presenteeism

Better overall wellbeing reduces the amount of sick days an employee needs to take.

HSE statistics show 15.4 million working days are lost as a result of time off from depression, stress and poor lifestyle choices (costing British businesses [£61bn](#)).

A lot of these problems can be combatted by promoting wellbeing initiatives in the workplace.

INTRODUCTION TO WE ARE WELLBEING

We Are Wellbeing is a workplace wellbeing provider. Focussing on the four key pillars of wellbeing, the team works with businesses to develop a comprehensive wellbeing programme. Their experts then deliver a range of services, from annual health checks through to regular seminars, training sessions and even 1:1 coaching where necessary.

NDML customers can receive an exclusive discount on all We Are Wellbeing services. This demonstrates NDML's commitment to improving the night-time industry and supporting its workers.



WE ARE **WELLBEING**



Physical



Mental



Social



Financial

ANY QUESTIONS?

If you need any further advice when reopening your premises, don't hesitate to get in touch with the NDML team who will be happy to support you through reopening. You can reach us on: 0344 488 9205 or email enquiries@ndml.co.uk.



NTIA | NIGHT TIME INDUSTRIES ASSOCIATION



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All Risk Assessments and other templates are meant as a guide and should be adapted accordingly to make them appropriate for your business.

APPENDIX: EXAMPLE RISK ASSESSMENT

[Return to contents](#)



Date:	
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Assessors Name:		Reference Number:		Review Date:	Daily (or as per government guidance updates)
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Endorsed By:		Signature:		Position:		Date:	
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Description of assessment	Coronavirus (COVID-19)
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Location Details	
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Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
		S	L	R	RR					S	L	R	RR
COVID-19 spread to employees from members of public including the spread to the public from employees Health, safety and welfare of employees, clients, and the public. Infection control measures.	Employees Public	5	5	25	VH	<ul style="list-style-type: none"> No indoor activities for the public is permitted until Government advice dictates otherwise. Only some outdoor activities are permitted. www.gov.uk/government/publications/coronavirus-outbreak-faqs-what-you-can-and-cant-do/coronavirus-outbreak-faqs-what-you-can-and-cant-do is to be checked daily to amend the list of permitted activities. Signage displayed at the front of premises displaying contact numbers to enter for contractors. Access and egress to / between areas are kept managed accordingly i.e. locked. Door staff and employees to explain the social distancing requirements to venue visitors. 	<ul style="list-style-type: none"> Ensure laminate copy of risk assessment is displayed for all to review. Where practicable 'busy' areas / narrow corridors should be controlled with 1-way systems, or segregation lines / markings / signage. This may include the use of fire exits providing it does not hinder an escape during an emergency and is accessible to all abilities. 			5	1	5	H

Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
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COVID-19 spread to employees from members of public including the spread to the public from employees <i>Continued</i> Health, safety and welfare of employees, clients, and the public. Infection control measures.	Employees Public	5	5	25	VH	<ul style="list-style-type: none"> No persons are permitted on site for any activity if they: <ul style="list-style-type: none"> Have been diagnosed with COVID-19 Have been advised to self-isolate At higher risk due to existing medical conditions. If any employee feels unsafe or the person(s) taking part in the activity are not adhering to social distancing guidelines, they are encouraged stop the activity and politely ask the person(s) to leave. In an emergency, employees will dial 999 and ask for the relevant service. Customer numbers are limited indoors at any time. This includes toilets etc. Employees to avoid touching eyes, nose or mouth to reduce transmission. Any person feeling unwell or showing signs / symptoms of COVID-19 in the premise, business, workplace, during an activity etc. will go / be sent home and follow the Government's stay at home guidance. Common / Shared surfaces such as door handles / taps / toilet seats / changing rooms etc. are regularly cleaned with antibacterial substances. 	<ul style="list-style-type: none"> Plexi type screens to be utilised at designated areas to reduce the likelihood of contamination. Posters to be displayed around site advising of 'regular hand washing', 'social distancing' and none entry for those at 'high risk, those that should self isolate and those who display symptoms etc. Any member of staff that has helped someone who displays any of the known symptoms must self-isolate for a minimum of 14-days. Face coverings should be considered for close proximity situations. Repeat / update risk assessments and policy to employees AT LEAST monthly until all Government restrictions are lifted. Issue health assessment questionnaire to any employee returning to work after any time off e.g. off sick, furlough, holiday etc 			5	1	5	H

Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
		S	L	R	RR					S	L	R	RR
COVID-19 spread to employees from members of public including the spread to the public from employees <i>Continued</i> Health, safety and welfare of employees, clients, and the public. Infection control measures.	Employees Public	5	5	25	VH	<ul style="list-style-type: none"> Separate entrances to allow safe access / egress for employees during business hours are created where practicable. This may include the use of emergency exits providing they do not hinder an escape during an emergency and are accessible to all abilities. Provision of a sufficient amount of waste bags used for disposable hand towels, wipes etc. Disposable bags to be tied off to reduce the spread of COVID-19. Employee working hours are staggered where practicable WHERE POSSIBLE Electronic payments / invoices are permitted. Employees work in 'specific work areas' or 'teams' if heavy / repetitive tasks are to be completed which will be discussed and determined at the beginning of each shift. Areas are restricted whilst any employee enters to clean / disinfect areas. Common / Shared areas such as kitchens and toilets are restricted to minimum numbers, preferably one person at any one time. Antibacterial cleaning of handles etc. to be undertaken prior to employee leaving area. Signage is displayed advising any person using the facilities to wash their hands thoroughly before and after entry and limit the time of usage as low as practicable observing the current social distancing guidelines at all times. 	<ul style="list-style-type: none"> RPE and PPE may be used e.g. face masks, disposable gloves, protective glasses / shields etc. Re-usable RPE / PPE and NOT shared between employees. Single use RPE / PPE should be properly disposed of so that it cannot be reused. Each activity should be risk assessed using the hierarchy of controls and against any sector-specific guidance, mindful that masks (RPE) are the last resort in the hierarchy of controls. Where it is not possible to follow the 2m social distancing guidelines due to a task (i.e. moving heavy objects), consideration whether the task is essential should be completed and documented in a task specific risk assessment. 			5	1	5	H

Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
		S	L	R	RR					S	L	R	RR
COVID-19 spread to employees from members of public including the spread to the public from employees <i>Continued</i> Health, safety and welfare of employees, clients, and the public. Infection control measures.	Employees Public	5	5	25	VH	<ul style="list-style-type: none"> Common / Shared areas such as kitchens and toilets have clear signage showing social distancing advice. Seating/ toilets are taped off to ensure compliance with the guidelines. Any person(s) entering the premise are advised to: <ul style="list-style-type: none"> Do so at their own risk Partake in the venues activities alone, with members of their household, or with one other person from outside their household, while practising social distancing and limiting touch. To cough or sneeze into a tissue and put it in a bin. If the person(s) do not have tissues, they are advised to cough and sneeze into the crook of their elbow and wash hands as soon as possible. To wash their hands thoroughly for 20 seconds regularly. Where facilities to wash hands are not available, sanitiser / antibacterial wipes, bottled water, drying facilities etc. are provided. To arrive in the clothes they intend to use so they do not need to use facilities such as changing rooms, toilets etc. where practicable. Where there is no other option except to use the facilities, they are to wash their hands thoroughly before and after entry and limit the time indoors observing the current social distancing guidelines at all times. 	<ul style="list-style-type: none"> If employees must work in 'teams', they should work side by side or facing away from each other rather than face to face where practicable. Any fingerprint / touch technology should be temporarily removed / blocked from use to prevent transmission of COVID-19 and if not practicable the fingerprint/touch technology to be regularly sanitised. Unnecessary displays should be removed to reduce the need for cleaning / browsing / crowding etc. and allow more space to social distance. Review all 'additional control measures required' columns regularly. 			5	1	5	H

