
Title:	COVID-19: health and safety risks to TfL staff
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SHE review	Marian Kelly, Head of SHE LU & Professional Services

1. Introduction

As part of our response to the COVID-19 pandemic, we have had to change the way our teams work. TfL plays a key role in providing a safe and reliable transport service for London and many of our people have continued to come to work to provide this service for key workers in London.

In order to protect our people from exposure to the virus, a significant proportion of our teams started to work at home from 17 March 2020 following the Government advice. At times, we have had almost 15,000 staff working from home each day. This action has helped protect their health. Since then TfL have followed the government guidance to work from home where required or to return to work.

For those who couldn't work at home, we took action to make sure that we worked to the Public Health England guidance on social distancing, on protecting those who might have the COVID-19 symptoms and those who are vulnerable. Plans were put in place to manage the risks of spreading/catching COVID-19. We adapted these mitigation plans as the situation changed and/or as the Government guidance changed.

We know that returning to the office, together with the unusual circumstance of working from home for an extended period of time, can impact on the physical and mental health of our people. It is important to give our people the right tools and support to look after their health, safety and wellbeing while adapting the way we work. We have provided our teams with resources to help them during this time, including:

- access to a free and confidential Employee Assistance Program (EAP) support service which is available 24/7-365 days a year;
- access to qualified counsellors at any time of day or night;
- launching two new e-learning programmes on the 18th May (including [Mental Health Awareness at Work](#) and [Managing Mental Health at Work](#));
- running twice weekly virtual mindfulness sessions;
- running group online sessions for employees to manage stress and anxiety;
- running group online sessions for managers on supporting the mental health of the team during COVID-19;
- sharing information, self-help tools and resources on "Taking care of yourself" on the [SharePoint Coronavirus site](#).

2. Risk assessment: scope and affected employees

This document sets out the health and safety risks to TfL staff, specifically staff in the TfL Professional Services teams, Engineering teams, Commercial Development and RfLI teams and office-based staff in the London Underground, Surface and Major Projects Directorate teams. All other TfL risk assessments are here (including visits to depots, project sites and other operational facilities): <https://transportforlondon.sharepoint.com/sites/hse/SitePages/Covid-19-Risk-Assessments.aspx>

The specific risks which have been considered are:

- Biological health hazard of contact with COVID-19 leading to staff illness or death;
- Physical and mental health risks
- Display Screen Equipment risks
- Risks in exposure to COVID-19 associated with returning to TfL buildings after a period of working from home

The actions we will take to manage these risks are set out in this risk assessment.

TfL will update workplace risk assessments on an ongoing basis and consider the recommendations in the Guidance. To carry out a suitable and sufficient risk assessment, TfL should consider the different ways the virus can spread – taking into account that the main way of spreading COVID-19 is through close contact with an infected person - and put in place measures to reduce the risk of each of those different ways, as suggested in the Guidance. TfL will also consider whether any reasonable adjustments need to be made to such measures for staff and customers with disabilities.

Where specific TfL teams require specific local risk assessments to address local risks, these will be developed by the local manager with appropriate staff engagement and consultation. Risks and controls to LU and Surface operational staff are documented in the LU and Surface risk assessments. Risks (and controls) for those who interface with projects on site will be considered as the Project Restart plans are developed.

Palestra, Pier Walk and Endeavour Square offices have re-opened and space has been allocated to every directorate. As plans are firmed up, they will be shared and communicated appropriately (including allowing adequate time for consultation). The TfL plans will reflect the Government's guidance on providing a safe working environment, particularly the guidance on working in offices and contact centres: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/offices-and-contact-centres>

The risks identified, appropriate mitigation and accountable people are summarised within the Risk Table provided in **Appendix 1**. Appropriate mitigations have been identified using the Government COVID-19 guidance documents and professional advice from TfL's SHE and medical professionals.

This risk assessment considers the responses from the anonymous survey which was sent to TfL Staff Network Groups in April/May 2020. The relevant aspects to this risk assessment have been considered and are included **Appendix 2**.

This risk assessment covers the risks to those directly employed by TfL/LU. Where other workers, e.g. contractors or agency workers, are engaged by TfL, TfL will ensure that appropriate information is communicated with those individuals to ensure they understand the controls that TfL has put in place and how they apply to them. This will include maintenance, catering, security and cleaning colleagues.

In addition to this we have further considered the guidance and evidence of the COVID mutation and re-evaluated this risk assessment to ensure that we are confident that the mitigations remain adequate.

