

# COVID-19 Manufacturing Sector Guidance

## OVERVIEW

This guidance is for manufacturing sites in Scotland. It comes into effect from 26 May 2020, extending until further notice and applies to companies manufacturing in Scotland. It will be reviewed in line with the regular three weekly review of lockdown requirements.

We have worked with employers and trade unions from the manufacturing sector to ensure that this guidance is evidence-based, fair and ethical, clear and realistic. As each workplace is different it is for individual businesses to work with trade union or workforce representatives to determine how best to apply this guidance in their circumstances.

This guide is underpinned by a spirit of collaborative working between companies and their workforce. Throughout the term *companies and trade union or workforce representatives* is used in that context, recognising that companies have a legal responsibility to maintain workplace health and safety and must consult with the health and safety representative selected by a recognised trade union or, if there is not one, a representative chosen by workers. Companies cannot decide who the workforce representative will be.

This document is one of a set of documents about how to work safely in different types of workplace. This guidance is for use by manufacturing sites in Scotland. It sets out our expectations on what manufacturers of all sizes and sub-sectors need to consider as part of their planning for restart. In the case of the manufacture of essential goods where companies have remained open it establishes a framework for ongoing action to ensure those workplaces continue to change and operate safely. The guidance emphasises in particular the importance of undertaking a robust and ongoing risk based assessment with full input from trade union or workforce representatives, and to keep all risk mitigation measures under regular review so that workplaces continue to feel, and be, safe.

Publication of this guidance **does not signal** an immediate change in Scotland's lockdown policy. At the current time manufacturing businesses should be closed down on a precautionary basis unless involved in essential activity against the virus or to support the wellbeing of society and able to provide confidence in maintaining a safe workplace. A second surge in infection would cause further harm to our health, society and economy. To judge whether and when restrictions can be changed we will consider a range of evidence on the progress of the pandemic in Scotland, using the principles set out in [Coronavirus \(COVID-19\): framework for decision making](#) and our long-established commitment to fair work, which was set in the context of the current crisis in a [joint statement with the STUC](#) (which we have taken into account when developing this guidance).

Essential ongoing manufacturing provides an invaluable source of good practice on adaptations made to working arrangements due to COVID-19 to ensure a safe place of work. This experience is taken into account in the remainder of this guidance which sets out our minimum expectations across five key areas companies will need to consider as part of their planning for a restart and ongoing production while minimising the transmission of the virus:

- Assessing risk; Involving the workforce in a risk based approach to a safer workplace;
- Workforce planning; Supporting those who should come to work, and those who should not;
- Operational guide and checklist; Changing the workplace environment to protect your workforce;

- Deliveries, distribution and –visitors; protecting your workforce and those who come on-site;
- Training and compliance.

The regulator for health and safety at work is the Health and Safety Executive (HSE) who will utilise the powers under the Health and Safety at Work Act 1974 to ensure people at work are protected.

The guidance has been published now to give employers and employees the time they need to plan and prepare.

If you can suggest ways we can improve the guidance please contact the Advanced Manufacturing Policy Team at [DLPECONMIDAMP@gov.scot](mailto:DLPECONMIDAMP@gov.scot)

## WHERE WE ARE NOW

The First Minister announced that Scotland would be entering a lockdown on 23rd March 2020. Under law, the Scottish Government must review that lockdown at least every three weeks (most recently on 7 May). The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis, was published on 21 May](#) and sets out the phases by which we will aim to ease lockdown. They will be gradual and incremental and will be matched with careful monitoring of the virus. Non-essential manufacturing is expected to resume from phase 2 with preparatory work for ensuring physical distancing and enhanced hygiene measures able to take place during phase 1.

Physical distancing duties are set out in regulation 4(1) of the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. A person who is responsible for carrying on a business or providing a service must take **all reasonable measures**:

- to ensure that a distance of two metres is maintained between any persons on the premises (except between members of the same household or a carer and the person assisted by the carer),
- to ensure that they only admit people to its premises in sufficiently small numbers to make it possible to maintain that distance,
- to ensure that a distance of two metres is maintained between any person waiting to enter the premises (except between members of the same household or a carer and the person assisted by the carer).

Manufacturing is vital to the Scottish economy, accounting for over 180,000 jobs and contributing over half of Scottish exports and business expenditure on research and development. The work of Scotland's manufacturers and their workforces that are, and have been, involved in supporting essential sectors throughout this COVID-19 crisis demonstrates the sector's innovation, skills and expertise. Manufacturing's commitment to keeping the country running is hugely appreciated, with particular praise due to companies who have scaled-up or repurposed to manufacture vital supplies for the health sector.

We want a strong manufacturing sector to help drive Scotland's economic recovery and future prosperity. Companies should therefore use this guidance to look forward and engage with trade union or workforce representatives to develop workplace specific plans for a managed transition away from current restrictions, allowing sufficient time for that joint work. And while those plans should be fully developed, with measures put in place and tested where possible, they should not be implemented as yet. Decisions on the phasing of a sector wide return for manufacturing will be made in line with the Route Map.

The Scottish Government has initiated a broad collaborative process to develop sectoral guidance which will underpin that managed transition and provide clarity and confidence to industry, employees and local communities, protect public health and concurrently optimise economic recovery. Aligned with that we are reviewing and enhancing testing and enforcement arrangements, and ensuring that the guidance is coherent and connected, recognising for example transport and other inter-dependencies.

We are working with the UK Government to align our approach and guidance, where possible and on the basis of scientific evidence on the levels of infection in Scotland. This guidance is intended to work alongside UK Government guidance and aims to assist employers, businesses and their workforce ensure a safe working environment and readers will recognise consistent themes within this guidance with the UK Government's [Working Safely during Covid-19](#) publications.

This guidance should be read in conjunction with the Scottish Government's [business and physical distancing guidance](#) which still applies.

#### Business Support

There has been an unprecedented package of support announced from both the Scottish and UK Governments to support businesses which includes retailers. This support should help many employers preserve their business, maintain jobs and pay their workers throughout this crisis. Information on this support is available through [findbusinesssupport.gov.scot](http://findbusinesssupport.gov.scot). We urge all businesses to make use of this. In the event of closures for retail premises all available support measures must be utilised to protect the jobs and incomes of retail workers.

## ASSESSING RISK

### Involving the workforce in a risk based approach

As a minimum we expect:

- **A risk based approach to be followed to protect health and safety of employees and ensure the longer-term economic viability of the business; and**
- **Employees to be fully engaged in that process, through trade union or workforce representatives**

#### Joint working

This guidance has been developed in collaboration with industry and trade unions on the basis that both have essential roles to play in planning for restart. Companies that have successfully been able to maintain or increase production of essential goods during the COVID-19 crisis have highlighted the importance of joint working. Protecting the health of employees has been at the heart of this joint approach which is fundamental to establishing shared confidence around the safety of returning to places of work and supporting a recovery in productivity.

#### Implementation Phases

Manufacturing businesses and employees are familiar with a risk based approach to managing work and onsite activity. Carrying out a robust risk assessment with full workforce involvement (of recognised trade union safety representatives or relevant employee safety representatives) will identify the practical measures that can be put in place to minimise the spread of the virus at a workplace level. The assessment should include a phased implementation timetable, structured broadly as follows:

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|---|
| 1. <b>Planning</b> – Plans to re-open a workplace should be developed in consultation with the workforce and updated on an ongoing basis. That planning must be based around risk assessments and safe systems of work <a href="#">physical distancing</a> , <a href="#">hand washing</a> , and fair work principles and be designed to enable a restart that allows the business to trade while protecting employee health and well-being. |
| 2. <b>Preparation</b> – Physical distancing and hygiene measures require work to be carried out before a restart – for example screens, one-way systems, 2-metre zones, canteen re-arrangement, PPE provision, hand sanitisers etc. Then briefings and inductions into the new ways of working. These all take time and require resourcing and commitment.  |
| 3. <b>Pilots</b> – experience confirms the value of trialling the new way of working before a fuller restart is attempted, so a limited-scale pilot to test systems, find weaknesses and make improvements before a fuller restart is essential.  |

#### Dynamic assessment

A risk assessment or adoption of mitigation measures should not be a one off exercise, rather part of a regular and ongoing dialogue and feedback loop between employers and trade union or workforce representatives to identify what measures are working, where refinements are possible and any gaps remaining. Reviews of measures and risks should be frequent, with daily assessments of progress initially not unusual. The open and ongoing engagement between trade union or workforce representatives should enable adjustments to be made quickly and smoothly at the relevant stage, including potentially tightening workplace

restrictions or reducing numbers onsite if the dynamic risk assessments indicate this is necessary.

#### Utilising expertise

Companies should ensure their health and safety professionals and representatives have the skills, training and knowledge to understand the risks associated with Covid-19. Where companies and their workforce do not have access to these skills in-house they should together explore external support options to put in place appropriate mitigation measures, for example through their trade association, health and safety consultancies or trade union health and safety representatives. All can help companies understand the risks associated with different activities and situations within individual companies and offer the support managers and workers may require.

#### Building confidence, supporting wellbeing

Returning workers may have some level of apprehension about how safe they may be and they may require reassurance and demonstration that measures recommended in workplace risk assessments have been put in place to ensure safety. Employers should recognise the need to have clear and regular communications with employees, using multiple channels to reinforce key messages. Visual material has proven to be beneficial in demonstrating changes that have or are being made, especially where language barriers exist.

A clear message from employers and trade unions is that building and maintaining employee confidence is vitally important and a challenge that should not be underestimated.

## WORKFORCE PLANNING

### Supporting those who should come to work, and those who should not

As a minimum we expect:

- **Working from home to continue, where possible;**
- **Health factors to be considered in any phasing of who returns to work, with employees living in vulnerable or shielded households only expected to return when new safe working environment measures have been implemented and a return to onsite work is consistent with individual medical advice;**
- **New manufacturing arrangements to be tested and modified through collaboration between employers and employees; and**
- **Companies to take travel to work and childcare considerations into account in decisions around a phased restart.**

#### Continue Home Working

Minimising the spread of the virus will remain important in ensuring the overall protection of public health. Therefore planning for a safe return to work should assume that those able to work from home will continue to do so. Companies should plan for the minimum number of people needed on site to operate safely and effectively, with a phased return necessary for many businesses. Home-working should be the default, where possible.

#### Pilot measures

As implementing new enhanced safety measures may take time to embed it is good practice to pilot measures, either within part of a facility and / or with a proportion of the workforce at lower risk from the virus, before rolling out across the workplace as a whole. Travel to work and childcare considerations for individual employees should be taken into account by companies, in discussion with trade unions or employee representatives, before deciding which individuals to involve in pilots and a phased restart.

#### Employee health and well-being

Employers should ensure the organisation culture is inclusive, with the aim that every employee should feel that they are returning to a supportive, caring and safe environment. The pandemic has had an unequal impact across the workforce, as different employee groups, and individuals, will have been affected in diverse ways according to factors such as their job role, and demographic/personal circumstances. Therefore, it is important organisations foster a fair and inclusive working environment that does not tolerate discrimination. There is also a risk of victimisation of those infected, suspected, or more vulnerable to COVID-19 which should be addressed. The following guides from the Health and Safety Executive provide useful sources of information:

- [Working safely during the coronavirus outbreak - a short guide](#)
- [Talking with your workers about working safely during the coronavirus outbreak](#)

Individual health circumstances and [protected characteristics](#) should be considered and discussed with employees before prioritising who is asked to return to work and when. This should recognise the protective measures required to minimise health risks to vulnerable or shielded workers or those living in vulnerable or shielded households, exploring whenever possible how these staff can work from home. Consideration of health circumstances and

protected characteristics should be given to this as part of the risk assessment process. Permission should be sought from individuals before collecting any information on health conditions of those within their household.

As the [Test, Trace, Isolate, Support](#) approach rolls out (Test and Protect as we are calling it), all workers should continue to follow health protection advice to isolate either themselves or as part of their households should anyone in the household exhibit COVID-19 symptoms. Advice within workplaces should continually remind people of the symptoms to look for and clear advice be provided on how to respond should symptoms become apparent at work. Advice for employers on [helping staff who need to self-isolate](#) is also available.

Planning should recognise that ongoing physical distancing measures required to reduce the spread of the virus may mean that the number of employees able to be accommodated safely in the workplace is limited. The workforce may have questions or concerns about returning to work. Companies are encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating, if appropriate. If able to work from home, employees should continue to do so after a period of self-isolation has ended.

Pay for workers who are sheltering, self-isolating, sick or balancing care responsibilities is likely to be a source of concern for employees. Companies should work with trade union or workforce representatives to provide early guidance to workforces on processes and support for individuals affected by these issues. Again opportunities to facilitate home working where feasible should be actively pursued and maintained.

Workers who are shielding or who live with someone who is shielding, should not be compelled to attend work and companies should make arrangements to ensure those staff are not disadvantaged due to obeying medical advice. Companies should explore measures such as suspending the normal application of sickness or disciplinary procedures related to attendance in these cases.

Companies should also acknowledge the range of factors likely to cause stress or anxiety amongst employees, ranging from living with lockdown arrangements to concerns about travel, schools, caring responsibilities and relatives impacted by the virus, amongst others. This may have implications for mental health with managers encouraged to be conscious of how these factors may impact on the well-being of individual staff members. Companies and trade union or workforce representatives should be alert to this and direct anyone experiencing mental health issues towards available support.

## OPERATIONAL GUIDE AND CHECKLIST

### Changing the workplace environment to protect your workforce

As a minimum we expect:

- **Enhanced Health and safety measures to be in place before staff are asked to return to work, including physical distancing guidance and hygiene measures, generally and at bottleneck situations; and**
- **Safe travel to work arrangements to be considered as part of a risk assessment, with any relevant adjustments adopted.**

#### Safe workplace planning and communications

It is vital steps are taken to ensure a safe working environment and related workforce confidence. This is best done through early, regular and ongoing engagement between companies and trade union or workforce representatives. As it will take time to complete the necessary risk assessment, identify the relevant mitigation measures and put those measures in place, the engagement between employers, trade union or workforce representatives must start well before a planned production restart date (or ramp-up where production of essential goods have continued at less than full capacity).

It is important everyone understands the measures taken to establish the safe working environment as this is likely to have a significant impact on workforce confidence. Being and feeling safe will play an integral role in supporting a recovery in productivity levels.

#### Enhanced hygiene

Enhanced hygiene measures should be a key plank of workplace-specific measures to create a safe working environment, including for example:

- sanitiser and hand-washing facilities at key points, including on entry and exit points
- additional sanitiser and handwash facilities around communal areas.
- regular cleaning of work equipment and work stations including considering how often and where deep cleans may be required.
- Minimising the use of touchpoints throughout buildings, including exploring where possible how digital processes or systems may replace the need for face to face discussion.

#### Physical distancing

Physical distancing is the other key plank of workplace-specific measures to create a safe working environment. Factors companies will want to consider include:

- Facility layout and signage with clear marking of two metre boundaries around the workplace and workstations and signage which reinforces expectations of employees at relevant points. (As English may not be the first language for everyone onsite companies should consider how best to use visual material to reinforce messages).
- Limiting access to parts of the workplace required by an individual to do their job as this will limit the chances for interaction with others.
- Staggering entry and exit times to prevent bottlenecks arising as people arrive or leave.
- Staggering break times and adjusting canteen arrangements to reduce opportunities for larger numbers of staff to interact on a face to face basis.
- Splitting the workforce into specific teams to avoid cross-team contamination and provide a level of operational resilience in case someone in one team develops COVID-19 symptoms.

- Considering opportunities to introduce additional technology support and systems to assist in managing the safe working practices and in particular physical distancing.

### Shift Patterns

Companies may develop plans to change shift patterns to both protect the workforce and optimise productive capacity. This could include considering opportunities to reduce the need for travel at peak times and opportunities for flexible working patterns. While this might help boost production it requires proper negotiation with trade union or workforce representatives if it involves a change in employee terms and conditions.

### Dealing with emergencies

Protocols for dealing with emergencies, evacuations and accidents will be impacted by the need to maintain physical distancing while individuals who would normally lead or coordinate site responses in such situations may be amongst those working from home. Emergency, evacuation and accident response processes therefore need to be considered to ensure effective arrangements are still in place. Everyone onsite should be familiar with new processes.

### Travel to Work and Personal Protective Equipment

Health Protection Scotland (HPS) have provided [COVID-19 information and guidance for general \(non-healthcare\) settings](#) which reiterates that people should not travel if they exhibit any COVID-19 symptoms. The HPS advice and any subsequent **safe travelling advice** should be factored into company decisions on planned returns to work.

The HPS guidance also offers advice on the use of PPE, confirming workplaces should use PPE consistent with local policies and in line with measures justified by a risk assessment. Both the Scottish Government and the Health and Safety Executive (HSE) recommend a risk based approach focused on a hierarchy of control which seeks to eliminate risks, combat risks at source, adapt workplaces to individual needs, ensure adequate staff training around processes to manage the risk and then use PPE where required. Where PPE is deemed necessary, an adequate supply and quality must be maintained which is provided free of charge to workers and which must fit properly.

### Security

The interpretation and use of any guidance should be considered in line with normal protective security operations and practices. Organisations should consult with and involve their security departments in the interpretation and implementation of the guidance. In particular, security should be considered in any revised risk assessment

Under no circumstances do we advise the removal or alteration of, or reduction in, existing protective security measures without providing clear recommendations (e.g. from the National Technical Authority/police CT specialists) on how to maintain effective protective security.

This should extend to measures not primarily intended to provide a protective security benefit, but nonetheless doing so, for example removal of street furniture that could make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks. Security staff should remain focused on security duties. Where COVID-19 creates additional staffing

**Commented [RK(1):** Hyperlink being added once transport guidance published on 26 May. Website team adding

requirements, e.g. for queue management employers should ensure additional suitable staff resource is made available. Employers should ensure security staff feel safe, e.g. having access to appropriate PPE and hand-washing facilities, and that they are able and confident to raise any concerns

Further detailed guidance on security can be found [here](#) and [here](#).

#### COVID symptoms within the workplace

The virus is expected to remain in the population for some time, even after lockdown restrictions have been eased and people begin to return to work. This will cause anxiety for people who will also want to understand how any outbreaks in the workplace will be handled. As part of risk assessments companies should explore with trade union or workforce representatives how to respond should anyone develop symptoms while at work, including whether it is possible to identify any particular parts of the site the individual may have accessed or equipment used while symptomatic. As part of this consideration should be given how best to monitor health of all individuals in a workplace.

Employees have a responsibility to ensure they adhere to overall [COVID-19 advice](#) which says people with symptoms should remain at home and self-isolate. Companies and employees should remain in regular communication throughout any period of self-isolation with companies encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating if appropriate.

#### Safe home working

Home working will be new to many and may have been implemented at pace, without normal health and safety planning to ensure people have suitable working arrangements and equipment. Companies should consider that, and how to best support working from home (for example, provision of laptops, mobile phones, video conferencing services etc). Advice on home working can be found at <https://www.hse.gov.uk/msd/dse/>.

#### Checklist

A checklist to support companies implement this guidance will be developed in response to initial feedback and added here as part of the regular updating of the guidance.

## DELIVERIES, DISTRIBUTION AND VISITORS

### Protecting your workforce and those who come on-site

As a minimum we expect companies :

- **to provide early clarity to their supply chain about honouring of orders in the system, linked to new production capacity and consumer demand/contracts; and**
- **to treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees, ensuring they are offered the same protections and are expected to follow the same rules.**

#### Early supplier engagement

The global nature of COVID-19 means it may have impacted on both current demand for some goods manufactured in Scotland and on normal supply chain relationships. Early engagement with suppliers is recommended to understand how well placed suppliers will be to provide inputs at the level required to meet a company's expected demand as they restart production. This should include considering any additional logistical issues associated with the current functioning of international supply networks.

During the COVID-19 pandemic minimising pressures on supply chains is paramount to ensure that suppliers at risk are better able to cope with the current crisis and ensure service continuity and delivery during and after the outbreak. Companies are encouraged to work with suppliers to understand the specific pressures they face and identify potential solutions on a case-by-case basis, including providing early clarity on the treatment of existing orders.

#### Site visitors

Many sites, especially larger sites, may normally have a number of contractors and visitors not employed by the company running the site. This presents increased risk of virus transmission if people do not adhere to the same interpretation of rules. To address this risk companies should consider limiting site access to those who need to be there for safe operation, ensuring safe working practices and production related activities and implementing a permit to work system for contractors and external visitors who still need to access the site. This would set out requirements for how everyone behaves on a site including entering and leaving the site, clarifying responsibilities for all around maintaining good hygiene and physical distancing.

Drivers accessing and leaving sites present another challenge and potential source of interaction or transmission to manage. Companies manufacturing essential goods like food manufacturers can provide good practice advice based on experience of continuing to operate at the current time. Measures introduced to maintain a safe working environment onsite, developed with suppliers and delivery companies has included looking to remove the need for documentation to change hands where possible by adopting electronic processes as well as reducing access to contact points by requiring drivers to remain in vehicles or providing access to facilities like toilets which are only for external visitors, therefore avoiding risks of cross contamination to or from the manufacturing company's staff.

## TRAINING AND COMPLIANCE

As a minimum we expect:

- **Training around processes and working environment expectations to be provided for all staff before restarting work; and**
- **Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production.**

### Workforce training

Every workplace should look and feel substantially different for employees. Physical distancing and enhanced hygiene will change how workplaces operate. Training will therefore be essential to build a common understanding of requirements within the new working norm, instilling confidence that changes put in place contribute to a safe workplace.

Training methods should ensure effective delivery of relevant overarching and company specific measures and expectations of staff while onsite, in a way which maintains physical distancing. Companies should consider, as part of their risk based planning, how training can be safely delivered, especially if elements are normally outsourced to third parties. Visual aids may be required as part of the training and for ongoing guidance and communications. Some companies involved with the manufacture of essential goods have initiated a universal induction process covering their new, enhanced hygiene and physical distancing measures. This induction process can help demonstrate companies are taking the COVID-19 risks seriously, building confidence amongst the workforce that they are returning to a safe workplace while also reinforcing the importance of individual employee responsibilities.