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		S	L	R	RR					S	L	R	RR
COVID-19 spread to employees from members of public including the spread to the public from employees <i>Continued</i> Health, safety and welfare of employees, clients, and the public. Infection control measures.	Employees Public	5	5	25	VH	<ul style="list-style-type: none"> All employees should wash / disinfect hands and face before eating, drinking, smoking etc. Employees where practicable should bring / consume their own food and drink from home and in a safe, clean area whilst adhering the current social distancing guidelines. Any employee break areas will have seating pre-planned to ensure social distancing is continued i.e. seating will be marked, moved, removed, restricted etc Any personal rubbish created will be removed by the person it was generated by to reduce cross contamination. Where practicable, one employee will be designated and documented to remove general waste. Ventilation is increased where practicable to allow flow of fresh air. Refrain from use of aircon that recirculates air as this may increase risk of spread / transmission of COVID-19. Limit employee meetings and hold outside where practicable and adhering to social distancing guidelines. Regular announcements are issued to remind everyone on the premise to follow the Government issued social distancing advice and that the use PPE / RPE does not replace or reduce the need to follow the government guidance in relation to hygiene practices. 	<ul style="list-style-type: none"> Review all 'additional control measures required' columns regularly. 			5	1	5	H
Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			

		S	L	R	RR					S	L	R	RR
Employees travelling to and from place of work. Shared vehicles / public transport increasing risk of transmission.	Employees	5	3	15	H	<ul style="list-style-type: none"> Where possible, all employees travel alone using their own or company vehicle. All employees sanitise their hands before and after leaving the vehicle. Employees avoid public transport where practicable. Where public transport is the only option for employees face coverings must be worn. Working hours and travel times are amended to reduce congestion. 	<ul style="list-style-type: none"> Where employees have no option but to share transport, ensure the following is considered: <ul style="list-style-type: none"> Share with the same individuals Sit in a seat near open windows to ensure good ventilation where possible. 			5	1	5	M

Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
		S	L	R	RR					S	L	R	RR
Issuing First Aid Catching / Spreading	Employees Public	5	3	15	H	<ul style="list-style-type: none"> Up to date first aid kit and eye wash are available in the premise. Additional PPE / RPE issued to all first aiders. This will include disposable sterile aprons or coveralls. Access to first aid provisions limited to trained first aid personnel and / or appointed person(s) only. First aiders wash / disinfect hands before and after using first aid facilities or applying first aid. 	<ul style="list-style-type: none"> Consider potential delays of emergency services response due to the current pressure on resources Emergency plans including contact details should be kept up to date. 			5	1	5	M
Identified Hazards	Who may be affected	Risk Level before control measures S x L = R				Existing control measures	Additional Control measures required	To be actioned by	Completion date	Final Risk level S x L = R			
		S	L	R	RR					S	L	R	RR

<p>Vulnerable groups, 'Increased Risk'</p> <p>There are some clinical conditions which put people at even higher risk of severe illness from COVID-19</p>	Employees	5	4	20	VH	<ul style="list-style-type: none"> Medical questionnaires are issued upon employment. Employees known to be at an increased risk of severe illness from coronavirus (COVID-19) are particularly stringent in following social distancing measures. Employees with an underlying health condition are "strongly advised" to work from home where practicable as per government guidance. The company is aware there are some clinical conditions which put people at even higher risk of severe illness from COVID-19. These employees may have received letters from the NHS to state that they must self-isolate for 12 weeks. The company will be made aware of any such letter as further control measures may be required as described in the 'Additional Control measures required' section. Employees are required to notify their immediate manager/supervisor and speak to their GP or care team if they have not been contacted / received a letter and believe they should have been. 	<ul style="list-style-type: none"> Reissue medical questionnaires to all employees and review. If an employee's job isn't suitable for home working, or the employee has received an NHS letter, the company may consider offering temporary redeployment to a role that allows home working, or complete a documented risk assessment to identify any additional steps that are required (e.g. reallocating some duties, providing additional PPE / RPE etc) 			5	1	5	M
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<p>Increased risk of Legionella and other waterborne pathogens after an extended period of shut down.</p> <p>Management of water systems to be considered as there is an increased risk of waterborne pathogens in a premise that has stood idle / unused i.e. staff changing rooms not in use leaving a build-up of stagnant water in the shower heads, hoses, cold-water tanks etc.</p>	Employees Public	4	4	16	VH	<ul style="list-style-type: none"> Employees maintain awareness of the risks from infections due to waterborne pathogens, including legionellosis, during the COVID-19 pandemic. All routine control measures and monitoring (cleaning and testing) is continued by a competent employee / responsible person / third party during period of shut down. This includes, but is not limited to, running of cold-water taps, flushing of cold-water tanks, flushing of infrequently used water outlets, cleaning / treating any faucets / shower heads / hoses where inhalable droplets such as the aerosols occurs including equipment used for ventilation and humidification etc., temperature testing (minimum of 55°C is maintained within one minute at all outlets in hot water systems and cold water can be delivered at ≤25 °C within 2 minutes of turning on the outlet), testing for growth and biofilm formation, chlorine levels (where applicable) etc. Temporary equipment such as mobile hand wash stations which may have not been fully drained and dried before storing are thoroughly disinfected before use as they may be contaminated with waterborne pathogens such as Legionella. 	<ul style="list-style-type: none"> If no control measures have been implemented for Legionella and other waterborne pathogens, a plan must be in place for recommissioning the water system BEFORE opening. If the shutdown period is used for improvements, alterations to the management of water must be documented. If the building is still partially in use, take additional measures to keep the remaining occupants safe e.g. drop stored water levels in tanks to maintain <24 hours storage if practicable, flush to simulate use (weekly flushing may not be sufficient), temporarily increase levels of potable water treatment dosing (consider consequences of this such as corrosion and make the decision on balance of benefit) etc. 			5	1	5	M