3. Communication of the output of this risk assessment

The output of this risk assessment should be shared widely with the relevant TfL teams to ensure that they understand the risks and how those risks are being controlled (through TfL's actions and each individual's actions).

4. Reoccupation of TfL's head office buildings

In the Spring/Summer of 2021, TfL considered carefully how to approach our reoccupation of head office buildings. We implemented a gradual office return from 17 August 2021, initially at 25% desk capacity which was increased to 50% capacity following a 6-week review. In December 2021 a further working from home order from the government was received and the reoccupation was paused. Following Government confirmation of the work from home order lifting again, reoccupation recommenced on the 27th January 2022. Full reoccupation of the offices using a hybrid working method has been implemented from the 28th February 2022.

How have we prepared our offices for reoccupation?

Following the issue of the government guidance delivered on the 21st January 2022 (found [here](#)) the following processes have been reviewed to ensure that all offices are prepared for reoccupation. This includes:

Ventilation: in order to mitigate the risk of aerosol transmission, the Guidance recommends that adequate ventilation is provided. The majority of TfL offices are mechanically ventilated by centralised air handling systems, which are automatically controlled and fully monitored, with some including measurement of CO2 levels. Others have naturally ventilated openable windows and therefore ventilation should be adequate in all cases. Outdoor spaces should also be used where practical.

Enhanced cleaning: All our cleaning routines are fully aligned to Public Health England guidance, and we routinely clean frequently touched surfaces throughout the day using PHE approved cleaning materials.

Lateral Flow testing: Employees are encouraged to consider lateral flow tests regularly to manage risk to self and others if they are coming into work, as per government guidance.

Mask wearing: Clear guidance has been provided to TfL employees to ensure that masks are – encouraged to be worn whilst moving around the offices. These can be removed once at a desk.

5. Review of this risk assessment and the adequacy of the controls

This risk assessment should be reviewed regularly with the H&S reps committee to capture any changes in Government advice or TfL's approach, to add any COVID-19 risks which emerge in the coming weeks/months. This review should also consider the adequacy of the controls which TfL has in place.

Reviews have been undertaken as per the table below

Name of reviewer	Date reviewed
Charlie Bennett	13 th Jan 2021
Adrenne Read	3 rd August 2021
Charlie Bennett	24 th May 2021
Charlie Bennett	13 th July 2021
Charlie Bennett	29 th July 2021
Charlie Bennett	22 nd October 2021
Charlie Bennett	09 th December 2021
Charlie Bennett	20 th January 2022
Charlie Bennett	01 st March 2022