### Compliance

Employers should also put in place, with trade union or workforce representatives, robust local arrangements to monitor compliance with new operational arrangements. Remedial actions should flow from that monitoring, and be augmented by advice, guidance and support from external enforcement authorities.

It is vital during restart for workers to have confidence in the steps being taken by their employers. Employers should look to establish processes to allow employee feedback on social distancing and safety protocols, enabling employees to input on areas of concern and for employers to act upon these concerns.

A single point of contact has also been established for trade union or workforce representatives to help the Scottish Government understand how all COVID-19 workplace guidance is being implemented, and to help shape and refine that guidance based on the real experience of workers in the workplace. The mailbox can be contacted through [scottishtradeunioncovidenquiries@gov.scot](mailto:scottishtradeunioncovidenquiries@gov.scot).

This contact is not intended to be a reporting mechanism for potential breaches of legislation. To ensure appropriate enforcement action is taken when needed, any potential breaches of legal requirements must be raised with the Health and Safety Executive (HSE).

The regulator for health and safety at work, the Health and Safety Executive (HSE) is constantly applying their expertise to ensure people at work are protected, utilising the powers at their disposal under the Health and Safety at Work Act 1974. HSE is treating

COVID-19 as a workplace health issue with regard to the protection of workers from infection. HSE can and will use the Health and Safety Work Act to ensure social distancing in the workplace in relation to workers. HSE can be contacted by phone on 0300 003 1647 or online at [HSE contact form](#)

Where HSE identifies employers who are not taking action to comply with the relevant public health guidance to control COVID-19 health risks to workers, HSE will consider a range of actions to improve control of workplace risks including the provision of specific advice to employers through to issuing enforcement notices. These actions will be taken under existing health and safety law. A framework agreement between Police Scotland and local authorities supports the referral of complaints about lack of reasonable social distancing at work

## NEXT STEPS

### Review and future development

This guidance extends until further notice. It sets out both our current advice and guidance for the manufacturing sector in helping to handle COVID-19, as well as beginning to develop a route-map towards restarting activities within overarching public health considerations.

Our next step is to continue to develop plans to address the wider issues needed to get the industry restarted again. This will happen in a phased manner as set out in the [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#). The route map provides an indication of the order in which we will carefully and gradually seek to lift current restrictions, but does not attempt to specify dates for all the different phases. All of this will be evidence led.

Easing restrictions will not mean returning to how things were before the virus. Physical distancing, hand hygiene, and other critical behaviours will be essential in each area to ensure public and workforce confidence.

This guidance will be updated and reviewed as required in consultation with the sector's employers and unions. Please ensure you use the latest version.

It is for individual businesses in conjunction with trade union or workforce representatives to decide how best to successfully adopt and adapt guidance for their individual circumstances.

## RELATED GUIDANCE

### Scottish Government advice and support

[Summary of COVID-19](#) developments in Scotland

[COVID-19 Framework for Decision Making](#)

[Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#)

[Coronavirus \(COVID-19\): business and physical distancing guidance](#)

Further guidance on physical distancing can be found on [NHS inform](#).

Advice on substantive [support packages available for business and their employees](#)

COVID-19 information and [guidance for general \(non-healthcare\) settings](#)

[Guidance for the construction sector](#) in Scotland

A list of [Scottish Procurement Policy Notes \(SPPNs\)](#) can be found on gov.scot. SPPN 4/2020 covers procurement related issues as a consequence of the COVID-19 outbreak.

SPPN 5/2020 sets out guidance for public bodies on options for payment to their suppliers to ensure service continuity during the current COVID-19 outbreak.

### Legislation

[Coronavirus \(Scotland\) Act 2020](#)

### Fair Work during the COVID-19 crisis

Please see our [Joint Statement with the STUC](#)

### Other sources of COVID-19 information

UK Government guidance on [working safely during COVID-19](#) in different workplaces

The [Health and Safety Executive](#) (HSE) have provided advice related to COVID-19

[Food Standards Scotland](#) provide guidance for food business operators and employees.

Further detailed guidance on security can be found at <https://www.cpni.gov.uk/staying-secure-during-covid-19-0> and <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>.

To contact Police Scotland for Protective Security advice, please contact your local Counter Terrorism Security Adviser:

North: [SCDCTSAAberdeen@Scotland.pnn.police.uk](mailto:SCDCTSAAberdeen@Scotland.pnn.police.uk)

East: [SCDCTSAEdinburgh@Scotland.pnn.police.uk](mailto:SCDCTSAEdinburgh@Scotland.pnn.police.uk)

West: [SCDCTSAGlasgow@Scotland.pnn.police.uk](mailto:SCDCTSAGlasgow@Scotland.pnn.police.uk)

# COVID-19 Manufacturing Sector Guidance

## OVERVIEW

This guidance is for manufacturing sites in Scotland. It came into effect on 26 May 2020, extending until further notice and applies to companies manufacturing in Scotland. In line with the requirement to regularly review this guidance, it has been reviewed and updated on 19 June and 7 July 2020.

The guidance sets out the Scottish Government's expectations on the steps manufacturing businesses will take before and after reopening. It does not constitute legal advice, and businesses may wish to seek their own advice to ensure compliance with all legal duties.

We have worked with employers and trade unions from the manufacturing sector to ensure that this guidance is evidence-based, fair and ethical, clear and realistic. As each workplace is different it is for individual businesses to work with trade union or workforce representatives to determine how best to apply this guidance in their circumstances.

This guide is underpinned by a spirit of collaborative working between companies and their workforce. Throughout the term *companies and trade union or workforce representatives* is used in that context, recognising that companies have a legal responsibility to maintain workplace health and safety and must consult with the health and safety representative selected by a recognised trade union or, if there is not one, a representative chosen by workers. Companies cannot decide who the workforce representative will be.

This document is one of a set of documents about how to work safely in different types of workplace. This guidance is for use by manufacturing sites in Scotland. The original version set out our expectations on what manufacturers of all sizes and sub-sectors needed to consider as part of their ongoing operations or planning for restart. While all manufacturing could restart on 29 June, the principles in this guidance remain valid and it establishes a framework for ongoing action to ensure those workplaces continue to change and operate safely. The guidance emphasises in particular the importance of undertaking a robust and ongoing risk based assessment with full input from trade union or workforce representatives, and to keep all risk mitigation measures under regular review so that workplaces continue to feel, and be, safe.

Publication of this guidance reflects the current changes set out by the introduction of Phase 2 of the route-map out of lockdown on 18 June. At the current time manufacturing businesses should be in restart mode, having used the previous iterations of this guidance to undertake preparatory work for ensuring physical distancing and enhanced hygiene measures, with a view to full restart on 29 June. It is important we collectively mitigate against a second surge in infection, which would cause further harm to our health, society and economy. To judge whether and when restrictions could be changed, we have considered a range of evidence on the progress of the pandemic in Scotland, using the principles set out in [Coronavirus \(COVID-19\): framework for decision making and our long-established commitment to fair work](#), which was set in the context of the current crisis in a [joint statement with the STUC](#) (which we have taken into account when developing this guidance).

Essential ongoing manufacturing has provided an invaluable source of good practice on adaptations made to working arrangements due to COVID-19 to ensure a safe place of work. This experience is taken into account in the remainder of this guidance, which sets out our minimum expectations across five key areas companies should have considered as part of

their planning for a restart and ongoing production while minimising the transmission of the virus:

- Assessing risk; Involving the workforce in a risk based approach to a safer workplace;
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- Operational guide and checklist; Changing the workplace environment to protect your workforce;
- Deliveries, distribution and –visitors; protecting your workforce and those who come on-site;
- Training and compliance.

The regulator for health and safety at work is the Health and Safety Executive (HSE) who will utilise the powers under the Health and Safety at Work Act 1974 to ensure people at work are protected.

If you can suggest ways we can improve the guidance please contact the Advanced Manufacturing Policy Team at [MIDAMP@gov.scot](mailto:MIDAMP@gov.scot)

## WHERE WE ARE NOW

The First Minister announced that Scotland would be entering a lockdown on 23rd March 2020. Under law, the Scottish Government must review that lockdown at least every three weeks. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#), was published on 21 May and sets out the phases by which we will aim to ease lockdown. They will be gradual and incremental and will be matched with careful monitoring of the virus. As part of Phase 2 arrangements the Scottish Government have confirmed non-essential manufacturing could resume from 29 June.

Physical distancing duties are set out in regulation 4(1) of the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. A person who is responsible for carrying on a business or providing a service must take **all reasonable measures**:

- to ensure that a distance of two metres is maintained between any persons on the premises (except between members of the same household or a carer and the person assisted by the carer),
- to ensure that they only admit people to its premises in sufficiently small numbers to make it possible to maintain that distance,
- to ensure that a distance of two metres is maintained between any person waiting to enter the premises (except between members of the same household or a carer and the person assisted by the carer).

Manufacturing is vital to the Scottish economy, accounting for over 180,000 jobs and contributing over half of Scottish exports and business expenditure on research and development. The work of Scotland's manufacturers and their workforces that are, and have been, involved in supporting essential sectors throughout this COVID-19 crises demonstrates the sector's innovation, skills and expertise. Manufacturing's commitment to keeping the country running is hugely appreciated, with particular praise due to companies who have scaled-up or repurposed to manufacture vital supplies for the health sector.

We want a strong manufacturing sector to help drive Scotland's economic recovery and future prosperity. Companies should therefore use this guidance to continue to inform engagement with trade union or workforce representatives to further develop and maintain workplace specific plans as the sector moves into restarting, allowing sufficient time for that joint work. Plans should be fully developed, with measures put in place and tested where possible. They should have been implemented upon restart. Decisions on the phasing of a sector wide return for manufacturing have been made in line with the Route Map.

The Scottish Government has initiated a broad collaborative process to develop sectoral guidance which will underpin that managed transition and provide clarity and confidence to industry, employees and local communities, protect public health and concurrently optimise economic recovery. Aligned with that we continue to review and enhance testing and enforcement arrangements, and ensuring that the guidance is coherent and connected, recognising for example transport and other inter-dependencies.

We are working with the UK Government to align our approach and guidance, where possible and on the basis of scientific evidence on the levels of infection in Scotland. This guidance is intended to work alongside UK Government guidance and aims to assist employers, businesses and their workforce ensure a safe working environment and readers will recognise consistent themes within this guidance with the UK Government's [Working Safely during Covid-19](#) publications.

This guidance should be read in conjunction with the Scottish Government's [business and physical distancing guidance](#), which still applies.

### Business Support

There has been an unprecedented package of support announced from both the Scottish and UK Governments to support businesses which includes retailers. This support should help many employers preserve their business, maintain jobs and pay their workers throughout this crisis. Information on this support is available through [findbusinesssupport.gov.scot](http://findbusinesssupport.gov.scot). We urge all businesses to make use of this. In the event of closures for manufacturing premises all available support measures must be utilised to protect the jobs and incomes of workers.

# ASSESSING RISK

## Involving the workforce in a risk based approach

As a minimum we expect:

- **A risk based approach to be followed to protect health and safety of employees and ensure the longer-term economic viability of the business; and**
- **Employees to be fully engaged in that process, through trade union or workforce representatives**

### Joint working

This guidance has been developed in collaboration with industry and trade unions on the basis that both have essential roles to play in planning safe operations for restart. Companies that have successfully been able to maintain or increase production of essential goods during the COVID-19 crisis have highlighted the importance of joint working. Protecting the health of employees has been at the heart of this joint approach, which is fundamental to establishing shared confidence around the safety of returning to places of work and supporting a recovery in productivity. Use of the accompanying [operational checklist](#) should aid this process, though the specific circumstances of individual businesses needs to be considered.

### Implementation Phases

Manufacturing businesses and employees are familiar with a risk based approach to managing work and onsite activity. Carrying out a robust risk assessment with full workforce involvement (of recognised trade union safety representatives or relevant employee safety representatives) will identify the practical measures that can be put in place to minimise the spread of the virus at a workplace level. The assessment should include a phased implementation timetable, structured broadly as follows:

- |  |
|--|
| 1. <b>Planning</b> – Plans to operate a workplace should be developed in consultation with the workforce and updated on an ongoing basis. That planning must be based around risk assessments and safe systems of work - <a href="#">physical distancing</a> , <a href="#">hand washing</a> , and fair work principles and be designed to enable safe operation that allows the business to trade while protecting employee health and well-being. |
| 2. <b>Preparation</b> – Physical distancing and hygiene measures require work to be carried out before a restart – for example screens, one-way systems, 2- metre zones, canteen re-arrangement, PPE provision, hand sanitisers etc. Then briefings and inductions into the new ways of working. These all take time and require resourcing and commitment.  |
| 3. <b>Pilots</b> – experience confirms the value of trialling the new way of working before a fuller restart or scale-up of activity is attempted, so a limited-scale pilot to test systems, find weaknesses and make improvements is essential.   |

### Dynamic assessment

A risk assessment or adoption of mitigation measures should not be a one off exercise, rather part of a regular and ongoing dialogue and feedback loop between employers and trade union or workforce representatives to identify what measures are working, where refinements are possible and any gaps remaining. Reviews of measures and risks should be frequent, with daily assessments of progress initially not unusual. The open and ongoing engagement

between trade union or workforce representatives should enable adjustments to be made quickly and smoothly at the relevant stage, including potentially tightening workplace restrictions or reducing numbers onsite if the dynamic risk assessments indicate this is necessary.

### Implementing physical distancing measures across ALL areas of the business

COVID-19 is a new risk that must be incorporated into workplace risk assessments, and employers must therefore carry out a COVID-19 risk assessment if they have not already done so. It is critical that risk assessments cover **all** parts of the business where there may be a risk of COVID-19 transmission between staff and/or customers.

It is therefore important for all staff to understand that these risks do not apply only to production areas. Careful consideration must also be given to other parts of the workplace where there is scope for people to congregate in groups and physical distancing and hygiene measures will be needed to prevent the virus from spreading.

Employers will need to assess the high risk areas that apply to their own circumstances, taking account of arrangements for transporting staff to the workplace, and communal spaces on site such as toilet facilities, staff and changing rooms, canteens, smoking areas and hygiene stations. These are all areas where there are opportunities for staff to congregate and it is therefore essential for employers to ensure these are considered in the development of plans for controlling the spread of COVID-19.

### Utilising expertise

Companies should ensure their health and safety professionals and representatives have the skills, training and knowledge to understand the risks associated with Covid-19. Where companies and their workforce do not have access to these skills in-house they should together explore external support options to put in place appropriate mitigation measures, for example through their trade association, health and safety consultancies or trade union health and safety representatives. All can help companies understand the risks associated with different activities and situations within individual companies and offer the support managers and workers may require.

### Understanding the risks, building confidence and supporting wellbeing

Returning workers may have some level of apprehension about how safe they may be and they may require reassurance and demonstration that measures recommended in workplace risk assessments have been put in place to ensure safety. Employers should ensure that communication with staff on COVID-19 risks and measures for preventing transmission are refreshed to take account of any updates to guidance and ensure levels of knowledge and understanding are maintained and that messages are not becoming stale. Updates should be provided at team meetings (weekly is suggested), and reinforced through all available channels for staff communications (e.g. TV screens/digital signage, intranet and newsletters).

Language is a critical factor when communicating with employees the importance of COVID-19 controls. **It is important to ensure language is not a barrier.** Simple, clear messaging should be used to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language and those with protected characteristics such as visual impairments. [Posters, leaflets and other materials](#) are available online which can be used to reinforce these messages throughout the workplace. [NHS Inform](#)

also provides general advice on COVID-19 in a range of translated formats which will help to support employees for whom English is not their first language.

A clear message from employers and trade unions is that building and maintaining employee confidence is vitally important and a challenge that should not be underestimated.

## WORKFORCE PLANNING

### Supporting those who should come to work, and those who should not

As a minimum we expect:

- **Working from home to continue, where possible;**
- **Health factors to be considered in any phasing of who returns to work, with employees living in vulnerable or shielded households only expected to return when new safe working environment measures have been implemented and a return to onsite work is consistent with individual medical advice;**
- **New manufacturing arrangements to be tested and modified through collaboration between employers and employees; and**
- **Companies to take travel to work and childcare considerations into account in decisions around a phased restart.**

#### Continue Home Working

Minimising the spread of the virus will remain important in ensuring the overall protection of public health. Therefore, a safe return to work should assume that those able to work from home will continue to do so. Only the minimum number of people needed should be on site to operate safely and effectively, with a phased return necessary for many businesses. Home-working should be the default, where possible.

#### Pilot measures

As implementing new enhanced safety measures may take time to embed, it is good practice to pilot measures, either within part of a facility and / or with a proportion of the workforce at lower risk from the virus, before rolling out across the workplace as a whole. Travel to work and childcare considerations for individual employees should be taken into account by companies, in discussion with trade unions or employee representatives, before deciding which individuals to involve in pilots and/or a phased restart.

#### Employee health and well-being

Employers should ensure the organisation culture is inclusive, with the aim that every employee should feel that they have returned to a supportive, caring and safe environment. The pandemic has had an unequal impact across the workforce, as different employee groups, and individuals, will have been affected in diverse ways according to factors such as their job role, and demographic/personal circumstances. Therefore, it is important organisations foster a fair and inclusive working environment that does not tolerate discrimination. There is also a risk of victimisation of those infected, suspected, or more vulnerable to COVID-19, which should be addressed. The following guides from the Health and Safety Executive provide useful sources of information:

- [Working safely during the coronavirus outbreak - a short guide](#)
- [Talking with your workers about working safely during the coronavirus outbreak](#)

There are other issues that employers need to consider to ensure workplaces are inclusive. The [Equality and Human Rights Commission](#) can provide advice on a range of issues such as non-discrimination, communication with employees on equality issues, adjustments for disabled people, support for pregnant employees, flexible working for those

with caring responsibilities, support for employees affected by domestic abuse, how to deal with harassment at work, and mental health issues.

Individual health circumstances and [protected characteristics](#) should be an on-going consideration and discussion with employees after a return to work. This should recognise the protective measures required to minimise health risks to vulnerable or shielded workers or those living in vulnerable or shielded households, exploring whenever possible how these staff can work from home. Consideration of health circumstances and protected characteristics should be given to this as part of the risk assessment process. Permission should be sought from individuals before collecting any information on health conditions of those within their household.

Planning may have identified that ongoing physical distancing measures required to reduce the spread of the virus mean the number of employees able to be accommodated safely in the workplace is limited. The workforce may have questions or concerns after returning to work. Companies are encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating, if appropriate. If able to work from home, employees should continue to do so after a period of self-isolation has ended.

Pay for workers who are sheltering, self-isolating, sick or balancing care responsibilities is likely to be a source of concern for employees. Companies should work with trade union or workforce representatives to provide ongoing guidance to workforces on processes and support for individuals affected by these issues. Again opportunities to facilitate home working where feasible should be actively pursued and maintained.

Workers who are shielding or who live with someone who is shielding, should not be compelled to attend work and companies should make arrangements to ensure those staff are not disadvantaged due to obeying medical advice. Companies should explore measures such as suspending the normal application of sickness or disciplinary procedures related to attendance in these cases.

Companies should also acknowledge the range of factors likely to cause stress or anxiety amongst employees, ranging from living with lockdown arrangements to concerns about travel, schools, caring responsibilities and relatives impacted by the virus, amongst others. This may have implications for mental health with managers encouraged to be conscious of how these factors may impact on the well-being of individual staff members. Companies and trade union or workforce representatives should be alert to this and direct anyone experiencing mental health issues towards available support.

### Test and Protect

Test and Protect, Scotland's approach to implementing the '[test, trace, isolate, support](#)' strategy is a public health measure designed to break chains of transmission of COVID-19 in the community.

All employers will need to be familiar with [Scottish Government's Test and Protect Advice for Employers](#), which outlines how to support employees who are required to self-isolate. It is essential that steps are taken to enable all staff to comply with the requirements of Test and Protect and that they are encouraged to report to their managers when they are experiencing symptoms. Employers must also ensure that staff follow advice to self-isolate if they are living with a person who has symptoms or has tested positive, or they have been informed by an

NHS contact tracer that they have been in close contact with someone who has tested positive. Employees can request an isolation note through [NHS Inform](#).

All staff reporting symptoms of COVID-19 should also be encouraged to arrange a test as soon as possible through [NHS Inform](#). Employers must ensure staff are fully supported when they are required to self-isolate. Until staff have been tested and told if it is safe to leave home, employers should make sure that staff are not placed under any obligation to return to the workplace.

In order to support Test and Protect, it is important that employers have clear and robust records of staff working on each shift, the make-up of teams and details of any visitors to the site, in case of need to contact trace.

Employers should also monitor reports of illness across their workforce and report to their Local Health Protection Team when more than one case is reported in the workforce which may indicate a potential outbreak. If an outbreak is confirmed, employers will be asked to record details of symptomatic staff and assist with identification of contacts. Identification of an outbreak will also require a review of COVID-19 control plans and identify any breakdown which may need to be addressed to prevent future incidents.

Local Health Protection Teams may themselves identify clusters of cases amongst employees through 'Test and Protect'. In this situation, employers will again be asked to support the Health Protection Team with further investigation, communication with the workforce, and review of existing control measures. **It is advisable for employers to identify a single point of contact to act as liaison with Health Protection Teams for any matters relating to Test and Protect, reporting potential outbreaks and seeking advice on matters relating to COVID-19 illness in the workforce.** You can find contact details for your Local Health Protection Team in the [HPS guidance for non-healthcare settings](#).

# OPERATIONAL GUIDE AND CHECKLIST

## Changing the workplace environment to protect your workforce

As a minimum we expect:

- **Enhanced health and safety measures to be in place upon return to work, including physical distancing guidance and hygiene measures, generally and at bottleneck situations; and**
- **Safe travel to work arrangements to be considered as part of a risk assessment, with any relevant adjustments adopted.**

### Safe workplace planning and communications

It is vital steps are taken to ensure a safe working environment and related workforce confidence. This is best done through early, regular and ongoing engagement between companies and trade union or workforce representatives. As it will take time to complete the necessary risk assessment, identify the relevant mitigation measures and put those measures in place, the engagement between employers, trade union or workforce representatives should have started well before a planned production restart date (or ramp-up where production of essential goods has continued at less than full capacity).