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Unsafe workplaces after extended shut down periods Do not rush the process of ensuring your premise is safe to return to. Allow sufficient time to carry out all checks and remedial works sufficiently, prior to allowing people back into the building.	Employees Public	3	4	12	H	<ul style="list-style-type: none"> A deep clean of all areas and surfaces is completed throughout the premise BEFORE opening and at the end of each day where practicable. Cleaning of common / shared areas is also completed at regular points throughout the day and ensure this is recorded and retained. One-way routes, staggered work times, access and egress etc. is discussed, documented, and acknowledged BEFORE opening. Any existing pest control is assessed and updated if required BEFORE opening. A workplace inspection has been completed and documented BEFORE opening the premise to the public. This included, but is not limited to, safety checks and testing on Gas, Water supplies, Heating, Mechanical and electrical systems (this would include any machinery / equipment), Catering equipment, Fire safety systems (including fire doors, fire alarm systems and emergency lights) etc. 	<ul style="list-style-type: none"> Ensure any sanitiser, cleaning facilities etc. are stored in the way as described by the manufacturer. Ensure any substances used on the premise have a site specific and up to date COSHH assessment. 			5	1	5	M

Guidance Notes

SEVERITY	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
	LIKELIHOOD					

LIKELIHOOD	
5	Almost Certain – Very High Risk
4	Probable – High Risk
3	50/50 – Medium Risk
2	Improbable – Low Risk
1	Almost impossible – Low Risk

SEVERITY	
5	Fatality – Very High Risk
4	Severe incapacity – High Risk
3	Absent 3 weeks – Medium Risk
2	Absent less than 1 day – Low Risk
1	Insignificant – Low Risk

1–4 LOW	5–9 MEDIUM	10–15 HIGH	16–25 VERY HIGH
Continue with existing controls. However, monitor for changes. Implement any additional control measures required within the timescales given in the risk assessment.	Requires attention to reduce the rating as well as regular ongoing monitoring. Implement any additional control measures required within the timescales given in the risk assessment.	Requires immediate attention to bring the risk down to an acceptable level. Implement the control measures required within the timescales given in the risk assessment. Continue to review working practices to reduce the probability of an accident to the lowest possible level.	Stop immediately – the risk is too high. Take immediate action to reduce the risk to the lowest level possible.

Additional comments:

1. This risk assessment needs to be discussed with employees to ensure that they are fully aware of all control measures
2. Employees are to sign an acknowledgement sheet for their understanding of this risk assessment
3. The risk assessment is to be reviewed on an ongoing basis as per government guidance
4. This risk assessment must be approved by the nominated person for health and safety before being issued as a live document

Assessor 1 name:		Signature:		Date:	
Assessor 2 name:		Signature:		Date:	

EXAMPLE

I, the undersigned, have been fully briefed on this risk assessment and other control measures in place to reduce the risk of injury to the lowest possible level.
I fully understand my duties as an employee to follow the control measures in this risk assessment.

Employee name	Job description	Date	Employee comments / recommendations	Signature