Appendix 1: COVID-19: health and safety risks to TfL staff

Risk	Mitigation	Risk (H/M/L)	Accountable Person
Risks associated with contact with COVID-19			
Biological health hazard—contact with COVID-19 leading to staff illness or death (for those working at home or who are still working in offices)	<ul style="list-style-type: none"> ▪ TfL will follow following Government and Public Health England advice which is reviewed regularly by TfL's Health & Wellbeing team. Appropriate elements of this guidance is shared, implemented and updated as required. ▪ Robust and effective cleaning regime (aimed at managing risks of COVID-19 transmission) in place across our estate ▪ Estates Management team to ensure Head Offices have Building Hazard Assessments which address COVID-19 risks ▪ Ventilation into the building should be optimised to ensure the maximum fresh air supply is provided to all areas of the facility wherever possible. Ventilation systems should provide a good supply of fresh air. ▪ Line managers to provide support and communication to teams. ▪ Regular reminders of support to our teams, e.g. line manager and colleague support, Employee Assistance Line, Human Resources, Health & Wellbeing COVID-19 phonenumber, email support, etc. ▪ Encourage the use of face coverings within lift's and crowded areas. ▪ Employees should be encouraged to wash hands and use hand sanitiser frequently 	Low	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p style="text-align: center;">SHE team Employee Communications team HR team Estates Management team</p>
Biological health hazard—contact with COVID-19 leading to staff illness or death – specifically for TfL employees who are vulnerable	<ul style="list-style-type: none"> ▪ TfL will provide support to clinically extremely vulnerable and clinically vulnerable members of staff by ensuring that we follow Government and Public Health England guidance for these categories including moving vulnerable members of the team to do lower risk activities where they have a lower chance of contracting COVID. ▪ TfL is following Government, NHS and Public Health England advice which is reviewed regularly by TfL's Safety Health & Wellbeing team. Guidance to managers and staff is implemented and updated as required. TfL's Health & Wellbeing team are providing extra support to those in our teams who are more vulnerable and to their managers ▪ Risk Assessment process for BAME and vulnerable colleagues has been implemented in TfL ▪ TfL will offer support to our teams, particularly around wellbeing and mental health, e.g. <ul style="list-style-type: none"> ▪ access to a free and confidential Employee Assistance Program (EAP) support service which is available 24/7-365 days a year; ▪ <u>Able Futures</u> mental health assistance programme ▪ access to qualified counsellors at any time of day or night; 	Low	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p style="text-align: center;">SHE team Employee Communications team HR team</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
	<ul style="list-style-type: none"> ▪ e-learning programmes (including <u>Mental Health Awareness at Work</u> and <u>Managing Mental Health at Work</u>); ▪ running twice weekly virtual mindfulness sessions; ▪ running group online sessions for employees to manage stress and anxiety; ▪ running group online sessions for managers on supporting the mental health of the team during COVID-19; ▪ sharing information, self-help tools and resources on “Taking care of yourself” on the <u>SharePoint Coronavirus site</u>. 		
<p>Biological health hazard—contact with COVID-19 leading to staff illness or death – specifically for TfL employees who are required to self-isolate</p>	<p>TfL have</p> <ul style="list-style-type: none"> ▪ put process in place to enable people to work from home while self-isolating if appropriate (following Government guidance- https://www.gov.uk/government/publications/covid-19-people-with-covid-19-and-their-contacts/covid-19-people-with-covid-19-and-their-contacts). ▪ share and promote the process for how our people can apply for a coronavirus test. ▪ ensure there are processes in place if someone attending the workplace shows symptoms or is infected. ▪ The criteria for defining close contacts is listed below when referring to our <u>manager guidance</u> for positive covid-19 cases: ▪ A close ‘contact’ is a person who has been close to someone who has tested positive for COVID-19 anytime from 2 days before the person was symptomatic up to 7 days from onset of symptoms (this is when they are infectious to others). ▪ Where an interaction between 2 people has taken place through a Perspex (or equivalent) screen, this would not be considered sufficient contact, provided that there has been no other contact such as any of those indicated above. ▪ The contact tracers will not consider the wearing of personal protective equipment (PPE) as a mitigation when assessing whether a recent contact is likely to have risked transmitting the virus. Only full medical-grade PPE worn in health and care settings will be considered. 	<p>Low</p>	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p>SHE team Employee Communications team HR team</p>
<p>Biological health hazard—contact with COVID-19 leading to staff illness or death – specifically for TfL employees who are mainly office based, but sometimes visit</p>	<ul style="list-style-type: none"> ▪ Consider the risks for the particular visit and ensure that the risk can be managed, e.g. maintaining wearing a face covering where appropriate, good hygiene, etc. ▪ Where visiting third party sites, follow controls put in place by that third party. ▪ If using vehicles for work purposes, put controls in place in line with the <u>Government’s guidance for people who work in or from vehicles, including couriers, mobile workers, lorry drivers, on-site transit and work vehicles, field forces and similar</u>. ▪ If using public transport ensure that the operating companies’ guidance is adhered to including the use of masks where applicable 	<p>Low</p>	<p>Line Managers</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
other locations during work (TfL locations or others)			
Biological health hazard—contact with COVID-19 leading to staff picking up the virus and spreading it to others (e.g. members of their family, friends, public) (for those working in at home or who are still working in offices)	<ul style="list-style-type: none"> ▪ TfL will follow Government and Public Health England advice which is reviewed daily by TfL’s Health & Wellbeing team. Appropriate elements of this guidance are shared, implemented and updated as required. ▪ Guidance regularly issued to managers and our teams on how to manage the risks, including good hygiene, dealing with colleagues displaying symptoms. ▪ Increased cleaning in place across our estate ▪ Line managers to provide support and communication to teams. ▪ Employees to be reminded of organisational support available to discuss concerns e.g. Human Resources, Health & Wellbeing COVID-19 phoneline, email support, etc. ▪ Clear guidance from HR on how to manage situations where individuals or a member of their household was vulnerable/extremely vulnerable. Line managers to discuss caring responsibilities with their teams (individually and collectively as appropriate), including any increased risk of being in contact with vulnerable people to determine suitable working arrangements. ▪ Employees to be reminded of organisational support available to discuss concerns e.g. Human Resources, Occupational Health phonelines and emails or the EAP. ▪ Indoor contacts with other employees within offices should be minimised as much as practicably possible. ▪ The use of face coverings within some offices are to be worn wherever practicable or where measures have been agreed with local management ▪ Encourage the use of face coverings within lift’s and crowded areas. ▪ Share and promote the process for how our people can apply for a coronavirus test. ▪ Ventilation into the building should be optimised to ensure the maximum fresh air supply is provided to all areas of the facility wherever possible. Ventilation systems should provide a good supply of fresh air. 	Low	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p style="text-align: center;">SHE team Employee Communications team HR team Estates Management team</p>