It is important everyone understands the measures taken to establish the safe working environment as this is likely to have a significant impact on workforce confidence. Being and feeling safe will play an integral role in supporting a recovery in productivity levels.

### Enhanced hygiene

Enhanced hygiene measures should be a key plank of workplace-specific measures to create a safe working environment, including for example:

- sanitiser and hand-washing facilities at key points, including on entry and exit points
- additional sanitiser and handwash facilities around communal areas.
- regular cleaning of work equipment and work stations including considering how often and where deep cleans may be required.
- Minimising the use of touchpoints throughout buildings, including exploring where possible how digital processes or systems may replace the need for face to face discussion.

### Physical distancing

Physical distancing is the other key plank of workplace-specific measures to create a safe working environment. Factors companies should have considered include:

- Facility layout and signage with clear marking of two metre boundaries around the workplace and workstations and signage which reinforces expectations of employees at relevant points. (As English may not be the first language for everyone onsite companies should consider how best to use visual material to reinforce messages).
- Limiting access to parts of the workplace required by an individual to do their job as this will limit the chances for interaction with others.
- Staggering entry and exit times to prevent bottlenecks arising as people arrive or leave.
- Staggering break times and adjusting canteen arrangements to reduce opportunities for larger numbers of staff to interact on a face to face basis.
- Splitting the workforce into specific teams to avoid cross-team contamination and provide a level of operational resilience in case someone in one team develops COVID-19 symptoms.

- Considering opportunities to introduce additional technology support and systems to assist in managing the safe working practices and in particular physical distancing.

### Shift Patterns

Companies may develop or implement plans to change shift patterns to both protect the workforce and optimise productive capacity. This could include considering opportunities to reduce the need for travel at peak times and opportunities for flexible working patterns. While this might help boost production it requires proper negotiation with trade union or workforce representatives if it involves a change in employee terms and conditions.

### Dealing with emergencies

Protocols for dealing with emergencies, evacuations and accidents will be impacted by the need to maintain physical distancing, while individuals who would normally lead or coordinate site responses in such situations may be amongst those working from home. Emergency, evacuation and accident response processes therefore should have been considered to ensure effective arrangements are in place. Everyone onsite should be familiar with new processes.

### Travel to Work

Health Protection Scotland (HPS) have provided [COVID-19 information and guidance for general \(non-healthcare\) settings](#), which reiterates that people should not travel if they exhibit any COVID-19 symptoms. The HPS advice and any subsequent safe travelling advice outlined in [Transport Scotland's Transition Plan](#), which sets out guidance on travel and transportation, should be factored into company decisions on returning to work.

All arrangements for those staff who need to travel to work should be reviewed and consideration given to the need for additional measures to ensure these staff are able to maintain physical distancing when using public or private transport and are applying effective hand hygiene before and after journeys. For employees who live a reasonable distance from their workplace, the best and advised option is to walk or cycle.

Employers currently offering staff transport may need to re-schedule trips or offer an enhanced service to facilitate appropriate physical distancing. In light of the requirements, managers should also discuss with staff the need to review other travel arrangements such as car sharing.

Employees should be encouraged to avoid shared transport but in situations where this is unavoidable:

- Encourage arrangements which ensure the number of workers in each vehicle is kept to a minimum, for example by organising more trips with fewer people in each vehicle.
- Where possible, restrict car sharing to groups of people who use the same work area.
- All employees should be advised to wear face coverings in shared vehicles (as required when using public transport).
- Vehicles should be well ventilated (i.e. by keeping the windows open), and passengers should face away from each other wherever possible.
- All employees should be instructed not to use shared transport if they are displaying symptoms of COVID-19 and should stay at home and follow government guidance on

self-isolation. Encourage drivers or designated persons to check employees prior to boarding vehicles to ensure those who have suspected symptoms do not travel.

- Shared vehicles, including minibuses, should be cleaned regularly using gloves, with particular emphasis on handles and other areas where passengers may touch surfaces.

### Personal Protective Equipment

The HPS guidance also offers advice on the use of PPE, confirming workplaces should use PPE consistent with local policies and in line with measures justified by a risk assessment.

Both the Scottish Government and the Health and Safety Executive (HSE) recommend a risk based approach focused on a hierarchy of control which seeks to eliminate risks, combat risks at source, adapt workplaces to individual needs, ensure adequate staff training around processes to manage the risk and then use PPE where required. Where PPE is deemed necessary, an adequate supply and quality must be maintained which is provided free of charge to workers and which must fit properly.

### Security

The interpretation and use of any guidance should be considered in line with normal protective security operations and practices. Organisations should consult with and involve their security departments in the interpretation and implementation of the guidance. In particular, security should be considered in any revised risk assessment

Under no circumstances is it advised to remove, or alter, or reduce existing protective security measures without providing clear recommendations (e.g. from the National Technical Authority/police CT specialists) on how to maintain effective protective security.

This should extend to measures not primarily intended to provide a protective security benefit, but nonetheless doing so, for example removal of street furniture that could make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks. Security staff should remain focused on security duties. Where COVID-19 creates additional staffing requirements, e.g. for queue management employers should ensure additional suitable staff resource is made available. Employers should ensure security staff feel safe, e.g. having access to appropriate PPE and hand-washing facilities, and that they are able and confident to raise any concerns

Further detailed guidance on security can be found [here](#) and [here](#).

### COVID symptoms within the workplace

The virus is expected to remain in the population for some time, even after lockdown restrictions have been eased and people begin to return to work. This will cause anxiety for people who will also want to understand how any outbreaks in the workplace will be handled. The approach of employers should be consistent with the guidance available [here](#). As part of risk assessments companies should explore with trade union or workforce representatives how to respond should anyone develop symptoms while at work, including whether it is possible to identify any particular parts of the site the individual may have accessed or equipment used while symptomatic. As part of this consideration should be given how best to monitor health of all individuals in a workplace.

Employees have a responsibility to ensure they adhere to overall [COVID-19 advice](#) which says people with symptoms should remain at home and self-isolate. Companies and employees should remain in regular communication throughout any period of self-isolation with companies encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating if appropriate.

### Safe home working

Home working will be new to many and may have been implemented at pace, without normal health and safety planning to ensure people have suitable working arrangements and equipment. Companies should consider that, and how to best support working from home (for example, provision of laptops, mobile phones, video conferencing services etc). Advice on home working can be found at <https://www.hse.gov.uk/msd/dse/>.

### Checklist

A [checklist](#) to support companies implement this guidance has now been developed. The actions in the checklist should be fully considered and implemented where possible as part of procedures to ensure a safe workplace.

## DELIVERIES, DISTRIBUTION AND VISITORS

### Protecting your workforce and those who come on-site

As a minimum we expect companies :

- **to provide early clarity to their supply chain about honouring of orders in the system, linked to new production capacity and consumer demand/contracts; and**
- **to treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees, ensuring they are offered the same protections and are expected to follow the same rules.**

#### Early supplier engagement

The global nature of COVID-19 means it may have impacted on both current demand for some goods manufactured in Scotland and on normal supply chain relationships. Early engagement and continuing conversations with suppliers is recommended to understand how well placed suppliers can provide inputs at the level required to meet a company's expected demand after restarting production. This should include considering any additional logistical issues associated with the current functioning of international supply networks.

During the COVID-19 pandemic minimising pressures on supply chains is paramount to ensure that suppliers at risk are better able to cope with the current crisis and ensure service continuity and delivery during and after the outbreak. Companies are encouraged to work with suppliers to understand the specific pressures they face and identify potential solutions on a case-by-case basis, including providing early clarity on the treatment of existing orders.

#### Site visitors

Many sites, especially larger sites, may normally have a number of contractors and visitors not employed by the company running the site. This presents increased risk of virus transmission if people do not adhere to the same interpretation of rules. To address this risk companies should consider limiting site access to those who need to be there for safe operation, ensuring safe working practices and production related activities and implementing a permit to work system for contractors and external visitors who still need to access the site. This should set out requirements for how everyone behaves on a site including entering and leaving the site, clarifying responsibilities for all around maintaining good hygiene and physical distancing.

Drivers accessing and leaving sites present another challenge and potential source of interaction or transmission to manage. Companies manufacturing essential goods like food manufacturers can provide good practice advice based on experience of continuing to operate at the current time. Measures introduced to maintain a safe working environment onsite, developed with suppliers and delivery companies has included looking to remove the need for documentation to change hands where possible by adopting electronic processes as well as reducing access to contact points by requiring drivers to remain in vehicles or providing access to facilities like toilets which are only for external visitors, therefore avoiding risks of cross contamination to or from the manufacturing company's staff.

## TRAINING AND COMPLIANCE

As a minimum we expect:

- **Training around processes and working environment expectations to be provided for all staff returning to work; and**
- **Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production.**

### Workforce training

Every workplace should look and feel substantially different for employees. Physical distancing and enhanced hygiene will change how workplaces operate. Training will therefore be essential to build a common understanding of requirements within the new working norm, instilling confidence that changes put in place contribute to a safe workplace.

Training methods should ensure effective delivery of relevant overarching and company specific measures and expectations of staff while onsite, in a way which maintains physical distancing. Companies should consider, as part of their risk based planning, how training can be safely delivered, especially if elements are normally outsourced to third parties. Visual aids may be required as part of the training and for ongoing guidance and communications. Some companies involved with the manufacture of essential goods have initiated a universal induction process covering their new, enhanced hygiene and physical distancing measures. This induction process can help demonstrate companies are taking the COVID-19 risks seriously, building confidence amongst the workforce that they are operating in a safe workplace while also reinforcing the importance of individual employee responsibilities.

### Apprenticeships and Training Providers

Apprentices can return to work at the same time as their co-workers. For specific concerns regarding the safe return to work for apprentices, there is information and support on <https://www.skillsdevelopmentscotland.co.uk/> and apprentices can speak to an advisor directly on 0800 917 8000.

It is important to ensure there is a functioning training infrastructure to support economic recovery and the sustainability of apprenticeship programmes. For those Training Providers and assessors that are providing continuity of contracted services for apprentices, learners and employers in the workplace during the pandemic must adhere to the applicable sectoral guidance.

### Compliance

Employers should also put in place, with trade union or workforce representatives, robust local arrangements to monitor compliance with new operational arrangements. Remedial actions should flow from that monitoring, and be augmented by advice, guidance and support from external enforcement authorities.

It is vital for workers to have confidence in the steps being taken by their employers. Employers should look to establish processes to allow employee feedback on physical distancing and safety protocols, enabling employees to input on areas of concern and for employers to act upon these concerns.

A single point of contact has also been established for trade union or workforce representatives to help the Scottish Government understand how all COVID-19 workplace guidance is being implemented, and to help shape and refine that guidance based on the real experience of workers in the workplace. The mailbox can be contacted through [scottishtradeunioncovidenquiries@gov.scot](mailto:scottishtradeunioncovidenquiries@gov.scot).

This contact is not intended to be a reporting mechanism for potential breaches of legislation. To ensure appropriate enforcement action is taken when needed, any potential breaches of legal requirements must be raised with the Health and Safety Executive (HSE).

The regulator for health and safety at work, the Health and Safety Executive (HSE) is constantly applying their expertise to ensure people at work are protected, utilising the powers at their disposal under the Health and Safety at Work Act 1974. HSE is treating COVID-19 as a workplace health issue with regard to the protection of workers from infection. HSE can and will use the Health and Safety Work Act to ensure physical distancing in the workplace in relation to workers. HSE can be contacted by phone on 0300 003 1647 or online at [HSE contact form](#)

Where HSE identifies employers who are not taking action to comply with the relevant public health guidance to control COVID-19 health risks to workers, HSE will consider a range of actions to improve control of workplace risks including the provision of specific advice to employers through to issuing enforcement notices. These actions will be taken under existing health and safety law. A framework agreement between Police Scotland and local authorities supports the referral of complaints about lack of reasonable physical distancing at work

## NEXT STEPS

### Review and future development

This guidance extends until further notice. It sets out both our current advice and guidance for the manufacturing sector in helping to handle COVID-19, and it reflects the latest iteration of our route-map towards operating safely within overarching public health considerations.

We will continue to develop our plans to address the wider issues needed to support manufacturers to operate safely. The [Coronavirus \(COVID-19\): framework for decision making – Scotland’s route map through and out of the crisis](#) provides an indication of the order in which we will continue to carefully and gradually lift current restrictions. All of this will be evidence led.

Easing restrictions will not mean returning to how things were before the virus. Physical distancing, hand hygiene, and other critical behaviours will be essential in each area to ensure public and workforce confidence.

This guidance has been updated on 7 July and will continue to be reviewed as required in consultation with the sector’s employers and unions. Please ensure you use the latest version.

It is for individual businesses in conjunction with trade union or workforce representatives to decide how best to successfully adopt and adapt guidance for their individual circumstances.

## RELATED GUIDANCE

### **Scottish Government advice and support**

[Summary of COVID-19](#) developments in Scotland

[COVID-19 Framework for Decision Making](#)

[Coronavirus \(COVID-19\): framework for decision making – Scotland’s route map through and out of the crisis](#)

[Coronavirus \(COVID-19\): business and physical distancing guidance](#)

Further guidance on physical distancing can be found on [NHS inform](#).

Advice on substantive [support packages available for business and their employees](#)

COVID-19 information and [guidance for general \(non-healthcare\) settings](#)

[Test and Protect – advice for employers](#)

[Guidance for the construction sector](#) in Scotland

A list of [Scottish Procurement Policy Notes \(SPPNs\)](#) can be found on gov.scot. SPPN 4/2020 covers procurement related issues as a consequence of the COVID-19 outbreak.

SPPN 5/2020 sets out guidance for public bodies on options for payment to their suppliers to ensure service continuity during the current COVID-19 outbreak.

### **Legislation**

[Coronavirus \(Scotland\) Act 2020](#)

### **Fair Work during the COVID-19 crisis**

Please see our [Joint Statement with the STUC](#)

### **Other sources of COVID-19 information**

UK Government guidance on [working safely during COVID-19](#) in different workplaces

The [Health and Safety Executive](#) (HSE) have provided advice related to COVID-19

[Food Standards Scotland](#) provide guidance for food business operators and employees.

Further detailed guidance on security can be found at <https://www.cpni.gov.uk/staying-secure-during-covid-19-0> and <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>.

To contact Police Scotland for Protective Security advice, please contact your local Counter Terrorism Security Adviser:

North: [SCDCTSAberdeen@Scotland.pnn.police.uk](mailto:SCDCTSAberdeen@Scotland.pnn.police.uk)

East: [SCDCTSAEdinburgh@Scotland.pnn.police.uk](mailto:SCDCTSAEdinburgh@Scotland.pnn.police.uk)

West: [SCDCTSAGlasgow@Scotland.pnn.police.uk](mailto:SCDCTSAGlasgow@Scotland.pnn.police.uk)

# Manufacturing Guidance – Operational Guide (COVID-19) Checklist and Summary

This checklist is designed to be used in conjunction with the [manufacturing guidance](#). Please ensure you read this guidance. A summary of the key points from the guidance follows this checklist.

## Actions to take

### Full risk assessment

- Must complete and implement full risk assessment across all areas of the workforce (including non-production areas where communal gatherings more likely, such as canteens, staff rooms, corridors, exit/entry area, etc), in consultation with employees, employee representatives or trade unions.

### Home working

- Undertake process to identify job roles that, if possible, can be undertaken from home and plans in place to support homeworking (e.g. monitoring wellbeing of staff, correct equipment to work successfully, process for keeping in touch and ensuring access to work systems).

### Physical distancing measures

- Decide upon the number of staff that can reasonably follow 2m physical distancing within the premises. Take into account total floor-space as well as likely pinch points and busy areas and then implement relevant measures.
- Physical distance marking:
  - Use tape or paint to mark 2m distances on the floor to help people comply with physical distancing regulations.

- Use 2m floor markings for other common areas such as toilets, showers, lockers and changing rooms and in any other areas where queues may typically form.
- Signage should be used to communicate key health and safety points, such as hygiene, physical distancing and that there is no unintended impacts on disabled people or people with caring responsibilities. Messages should be clear and easy to understand.
- Lifts should only be used by disabled people, for essential purposes, or on a one person per lift basis where possible.
- If the premises has more than one access point, introduce a one-way system at entry and exit points if possible.
- Stagger arrival and departure times of staff to reduce crowding into and out of the workplace, if this is an issue.
- Where possible, take measures to reduce the potential crowding of people particularly in areas where communal gathering may be more likely (canteens, staff rooms, corridors, exit/entry points, etc) - for example by having more entry points for employees into the workplace or change opening hours.
- Review layouts to let employees work further apart from each other where possible.
- Identify high risk areas such as pinch-points like entrances or stairs where close physical contact is likely and/or obstructions force close physical contact. Take measures to reduce risk, including using drop-off points or transfer zones.
- Consider opportunities to reduce unnecessary movement within buildings, such as restricting access to certain areas and use of technology (e.g. telephones, radio transmitters)
- Corporate vehicles (e.g. work minibuses) – plan in place to ensure adequate physical distancing, such as empty seats, limiting numbers

- Physical distancing protocol for on-site visitors:
  - Provide clear guidance on physical distancing and hygiene expectation, for example, inbound delivery drivers or safety critical visitors, on arrival, for example, signage, visual aids, and before arrival, for example, by phone, on the website, by email.
  - Establishing host responsibilities relating to COVID-19, providing any necessary training for people who act as hosts for visitors.
  - Review entry and exit routes for visitors and contractors to maintain physical distancing.
  - Coordinating and cooperating with other occupiers for those working in facilities shared with other businesses, including with landlords and other tenants.

### **Staff Safety: Other methods of reducing transmission**

- Provide hand sanitiser if hand washing is not practical.
- Provide a nearby supply of hand sanitiser for employees to use when boarding vehicles or handling deliveries when handwashing is not practical and ensure staff have access to and are able to regularly wash their hands.
- Increase ventilation where possible and where it is safe to do so. i.e. do not keep fire safety doors open.
- Stagger break times and make use of outdoor space for breaks where possible.
- Use a consistent pairing or grouping system where employees work on shifts together.

### **Enhanced hygiene**

- Staff should be encouraged to use contactless or cashless payment where possible, if required in staff canteens.

- If staff have to use touch-based security devices such as keypads to enter the business through controlled areas, either seek alternatives or implement cleaning and diversification arrangements.
- Use signage, tannoy announcements and any other relevant communication tools to remind staff to maintain hygiene standards. i.e. hand washing and coughing etiquette.
- Encourage staff to wash their hands by providing hand sanitation facilities at entry and exit points and in any common areas.

## **Cleaning**

- Work areas, staff rooms, canteens and equipment should be cleaned frequently between uses. A cleaning schedule should be designed and staff trained to implement the schedule.
- Frequent touch points should be identified and disinfected regularly including all objects and surfaces that are touched regularly. Adequate disposal arrangements should be made available for any additional waste created.
- Workspaces should be kept clear and all waste should be removed. All personal belongings must be removed from work areas at the end of a shift, i.e. water bottles, mugs, stationary etc.
- Set clear use and cleaning guidance for toilets to ensure they are kept clean.
- Consider whether additional waste facilities and more frequent rubbish collection can be provided.
- Where shower and changing facilities are required, setting clear use and cleaning guidance for showers, lockers and changing rooms to ensure they are kept clean and clear of personal items and that physical distancing is achieved.

## **Staff support**

- Plan and implement appropriate engagement structures to ensure employee engagement on testing and modification of site measures is developed collaboratively and regularly informed by shared experience.
- Provide written or verbal communication of the latest guidelines to staff, develop communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.
- Engage with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.
- Take reasonable steps to ensure that disabled people are informed about new procedures, and are able to access facilities, i.e. handwashing facilities at wheelchair height, verbal direction for those unable to see floor markings or signage, etc.
- Consider support mechanisms to promote positive mental health and wellbeing in the workforce, supporting employees who may be anxious for many reasons relating to the changes resulting from Covid-19.

# Manufacturing Guidance – Summary

To support the manufacturing sector to restart safely under Phase 2 of the Scottish Government's [routemap](#) out of lockdown, [specific guidance](#) was published on 26 May. We are working with employers and trade unions from the manufacturing sector to ensure that this ongoing guidance is evidence-based, fair and ethical, clear and realistic. It sets out our expectations on what manufacturers of all sizes and sub-sectors need to consider, based on five key areas for planning:

- (1) assessing risk;
- (2) workforce planning;
- (3) operational guide;
- (4) deliveries, distribution and visitors; and
- (5) training and compliance.

As a minimum, we expect manufacturers to:

- Take a risk-based approach to protect health and safety of employees and ensure the longer-term economic viability of the business (1);
- Engage employees fully in that process, through trade union or workforce representatives (1);
- Working from home to continue, where possible (2);
- Health factors to be considered in any phasing of who returns to work (2);
- New arrangements to be tested and modified through collaboration between employers and employees (2);
- Companies to take travel to work and childcare considerations into account in decisions around a phased restart (2);

- Enhanced health and safety measures to be in place before staff are asked to return to work (3);
- Safe travel to work arrangements to be considered as part of a risk assessment (3);
- Provide early clarity to their supply chain about honouring of orders in the system (4);
- Treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees (4);
- Training around processes and working environment expectations to be provided for all staff before restarting work (5); and
- Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production (5).

The key message is that it is essential companies undertake a robust risk management approach, developed and actively maintained through collaboration between companies and trade unions or employee representatives.

An operational checklist has been developed as an aid to support efforts to fully consider the range of activities needed to ensure safety in the workplace.

Our approach is a mixture of regulation and guidance. The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 came into force on 26 March, imposing the two metre rule on all businesses and service providers that remain open. The Health and Safety Executive (HSE) is treating COVID-19 as a workplace health issue, taking action where necessary to ensure compliance with the relevant public health guidance to control COVID-19 health risks to workers.