Physical and mental health risks associated with working remotely for an extended period of time.			
The extent to which one has a sense of belonging and participating socially affects sleep quality and increases anxiety	<ul style="list-style-type: none"> ▪ Provide guidance to managers and teams about how to maintain and develop team identity of shared values and solidarity. e.g. team calls, small/informal virtual team meetings, adapting working requirements to suit individuals where possible, recognition to teams and for individuals, for the work they are doing, initiatives that encourage colleagues to contact each other on non-work-related issues, e.g. virtual coffee breaks, games, quizzes etc. 	Medium	<p>Relevant TfL teams to work together to ensure this information is available: SHE team</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
and stress during COVID-19 self-isolation.	<ul style="list-style-type: none"> ▪ Distribute the guidance for working from home that includes advice and suggestions around maintaining good self-care and social connections. ▪ Line managers to undertake more frequent wellbeing check-ins with individuals in their team, including proactively provide support to employees who are living alone or have experienced difficulties in their personal life. Share information with teams on resources on the SharePoint Coronavirus site and remind employees of the EAP for anyone (for those who may be struggling with isolation, understanding that this is not always obvious). 		<p>Employee Communications team HR team</p> <p>Line managers</p>
Risk of distress, boredom, frustration and a sense of isolation from the rest of the world as a result of confinement, loss of usual routine, and reduced social and physical contact with others	<ul style="list-style-type: none"> ▪ Provide guidance to managers and teams about how to help the individuals in their team to maintain motivation and maintain connection with others in their team, e.g. include regular virtual team meetings or encouraging virtual shared lunch breaks (also helping to mitigate social isolation) for teams/staff that would value that. ▪ Line managers to support individuals in their team to create a home-based routine that works for the individual, e.g. around break times, childcare, exercise and start/end times to the working day. <p>Line managers to check-in regularly with all individuals in their teams (those who report feeling particularly isolated and overwhelmed, and those which may not report it).</p> <ul style="list-style-type: none"> ▪ Line managers to regularly review how different working arrangements are impacting individuals in our teams, and where needed, identify how to improve working arrangements. ▪ Support provided to Line Managers on Platform and other services within TfL 	Medium	<p>Relevant TfL teams, including: SHE team Employee Communications team HR team</p> <p>Line managers</p>
<p>Risk of negative psychological impact due to COVID-19</p> <p>(noting that this may be reduced or increased by peoples' perceptions of those events)</p>	<ul style="list-style-type: none"> ▪ Create a sense of pride and importance in the role that TfL plays in transporting key workers, NHS staff, care staff, supermarket workers, etc. Share information on the support from TfL to key workers and vice versa to build that pride. Share stories relating to support for key workers, e.g. Clapping for Carers, etc. ▪ Regular reminders of support to our teams, such as <ul style="list-style-type: none"> ▪ access to a free and confidential Employee Assistance Program (EAP) support service which is available 24/7-365 days a year; ▪ <u>Able Futures</u> mental health assistance programme ▪ access to qualified counsellors at any time of day or night; ▪ e-learning programmes (including <u>Mental Health Awareness at Work</u> and <u>Managing Mental Health at Work</u>); ▪ running twice weekly virtual mindfulness sessions ▪ running group online sessions for employees to manage stress and anxiety; ▪ running group online sessions for managers on supporting the mental health of the team during COVID-19; ▪ making the Headspace app available to all our teams; and 	Medium	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p>SHE team, including the Health & Wellbeing team Employee Communications team HR team</p> <p>Line managers</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
	<ul style="list-style-type: none"> ▪ sharing information, self-help tools and resources on “Taking care of yourself” on the SharePoint Coronavirus site. 		
<p>Risk of higher stress levels due to blurred boundaries between work and non-work time, with result of risk of sleeping difficulties, technology fatigue and burnout, etc.</p>	<ul style="list-style-type: none"> ▪ Remind staff and managers of the guidance available highlighting the importance of maintaining work-home boundaries with strategies to support this. Help staff to understand that poor work-life balance and boundaries is often unsustainable and unhelpful in the mid/long term. <ul style="list-style-type: none"> ▪ Guidance developed for Maintaining your wellbeing when working from home and Managers guidance on how to support staff wellbeing whilst working from home on how to help teams connect. ▪ Line managers to check-in with staff on how they are finding the current use of technology (e.g. Microsoft Teams, increased email communication, remote access). ▪ Support staff with any identified technology training needs and/or issues with being fatigued by technology. 	Medium	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p>SHE team, including the Health & Wellbeing team Employee Communications team HR team</p> <p>Line managers</p>
<p>Risk of isolation and anxiety due to decrease in social interaction and individuals feeling a lack of meaningful relationships and socially isolated from colleagues.</p>	<ul style="list-style-type: none"> ▪ Regular reminders of wellbeing support to our teams, such as: ▪ access to a free and confidential Employee Assistance Program (EAP) support service which is available 24/7-365 days a year; ▪ Able Futures mental health assistance programme ▪ access to qualified counsellors at any time of day or night; ▪ e-learning programmes (including Mental Health Awareness at Work and Managing Mental Health at Work); ▪ running twice weekly virtual mindfulness sessions running twice weekly virtual mindfulness sessions; ▪ running group online sessions for employees to manage stress and anxiety; ▪ running group online sessions for managers on supporting the mental health of the team during COVID-19; ▪ sharing information, self-help tools and resources on “Taking care of yourself” on the SharePoint Coronavirus site. ▪ Guidance developed for Maintaining your wellbeing when working from home and Managers guidance on how to support staff wellbeing whilst working from home on how to help teams connect. <p>Encouraging staff/managers to use Microsoft Teams/ videoconferencing and telephone calls when appropriate and to generally continue to check-in regularly with staff. Importance of continuing to check-in and connect with staff to help maintain/build trust through remote relationships.</p>	Low	<p>Individuals</p> <p>Line managers</p>
<p>A combination of factors mean that</p>	<ul style="list-style-type: none"> ▪ Line managers to undertake more regular check-ins with staff where the impact of adjusting to working from home is more substantial. 	Medium	Line managers

Risk	Mitigation	Risk (H/M/L)	Accountable Person
some individuals might struggle more or less with mental health difficulties.	<ul style="list-style-type: none"> ▪ Staff that identify or are identified as being more vulnerable to mental health difficulties should be more closely supported and encouraged to use the EAP. 		
Risk of damage to physical and mental health as a result of increases in drug and alcohol consumption.	<ul style="list-style-type: none"> ▪ Communicate risk that team members might turn to drugs and alcohol to line managers. <ul style="list-style-type: none"> ▪ Provide guidance to managers on increased risks on drug and alcohol consumption associated with stress. ▪ Ongoing regular and supportive monitoring of staff wellbeing (for general guidance on mental health and wellbeing for managers, refer to 'Managers guidance on how to support teams during the COVID19 pandemic'). 	Low	Health & Wellbeing team Employee Comms
Financial fears associated with perceived risk of losing livelihoods / not being able to work during isolation / being dismissed from work resulting in staff continuing to work/travel when unwell.	<ul style="list-style-type: none"> ▪ Provide clear, focused messaging from official sources to update all employees in order to mitigate worry and uncertainty ▪ Employees to be reminded of financial advice available via EAP for anyone who has financial concerns. ▪ No disbenefit for staff required to self-isolate by law 	Low	TfL ExCo, supported by the Employee Communications teams Line managers
Challenges associated with balancing ongoing caring responsibilities, whether for children, relatives or others who require additional assistance.	<ul style="list-style-type: none"> ▪ Clear communication that TfL will support everyone who works here through this period. ▪ Line managers to discuss potential issues with their teams and individually so that anyone struggling with caring responsibilities at home can openly express concerns. Work with staff to make arrangements that will suit their work-life balance, for example, agreeing more flexible working hours or reduced working hours. ▪ Discuss referral to EAP for anyone who is struggling with caring responsibilities. 	Low	TfL ExCo, supported by the HR team and Employee Communications Line managers
Musculoskeletal Disorder (MSD) onset or exacerbation relating to inactivity, deconditioning or changes in mental health	<ul style="list-style-type: none"> ▪ Provide managers with guidance of the increased risk of developing or increasing MSDs when the role's physical or psychological demands increase, or the worker's physical or psychological fitness reduces, and on how to help their teams to manage this. ▪ Ensure staff highlight any musculoskeletal issues early, rather than wait for them to develop. Ensure that more strenuous activity is built up rather than commenced immediately, if there has been a significant period of relative physical inactivity. 	Low	SHE team Line managers