# COVID-19 Manufacturing Sector Guidance

## OVERVIEW

This guidance is for manufacturing sites in Scotland. It came into effect on 26 May 2020, extending until further notice and applies to companies manufacturing in Scotland. In line with the requirement to regularly review this guidance, it has been reviewed and updated on 19 June, 7 July, 28 July and 20 August 2020.

The guidance sets out the Scottish Government's expectations on the steps manufacturing businesses will take before and after reopening. This is provided as guidance only and does not amount to legal advice. Businesses may wish to seek their own advice to ensure compliance with all legal requirements.

We have worked with employers and trade unions from the manufacturing sector to ensure that this guidance is evidence-based, fair and ethical, clear and realistic. As each workplace is different it is for individual businesses to work with trade union or workforce representatives to determine how best to apply this guidance in their circumstances.

This guide is underpinned by a spirit of collaborative working between companies and their workforce. Throughout the term *companies and trade union or workforce representatives* is used in that context, recognising that companies have a legal responsibility to maintain workplace health and safety and must consult with the health and safety representative selected by a recognised trade union or, if there is not one, a representative chosen by workers. Companies cannot decide who the workforce representative will be.

This document is one of a set of documents about how to work safely in different types of workplace. This guidance is for use by manufacturing sites in Scotland. The original version set out our expectations on what manufacturers of all sizes and sub-sectors needed to consider as part of their ongoing operations or planning for restart. While all manufacturing could restart on 29 June, the principles in this guidance remain valid and it establishes a framework for ongoing action to ensure those workplaces continue to change and operate safely. The guidance emphasises in particular the importance of undertaking a robust and ongoing risk based assessment with full input from trade union or workforce representatives, and to keep all risk mitigation measures under regular review so that workplaces continue to feel, and be, safe.

Publication of this guidance reflects the changes set out by the introduction of Phase 2 of the route-map out of lockdown and remain current for the introduction of Phase 3 on 9 July. At this time, manufacturing businesses should be in restart mode, having used the previous iterations of this guidance to undertake preparatory work for ensuring physical distancing and enhanced hygiene measures, with a view to full restart on 29 June. It is important we collectively mitigate against a second surge in infection, which would cause further harm to our health, society and economy. To judge whether and when restrictions could be changed, we have considered a range of evidence on the progress of the pandemic in Scotland, using the principles set out in [Coronavirus \(COVID-19\): framework for decision making and our long-established commitment](#) to fair work, which was set in the context of the current crisis in a [joint statement with the STUC](#) (which we have taken into account when developing this guidance).

Essential ongoing manufacturing has provided an invaluable source of good practice on adaptations made to working arrangements due to COVID-19 to ensure a safe place of work.

This experience is taken into account in the remainder of this guidance, which sets out our minimum expectations across five key areas companies should have considered as part of their planning for a restart and ongoing production while minimising the transmission of the virus:

- Assessing risk; Involving the workforce in a risk based approach to a safer workplace;
- Workforce planning; Supporting those who should come to work, and those who should not;
- Operational guide and checklist; Changing the workplace environment to protect your workforce;
- Deliveries, distribution and visitors; protecting your workforce and those who come on-site;
- Training and compliance.

The regulator for health and safety at work is the Health and Safety Executive (HSE) who will utilise the powers under the Health and Safety at Work Act 1974 to ensure people at work are protected.

If you can suggest ways we can improve the guidance please contact the Advanced Manufacturing Policy Team at [MIDAMP@gov.scot](mailto:MIDAMP@gov.scot)

## WHERE WE ARE NOW

The First Minister announced that Scotland would be entering a lockdown on 23 March 2020. Under law, the Scottish Government must review that lockdown at least every three weeks. The [Coronavirus \(COVID-19\): framework for decision making – Scotland’s route map through and out of the crisis](#), was published on 21 May and sets out the phases by which we will aim to ease lockdown. They are gradual and incremental and will be matched with careful monitoring of the virus. As part of Phase 2 arrangements the Scottish Government confirmed that non-essential manufacturing could resume from 29 June.

Physical distancing duties are set out in regulation 4(1) of the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. A person who is responsible for carrying on a business or providing a service must take **all reasonable measures**:

- to ensure that a distance of two metres is maintained between any persons on the premises (except between members of the same household or a carer and the person assisted by the carer),
- to ensure that they only admit people to its premises in sufficiently small numbers to make it possible to maintain that distance,
- to ensure that a distance of two metres is maintained between any person waiting to enter the premises (except between members of the same household or a carer and the person assisted by the carer).

Manufacturing is vital to the Scottish economy, accounting for over 180,000 jobs and contributing over half of Scottish exports and business expenditure on research and development. The work of Scotland's manufacturers and their workforces that are, and have been, involved in supporting essential sectors throughout this COVID-19 crises demonstrates the sector's innovation, skills and expertise. Manufacturing's commitment to keeping the country running is hugely appreciated, with particular praise due to companies who have scaled-up or repurposed to manufacture vital supplies for the health sector.

We want a strong manufacturing sector to help drive Scotland's economic recovery and future prosperity. Companies should therefore use this guidance to continue to inform engagement with trade union or workforce representatives to further develop and maintain workplace specific plans as the sector moves into restarting, allowing sufficient time for that joint work. Plans should be fully developed, with measures put in place and tested where possible. They should have been implemented upon restart. Decisions on the phasing of a sector wide return for manufacturing have been made in line with the Route Map.

The Scottish Government has initiated a broad collaborative process to develop sectoral guidance which will underpin that managed transition and provide clarity and confidence to industry, employees and local communities, protect public health and concurrently optimise economic recovery. Aligned with that we continue to review and enhance testing and enforcement arrangements, and ensuring that the guidance is coherent and connected, recognising for example transport and other inter-dependencies.

We are working with the UK Government to align our approach and guidance, where possible and on the basis of scientific evidence on the levels of infection in Scotland. This guidance is intended to work alongside UK Government guidance and aims to assist employers, businesses and their workforce ensure a safe working environment and readers will recognise consistent themes within this guidance with the UK Government's [Working Safely during Covid-19](#) publications.

This guidance should be read in conjunction with the Scottish Government's [business and physical distancing guidance](#), which still applies.

### Business Support

There has been an unprecedented package of support announced from both the Scottish and UK Governments to support businesses which includes retailers. This support should help many employers preserve their business, maintain jobs and pay their workers throughout this crisis. Information on this support is available through [findbusinesssupport.gov.scot](http://findbusinesssupport.gov.scot). We urge all businesses to make use of this. In the event of closures for manufacturing premises all available support measures must be utilised to protect the jobs and incomes of workers.

# ASSESSING RISK

## Involving the workforce in a risk based approach

As a minimum we expect:

- **A risk based approach to be followed to protect health and safety of employees and ensure the longer-term economic viability of the business; and**
- **Employees to be fully engaged in that process, through trade union or workforce representatives**

### Joint working

This guidance has been developed in collaboration with industry and trade unions on the basis that both have essential roles to play in planning safe operations for restart. Companies that have successfully been able to maintain or increase production of essential goods during the COVID-19 crisis have highlighted the importance of joint working. Protecting the health of employees has been at the heart of this joint approach, which is fundamental to establishing shared confidence around the safety of returning to places of work and supporting a recovery in productivity. Use of the accompanying [operational checklist](#) should aid this process, though the specific circumstances of individual businesses needs to be considered.

### Implementation Phases

Manufacturing businesses and employees are familiar with a risk based approach to managing work and onsite activity. Carrying out a robust risk assessment with full workforce involvement (of recognised trade union safety representatives or relevant employee safety representatives) will identify the practical measures that can be put in place to minimise the spread of the virus at a workplace level. The assessment should include a phased implementation timetable, structured broadly as follows:

1. <b>Planning</b> – Plans to operate a workplace should be developed in consultation with the workforce and updated on an ongoing basis. That planning must be based around risk assessments and safe systems of work - <a href="#">physical distancing</a> , <a href="#">hand washing</a> , and fair work principles and be designed to enable safe operation that allows the business to trade while protecting employee health and well-being.
2. <b>Preparation</b> – Physical distancing and hygiene measures require work to be carried out before a restart – for example screens, one-way systems, 2- metre zones, canteen re-arrangement, PPE provision, hand sanitisers etc. Then briefings and inductions into the new ways of working. These all take time and require resourcing and commitment.
3. <b>Pilots</b> – experience confirms the value of trialling the new way of working before a fuller restart or scale-up of activity is attempted, so a limited-scale pilot to test systems, find weaknesses and make improvements is essential.

### Dynamic assessment

A risk assessment or adoption of mitigation measures should not be a one-off exercise, rather part of a regular and ongoing dialogue and feedback loop between employers and trade union or workforce representatives to identify what measures are working, where refinements are possible and any gaps remaining. Reviews of measures and risks should be frequent, with daily assessments of progress initially not unusual. The open and ongoing engagement

between trade union or workforce representatives should enable adjustments to be made quickly and smoothly at the relevant stage, including potentially tightening workplace restrictions or reducing numbers onsite if the dynamic risk assessments indicate this is necessary.

### Implementing physical distancing measures across ALL areas of the business

COVID-19 is a new risk that must be incorporated into workplace risk assessments, and employers must therefore carry out a COVID-19 risk assessment if they have not already done so. It is critical that risk assessments cover **all** parts of the business where there may be a risk of COVID-19 transmission between staff and/or customers.

It is therefore important for all staff to understand that these risks do not apply only to production areas. Careful consideration must also be given to other parts of the workplace where there is scope for people to congregate in groups and physical distancing and hygiene measures will be needed to prevent the virus from spreading.

Employers will need to assess the high risk areas that apply to their own circumstances, taking account of arrangements for transporting staff to the workplace, and communal spaces on site such as toilet facilities, staff and changing rooms, canteens, smoking areas and hygiene stations. These are all areas where there are opportunities for staff to congregate and it is therefore essential for employers to ensure these are considered in the development of plans for controlling the spread of COVID-19.

### Utilising expertise

Companies should ensure their health and safety professionals and representatives have the skills, training and knowledge to understand the risks associated with Covid-19. Where companies and their workforce do not have access to these skills in-house they should together explore external support options to put in place appropriate mitigation measures, for example through their trade association, health and safety consultancies or trade union health and safety representatives. All can help companies understand the risks associated with different activities and situations within individual companies and offer the support managers and workers may require.

### Understanding the risks, building confidence and supporting wellbeing

Returning workers may have some level of apprehension about how safe they may be and they may require reassurance and demonstration that measures recommended in workplace risk assessments have been put in place to ensure safety. Employers should ensure that communication with staff on COVID-19 risks and measures for preventing transmission are refreshed to take account of any updates to guidance and ensure levels of knowledge and understanding are maintained and that messages are not becoming stale. Updates should be provided at team meetings (weekly is suggested), and reinforced through all available channels for staff communications (e.g. TV screens/digital signage, intranet and newsletters).

Language is a critical factor when communicating with employees the importance of COVID-19 controls. **It is important to ensure language is not a barrier.** Simple, clear messaging should be used to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language and those with protected characteristics such as visual impairments. [Posters, leaflets and other materials](#) are available online which can be used to reinforce these messages throughout the workplace. [NHS Inform](#)

also provides general advice on COVID-19 in a range of translated formats which will help to support employees for whom English is not their first language.

A clear message from employers and trade unions is that building and maintaining employee confidence is vitally important and a challenge that should not be underestimated.

## WORKFORCE PLANNING

### Supporting those who should come to work, and those who should not

As a minimum we expect:

- **Working from home to continue, where possible;**
- **Health factors to be considered in any phasing of who returns to work, with employees living in vulnerable or shielded households only expected to return when new safe working environment measures have been implemented and a return to onsite work is consistent with individual medical advice;**
- **New manufacturing arrangements to be tested and modified through collaboration between employers and employees; and**
- **Companies to take travel to work and childcare considerations into account in decisions around a phased restart.**

#### Continue Home Working

Minimising the spread of the virus will remain important in ensuring the overall protection of public health. Therefore, a safe return to work should assume that those able to work from home will continue to do so. Only the minimum number of people needed should be on site to operate safely and effectively, with a phased return necessary for many businesses. Home-working should be the default, where possible.

#### Pilot measures

As implementing new enhanced safety measures may take time to embed, it is good practice to pilot measures, either within part of a facility and / or with a proportion of the workforce at lower risk from the virus, before rolling out across the workplace as a whole. Travel to work and childcare considerations for individual employees should be taken into account by companies, in discussion with trade unions or employee representatives, before deciding which individuals to involve in pilots and/or a phased restart.

#### Employee health and well-being

Employers should ensure the organisation culture is inclusive, with the aim that every employee should feel that they have returned to a supportive, caring and safe environment. The pandemic has had an unequal impact across the workforce, as different employee groups, and individuals, will have been affected in diverse ways according to factors such as their job role, and demographic/personal circumstances. Therefore, it is important organisations foster a fair and inclusive working environment that does not tolerate discrimination. There is also a risk of victimisation of those infected, suspected, or more vulnerable to COVID-19, which should be addressed. The following guides from the Health and Safety Executive provide useful sources of information:

- [Working safely during the coronavirus outbreak - a short guide](#)
- [Talking with your workers about working safely during the coronavirus outbreak](#)

There are other issues that employers need to consider to ensure workplaces are inclusive. The [Equality and Human Rights Commission](#) have updated their guidance for employers to make it more relevant to decisions about return to work. They can also provide advice on a range of issues such as non-discrimination, communication with employees on

equality issues, adjustments for disabled people, support for pregnant employees, flexible working for those with caring responsibilities, support for employees affected by domestic abuse, how to deal with harassment at work, and mental health issues. Close the Gap, through their *Think Business Think Equality* toolkit, have produced guidance on [employers supporting employees affected by domestic abuse](#) during the pandemic and a more [general online self-assessment resource for employers on domestic abuse](#). The [RNIB](#) also provide information on employing partially sighted and blind workers during COVID, and a COVID risk assessment tool

Individual health circumstances and [protected characteristics](#) should be an on-going consideration and discussion with employees after a return to work. This should recognise the protective measures required to minimise health risks to vulnerable or shielded workers or those living in vulnerable or shielded households, exploring whenever possible how these staff can work from home. Consideration of health circumstances and protected characteristics should be given to this as part of the risk assessment process. Permission should be sought from individuals before collecting any information on health conditions of those within their household.

Planning may have identified that ongoing physical distancing measures required to reduce the spread of the virus mean the number of employees able to be accommodated safely in the workplace is limited. The workforce may have questions or concerns after returning to work. Companies are encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating, if appropriate. If able to work from home, employees should continue to do so after a period of self-isolation has ended.

Pay for workers who are sheltering, self-isolating, sick or balancing care responsibilities is likely to be a source of concern for employees. Companies should work with trade union or workforce representatives to provide ongoing guidance to workforces on processes and support for individuals affected by these issues. Again opportunities to facilitate home working where feasible should be actively pursued and maintained.

Companies should also acknowledge the range of factors likely to cause stress or anxiety amongst employees, ranging from living with lockdown arrangements to concerns about travel, schools, caring responsibilities and relatives impacted by the virus, amongst others. This may have implications for mental health with managers encouraged to be conscious of how these factors may impact on the well-being of individual staff members. Companies and trade union or workforce representatives should be alert to this and direct anyone experiencing mental health issues towards available support.

#### Information for people who previously had to shield

As the number of cases of COVID-19 in Scotland have fallen significantly, from 31 July we have been able to amend our advice. We have paused the advice that those who were identified as being at highest risk of the virus should shield. This means those who were shielding can go back to workplaces where they cannot work from home. Their employer should support them to do so safely and ensure they can stringently follow public health guidance around physical distancing and hygiene.

There may be the requirement to revert back to some level of shielding in the future at either a national or local level if the number of cases rise again. Those who previously had to shield will be kept informed of any relevant health advice if things do change. You can

also keep up to date with the most recent advice at [Coronavirus \(COVID-19\): shielding advice and support](#). This guidance contains a specific section on returning to work.

### Test and Protect

Test and Protect, Scotland's approach to implementing the 'test, trace, isolate, support' strategy is a public health measure designed to break chains of transmission of Coronavirus (COVID-19) in the community.

The NHS will test people who have symptoms, trace people who may have become infected by spending time in close contact with someone who tests positive, and then support those close contacts to self-isolate. That means if they have the virus they are less likely to pass it on to others. Organisations will play a vital role in ensuring that their workers are aware of and able to follow the public health advice.

Organisations should follow public health guidance if a worker becomes unwell with coronavirus symptoms at work, see further information below. The person should leave work to self-isolate straight away and, if possible, wear a face covering on route and avoid public transport.

Organisations should direct workers to NHS Inform or, if they can't get online, call 0800 028 2816, to arrange to get tested.

Until they have been tested and told if it is safe to leave home, organisations should make sure that staff do not have to, or feel that they have to, come in to work. Workers can request an isolation note through NHS Inform.

People who have tested positive for the virus will need to self-isolate for a minimum of 10 days. NHS contact tracers will interview them and get in touch with people they have been in close contact with, and tell them they must self-isolate for 14 days. If organisations are informed by a contact tracer that they should isolate, organisations should help them to do so straight away. They may feel well, as the virus could still be incubating when they are asked to isolate. Some people who are asked to isolate may not become unwell, but they must stay at home and self-isolate for the full 14 days. Organisations can ask them to work from home if they are able to and they are not unwell. Organisations should not ask someone isolating to come into work before their period of isolation is complete, in any circumstances.

In order to support Test and Protect, it is important that employers have clear and robust records of staff working on each shift, the make-up of teams and details of any visitors to the site, in case of need to contact trace. **It is advisable for employers to identify a single point of contact to act as liaison with Health Protection Teams for any matters relating to Test and Protect, reporting potential outbreaks and seeking advice on matters relating to COVID-19 illness in the workforce.**

Where Infection Prevention Control measures have been utilised such as protective screen or use of PPE the contact tracer will conduct a risk assessment to identify contacts at risk. The priority is to public health in order to break the chain of transmission of COVID-19.

See Scottish Test and Protect website and NHS Inform for further health advice and information including on duration of self-isolation.

### Outbreak Management

Organisations should suspect an outbreak if there is either:

- Two or more linked cases (confirmed or suspected) of COVID-19 in a setting within 14 days - where cross transmission has been identified; or
- An increase in staff absence rates, in a setting, due to suspected or confirmed cases of COVID-19.

If an organisation suspects a COVID-19 outbreak, they should immediately inform their local NHS board Health Protection Team (HPT). The organisation may be then contacted by them, as they may get information from NHS Test & Protect or other sources.

In the event of an outbreak:

- Continue to follow 'General Guidelines' to reduce risk, as detailed above.
- The local Health Protection Team will undertake a risk assessment and conduct a rapid investigation. They will advise on the most appropriate action to take.
- Staff who have had close contact with case(s) will be asked to self-isolate at home. In some cases, a larger number of other staff may be asked to self-isolate at home as a precautionary measure. Where settings are observing guidance on infection prevention and control, which will reduce risk of transmission, the local health protection team will take this into account in determining whether closure of the whole setting will be necessary.
- Depending on the risk assessment outcome, the Health Protection Team may establish an Incident Management Team (IMT) to help manage the situation.
- The Incident Management Team will lead the Public Health response and investigations, and work with the organisation to put appropriate interventions in place.

To control an outbreak the Health Protection Team and Incident Management Team will work with the organisation to put appropriate interventions in place. These will generally include ensuring that the preventive measures described in 'General guidelines to prevent spread of COVID-19' (detailed above) are fully implemented. Other measures may include:

- Cleaning in the setting: for cleaning and waste management, refer to guidance on cleaning in non-healthcare settings <https://www.hps.scot.nhs.uk/web-resources-container/covid-19-guidance-for-non-healthcare-settings/> for maintaining hygiene.
- Consider wider testing of affected population and staff:
- Information: ensure that staff (and other relevant people) are aware of what has happened and the actions being taken.
- Closure: may be done following advice from the Health Protection Team and Incident Management Team or the business may make their own decision on closure ahead of this advice as a precaution or for business continuity reasons

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

# OPERATIONAL GUIDE AND CHECKLIST

## Changing the workplace environment to protect your workforce

As a minimum we expect:

- **Enhanced health and safety measures to be in place upon return to work, including physical distancing guidance and hygiene measures, generally and at bottleneck situations; and**
- **Safe travel to work arrangements to be considered as part of a risk assessment, with any relevant adjustments adopted.**

### Safe workplace planning and communications

It is vital steps are taken to ensure a safe working environment and related workforce confidence. This is best done through early, regular and ongoing engagement between companies and trade union or workforce representatives. As it will take time to complete the necessary risk assessment, identify the relevant mitigation measures and put those measures in place, the engagement between employers, trade union or workforce representatives should have started well before a planned production restart date (or ramp-up where production of essential goods has continued at less than full capacity).

It is important everyone understands the measures taken to establish the safe working environment as this is likely to have a significant impact on workforce confidence. Being and feeling safe will play an integral role in supporting a recovery in productivity levels.

### Enhanced hygiene

Enhanced hygiene measures should be a key plank of workplace-specific measures to create a safe working environment, including for example:

- sanitiser and hand-washing facilities at key points, including on entry and exit points
- additional sanitiser and handwash facilities around communal areas.
- regular cleaning of work equipment and work stations including considering how often and where deep cleans may be required.
- Minimising the use of touchpoints throughout buildings, including exploring where possible how digital processes or systems may replace the need for face to face discussion.

### Physical distancing

Physical distancing is the other key plank of workplace-specific measures to create a safe working environment. Factors companies should have considered include:

- Facility layout and signage with clear marking of two metre boundaries around the workplace and workstations and signage which reinforces expectations of employees at relevant points. (As English may not be the first language for everyone onsite companies should consider how best to use visual material to reinforce messages).
- Limiting access to parts of the workplace required by an individual to do their job as this will limit the chances for interaction with others.
- Staggering entry and exit times to prevent bottlenecks arising as people arrive or leave.
- Staggering break times and adjusting canteen arrangements to reduce opportunities for larger numbers of staff to interact on a face to face basis.
- Splitting the workforce into specific teams to avoid cross-team contamination and provide a level of operational resilience in case someone in one team develops COVID-19 symptoms.

- Considering opportunities to introduce additional technology support and systems to assist in managing the safe working practices and in particular physical distancing.

### Shift Patterns

Companies may develop or implement plans to change shift patterns to both protect the workforce and optimise productive capacity. This could include considering opportunities to reduce the need for travel at peak times and opportunities for flexible working patterns. While this might help boost production it requires proper negotiation with trade union or workforce representatives if it involves a change in employee terms and conditions.

### Dealing with emergencies

Protocols for dealing with emergencies, evacuations and accidents will be impacted by the need to maintain physical distancing, while individuals who would normally lead or coordinate site responses in such situations may be amongst those working from home. Emergency, evacuation and accident response processes therefore should have been considered to ensure effective arrangements are in place. Everyone onsite should be familiar with new processes.

### Travel to Work

Health Protection Scotland (HPS) have provided [COVID-19 information and guidance for general \(non-healthcare\) settings](#), which reiterates that people should not travel if they exhibit any COVID-19 symptoms. The HPS advice and any subsequent safe travelling advice outlined in [Transport Scotland's Transition Plan](#), which sets out guidance on travel and transportation, should be factored into company decisions on returning to work.

All arrangements for those staff who need to travel to work should be reviewed and consideration given to the need for additional measures to ensure these staff are able to maintain physical distancing when using public or private transport and are applying effective hand hygiene before and after journeys. For employees who live a reasonable distance from their workplace, the best and advised option is to walk or cycle.

Employers currently offering staff transport may need to re-schedule trips or offer an enhanced service to facilitate appropriate physical distancing. In light of the requirements, managers should also discuss with staff the need to review other travel arrangements, such as car sharing.

Employees should be encouraged to avoid shared transport but in situations where this is unavoidable:

- Encourage arrangements which ensure the number of workers in each vehicle is kept to a minimum, for example by organising more trips with fewer people in each vehicle.
- Where possible, restrict car sharing to groups of people who use the same work area.
- All employees should be advised to wear face coverings in shared vehicles (as required when using public transport).
- Vehicles should be well ventilated (i.e. by keeping the windows open), and passengers should face away from each other wherever possible.
- All employees should be instructed not to use shared transport if they are displaying symptoms of COVID-19 and should stay at home and follow government guidance on

self-isolation. Encourage drivers or designated persons to check employees prior to boarding vehicles to ensure those who have suspected symptoms do not travel.

- Shared vehicles, including minibuses, should be cleaned regularly using gloves, with particular emphasis on handles and other areas where passengers may touch surfaces.

### Personal Protective Equipment

The HPS guidance also offers advice on the use of PPE, confirming workplaces should use PPE consistent with local policies and in line with measures justified by a risk assessment.

Both the Scottish Government and the Health and Safety Executive (HSE) recommend a risk based approach focused on a hierarchy of control which seeks to eliminate risks, combat risks at source, adapt workplaces to individual needs, ensure adequate staff training around processes to manage the risk and then use PPE where required. Where PPE is deemed necessary, an adequate supply and quality must be maintained which is provided free of charge to workers and which must fit properly.

### Legionella Testing

There is an increased risk of Legionnaire's Disease when buildings have been out of use, or not running at full capacity. This is because water systems may become stagnant when not in use, increasing the risk of legionella within water supplies. Many public and office buildings have been closed during the COVID-19 crisis, making legionella a legitimate concern as lockdown restrictions are eased.

The Health and Safety Executive have published advice on the risk of Legionella in buildings which are closed or running with reduced occupancy during the COVID-19 crisis. This can be found on the Royal Environmental Health Institute of Scotland (REHIS) website at <https://rehis.com/story/legionella-risks-during-coronavirus-outbreak>

Building owners or operators should undertake a health and safety check of buildings, and deep cleaning prior to reopening where necessary, to mitigate risks. More information can be found on the HSE website at this [link](#)

### Security

The interpretation and use of any guidance should be considered in line with normal protective security operations and practices. Organisations should consult with and involve their security departments in the interpretation and implementation of the guidance. In particular, security should be considered in any revised risk assessment

Under no circumstances is it advised to remove, or alter, or reduce existing protective security measures without providing clear recommendations (e.g. from the National Technical Authority/police CT specialists) on how to maintain effective protective security.

This should extend to measures not primarily intended to provide a protective security benefit, but nonetheless doing so, for example removal of street furniture that could make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks. Security staff should remain focused on security duties. Where COVID-19 creates additional staffing requirements, e.g. for queue management employers should ensure additional suitable staff resource is made available. Employers should ensure security staff feel safe, e.g. having

access to appropriate PPE and hand-washing facilities, and that they are able and confident to raise any concerns

Further detailed guidance on security can be found [here](#) and [here](#).

### COVID symptoms within the workplace

The virus is expected to remain in the population for some time, even after lockdown restrictions have been eased and people begin to return to work. This will cause anxiety for people who will also want to understand how any outbreaks in the workplace will be handled. The approach of employers should be consistent with the guidance available [here](#). As part of risk assessments companies should explore with trade union or workforce representatives how to respond should anyone develop symptoms while at work, including whether it is possible to identify any particular parts of the site the individual may have accessed or equipment used while symptomatic. As part of this consideration should be given how best to monitor health of all individuals in a workplace.

Employees have a responsibility to ensure they adhere to overall [COVID-19 advice](#) which says people with symptoms should remain at home and self-isolate. Companies and employees should remain in regular communication throughout any period of self-isolation with companies encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating if appropriate.

### Safe home working

Home working will be new to many and may have been implemented at pace, without normal health and safety planning to ensure people have suitable working arrangements and equipment. Companies should consider that, and how to best support working from home (for example, provision of laptops, mobile phones, video conferencing services etc). Advice on home working can be found at <https://www.hse.gov.uk/msd/dse/> and the Scottish Government guidance to support the continuation of homeworking is [here](#).

### Checklist

A [checklist](#) to support companies implement this guidance has now been developed. The actions in the checklist should be fully considered and implemented where possible as part of procedures to ensure a safe workplace. Organisations who wish to increase workforce or public confidence are encouraged to display the checklist to help to communicate actions being implemented or undertaken.

## DELIVERIES, DISTRIBUTION AND VISITORS

### Protecting your workforce and those who come on-site

As a minimum we expect companies :

- **to provide early clarity to their supply chain about honouring of orders in the system, linked to new production capacity and consumer demand/contracts; and**
- **to treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees, ensuring they are offered the same protections and are expected to follow the same rules.**

#### Early supplier engagement

The global nature of COVID-19 means it may have impacted on both current demand for some goods manufactured in Scotland and on normal supply chain relationships. Early engagement and continuing conversations with suppliers is recommended to understand how well placed suppliers can provide inputs at the level required to meet a company's expected demand after restarting production. This should include considering any additional logistical issues associated with the current functioning of international supply networks.

During the COVID-19 pandemic minimising pressures on supply chains is paramount to ensure that suppliers at risk are better able to cope with the current crisis and ensure service continuity and delivery during and after the outbreak. Companies are encouraged to work with suppliers to understand the specific pressures they face and identify potential solutions on a case-by-case basis, including providing early clarity on the treatment of existing orders.

#### Site visitors

Many sites, especially larger sites, may normally have a number of contractors and visitors not employed by the company running the site. This presents increased risk of virus transmission if people do not adhere to the same interpretation of rules. To address this risk companies should consider limiting site access to those who need to be there for safe operation, ensuring safe working practices and production related activities and implementing a permit to work system for contractors and external visitors who still need to access the site. This should set out requirements for how everyone behaves on a site including entering and leaving the site, clarifying responsibilities for all around maintaining good hygiene and physical distancing.

Drivers accessing and leaving sites present another challenge and potential source of interaction or transmission to manage. Companies manufacturing essential goods like food manufacturers can provide good practice advice based on experience of continuing to operate at the current time. Measures introduced to maintain a safe working environment onsite, developed with suppliers and delivery companies has included looking to remove the need for documentation to change hands where possible by adopting electronic processes as well as reducing access to contact points by requiring drivers to remain in vehicles or providing access to facilities like toilets which are only for external visitors, therefore avoiding risks of cross contamination to or from the manufacturing company's staff.

## TRAINING AND COMPLIANCE

As a minimum we expect:

- **Training around processes and working environment expectations to be provided for all staff returning to work; and**
- **Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production.**

### Workforce training

Every workplace should look and feel substantially different for employees. Physical distancing and enhanced hygiene will change how workplaces operate. Training will therefore be essential to build a common understanding of requirements within the new working norm, instilling confidence that changes put in place contribute to a safe workplace.

Training methods should ensure effective delivery of relevant overarching and company specific measures and expectations of staff while onsite, in a way which maintains physical distancing. Companies should consider, as part of their risk based planning, how training can be safely delivered, especially if elements are normally outsourced to third parties. Visual aids may be required as part of the training and for ongoing guidance and communications. Some companies involved with the manufacture of essential goods have initiated a universal induction process covering their new, enhanced hygiene and physical distancing measures. This induction process can help demonstrate companies are taking the COVID-19 risks seriously, building confidence amongst the workforce that they are operating in a safe workplace while also reinforcing the importance of individual employee responsibilities.

### Apprenticeships and Training Providers

Apprentices can return to work at the same time as their co-workers. For specific concerns regarding the safe return to work for apprentices, there is information and support on <https://www.skillsdevelopmentscotland.co.uk/> and apprentices can speak to an advisor directly on 0800 917 8000.

It is important to ensure there is a functioning training infrastructure to support economic recovery and the sustainability of apprenticeship programmes. For those Training Providers and assessors that are providing continuity of contracted services for apprentices, learners and employers in the workplace during the pandemic must adhere to the applicable sectoral guidance.

### Compliance

Employers should also put in place, with trade union or workforce representatives, robust local arrangements to monitor compliance with new operational arrangements. Remedial actions should flow from that monitoring, and be augmented by advice, guidance and support from external enforcement authorities.

It is vital for workers to have confidence in the steps being taken by their employers. Employers should look to establish processes to allow employee feedback on physical distancing and safety protocols, enabling employees to input on areas of concern and for employers to act upon these concerns.

A single point of contact has also been established for trade union or workforce representatives to help the Scottish Government understand how all COVID-19 workplace guidance is being implemented, and to help shape and refine that guidance based on the real experience of workers in the workplace. The mailbox can be contacted through [scottishtradeunioncovidenquiries@gov.scot](mailto:scottishtradeunioncovidenquiries@gov.scot).

This contact is not intended to be a reporting mechanism for potential breaches of legislation. To ensure appropriate enforcement action is taken when needed, any potential breaches of legal requirements must be raised with the Health and Safety Executive (HSE).

The regulator for health and safety at work, the Health and Safety Executive (HSE) is constantly applying their expertise to ensure people at work are protected, utilising the powers at their disposal under the Health and Safety at Work Act 1974. HSE is treating COVID-19 as a workplace health issue with regard to the protection of workers from infection. HSE can and will use the Health and Safety Work Act to ensure physical distancing in the workplace in relation to workers. HSE can be contacted by phone on 0300 003 1647 or online at [HSE contact form](#)

Where HSE identifies employers who are not taking action to comply with the relevant public health guidance to control COVID-19 health risks to workers, HSE will consider a range of actions to improve control of workplace risks including the provision of specific advice to employers through to issuing enforcement notices. These actions will be taken under existing health and safety law. A framework agreement between Police Scotland and local authorities supports the referral of complaints about lack of reasonable physical distancing at work

## NEXT STEPS

### Review and future development

This guidance extends until further notice. It sets out both our current advice and guidance for the manufacturing sector in helping to handle COVID-19, and it reflects the latest iteration of our route-map towards operating safely within overarching public health considerations.

We will continue to develop our plans to address the wider issues needed to support manufacturers to operate safely. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#) provides an indication of the order in which we will continue to carefully and gradually lift current restrictions. All of this will be evidence led.

Easing restrictions will not mean returning to how things were before the virus. Physical distancing, hand hygiene, and other critical behaviours will be essential in each area to ensure public and workforce confidence.

This guidance has been updated on 20 August and will continue to be reviewed as required in consultation with the sector's employers and unions. Please ensure you use the latest version.

It is for individual businesses in conjunction with trade union or workforce representatives to decide how best to successfully adopt and adapt guidance for their individual circumstances.

## RELATED GUIDANCE

### **Scottish Government advice and support**

[Summary of COVID-19](#) developments in Scotland

[COVID-19 Framework for Decision Making](#)

[Coronavirus \(COVID-19\): framework for decision making – Scotland’s route map through and out of the crisis](#)

[Coronavirus \(COVID-19\): business and physical distancing guidance](#)

Further guidance on physical distancing can be found on [NHS inform](#).

Advice on substantive [support packages available for business and their employees](#)

COVID-19 information and [guidance for general \(non-healthcare\) settings](#)

[Test and Protect – advice for employers](#)

[Guidance for the construction sector](#) in Scotland

A list of [Scottish Procurement Policy Notes \(SPPNs\)](#) can be found on gov.scot. SPPN 4/2020 covers procurement related issues as a consequence of the COVID-19 outbreak.

SPPN 5/2020 sets out guidance for public bodies on options for payment to their suppliers to ensure service continuity during the current COVID-19 outbreak.

### **Legislation**

[Coronavirus \(Scotland\) Act 2020](#)

### **Fair Work during the COVID-19 crisis**

Please see our [Joint Statement with the STUC](#)

### **Other sources of COVID-19 information**

UK Government guidance on [working safely during COVID-19](#) in different workplaces

The [Health and Safety Executive](#) (HSE) have provided advice related to COVID-19

[Food Standards Scotland](#) provide guidance for food business operators and employees.

Further detailed guidance on security can be found at <https://www.cpni.gov.uk/staying-secure-during-covid-19-0> and <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>.

To contact Police Scotland for Protective Security advice, please contact your local Counter Terrorism Security Adviser:

North: [SCDCTSAberdeen@Scotland.pnn.police.uk](mailto:SCDCTSAberdeen@Scotland.pnn.police.uk)

East: [SCDCTSAEdinburgh@Scotland.pnn.police.uk](mailto:SCDCTSAEdinburgh@Scotland.pnn.police.uk)

West: [SCDCTSAGlasgow@Scotland.pnn.police.uk](mailto:SCDCTSAGlasgow@Scotland.pnn.police.uk)

## COVID-19 Manufacturing Sector Guidance

### OVERVIEW

This guidance is for manufacturing sites in Scotland. It came into effect on 26 May 2020, extending until further notice and applies to companies manufacturing in Scotland. In line with the requirement to regularly review this guidance, it has been reviewed and updated on 19 June, 7 July and 28 July 2020.

The guidance sets out the Scottish Government's expectations on the steps manufacturing businesses will take before and after reopening. This is provided as guidance only and does not amount to legal advice. Businesses may wish to seek their own advice to ensure compliance with all legal requirements.

We have worked with employers and trade unions from the manufacturing sector to ensure that this guidance is evidence-based, fair and ethical, clear and realistic. As each workplace is different it is for individual businesses to work with trade union or workforce representatives to determine how best to apply this guidance in their circumstances.

This guide is underpinned by a spirit of collaborative working between companies and their workforce. Throughout the term *companies and trade union or workforce representatives* is used in that context, recognising that companies have a legal responsibility to maintain workplace health and safety and must consult with the health and safety representative selected by a recognised trade union or, if there is not one, a representative chosen by workers. Companies cannot decide who the workforce representative will be.

This document is one of a set of documents about how to work safely in different types of workplace. This guidance is for use by manufacturing sites in Scotland. The original version set out our expectations on what manufacturers of all sizes and sub-sectors needed to consider as part of their ongoing operations or planning for restart. While all manufacturing could restart on 29 June, the principles in this guidance remain valid and it establishes a framework for ongoing action to ensure those workplaces continue to change and operate safely. The guidance emphasises in particular the importance of undertaking a robust and ongoing risk based assessment with full input from trade union or workforce representatives, and to keep all risk mitigation measures under regular review so that workplaces continue to feel, and be, safe.

Publication of this guidance reflects the changes set out by the introduction of Phase 2 of the route-map out of lockdown and remain current for the introduction of Phase 3 on 9 July. At this time, manufacturing businesses should be in restart mode, having used the previous iterations of this guidance to undertake preparatory work for ensuring physical distancing and enhanced hygiene measures, with a view to full restart on 29 June. It is important we collectively mitigate against a second surge in infection, which would cause further harm to our health, society and economy. To judge whether and when restrictions could be changed, we have considered a range of evidence on the progress of the pandemic in Scotland, using the principles set out in [Coronavirus \(COVID-19\): framework for decision making and our long-established commitment to fair work](#), which was set in the context of the current crisis in a [joint statement with the STUC](#) (which we have taken into account when developing this guidance).

Essential ongoing manufacturing has provided an invaluable source of good practice on adaptations made to working arrangements due to COVID-19 to ensure a safe place of work.

This experience is taken into account in the remainder of this guidance, which sets out our minimum expectations across five key areas companies should have considered as part of their planning for a restart and ongoing production while minimising the transmission of the virus:

- Assessing risk; Involving the workforce in a risk based approach to a safer workplace;
- Workforce planning; Supporting those who should come to work, and those who should not;
- Operational guide and checklist; Changing the workplace environment to protect your workforce;
- Deliveries, distribution and visitors; protecting your workforce and those who come on-site;
- Training and compliance.

The regulator for health and safety at work is the Health and Safety Executive (HSE) who will utilise the powers under the Health and Safety at Work Act 1974 to ensure people at work are protected.

If you can suggest ways we can improve the guidance please contact the Advanced Manufacturing Policy Team at [MIDAMP@gov.scot](mailto:MIDAMP@gov.scot)

## WHERE WE ARE NOW

The First Minister announced that Scotland would be entering a lockdown on 23 March 2020. Under law, the Scottish Government must review that lockdown at least every three weeks. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#), was published on 21 May and sets out the phases by which we will aim to ease lockdown. They are gradual and incremental and will be matched with careful monitoring of the virus. As part of Phase 2 arrangements the Scottish Government confirmed that non-essential manufacturing could resume from 29 June.

Physical distancing duties are set out in regulation 4(1) of the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. A person who is responsible for carrying on a business or providing a service must take **all reasonable measures**:

- to ensure that a distance of two metres is maintained between any persons on the premises (except between members of the same household or a carer and the person assisted by the carer),
- to ensure that they only admit people to its premises in sufficiently small numbers to make it possible to maintain that distance,
- to ensure that a distance of two metres is maintained between any person waiting to enter the premises (except between members of the same household or a carer and the person assisted by the carer).

Manufacturing is vital to the Scottish economy, accounting for over 180,000 jobs and contributing over half of Scottish exports and business expenditure on research and development. The work of Scotland's manufacturers and their workforces that are, and have been, involved in supporting essential sectors throughout this COVID-19 crisis demonstrates the sector's innovation, skills and expertise. Manufacturing's commitment to keeping the country running is hugely appreciated, with particular praise due to companies who have scaled-up or repurposed to manufacture vital supplies for the health sector.

We want a strong manufacturing sector to help drive Scotland's economic recovery and future prosperity. Companies should therefore use this guidance to continue to inform engagement with trade union or workforce representatives to further develop and maintain workplace specific plans as the sector moves into restarting, allowing sufficient time for that joint work. Plans should be fully developed, with measures put in place and tested where possible. They should have been implemented upon restart. Decisions on the phasing of a sector wide return for manufacturing have been made in line with the Route Map.

The Scottish Government has initiated a broad collaborative process to develop sectoral guidance which will underpin that managed transition and provide clarity and confidence to industry, employees and local communities, protect public health and concurrently optimise economic recovery. Aligned with that we continue to review and enhance testing and enforcement arrangements, and ensuring that the guidance is coherent and connected, recognising for example transport and other inter-dependencies.

We are working with the UK Government to align our approach and guidance, where possible and on the basis of scientific evidence on the levels of infection in Scotland. This guidance is intended to work alongside UK Government guidance and aims to assist employers, businesses and their workforce ensure a safe working environment and readers will recognise consistent themes within this guidance with the UK Government's [Working Safely during Covid-19](#) publications.

This guidance should be read in conjunction with the Scottish Government's [business and physical distancing guidance](#), which still applies.

### Business Support

There has been an unprecedented package of support announced from both the Scottish and UK Governments to support businesses which includes retailers. This support should help many employers preserve their business, maintain jobs and pay their workers throughout this crisis. Information on this support is available through [findbusinesssupport.gov.scot](http://findbusinesssupport.gov.scot). We urge all businesses to make use of this. In the event of closures for manufacturing premises all available support measures must be utilised to protect the jobs and incomes of workers.

## ASSESSING RISK

### Involving the workforce in a risk based approach

As a minimum we expect:

- **A risk based approach to be followed to protect health and safety of employees and ensure the longer-term economic viability of the business; and**
- **Employees to be fully engaged in that process, through trade union or workforce representatives**

### Joint working

This guidance has been developed in collaboration with industry and trade unions on the basis that both have essential roles to play in planning safe operations for restart. Companies that have successfully been able to maintain or increase production of essential goods during the COVID-19 crisis have highlighted the importance of joint working. Protecting the health of employees has been at the heart of this joint approach, which is fundamental to establishing shared confidence around the safety of returning to places of work and supporting a recovery in productivity. Use of the accompanying [operational checklist](#) should aid this process, though the specific circumstances of individual businesses needs to be considered.