Risk	Mitigation	Risk (H/M/L)	Accountable Person
Risks associated with working in very warm conditions, e.g. heat exhaustion, muscle strain or cramps, etc., particularly for those with certain illnesses or conditions and risks of working at home during cold/darker conditions	Communication to line managers and individuals returning to the office on action to take if individuals' DSE equipment (e.g. chairs, mouse, etc.) cannot be located, or where equipment (e.g. specialist chairs) have been taken from the office and delivered to people's homes. In these cases, a new DSE risk assessment should be carried out and business as usual process followed for the identify and acquisition of equipment as necessary.	Low	Line managers, and Employee Comms teams
Display Screen Equipment risks for those remote working during the COVID-19 pandemic			
Risk of physiological damage from sitting in one position for long periods of time or from poor workspace set-up including posture, sitting technique, lighting, task design or equipment	<ul style="list-style-type: none"> ▪ A significant proportion of DSE risks are associated with lack of physical mobility. Employees, whether working from home or at a TfL workplace, should be reminded of the importance of good physical fitness and its positive impact on minimising the effect of DSE problems. ▪ TfL to share how to manage DSE risks associated with home working (Display Screen Equipment Guidance for working from home on SharePoint) ▪ Managers to ensure their teams undertake DSE risk assessments ▪ TfL to provide necessary technology tools and equipment to manage risks (Display Screen Equipment Guidance for working from home on SharePoint) ▪ Improve DSE and home working processes to make it easier for people to access the tools and equipment they need to do their job effectively ▪ Turning the DSE training process into a virtual training course to increase the number of DSE Assessors in TfL 	Low	<p>Employees to undertake DSE assessments and review guidance</p> <p>Line managers to monitor DSE Assessments for individuals in their teams who are working from home</p> <p>SHE and T&D to ensure relevant guidance and processes are in place</p>
Untidy workstation at home leading to slips, trips or falls	<ul style="list-style-type: none"> ▪ Guidance to be provided to those working remotely about how to maintain a clean, tidy workstation when working at home, including keeping cables tidy, reducing trip hazards, not storing unnecessary articles under tables, etc. 	Low	SHE to ensure relevant guidance is shared with relevant staff
Fire hazard from overloading of power points	<ul style="list-style-type: none"> ▪ Guidance to be provided to those working from home about how to reduce risk of fire, i.e. by avoiding using multiple plugs on a single extension. 	Low	SHE to ensure relevant guidance is shared with relevant staff
Lone working risks for those working at home during the COVID-19 pandemic			
Risk that a member of staff who is working at	<ul style="list-style-type: none"> ▪ Line Manager to be aware for those who are working from home/site in rural areas where medical assistance could be delayed. 	Low	Line managers