### Implementation Phases

Manufacturing businesses and employees are familiar with a risk based approach to managing work and onsite activity. Carrying out a robust risk assessment with full workforce involvement (of recognised trade union safety representatives or relevant employee safety representatives) will identify the practical measures that can be put in place to minimise the spread of the virus at a workplace level. The assessment should include a phased implementation timetable, structured broadly as follows:

1. <b>Planning</b> – Plans to operate a workplace should be developed in consultation with the workforce and updated on an ongoing basis. That planning must be based around risk assessments and safe systems of work - <a href="#">physical distancing</a> , <a href="#">hand washing</a> , and fair work principles and be designed to enable safe operation that allows the business to trade while protecting employee health and well-being.
2. <b>Preparation</b> – Physical distancing and hygiene measures require work to be carried out before a restart – for example screens, one-way systems, 2- metre zones, canteen re-arrangement, PPE provision, hand sanitisers etc. Then briefings and inductions into the new ways of working. These all take time and require resourcing and commitment.
3. <b>Pilots</b> – experience confirms the value of trialling the new way of working before a fuller restart or scale-up of activity is attempted, so a limited-scale pilot to test systems, find weaknesses and make improvements is essential.

### Dynamic assessment

A risk assessment or adoption of mitigation measures should not be a one-off exercise, rather part of a regular and ongoing dialogue and feedback loop between employers and trade union or workforce representatives to identify what measures are working, where refinements are possible and any gaps remaining. Reviews of measures and risks should be frequent, with daily assessments of progress initially not unusual. The open and ongoing engagement

between trade union or workforce representatives should enable adjustments to be made quickly and smoothly at the relevant stage, including potentially tightening workplace restrictions or reducing numbers onsite if the dynamic risk assessments indicate this is necessary.

#### Implementing physical distancing measures across **ALL** areas of the business

COVID-19 is a new risk that must be incorporated into workplace risk assessments, and employers must therefore carry out a COVID-19 risk assessment if they have not already done so. It is critical that risk assessments cover **all** parts of the business where there may be a risk of COVID-19 transmission between staff and/or customers.

It is therefore important for all staff to understand that these risks do not apply only to production areas. Careful consideration must also be given to other parts of the workplace where there is scope for people to congregate in groups and physical distancing and hygiene measures will be needed to prevent the virus from spreading.

Employers will need to assess the high risk areas that apply to their own circumstances, taking account of arrangements for transporting staff to the workplace, and communal spaces on site such as toilet facilities, staff and changing rooms, canteens, smoking areas and hygiene stations. These are all areas where there are opportunities for staff to congregate and it is therefore essential for employers to ensure these are considered in the development of plans for controlling the spread of COVID-19.

#### Utilising expertise

Companies should ensure their health and safety professionals and representatives have the skills, training and knowledge to understand the risks associated with Covid-19. Where companies and their workforce do not have access to these skills in-house they should together explore external support options to put in place appropriate mitigation measures, for example through their trade association, health and safety consultancies or trade union health and safety representatives. All can help companies understand the risks associated with different activities and situations within individual companies and offer the support managers and workers may require.

#### Understanding the risks, building confidence and supporting wellbeing

Returning workers may have some level of apprehension about how safe they may be and they may require reassurance and demonstration that measures recommended in workplace risk assessments have been put in place to ensure safety. Employers should ensure that communication with staff on COVID-19 risks and measures for preventing transmission are refreshed to take account of any updates to guidance and ensure levels of knowledge and understanding are maintained and that messages are not becoming stale. Updates should be provided at team meetings (weekly is suggested), and reinforced through all available channels for staff communications (e.g. TV screens/digital signage, intranet and newsletters).

Language is a critical factor when communicating with employees the importance of COVID-19 controls. **It is important to ensure language is not a barrier**. Simple, clear messaging should be used to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language and those with protected characteristics such as visual impairments. [Posters, leaflets and other materials](#) are available online which can be used to reinforce these messages throughout the workplace. [NHS Inform](#)

also provides general advice on COVID-19 in a range of translated formats which will help to support employees for whom English is not their first language.

A clear message from employers and trade unions is that building and maintaining employee confidence is vitally important and a challenge that should not be underestimated.

## WORKFORCE PLANNING

### Supporting those who should come to work, and those who should not

As a minimum we expect:

- **Working from home to continue, where possible;**
- **Health factors to be considered in any phasing of who returns to work, with employees living in vulnerable or shielded households only expected to return when new safe working environment measures have been implemented and a return to onsite work is consistent with individual medical advice;**
- **New manufacturing arrangements to be tested and modified through collaboration between employers and employees; and**
- **Companies to take travel to work and childcare considerations into account in decisions around a phased restart.**

#### Continue Home Working

Minimising the spread of the virus will remain important in ensuring the overall protection of public health. Therefore, a safe return to work should assume that those able to work from home will continue to do so. Only the minimum number of people needed should be on site to operate safely and effectively, with a phased return necessary for many businesses. Home-working should be the default, where possible.

#### Pilot measures

As implementing new enhanced safety measures may take time to embed, it is good practice to pilot measures, either within part of a facility and / or with a proportion of the workforce at lower risk from the virus, before rolling out across the workplace as a whole. Travel to work and childcare considerations for individual employees should be taken into account by companies, in discussion with trade unions or employee representatives, before deciding which individuals to involve in pilots and/or a phased restart.

#### Employee health and well-being

Employers should ensure the organisation culture is inclusive, with the aim that every employee should feel that they have returned to a supportive, caring and safe environment. The pandemic has had an unequal impact across the workforce, as different employee groups, and individuals, will have been affected in diverse ways according to factors such as their job role, and demographic/personal circumstances. Therefore, it is important organisations foster a fair and inclusive working environment that does not tolerate discrimination. There is also a risk of victimisation of those infected, suspected, or more vulnerable to COVID-19, which should be addressed. The following guides from the Health and Safety Executive provide useful sources of information:

- [Working safely during the coronavirus outbreak - a short guide](#)
- [Talking with your workers about working safely during the coronavirus outbreak](#)

There are other issues that employers need to consider to ensure workplaces are inclusive. The [Equality and Human Rights Commission](#) have updated their guidance for employers to make it more relevant to decisions about return to work. They can also provide advice on a range of issues such as non-discrimination, communication with employees on

equality issues, adjustments for disabled people, support for pregnant employees, flexible working for those with caring responsibilities, support for employees affected by domestic abuse, how to deal with harassment at work, and mental health issues. Close the Gap, through their *Think Business Think Equality* toolkit, have produced guidance on [employers supporting employees affected by domestic abuse](#) during the pandemic and a more [general online self-assessment resource for employers on domestic abuse](#). The [RNIB](#) also provide information on employing partially sighted and blind workers during COVID, and a COVID risk assessment tool

Individual health circumstances and [protected characteristics](#) should be an on-going consideration and discussion with employees after a return to work. This should recognise the protective measures required to minimise health risks to vulnerable or shielded workers or those living in vulnerable or shielded households, exploring whenever possible how these staff can work from home. Consideration of health circumstances and protected characteristics should be given to this as part of the risk assessment process. Permission should be sought from individuals before collecting any information on health conditions of those within their household.

Planning may have identified that ongoing physical distancing measures required to reduce the spread of the virus mean the number of employees able to be accommodated safely in the workplace is limited. The workforce may have questions or concerns after returning to work. Companies are encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating, if appropriate. If able to work from home, employees should continue to do so after a period of self-isolation has ended.

Pay for workers who are sheltering, self-isolating, sick or balancing care responsibilities is likely to be a source of concern for employees. Companies should work with trade union or workforce representatives to provide ongoing guidance to workforces on processes and support for individuals affected by these issues. Again opportunities to facilitate home working where feasible should be actively pursued and maintained.

Companies should also acknowledge the range of factors likely to cause stress or anxiety amongst employees, ranging from living with lockdown arrangements to concerns about travel, schools, caring responsibilities and relatives impacted by the virus, amongst others. This may have implications for mental health with managers encouraged to be conscious of how these factors may impact on the well-being of individual staff members. Companies and trade union or workforce representatives should be alert to this and direct anyone experiencing mental health issues towards available support.

### Shielding

Protecting people who are higher risk

The shielding category consists of those who have been identified as being at the highest risk from severe illness from Covid-19. Individuals in the shielding category have been advised not to work outside the home, and this will continue until such times as the general advice to shield is paused. See [NHS Inform](#) for further information. People who live with someone who is shielding are not advised to stay away from work; however, they should be supported to stringently follow physical distancing guidance.

Those identified as being at increased risk from Covid-19 are those following physical distancing advice more stringently. As they are at higher risk of severe illness (for example,

**Commented [SS(1):** Previous shielding text has been removed from here.

people with some pre-existing conditions) they have been asked to take extra care in observing physical (social) distancing. People who live with someone who is at increased risk are not advised to stay away from work, but as above, should be supported to stringently follow physical distancing guidance.

Workers who are shielding should not be compelled to attend work outside the home for as long as the shielding advice is in place. If workers who are shielded cannot work from home, companies should make arrangements to ensure those staff are not disadvantaged due to obeying medical advice. Companies should explore measures such as suspending the normal application of sickness or disciplinary procedures related to attendance in these cases.

The shielding advice is in place until at least 31 July. If the shielding advice is paused after this, then those who were shielding would be categorised as at increased risk and should follow physical distancing measures more stringently than the general population, and be risk assessed to ensure they can do this. The default position should remain that wherever possible, people should work from home and should only return to the workplace where they can do so safely.

If those at increased risk (but not in the shielding category) individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to maintain physical distancing. Workplace activities should be carefully assessed to identify if they involve an unacceptable level of risk.

#### Test and Protect

Test and Protect, Scotland's approach to implementing the 'test, trace, isolate, support' strategy is a public health measure designed to break chains of transmission of Coronavirus (COVID-19) in the community.

The NHS will test people who have symptoms, trace people who may have become infected by spending time in close contact with someone who tests positive, and then support those close contacts to self-isolate. That means if they have the virus they are less likely to pass it on to others. Organisations will play a vital role in ensuring that their workers are aware of and able to follow the public health advice.

Organisations should follow public health guidance if a worker becomes unwell with coronavirus symptoms at work, see further information below. The person should leave work to self-isolate straight away and, if possible, wear a face covering on route and avoid public transport.

Organisations should direct workers to NHS Inform or, if they can't get online, call 0800 028 2816, to arrange to get tested.

Until they have been tested and told if it is safe to leave home, organisations should make sure that staff do not have to, or feel that they have to, come in to work. Workers can request an isolation note through NHS Inform.

People who have tested positive for the virus will need to self-isolate for a minimum of 10 days. NHS contact tracers will interview them and get in touch with people they have been in close contact with, and tell them they must self-isolate for 14 days. If organisations are informed by a contact tracer that they should isolate, organisations should help them to do

so straight away. They may feel well, as the virus could still be incubating when they are asked to isolate. Some people who are asked to isolate may not become unwell, but they must stay at home and self-isolate for the full 14 days. Organisations can ask them to work from home if they are able to and they are not unwell. Organisations should not ask someone isolating to come into work before their period of isolation is complete, in any circumstances.

In order to support Test and Protect, it is important that employers have clear and robust records of staff working on each shift, the make-up of teams and details of any visitors to the site, in case of need to contact trace. **It is advisable for employers to identify a single point of contact to act as liaison with Health Protection Teams for any matters relating to Test and Protect, reporting potential outbreaks and seeking advice on matters relating to COVID-19 illness in the workforce.**

Where Infection Prevention Control measures have been utilised such as protective screen or use of PPE the contact tracer will conduct a risk assessment to identify contacts at risk. The priority is to public health in order to break the chain of transmission of COVID-19.

See Scottish Test and Protect website and NHS Inform for further health advice and information including on duration of self-isolation.

#### Outbreak Management

Organisations should suspect an outbreak if there is either:

- Two or more linked cases (confirmed or suspected) of COVID-19 in a setting within 14 days - where cross transmission has been identified; or
- An increase in staff absence rates, in a setting, due to suspected or confirmed cases of COVID-19.

If an organisation suspects a COVID-19 outbreak, they should immediately inform their local NHS board Health Protection Team (HPT). The organisation may be then contacted by them, as they may get information from NHS Test & Protect or other sources.

In the event of an outbreak:

- Continue to follow 'General Guidelines' to reduce risk, as detailed above.
- The local Health Protection Team will undertake a risk assessment and conduct a rapid investigation. They will advise on the most appropriate action to take.
- Staff who have had close contact with case(s) will be asked to self-isolate at home. In some cases, a larger number of other staff may be asked to self-isolate at home as a precautionary measure. Where settings are observing guidance on infection prevention and control, which will reduce risk of transmission, the local health protection team will take this into account in determining whether closure of the whole setting will be necessary.
- Depending on the risk assessment outcome, the Health Protection Team may establish an Incident Management Team (IMT) to help manage the situation.
- The Incident Management Team will lead the Public Health response and investigations, and work with the organisation to put appropriate interventions in place.

To control an outbreak the Health Protection Team and Incident Management Team will work with the organisation to put appropriate interventions in place. These will generally include ensuring that the preventive measures described in 'General guidelines to prevent spread of COVID-19' (detailed above) are fully implemented. Other measures may include:

- Cleaning in the setting: for cleaning and waste management, refer to guidance on cleaning in non-healthcare settings <https://www.hps.scot.nhs.uk/web-resources-containers/covid-19-guidance-for-non-healthcare-settings/> for maintaining hygiene.
- Consider wider testing of affected population and staff:
- Information: ensure that staff (and other relevant people) are aware of what has happened and the actions being taken.
- Closure: may be done following advice from the Health Protection Team and Incident Management Team or the business may make their own decision on closure ahead of this advice as a precaution or for business continuity reasons

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

## OPERATIONAL GUIDE AND CHECKLIST

### Changing the workplace environment to protect your workforce

As a minimum we expect:

- **Enhanced health and safety measures to be in place upon return to work, including physical distancing guidance and hygiene measures, generally and at bottleneck situations; and**
- **Safe travel to work arrangements to be considered as part of a risk assessment, with any relevant adjustments adopted.**

#### Safe workplace planning and communications

It is vital steps are taken to ensure a safe working environment and related workforce confidence. This is best done through early, regular and ongoing engagement between companies and trade union or workforce representatives. As it will take time to complete the necessary risk assessment, identify the relevant mitigation measures and put those measures in place, the engagement between employers, trade union or workforce representatives should have started well before a planned production restart date (or ramp-up where production of essential goods has continued at less than full capacity).

It is important everyone understands the measures taken to establish the safe working environment as this is likely to have a significant impact on workforce confidence. Being and feeling safe will play an integral role in supporting a recovery in productivity levels.

#### Enhanced hygiene

Enhanced hygiene measures should be a key plank of workplace-specific measures to create a safe working environment, including for example:

- sanitiser and hand-washing facilities at key points, including on entry and exit points
- additional sanitiser and handwash facilities around communal areas.
- regular cleaning of work equipment and workstations including considering how often and where deep cleans may be required.
- Minimising the use of touchpoints throughout buildings, including exploring where possible how digital processes or systems may replace the need for face to face discussion.

#### Physical distancing

Physical distancing is the other key plank of workplace-specific measures to create a safe working environment. Factors companies should have considered include:

- Facility layout and signage with clear marking of two metre boundaries around the workplace and workstations and signage which reinforces expectations of employees at relevant points. (As English may not be the first language for everyone onsite companies should consider how best to use visual material to reinforce messages).
- Limiting access to parts of the workplace required by an individual to do their job as this will limit the chances for interaction with others.
- Staggering entry and exit times to prevent bottlenecks arising as people arrive or leave.
- Staggering break times and adjusting canteen arrangements to reduce opportunities for larger numbers of staff to interact on a face to face basis.
- Splitting the workforce into specific teams to avoid cross-team contamination and provide a level of operational resilience in case someone in one team develops COVID-19 symptoms.

- Considering opportunities to introduce additional technology support and systems to assist in managing the safe working practices and in particular physical distancing.

### Shift Patterns

Companies may develop or implement plans to change shift patterns to both protect the workforce and optimise productive capacity. This could include considering opportunities to reduce the need for travel at peak times and opportunities for flexible working patterns. While this might help boost production it requires proper negotiation with trade union or workforce representatives if it involves a change in employee terms and conditions.

### Dealing with emergencies

Protocols for dealing with emergencies, evacuations and accidents will be impacted by the need to maintain physical distancing, while individuals who would normally lead or coordinate site responses in such situations may be amongst those working from home. Emergency, evacuation and accident response processes therefore should have been considered to ensure effective arrangements are in place. Everyone onsite should be familiar with new processes.

### Travel to Work

Health Protection Scotland (HPS) have provided [COVID-19 information and guidance for general \(non-healthcare\) settings](#), which reiterates that people should not travel if they exhibit any COVID-19 symptoms. The HPS advice and any subsequent safe travelling advice outlined in [Transport Scotland's Transition Plan](#), which [sets out guidance on travel and transportation](#), should be factored into company decisions on returning to work.

All arrangements for those staff who need to travel to work should be reviewed and consideration given to the need for additional measures to ensure these staff are able to maintain physical distancing when using public or private transport and are applying effective hand hygiene before and after journeys. For employees who live a reasonable distance from their workplace, the best and advised option is to walk or cycle.

Employers currently offering staff transport may need to re-schedule trips or offer an enhanced service to facilitate appropriate physical distancing. In light of the requirements, managers should also discuss with staff the need to review other travel arrangements, such as car sharing.

Employees should be encouraged to avoid shared transport but in situations where this is unavoidable:

- Encourage arrangements which ensure the number of workers in each vehicle is kept to a minimum, for example by organising more trips with fewer people in each vehicle.
- Where possible, restrict car sharing to groups of people who use the same work area.
- All employees should be advised to wear face coverings in shared vehicles (as required when using public transport).
- Vehicles should be well ventilated (i.e. by keeping the windows open), and passengers should face away from each other wherever possible.
- All employees should be instructed not to use shared transport if they are displaying symptoms of COVID-19 and should stay at home and follow government guidance on

self-isolation. Encourage drivers or designated persons to check employees prior to boarding vehicles to ensure those who have suspected symptoms do not travel.

- Shared vehicles, including minibuses, should be cleaned regularly using gloves, with particular emphasis on handles and other areas where passengers may touch surfaces.

### Personal Protective Equipment

The HPS guidance also offers advice on the use of PPE, confirming workplaces should use PPE consistent with local policies and in line with measures justified by a risk assessment.

Both the Scottish Government and the Health and Safety Executive (HSE) recommend a risk based approach focused on a hierarchy of control which seeks to eliminate risks, combat risks at source, adapt workplaces to individual needs, ensure adequate staff training around processes to manage the risk and then use PPE where required. Where PPE is deemed necessary, an adequate supply and quality must be maintained which is provided free of charge to workers and which must fit properly.

### Legionella Testing

There is an increased risk of Legionnaire's Disease when buildings have been out of use, or not running at full capacity. This is because water systems may become stagnant when not in use, increasing the risk of legionella within water supplies. Many public and office buildings have been closed during the COVID-19 crisis, making legionella a legitimate concern as lockdown restrictions are eased.

The Health and Safety Executive have published advice on the risk of Legionella in buildings which are closed or running with reduced occupancy during the COVID-19 crisis. This can be found on the Royal Environmental Health Institute of Scotland (REHIS) website at <https://rehis.com/story/legionella-risks-during-coronavirus-outbreak>

Building owners or operators should undertake a health and safety check of buildings, and deep cleaning prior to reopening where necessary, to mitigate risks. More information can be found on the HSE website at this [link](#)

### Security

The interpretation and use of any guidance should be considered in line with normal protective security operations and practices. Organisations should consult with and involve their security departments in the interpretation and implementation of the guidance. In particular, security should be considered in any revised risk assessment

Under no circumstances is it advised to remove, or alter, or reduce existing protective security measures without providing clear recommendations (e.g. from the National Technical Authority/police CT specialists) on how to maintain effective protective security.

This should extend to measures not primarily intended to provide a protective security benefit, but nonetheless doing so, for example removal of street furniture that could make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks. Security staff should remain focused on security duties. Where COVID-19 creates additional staffing requirements, e.g. for queue management employers should ensure additional suitable staff resource is made available. Employers should ensure security staff feel safe, e.g. having

access to appropriate PPE and hand-washing facilities, and that they are able and confident to raise any concerns

Further detailed guidance on security can be found [here](#) and [here](#).

#### COVID symptoms within the workplace

The virus is expected to remain in the population for some time, even after lockdown restrictions have been eased and people begin to return to work. This will cause anxiety for people who will also want to understand how any outbreaks in the workplace will be handled. The approach of employers should be consistent with the guidance available [here](#). As part of risk assessments companies should explore with trade union or workforce representatives how to respond should anyone develop symptoms while at work, including whether it is possible to identify any particular parts of the site the individual may have accessed or equipment used while symptomatic. As part of this consideration should be given how best to monitor health of all individuals in a workplace.

Employees have a responsibility to ensure they adhere to overall [COVID-19 advice](#) which says people with symptoms should remain at home and self-isolate. Companies and employees should remain in regular communication throughout any period of self-isolation with companies encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating if appropriate.

#### Safe home working

Home working will be new to many and may have been implemented at pace, without normal health and safety planning to ensure people have suitable working arrangements and equipment. Companies should consider that, and how to best support working from home (for example, provision of laptops, mobile phones, video conferencing services etc). Advice on home working can be found at <https://www.hse.gov.uk/msd/dse/> and the Scottish Government guidance to support the continuation of homeworking is [here](#).

#### Checklist

A [checklist](#) to support companies implement this guidance has now been developed. The actions in the checklist should be fully considered and implemented where possible as part of procedures to ensure a safe workplace. Organisations who wish to increase workforce or public confidence are encouraged to display the checklist to help to communicate actions being implemented or undertaken.

## DELIVERIES, DISTRIBUTION AND VISITORS

### Protecting your workforce and those who come on-site

As a minimum we expect companies :

- **to provide early clarity to their supply chain about honouring of orders in the system, linked to new production capacity and consumer demand/contracts; and**
- **to treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees, ensuring they are offered the same protections and are expected to follow the same rules.**

#### Early supplier engagement

The global nature of COVID-19 means it may have impacted on both current demand for some goods manufactured in Scotland and on normal supply chain relationships. Early engagement and continuing conversations with suppliers is recommended to understand how well placed suppliers can provide inputs at the level required to meet a company's expected demand after restarting production. This should include considering any additional logistical issues associated with the current functioning of international supply networks.