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home might suffer a physical or mental health episode while working	<ul style="list-style-type: none"> ▪ Employees to be reminded if they are feeling ill, call the NHS on 111 or in an emergency on 999. ▪ Line Managers to maintain regular contact with all individuals in their teams 		
Risks associated with being unclear of staff whereabouts and therefore unsure whether there is a problem/illness that staff are facing	<ul style="list-style-type: none"> ▪ Employees to be reminded of TfL's '<i>Keeping safe when working alone</i>' guidance on the Working at TfL site: http://intranet.tfl/working-at-tfl/3042.aspx ▪ Employees encouraged to: <ul style="list-style-type: none"> ▪ ensure their MS Outlook calendar is up to date and visible to those required; ▪ update their personal details, including phone number address, so that they are visible to line managers; and ▪ advise team members, other close colleagues or line manager of whereabouts. 	Low	Line managers
<p>Risks in exposure to COVID-19 associated returning to TfL buildings after a period of working from home</p> <p>This section of the risk assessment has been drafted as plans for return to TfL buildings are developed. The detail below sets out how risks and control measures that have been managed for the full return to TfL offices.</p>			
Risk of contact with COVID-19 upon returning to TfL buildings after working from home for an extended period of time	<p>TfL will follow Government guidance on <i>Working safely during coronavirus (COVID-19)</i>. This will include the following mitigations (details of some tbc)</p> <ul style="list-style-type: none"> ▪ Determine office / building management protocol enhancements, e.g. setting a maximum capacity for buildings and hygiene availability, increased cleaning regime of the building and equipment (such as IT equipment)—and other facilities management considerations. ▪ Clear communication of the procedure for accessing office buildings, including workforce management protocols ▪ Plan to ensure that it addresses any requirements for staff with disabilities as needed. ▪ Define a contingency plan for what a third wave would mean for our remote working strategy ▪ Develop and implement new workforce management protocols, to ensure we can manage reoccupation of the office in a controlled way, with clear guiding principles to Line managers ▪ Robust and effective cleaning regime (aimed at managing risks of COVID-19 transmission) in place in buildings. ▪ Guidance regularly issued to managers and staff including dealing with colleagues displaying symptoms and/or positive COVID-19 cases (isolated or clusters) ▪ Clear communication to our teams on how to remain safe and healthy when in the office environment. 	Low	<p>TfL New Ways of Working Group, including</p> <p>Estates Management team</p> <p>SHE team</p> <p>Employee Communications team</p> <p>HR team</p> <p>Directors, Senior Managers and Line Managers</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
	<ul style="list-style-type: none"> ▪ Human Resources and Health & Wellbeing COVID19 support - phonelines and email ▪ Continued medical assessment for colleagues who may be more vulnerable to COVID-19 in line with Government guidance and TfL Health & Wellbeing medical risk assessment (where required) ▪ Guidance and advice on workplace adjustments to support those living with disabilities or conditions to enable them to return safely to the workplace where their condition or working practices might be adversely affected by COVID safety measures – see Supporting your team's wellbeing while returning to the workplace ▪ Ventilation into the building should be optimised to ensure the maximum fresh air supply is provided to all areas of the facility wherever possible. Ventilation systems should provide a good supply of fresh air. 		
Risk of infection during travel to and from the workplace	<ul style="list-style-type: none"> ▪ Communication to our colleagues that anyone travelling to office buildings will be expected to follow the latest Government guidance on Safer travel guidance for passengers and the Operating company's rules for travel. ▪ Communication to our colleagues about the best times to travel (quieter times on the transport network, etc) via the TfL Go app. ▪ Where available, onsite cycle storage is provided and staff are made aware of procedures for this ▪ If using public transport, ensure that the government's guidance is adhered to including the use of masks, where applicable. ▪ Encourage the use of face coverings within lift's and crowded areas. 	Low	Line managers, Health & Wellbeing and Employee Comms teams
Risk of infection from handling incoming and outgoing goods	<ul style="list-style-type: none"> ▪ Mail staff and service providers handing mail and 'goods in' to be guided on Covid safe measure to ensure minimal contact ▪ Practice regular hand hygiene ▪ Be supplied appropriate cleaning materials and hand gel as necessary ▪ Ventilation into the building should be optimised to ensure the maximum fresh air supply is provided to all areas of the facility wherever possible. Ventilation systems should provide a good supply of fresh air. 	Low	Estates Management
Risks Specific to catering and hospitality	<ul style="list-style-type: none"> ▪ Communal catered canteen areas must be operating in line with government guidance for hospitality. 	Low	Line managers, Estates Management

Risk	Mitigation	Risk (H/M/L)	Accountable Person
<p>Psychological stress across TfL staff once they have returned to work associated with COVID-19.</p>	<ul style="list-style-type: none"> ▪ Regular supportive individual wellbeing checks with employees by line manager and identification of any work and/or personal stressors associated with COVID19 ▪ Ongoing conversations between line manager and the team about new ways of working in the office and impact on wellbeing ▪ Signpost employees to self -help tools and techniques on the SharePoint site 'Taking care of your Mental Health and Wellbeing' https://transportforlondon.sharepoint.com/sites/Coronavirus/SitePages/Taking-care-of-your-mental-health-and-wellbeing.aspx ▪ Manager guidance on dealing with wellbeing once returning to the office - Supporting your team's wellbeing while returning to the workplace ▪ Promote mentally healthy activities such as exercise and social connections in the team through 4 Steps to Health programme and local wellbeing initiatives: https://transportforlondon.sharepoint.com/sites/hse/SitePages/Health-and-Wellbeing.aspx?web=1 and Wellbeing Wednesdays https://transportforlondon.sharepoint.com/sites/hse/SitePages/Wellbeing-Wednesdays.aspx ▪ Line managers to book on training for spotting the signs of stress and where to signpost for support by completing MIND eLearning on eZone 'Managing Mental Health at Work' and to book on group online training 'Practical skills for taking care of the mental health of your team and yourself during COVID' (Course booking code on SAP 52205272) ▪ Line managers to increase frequency of wellbeing checks and support with returners that show the signs of depleted mental health. This is most likely to include some employees in the team who have increased demands due to caring responsibilities, financial worries, experiencing bereavement, and anxiety related to fear of COVID19. Signpost to EAP as needed for support. ▪ Employees trained to take responsibility for own mental health and others by spotting the signs of stress and knowing where to seek help- by completing MIND elearning on ezone 'Mental Health Awareness at Work' ▪ Promote the provision of access to mental health support through the Employee Assistance programme with 24/7 helpline for emotional support options. Accessed through self- referral or management referral (with employee consent) 	<p>Low</p>	<p>Line managers, Health & Wellbeing and Employee Comms teams</p>