During the COVID-19 pandemic minimising pressures on supply chains is paramount to ensure that suppliers at risk are better able to cope with the current crisis and ensure service continuity and delivery during and after the outbreak. Companies are encouraged to work with suppliers to understand the specific pressures they face and identify potential solutions on a case-by-case basis, including providing early clarity on the treatment of existing orders.

#### Site visitors

Many sites, especially larger sites, may normally have a number of contractors and visitors not employed by the company running the site. This presents increased risk of virus transmission if people do not adhere to the same interpretation of rules. To address this risk companies should consider limiting site access to those who need to be there for safe operation, ensuring safe working practices and production related activities and implementing a permit to work system for contractors and external visitors who still need to access the site. This should set out requirements for how everyone behaves on a site including entering and leaving the site, clarifying responsibilities for all around maintaining good hygiene and physical distancing.

Drivers accessing and leaving sites present another challenge and potential source of interaction or transmission to manage. Companies manufacturing essential goods like food manufacturers can provide good practice advice based on experience of continuing to operate at the current time. Measures introduced to maintain a safe working environment onsite, developed with suppliers and delivery companies has included looking to remove the need for documentation to change hands where possible by adopting electronic processes as well as reducing access to contact points by requiring drivers to remain in vehicles or providing access to facilities like toilets which are only for external visitors, therefore avoiding risks of cross contamination to or from the manufacturing company's staff.

## TRAINING AND COMPLIANCE

As a minimum we expect:

- **Training around processes and working environment expectations to be provided for all staff returning to work; and**
- **Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production.**

### Workforce training

Every workplace should look and feel substantially different for employees. Physical distancing and enhanced hygiene will change how workplaces operate. Training will therefore be essential to build a common understanding of requirements within the new working norm, instilling confidence that changes put in place contribute to a safe workplace.

Training methods should ensure effective delivery of relevant overarching and company specific measures and expectations of staff while onsite, in a way which maintains physical distancing. Companies should consider, as part of their risk based planning, how training can be safely delivered, especially if elements are normally outsourced to third parties. Visual aids may be required as part of the training and for ongoing guidance and communications. Some companies involved with the manufacture of essential goods have initiated a universal induction process covering their new, enhanced hygiene and physical distancing measures. This induction process can help demonstrate companies are taking the COVID-19 risks seriously, building confidence amongst the workforce that they are operating in a safe workplace while also reinforcing the importance of individual employee responsibilities.

### Apprenticeships and Training Providers

Apprentices can return to work at the same time as their co-workers. For specific concerns regarding the safe return to work for apprentices, there is information and support on <https://www.skillsdevelopmentscotland.co.uk/> and apprentices can speak to an advisor directly on 0800 917 8000.

It is important to ensure there is a functioning training infrastructure to support economic recovery and the sustainability of apprenticeship programmes. For those Training Providers and assessors that are providing continuity of contracted services for apprentices, learners and employers in the workplace during the pandemic must adhere to the applicable sectoral guidance.

### Compliance

Employers should also put in place, with trade union or workforce representatives, robust local arrangements to monitor compliance with new operational arrangements. Remedial actions should flow from that monitoring, and be augmented by advice, guidance and support from external enforcement authorities.

It is vital for workers to have confidence in the steps being taken by their employers. Employers should look to establish processes to allow employee feedback on physical distancing and safety protocols, enabling employees to input on areas of concern and for employers to act upon these concerns.

A single point of contact has also been established for trade union or workforce representatives to help the Scottish Government understand how all COVID-19 workplace guidance is being implemented, and to help shape and refine that guidance based on the real experience of workers in the workplace. The mailbox can be contacted through [scottishtradeunioncovidenquiries@gov.scot](mailto:scottishtradeunioncovidenquiries@gov.scot).

This contact is not intended to be a reporting mechanism for potential breaches of legislation. To ensure appropriate enforcement action is taken when needed, any potential breaches of legal requirements must be raised with the Health and Safety Executive (HSE).

The regulator for health and safety at work, the Health and Safety Executive (HSE) is constantly applying their expertise to ensure people at work are protected, utilising the powers at their disposal under the Health and Safety at Work Act 1974. HSE is treating COVID-19 as a workplace health issue with regard to the protection of workers from infection. HSE can and will use the Health and Safety Work Act to ensure physical distancing in the workplace in relation to workers. HSE can be contacted by phone on 0300 003 1647 or online at [HSE contact form](#)

Where HSE identifies employers who are not taking action to comply with the relevant public health guidance to control COVID-19 health risks to workers, HSE will consider a range of actions to improve control of workplace risks including the provision of specific advice to employers through to issuing enforcement notices. These actions will be taken under existing health and safety law. A framework agreement between Police Scotland and local authorities supports the referral of complaints about lack of reasonable physical distancing at work

## NEXT STEPS

### Review and future development

This guidance extends until further notice. It sets out both our current advice and guidance for the manufacturing sector in helping to handle COVID-19, and it reflects the latest iteration of our route-map towards operating safely within overarching public health considerations.

We will continue to develop our plans to address the wider issues needed to support manufacturers to operate safely. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#) provides an indication of the order in which we will continue to carefully and gradually lift current restrictions. All of this will be evidence led.

Easing restrictions will not mean returning to how things were before the virus. Physical distancing, hand hygiene, and other critical behaviours will be essential in each area to ensure public and workforce confidence.

This guidance has been updated on 28 July and will continue to be reviewed as required in consultation with the sector's employers and unions. Please ensure you use the latest version.

It is for individual businesses in conjunction with trade union or workforce representatives to decide how best to successfully adopt and adapt guidance for their individual circumstances.

## RELATED GUIDANCE

### **Scottish Government advice and support**

[Summary of COVID-19](#) developments in Scotland

[COVID-19 Framework for Decision Making](#)

[Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#)

[Coronavirus \(COVID-19\): business and physical distancing guidance](#)

Further guidance on physical distancing can be found on [NHS inform](#).

Advice on substantive [support packages available for business and their employees](#)

COVID-19 information and [guidance for general \(non-healthcare\) settings](#)

[Test and Protect – advice for employers](#)

[Guidance for the construction sector](#) in Scotland

A list of [Scottish Procurement Policy Notes \(SPPNs\)](#) can be found on gov.scot. SPPN 4/2020 covers procurement related issues as a consequence of the COVID-19 outbreak.

SPPN 5/2020 sets out guidance for public bodies on options for payment to their suppliers to ensure service continuity during the current COVID-19 outbreak.

### **Legislation**

[Coronavirus \(Scotland\) Act 2020](#)

### **Fair Work during the COVID-19 crisis**

Please see our [Joint Statement with the STUC](#)

### **Other sources of COVID-19 information**

UK Government guidance on [working safely during COVID-19](#) in different workplaces

The [Health and Safety Executive](#) (HSE) have provided advice related to COVID-19

[Food Standards Scotland](#) provide guidance for food business operators and employees.

Further detailed guidance on security can be found at <https://www.cpni.gov.uk/staying-secure-during-covid-19-0> and <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>.

To contact Police Scotland for Protective Security advice, please contact your local Counter Terrorism Security Adviser:

North: [SCDCTSAberdeen@Scotland.pnn.police.uk](mailto:SCDCTSAberdeen@Scotland.pnn.police.uk)

East: [SCDCTSAEdinburgh@Scotland.pnn.police.uk](mailto:SCDCTSAEdinburgh@Scotland.pnn.police.uk)

West: [SCDCTSAGlasgow@Scotland.pnn.police.uk](mailto:SCDCTSAGlasgow@Scotland.pnn.police.uk)

# COVID-19 Manufacturing Sector Guidance

## OVERVIEW

This guidance is for manufacturing sites in Scotland. It came into effect on 26 May 2020, extending until further notice and applies to companies manufacturing in Scotland. In line with the requirement to regularly review this guidance, it has been reviewed and updated on 19 June, 7 July, 28 July, 20 August and 8 September 2020.

The guidance sets out the Scottish Government's expectations on the steps manufacturing businesses will take before and after reopening. This is provided as guidance only and does not amount to legal advice. Businesses may wish to seek their own advice to ensure compliance with all legal requirements.

We have worked with employers and trade unions from the manufacturing sector to ensure that this guidance is evidence-based, fair and ethical, clear and realistic. As each workplace is different it is for individual businesses to work with trade union or workforce representatives to determine how best to apply this guidance in their circumstances.

This guide is underpinned by a spirit of collaborative working between companies and their workforce. Throughout the term *companies and trade union or workforce representatives* is used in that context, recognising that companies have a legal responsibility to maintain workplace health and safety and must consult with the health and safety representative selected by a recognised trade union or, if there is not one, a representative chosen by workers. Companies cannot decide who the workforce representative will be.

This document is one of a set of documents about how to work safely in different types of workplace. This guidance is for use by manufacturing sites in Scotland. The original version set out our expectations on what manufacturers of all sizes and sub-sectors needed to consider as part of their ongoing operations or planning for restart. While all manufacturing could restart on 29 June, the principles in this guidance remain valid and it establishes a framework for ongoing action to ensure those workplaces continue to change and operate safely. The guidance emphasises in particular the importance of undertaking a robust and ongoing risk based assessment with full input from trade union or workforce representatives, and to keep all risk mitigation measures under regular review so that workplaces continue to feel, and be, safe.

Publication of this guidance reflects the changes set out by the introduction of Phase 2 of the route-map out of lockdown and remain current for the introduction of Phase 3 on 9 July. At this time, manufacturing businesses should be in restart mode, having used the previous iterations of this guidance to undertake preparatory work for ensuring physical distancing and enhanced hygiene measures, with a view to full restart on 29 June. It is important we collectively mitigate against a second surge in infection, which would cause further harm to our health, society and economy. To judge whether and when restrictions could be changed, we have considered a range of evidence on the progress of the pandemic in Scotland, using the principles set out in [Coronavirus \(COVID-19\): framework for decision making and our long-established commitment](#) to fair work, which was set in the context of the current crisis in a [joint](#)

[statement with the STUC](#) (which we have taken into account when developing this guidance).

Essential ongoing manufacturing has provided an invaluable source of good practice on adaptations made to working arrangements due to COVID-19 to ensure a safe place of work. This experience is taken into account in the remainder of this guidance, which sets out our minimum expectations across five key areas companies should have considered as part of their planning for a restart and ongoing production while minimising the transmission of the virus:

- Assessing risk; Involving the workforce in a risk based approach to a safer workplace;
- Workforce planning; Supporting those who should come to work, and those who should not;
- Operational guide and checklist; Changing the workplace environment to protect your workforce;
- Deliveries, distribution and visitors; protecting your workforce and those who come on-site;
- Training and compliance.

The regulator for health and safety at work is the Health and Safety Executive (HSE) who will utilise the powers under the Health and Safety at Work Act 1974 to ensure people at work are protected.

If you can suggest ways we can improve the guidance please contact the Advanced Manufacturing Policy Team at [MIDAMP@gov.scot](mailto:MIDAMP@gov.scot)

## WHERE WE ARE NOW

The First Minister announced that Scotland would be entering a lockdown on 23 March 2020. Under law, the Scottish Government must review that lockdown at least every three weeks. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#), was published on 21 May and sets out the phases by which we will aim to ease lockdown. They are gradual and incremental and will be matched with careful monitoring of the virus. As part of Phase 2 arrangements the Scottish Government confirmed that non-essential manufacturing could resume from 29 June.

Physical distancing duties are set out in regulation 4(1) of the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020. A person who is responsible for carrying on a business or providing a service must take **all reasonable measures**:

- to ensure that a distance of two metres is maintained between any persons on the premises (except between members of the same household or a carer and the person assisted by the carer),
- to ensure that they only admit people to its premises in sufficiently small numbers to make it possible to maintain that distance,
- to ensure that a distance of two metres is maintained between any person waiting to enter the premises (except between members of the same household or a carer and the person assisted by the carer).

Manufacturing is vital to the Scottish economy, accounting for over 180,000 jobs and contributing over half of Scottish exports and business expenditure on research and development. The work of Scotland's manufacturers and their workforces that are, and have been, involved in supporting essential sectors throughout this COVID-19 crises demonstrates the sector's innovation, skills and expertise. Manufacturing's commitment to keeping the country running is hugely appreciated, with particular praise due to companies who have scaled-up or repurposed to manufacture vital supplies for the health sector.

We want a strong manufacturing sector to help drive Scotland's economic recovery and future prosperity. Companies should therefore use this guidance to continue to inform engagement with trade union or workforce representatives to further develop and maintain workplace specific plans as the sector moves into restarting, allowing sufficient time for that joint work. Plans should be fully developed, with measures put in place and tested where possible. They should have been implemented upon restart. Decisions on the phasing of a sector wide return for manufacturing have been made in line with the Route Map.

The Scottish Government has initiated a broad collaborative process to develop sectoral guidance which will underpin that managed transition and provide clarity and confidence to industry, employees and local communities, protect public health and concurrently optimise economic recovery. Aligned with that we continue to review and enhance testing and enforcement arrangements, and ensuring that the guidance is coherent and connected, recognising for example transport and other inter-dependencies.

We are working with the UK Government to align our approach and guidance, where possible and on the basis of scientific evidence on the levels of infection in Scotland. This guidance is intended to work alongside UK Government guidance and aims to assist employers, businesses and their workforce ensure a safe working environment and readers will recognise consistent themes within this guidance with the UK Government's [Working Safely during Covid-19](#) publications.

This guidance should be read in conjunction with the Scottish Government's [business and physical distancing guidance](#), which still applies.

### Business Support

There has been an unprecedented package of support announced from both the Scottish and UK Governments to support businesses which includes retailers. This support should help many employers preserve their business, maintain jobs and pay their workers throughout this crisis. Information on this support is available through [findbusinesssupport.gov.scot](http://findbusinesssupport.gov.scot). We urge all businesses to make use of this. In the event of closures for manufacturing premises all available support measures must be utilised to protect the jobs and incomes of workers.

# ASSESSING RISK

## Involving the workforce in a risk based approach

As a minimum we expect:

- **A risk based approach to be followed to protect health and safety of employees and ensure the longer-term economic viability of the business; and**
- **Employees to be fully engaged in that process, through trade union or workforce representatives**

### Joint working

This guidance has been developed in collaboration with industry and trade unions on the basis that both have essential roles to play in planning safe operations for restart. Companies that have successfully been able to maintain or increase production of essential goods during the COVID-19 crisis have highlighted the importance of joint working. Protecting the health of employees has been at the heart of this joint approach, which is fundamental to establishing shared confidence around the safety of returning to places of work and supporting a recovery in productivity. Use of the accompanying [operational checklist](#) should aid this process, though the specific circumstances of individual businesses needs to be considered.

### Implementation Phases

Manufacturing businesses and employees are familiar with a risk based approach to managing work and onsite activity. Carrying out a robust risk assessment with full workforce involvement (of recognised trade union safety representatives or relevant employee safety representatives) will identify the practical measures that can be put in place to minimise the spread of the virus at a workplace level. The assessment should include a phased implementation timetable, structured broadly as follows:

1. <b>Planning</b> – Plans to operate a workplace should be developed in consultation with the workforce and updated on an ongoing basis. That planning must be based around risk assessments and safe systems of work - <a href="#">physical distancing</a> , <a href="#">hand washing</a> , and fair work principles and be designed to enable safe operation that allows the business to trade while protecting employee health and well-being.
2. <b>Preparation</b> – Physical distancing and hygiene measures require work to be carried out before a restart – for example screens, one-way systems, 2- metre zones, canteen re-arrangement, PPE provision, hand sanitisers etc. Then briefings and inductions into the new ways of working. These all take time and require resourcing and commitment.
3. <b>Pilots</b> – experience confirms the value of trialling the new way of working before a fuller restart or scale-up of activity is attempted, so a limited-scale pilot to test systems, find weaknesses and make improvements is essential.

### Dynamic assessment

A risk assessment or adoption of mitigation measures should not be a one-off exercise, rather part of a regular and ongoing dialogue and feedback loop between employers and trade union or workforce representatives to identify what measures are working, where refinements are possible and any gaps remaining. Reviews of measures and risks should be frequent, with daily assessments of progress initially not unusual. The open and ongoing engagement between trade union or workforce representatives should enable adjustments to be made quickly and smoothly at the relevant stage, including potentially tightening workplace restrictions or reducing numbers onsite if the dynamic risk assessments indicate this is necessary.

### Implementing physical distancing measures across **ALL** areas of the business

COVID-19 is a new risk that must be incorporated into workplace risk assessments, and employers must therefore carry out a COVID-19 risk assessment if they have not already done so. It is critical that risk assessments cover **all** parts of the business where there may be a risk of COVID-19 transmission between staff and/or customers.

It is therefore important for all staff to understand that these risks do not apply only to production areas. Careful consideration must also be given to other parts of the workplace where there is scope for people to congregate in groups and physical distancing and hygiene measures will be needed to prevent the virus from spreading.

Employers will need to assess the high risk areas that apply to their own circumstances, taking account of arrangements for transporting staff to the workplace, and communal spaces on site such as toilet facilities, staff and changing rooms, canteens, smoking areas and hygiene stations. These are all areas where there are opportunities for staff to congregate and it is therefore essential for employers to ensure these are considered in the development of plans for controlling the spread of COVID-19.

### Utilising expertise

Companies should ensure their health and safety professionals and representatives have the skills, training and knowledge to understand the risks associated with Covid-19. Where companies and their workforce do not have access to these skills in-house they should together explore external support options to put in place appropriate mitigation measures, for example through their trade association, health and safety consultancies or trade union health and safety representatives. All can help companies understand the risks associated with different activities and situations within individual companies and offer the support managers and workers may require.

### Understanding the risks, building confidence and supporting wellbeing

Returning workers may have some level of apprehension about how safe they may be and they may require reassurance and demonstration that measures recommended in workplace risk assessments have been put in place to ensure safety. Employers should ensure that communication with staff on COVID-19 risks and measures for preventing transmission are refreshed to take account of any updates to guidance and ensure levels of knowledge and understanding are maintained and that messages are not becoming stale. Updates should be provided at team meetings (weekly is

suggested), and reinforced through all available channels for staff communications (e.g. TV screens/digital signage, intranet and newsletters).

Language is a critical factor when communicating with employees the importance of COVID-19 controls. **It is important to ensure language is not a barrier.** Simple, clear messaging should be used to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language and those with protected characteristics such as visual impairments. [Posters, leaflets and other materials](#) are available online which can be used to reinforce these messages throughout the workplace. [NHS Inform](#) also provides general advice on COVID-19 in a range of translated formats which will help to support employees for whom English is not their first language.

A clear message from employers and trade unions is that building and maintaining employee confidence is vitally important and a challenge that should not be underestimated.

# WORKFORCE PLANNING

Supporting those who should come to work, and those who should not

As a minimum we expect:

- **Working from home to continue, where possible;**
- **Health factors to be considered in any phasing of who returns to work, with employees living in vulnerable or shielded households only expected to return when new safe working environment measures have been implemented and a return to onsite work is consistent with individual medical advice;**
- **New manufacturing arrangements to be tested and modified through collaboration between employers and employees; and**
- **Companies to take travel to work and childcare considerations into account in decisions around a phased restart.**

## Continue Home Working

Minimising the spread of the virus will remain important in ensuring the overall protection of public health. Therefore, a safe return to work should assume that those able to work from home will continue to do so. Only the minimum number of people needed should be on site to operate safely and effectively, with a phased return necessary for many businesses. Home-working should be the default, where possible.

## Pilot measures

As implementing new enhanced safety measures may take time to embed, it is good practice to pilot measures, either within part of a facility and / or with a proportion of the workforce at lower risk from the virus, before rolling out across the workplace as a whole. Travel to work and childcare considerations for individual employees should be taken into account by companies, in discussion with trade unions or employee representatives, before deciding which individuals to involve in pilots and/or a phased restart.

## Employee health and well-being

Employers should ensure the organisation culture is inclusive, with the aim that every employee should feel that they have returned to a supportive, caring and safe environment. The pandemic has had an unequal impact across the workforce, as different employee groups, and individuals, will have been affected in diverse ways according to factors such as their job role, and demographic/personal circumstances. Therefore, it is important organisations foster a fair and inclusive working environment that does not tolerate discrimination. There is also a risk of victimisation of those infected, suspected, or more vulnerable to COVID-19, which should be addressed. The following guides from the Health and Safety Executive provide useful sources of information:

- [Working safely during the coronavirus outbreak - a short guide](#)

- [Talking with your workers about working safely during the coronavirus outbreak](#)

There are other issues that employers need to consider to ensure workplaces are inclusive. The [Equality and Human Rights Commission](#) have updated their guidance for employers to make it more relevant to decisions about return to work. They can also provide advice on a range of issues such as non-discrimination, communication with employees on equality issues, adjustments for disabled people, support for pregnant employees, flexible working for those with caring responsibilities, support for employees affected by domestic abuse, how to deal with harassment at work, and mental health issues. Close the Gap, through their *Think Business Think Equality* toolkit, have produced guidance on [employers supporting employees affected by domestic abuse](#) during the pandemic and a more [general online self-assessment resource for employers on domestic abuse](#). The [RNIB](#) also provide information on employing partially sighted and blind workers during COVID, and a COVID risk assessment tool

Individual health circumstances and [protected characteristics](#) should be an on-going consideration and discussion with employees after a return to work. This should recognise the protective measures required to minimise health risks to vulnerable or shielded workers or those living in vulnerable or shielded households, exploring whenever possible how these staff can work from home. Consideration of health circumstances and protected characteristics should be given to this as part of the risk assessment process. Permission should be sought from individuals before collecting any information on health conditions of those within their household.

Planning may have identified that ongoing physical distancing measures required to reduce the spread of the virus mean the number of employees able to be accommodated safely in the workplace is limited. The workforce may have questions or concerns after returning to work. Companies are encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating, if appropriate. If able to work from home, employees should continue to do so after a period of self-isolation has ended.

Pay for workers who are sheltering, self-isolating, sick or balancing care responsibilities is likely to be a source of concern for employees. Companies should work with trade union or workforce representatives to provide ongoing guidance to workforces on processes and support for individuals affected by these issues. Again opportunities to facilitate home working where feasible should be actively pursued and maintained.

Companies should also acknowledge the range of factors likely to cause stress or anxiety amongst employees, ranging from living with lockdown arrangements to concerns about travel, schools, caring responsibilities and relatives impacted by the virus, amongst others. This may have implications for mental health with managers encouraged to be conscious of how these factors may impact on the well-being of individual staff members. Companies and trade union or workforce representatives should be alert to this and direct anyone experiencing mental health issues towards available support.

[Information for people who previously had to shield](#)

As the number of cases of COVID-19 in Scotland have fallen significantly, from 31 July we have been able to amend our advice. We have paused the advice that those who were identified as being at highest risk of the virus should shield. This means those who were shielding can go back to workplaces where they cannot work from home. Their employer should support them to do so safely and ensure they can stringently follow public health guidance around physical distancing and hygiene.

There may be the requirement to revert back to some level of shielding in the future at either a national or local level if the number of cases rise again. Those who previously had to shield will be kept informed of any relevant health advice if things do change. You can also keep up to date with the most recent advice at [Coronavirus \(COVID-19\): shielding advice and support](#). This guidance contains a specific section on returning to work.

### Test and Protect

Test and Protect, Scotland's approach to implementing the 'test, trace, isolate, support' strategy is a public health measure designed to break chains of transmission of Coronavirus (COVID-19) in the community.

The NHS will test people who have symptoms, trace people who may have become infected by spending time in close contact with someone who tests positive, and then support those close contacts to self-isolate. That means if they have the virus they are less likely to pass it on to others. Organisations will play a vital role in ensuring that their workers are aware of and able to follow the public health advice.

Organisations should follow public health guidance if a worker becomes unwell with coronavirus symptoms at work, see further information below. The person should leave work to self-isolate straight away and, if possible, wear a face covering on route and avoid public transport.

Organisations should direct workers to NHS Inform or, if they can't get online, call 0800 028 2816, to arrange to get tested.

Until they have been tested and told if it is safe to leave home, organisations should make sure that staff do not have to, or feel that they have to, come in to work. Workers can request an isolation note through NHS Inform.

People who have tested positive for the virus will need to self-isolate for a minimum of 10 days. NHS contact tracers will interview them and get in touch with people they have been in close contact with, and tell them they must self-isolate for 14 days. If organisations are informed by a contact tracer that they should isolate, organisations should help them to do so straight away. They may feel well, as the virus could still be incubating when they are asked to isolate. Some people who are asked to isolate may not become unwell, but they must stay at home and self-isolate for the full 14 days. Organisations can ask them to work from home if they are able to and they are not unwell. Organisations should not ask someone isolating to come into work before their period of isolation is complete, in any circumstances.

In order to support Test and Protect, it is important that employers have clear and robust records of staff working on each shift, the make-up of teams and details of any visitors to the site, in case of need to contact trace. **It is advisable for employers to identify a single point of contact to act as liaison with Health Protection Teams for any matters relating to Test and Protect, reporting potential outbreaks and seeking advice on matters relating to COVID-19 illness in the workforce.**

Where Infection Prevention Control measures have been utilised such as protective screen or use of PPE the contact tracer will conduct a risk assessment to identify contacts at risk. The priority is to public health in order to break the chain of transmission of COVID-19.

See Scottish Test and Protect website and NHS Inform for further health advice and information including on duration of self-isolation.

### Outbreak Management

Organisations should suspect an outbreak if there is either:

- Two or more linked cases (confirmed or suspected) of COVID-19 in a setting within 14 days - where cross transmission has been identified; or
- An increase in staff absence rates, in a setting, due to suspected or confirmed cases of COVID-19.

If an organisation suspects a COVID-19 outbreak, they should immediately inform their local NHS board Health Protection Team (HPT). The organisation may be then contacted by them, as they may get information from NHS Test & Protect or other sources.

In the event of an outbreak:

- Continue to follow 'General Guidelines' to reduce risk, as detailed above.
- The local Health Protection Team will undertake a risk assessment and conduct a rapid investigation. They will advise on the most appropriate action to take.
- Staff who have had close contact with case(s) will be asked to self-isolate at home. In some cases, a larger number of other staff may be asked to self-isolate at home as a precautionary measure. Where settings are observing guidance on infection prevention and control, which will reduce risk of transmission, the local health protection team will take this into account in determining whether closure of the whole setting will be necessary.
- Depending on the risk assessment outcome, the Health Protection Team may establish an Incident Management Team (IMT) to help manage the situation.
- The Incident Management Team will lead the Public Health response and investigations, and work with the organisation to put appropriate interventions in place.

To control an outbreak the Health Protection Team and Incident Management Team will work with the organisation to put appropriate interventions in place. These will generally include ensuring that the preventive measures described in 'General guidelines to prevent spread of COVID-19' (detailed above) are fully implemented. Other measures may include:

- Cleaning in the setting: for cleaning and waste management, refer to guidance on cleaning in non-healthcare settings <https://www.hps.scot.nhs.uk/web-resources-container/covid-19-guidance-for-non-healthcare-settings/> for maintaining hygiene.
- Consider wider testing of affected population and staff:
- Information: ensure that staff (and other relevant people) are aware of what has happened and the actions being taken.
- Closure: may be done following advice from the Health Protection Team and Incident Management Team or the business may make their own decision on closure ahead of this advice as a precaution or for business continuity reasons

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

# OPERATIONAL GUIDE AND CHECKLIST

## Changing the workplace environment to protect your workforce

As a minimum we expect:

- **Enhanced health and safety measures to be in place upon return to work, including physical distancing guidance and hygiene measures, generally and at bottleneck situations; and**
- **Safe travel to work arrangements to be considered as part of a risk assessment, with any relevant adjustments adopted.**

### Safe workplace planning and communications

It is vital steps are taken to ensure a safe working environment and related workforce confidence. This is best done through early, regular and ongoing engagement between companies and trade union or workforce representatives. As it will take time to complete the necessary risk assessment, identify the relevant mitigation measures and put those measures in place, the engagement between employers, trade union or workforce representatives should have started well before a planned production restart date (or ramp-up where production of essential goods has continued at less than full capacity).

It is important everyone understands the measures taken to establish the safe working environment as this is likely to have a significant impact on workforce confidence. Being and feeling safe will play an integral role in supporting a recovery in productivity levels.

### Enhanced hygiene

Enhanced hygiene measures should be a key plank of workplace-specific measures to create a safe working environment, including for example:

- sanitiser and hand-washing facilities at key points, including on entry and exit points
- additional sanitiser and handwash facilities around communal areas.
- regular cleaning of work equipment and work stations including considering how often and where deep cleans may be required.
- Minimising the use of touchpoints throughout buildings, including exploring where possible how digital processes or systems may replace the need for face to face discussion.

### Physical distancing

Physical distancing is the other key plank of workplace-specific measures to create a safe working environment. Factors companies should have considered include:

- Facility layout and signage with clear marking of two metre boundaries around the workplace and workstations and signage which reinforces expectations of employees at relevant points. (As English may not be the first language for everyone onsite companies should consider how best to use visual material to reinforce messages).
- Limiting access to parts of the workplace required by an individual to do their job as this will limit the chances for interaction with others.

- Staggering entry and exit times to prevent bottlenecks arising as people arrive or leave.
- Staggering break times and adjusting canteen arrangements to reduce opportunities for larger numbers of staff to interact on a face to face basis.
- Splitting the workforce into specific teams to avoid cross-team contamination and provide a level of operational resilience in case someone in one team develops COVID-19 symptoms.
- Considering opportunities to introduce additional technology support and systems to assist in managing the safe working practices and in particular physical distancing.

### Shift Patterns

Companies may develop or implement plans to change shift patterns to both protect the workforce and optimise productive capacity. This could include considering opportunities to reduce the need for travel at peak times and opportunities for flexible working patterns. While this might help boost production it requires proper negotiation with trade union or workforce representatives if it involves a change in employee terms and conditions.

### Dealing with emergencies

Protocols for dealing with emergencies, evacuations and accidents will be impacted by the need to maintain physical distancing, while individuals who would normally lead or coordinate site responses in such situations may be amongst those working from home. Emergency, evacuation and accident response processes therefore should have been considered to ensure effective arrangements are in place. Everyone onsite should be familiar with new processes.

### Travel to Work

Health Protection Scotland (HPS) have provided [COVID-19 information and guidance for general \(non-healthcare\) settings](#), which reiterates that people should not travel if they exhibit any COVID-19 symptoms. The HPS advice and any subsequent safe travelling advice outlined in [Transport Scotland's Transition Plan](#), which [sets out guidance on travel and transportation](#), should be factored into company decisions on returning to work.

All arrangements for those staff who need to travel to work should be reviewed and consideration given to the need for additional measures to ensure these staff are able to maintain physical distancing when using public or private transport and are applying effective hand hygiene before and after journeys. For employees who live a reasonable distance from their workplace, the best and advised option is to walk or cycle.

Employers currently offering staff transport may need to re-schedule trips or offer an enhanced service to facilitate appropriate physical distancing. In light of the requirements, managers should also discuss with staff the need to review other travel arrangements, such as car sharing.

Employees should be encouraged to avoid shared transport but in situations where this is unavoidable:

- Encourage arrangements which ensure the number of workers in each vehicle is kept to a minimum, for example by organising more trips with fewer people in each vehicle.
- Where possible, restrict car sharing to groups of people who use the same work area.
- All employees should be advised to wear face coverings in shared vehicles (as required when using public transport).
- Vehicles should be well ventilated (i.e. by keeping the windows open), and passengers should face away from each other wherever possible.
- All employees should be instructed not to use shared transport if they are displaying symptoms of COVID-19 and should stay at home and follow government guidance on self-isolation. Encourage drivers or designated persons to check employees prior to boarding vehicles to ensure those who have suspected symptoms do not travel.
- Shared vehicles, including minibuses, should be cleaned regularly using gloves, with particular emphasis on handles and other areas where passengers may touch surfaces.

### Personal Protective Equipment

The HPS guidance also offers advice on the use of PPE, confirming workplaces should use PPE consistent with local policies and in line with measures justified by a risk assessment.

Both the Scottish Government and the Health and Safety Executive (HSE) recommend a risk based approach focused on a hierarchy of control which seeks to eliminate risks, combat risks at source, adapt workplaces to individual needs, ensure adequate staff training around processes to manage the risk and then use PPE where required. Where PPE is deemed necessary, an adequate supply and quality must be maintained which is provided free of charge to workers and which must fit properly.

### Legionella Testing

There is an increased risk of Legionnaire's Disease when buildings have been out of use, or not running at full capacity. This is because water systems may become stagnant when not in use, increasing the risk of legionella within water supplies. Many public and office buildings have been closed during the COVID-19 crisis, making legionella a legitimate concern as lockdown restrictions are eased.

The Health and Safety Executive have published advice on the risk of Legionella in buildings which are closed or running with reduced occupancy during the COVID-19 crisis. This can be found on the Royal Environmental Health Institute of Scotland (REHIS) website at <https://rehis.com/story/legionella-risks-during-coronavirus-outbreak>

Building owners or operators should undertake a health and safety check of buildings, and deep cleaning prior to reopening where necessary, to mitigate risks. More information can be found on the HSE website at this [link](#)

### Security

The interpretation and use of any guidance should be considered in line with normal protective security operations and practices. Organisations should consult with and involve their security departments in the interpretation and implementation of the guidance. In particular, security should be considered in any revised risk assessment

Under no circumstances is it advised to remove, or alter, or reduce existing protective security measures without providing clear recommendations (e.g. from the National Technical Authority/police CT specialists) on how to maintain effective protective security.

This should extend to measures not primarily intended to provide a protective security benefit, but nonetheless doing so, for example removal of street furniture that could make moving or queueing pedestrians more vulnerable to vehicle-as-a-weapon attacks. Security staff should remain focused on security duties. Where COVID-19 creates additional staffing requirements, e.g. for queue management employers should ensure additional suitable staff resource is made available. Employers should ensure security staff feel safe, e.g. having access to appropriate PPE and hand-washing facilities, and that they are able and confident to raise any concerns

Further detailed guidance on security can be found [here](#) and [here](#).

### COVID symptoms within the workplace

The virus is expected to remain in the population for some time, even after lockdown restrictions have been eased and people begin to return to work. This will cause anxiety for people who will also want to understand how any outbreaks in the workplace will be handled. The approach of employers should be consistent with the guidance available [here](#). As part of risk assessments companies should explore with trade union or workforce representatives how to respond should anyone develop symptoms while at work, including whether it is possible to identify any particular parts of the site the individual may have accessed or equipment used while symptomatic. As part of this consideration should be given how best to monitor health of all individuals in a workplace.

Employees have a responsibility to ensure they adhere to overall [COVID-19 advice](#) which says people with symptoms should remain at home and self-isolate. Companies and employees should remain in regular communication throughout any period of self-isolation with companies encouraged to work with trade union or workforce representatives to enable individuals to work from home while self-isolating if appropriate.

### Safe home working

Home working will be new to many and may have been implemented at pace, without normal health and safety planning to ensure people have suitable working arrangements and equipment. Companies should consider that, and how to best support working from home (for example, provision of laptops, mobile phones, video conferencing services etc). Advice on home working can be found at <https://www.hse.gov.uk/msd/dse/> and the Scottish Government guidance to support the continuation of homeworking is [here](#).

### Checklist

A [checklist](#) to support companies implement this guidance has now been developed. The actions in the checklist should be fully considered and implemented where possible as part of procedures to ensure a safe workplace. Organisations who wish to increase workforce or public confidence are encouraged to display the checklist to help to communicate actions being implemented or undertaken.

# DELIVERIES, DISTRIBUTION AND VISITORS

## Protecting your workforce and those who come on-site

As a minimum we expect companies :

- **to provide early clarity to their supply chain about honouring of orders in the system, linked to new production capacity and consumer demand/contracts; and**
- **to treat all site visitors including contractors, suppliers and those making deliveries, as if they were employees, ensuring they are offered the same protections and are expected to follow the same rules.**

### Early supplier engagement

The global nature of COVID-19 means it may have impacted on both current demand for some goods manufactured in Scotland and on normal supply chain relationships. Early engagement and continuing conversations with suppliers is recommended to understand how well placed suppliers can provide inputs at the level required to meet a company's expected demand after restarting production. This should include considering any additional logistical issues associated with the current functioning of international supply networks.

During the COVID-19 pandemic minimising pressures on supply chains is paramount to ensure that suppliers at risk are better able to cope with the current crisis and ensure service continuity and delivery during and after the outbreak. Companies are encouraged to work with suppliers to understand the specific pressures they face and identify potential solutions on a case-by-case basis, including providing early clarity on the treatment of existing orders.

### Site visitors

Many sites, especially larger sites, may normally have a number of contractors and visitors not employed by the company running the site. This presents increased risk of virus transmission if people do not adhere to the same interpretation of rules. To address this risk companies should consider limiting site access to those who need to be there for safe operation, ensuring safe working practices and production related activities and implementing a permit to work system for contractors and external visitors who still need to access the site. This should set out requirements for how everyone behaves on a site including entering and leaving the site, clarifying responsibilities for all around maintaining good hygiene and physical distancing.

Drivers accessing and leaving sites present another challenge and potential source of interaction or transmission to manage. Companies manufacturing essential goods like food manufacturers can provide good practice advice based on experience of continuing to operate at the current time. Measures introduced to maintain a safe working environment onsite, developed with suppliers and delivery companies has included looking to remove the need for documentation to change hands where possible by adopting electronic processes as well as reducing access to contact points by requiring drivers to remain in vehicles or providing access to facilities like toilets

which are only for external visitors, therefore avoiding risks of cross contamination to or from the manufacturing company's staff.

## TRAINING AND COMPLIANCE

As a minimum we expect:

- **Training around processes and working environment expectations to be provided for all staff returning to work; and**
- **Companies to establish measures, in collaboration with trade union or workforce representatives to monitor compliance with relevant regulations and processes put in place to enable a safe return to production.**

### Workforce training

Every workplace should look and feel substantially different for employees. Physical distancing and enhanced hygiene will change how workplaces operate. Training will therefore be essential to build a common understanding of requirements within the new working norm, instilling confidence that changes put in place contribute to a safe workplace.

Training methods should ensure effective delivery of relevant overarching and company specific measures and expectations of staff while onsite, in a way which maintains physical distancing. Companies should consider, as part of their risk based planning, how training can be safely delivered, especially if elements are normally outsourced to third parties. Visual aids may be required as part of the training and for ongoing guidance and communications. Some companies involved with the manufacture of essential goods have initiated a universal induction process covering their new, enhanced hygiene and physical distancing measures. This induction process can help demonstrate companies are taking the COVID-19 risks seriously, building confidence amongst the workforce that they are operating in a safe workplace while also reinforcing the importance of individual employee responsibilities.

### Apprenticeships and Training Providers

Apprentices can return to work at the same time as their co-workers. For specific concerns regarding the safe return to work for apprentices, there is information and support on <https://www.skillsdevelopmentscotland.co.uk/> and apprentices can speak to an advisor directly on 0800 917 8000.

It is important to ensure there is a functioning training infrastructure to support economic recovery and the sustainability of apprenticeship programmes. For those Training Providers and assessors that are providing continuity of contracted services for apprentices, learners and employers in the workplace during the pandemic must adhere to the applicable sectoral guidance.

### Compliance

Employers should also put in place, with trade union or workforce representatives, robust local arrangements to monitor compliance with new operational arrangements. Remedial actions should flow from that monitoring, and be augmented by advice, guidance and support from external enforcement authorities.

It is vital for workers to have confidence in the steps being taken by their employers. Employers should look to establish processes to allow employee feedback on physical distancing and safety protocols, enabling employees to input on areas of concern and for employers to act upon these concerns.

A single point of contact has also been established for trade union or workforce representatives to help the Scottish Government understand how all COVID-19 workplace guidance is being implemented, and to help shape and refine that guidance based on the real experience of workers in the workplace. The mailbox can be contacted through [scottishtradeunioncovidenquiries@gov.scot](mailto:scottishtradeunioncovidenquiries@gov.scot).

This contact is not intended to be a reporting mechanism for potential breaches of legislation. To ensure appropriate enforcement action is taken when needed, any potential breaches of legal requirements must be raised with the Health and Safety Executive (HSE).

The regulator for health and safety at work, the Health and Safety Executive (HSE) is constantly applying their expertise to ensure people at work are protected, utilising the powers at their disposal under the Health and Safety at Work Act 1974. HSE is treating COVID-19 as a workplace health issue with regard to the protection of workers from infection. HSE can and will use the Health and Safety Work Act to ensure physical distancing in the workplace in relation to workers. HSE can be contacted by phone on 0300 003 1647 or online at [HSE contact form](#)

Where HSE identifies employers who are not taking action to comply with the relevant public health guidance to control COVID-19 health risks to workers, HSE will consider a range of actions to improve control of workplace risks including the provision of specific advice to employers through to issuing enforcement notices. These actions will be taken under existing health and safety law. A framework agreement between Police Scotland and local authorities supports the referral of complaints about lack of reasonable physical distancing at work

## NEXT STEPS

### Review and future development

This guidance extends until further notice. It sets out both our current advice and guidance for the manufacturing sector in helping to handle COVID-19, and it reflects the latest iteration of our route-map towards operating safely within overarching public health considerations.

We will continue to develop our plans to address the wider issues needed to support manufacturers to operate safely. The [Coronavirus \(COVID-19\): framework for decision making – Scotland's route map through and out of the crisis](#) provides an indication of the order in which we will continue to carefully and gradually lift current restrictions. All of this will be evidence led.

Easing restrictions will not mean returning to how things were before the virus. Physical distancing, hand hygiene, and other critical behaviours will be essential in each area to ensure public and workforce confidence.

This guidance has been reviewed on 8 September and will continue to be reviewed as required in consultation with the sector's employers and unions. Please ensure you use the latest version.

It is for individual businesses in conjunction with trade union or workforce representatives to decide how best to successfully adopt and adapt guidance for their individual circumstances.

## RELATED GUIDANCE

### **Scottish Government advice and support**

[Summary of COVID-19](#) developments in Scotland

[COVID-19 Framework for Decision Making](#)

[Coronavirus \(COVID-19\): framework for decision making – Scotland’s route map through and out of the crisis](#)

[Coronavirus \(COVID-19\): business and physical distancing guidance](#)

Further guidance on physical distancing can be found on [NHS inform](#).

Advice on substantive [support packages available for business and their employees](#)

COVID-19 information and [guidance for general \(non-healthcare\)](#) settings

[Test and Protect – advice for employers](#)

[Guidance for the construction sector](#) in Scotland

A list of [Scottish Procurement Policy Notes \(SPPNs\)](#) can be found on gov.scot. SPPN 4/2020 covers procurement related issues as a consequence of the COVID-19 outbreak.

SPPN 5/2020 sets out guidance for public bodies on options for payment to their suppliers to ensure service continuity during the current COVID-19 outbreak.

### **Legislation**

[Coronavirus \(Scotland\) Act 2020](#)

### **Fair Work during the COVID-19 crisis**

Please see our [Joint Statement with the STUC](#)

### **Other sources of COVID-19 information**

UK Government guidance on [working safely during COVID-19](#) in different workplaces

The [Health and Safety Executive](#) (HSE) have provided advice related to COVID-19

[Food Standards Scotland](#) provide guidance for food business operators and employees.

Further detailed guidance on security can be found at <https://www.cpni.gov.uk/staying-secure-during-covid-19-0> and <https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>.

To contact Police Scotland for Protective Security advice, please contact your local Counter Terrorism Security Adviser:

North: [SCDCTSAberdeen@Scotland.pnn.police.uk](mailto:SCDCTSAberdeen@Scotland.pnn.police.uk)  
East: [SCDCTSAEdinburgh@Scotland.pnn.police.uk](mailto:SCDCTSAEdinburgh@Scotland.pnn.police.uk)  
West: [SCDCTSAGlasgow@Scotland.pnn.police.uk](mailto:SCDCTSAGlasgow@Scotland.pnn.police.uk)