Risk	Mitigation	Risk (H/M/L)	Accountable Person
Risk that individuals' DSE equipment cannot be located upon return to TfL buildings after a period of working from home	Communication to line managers and individuals returning to the office on action to take if individuals' DSE equipment (e.g. chairs, mouse, etc.) cannot be located, or where equipment (e.g. specialist chairs) have been taken from the office and delivered to people's homes. In these cases a new chair/equipment may be required. Updated DSE risk assessments may be required.	Low	Line managers, Estates Management and Employee Comms teams
Risk of COVID-19 spread due to crowding during fire drills or emergency evacuation, and risk of lack of fire warden provision	<ul style="list-style-type: none"> • Fire warden falls to the most senior person in charge • All staff asked to carry a phone at all times in case of an emergency evacuation • All Security Guards are first aid trained. First aid risk assessment to be reviewed and updated. • PEEPS updated to reflect the changes to office space 	Low	Estates Management team
Violence – verbal or physical – arising due to tensions in the workplace associated with COVID-19	<p>It is recognised that there may be tensions in the office, so a number of mitigation actions will be considered, including</p> <ul style="list-style-type: none"> ▪ Employees to be reminded of normal procedure to remove themselves from potential conflict in heated situations. ▪ Provide guidance to staff on how to manage anxieties and tensions associated with return to the workplace and how to respond to these 	Low	Employee Comms and line managers
Risk that our teams may not be inclined to return to the office (knowing that, working from home in the context of flexible work practices can increase job satisfaction and reduce stress)	<p>It is recognised that some teams may not want to return to the office. A number of mitigation actions will be considered, including</p> <ul style="list-style-type: none"> ▪ Line managers to continue to check-in with staff to help understand specific challenges associated with return to TfL offices ▪ TfL to continue to follow Public Health England's (PHE) advice, and update employees on guidance as required to ease any concerns with regards to returning to work. 	Low	Line managers
Risk of disconnect with colleagues and reduced feelings of team belonging due to some team members working in the office and some working from home	<p>It is recognised that communications with office based and non-office-based team members need to continue.</p> <ul style="list-style-type: none"> • Line managers to ensure communication structures for their teams are set up and maintained ensuring communications with the whole team continues to make all team members feels supported and involved 	Low	Line Managers

Risk	Mitigation	Risk (H/M/L)	Accountable Person
Risk of lack of first aid and fire warden provision	All Security Officers are first aid trained. Fire risk assessment and First Aid risk assessment to be reviewed and updated.	Low	Estates Management team

Appendix 2: Feedback from Staff Network Group survey in April/May 2020

		Risk Now	Returning to work	Findings linked to:-
1	Caring responsibilities	At home with family members or supporting vulnerable people who are shielding as well as people recovering from non-Covid-19 related illnesses, e.g. Cancer. Additional stress and impact on mental health	Will be hard to commute back to work if shielding continues	Social and Equality Risk Assessment Action Plan OH Wellbeing SNG engagement (Carers SNG)
2	Mental Wellbeing	Loneliness in particular those who live on their own even more so for those who are furloughed. Impact on mental health.	How and when to bring people back	Social and Equality Risk Assessment Action Plan OH Wellbeing SNG Engagement (Wellment)
3	Job security	Furloughed employees, financial impact and fear of job cuts in the future	Length of time people are away re-engaging with the team	Social and Equality Risk Assessment Action Plan OH Wellbeing
4	Career Progression	Furloughed employees the long-term impact this will have on Career and progression	Monitor the career progression of those furloughed vs those not	Social and Equality Risk Assessment Action Plan Insights for people dashboard
5	Disability	Working from home and having the right adjustments in place from physical to technical needs. Impact on impairments and muscular skeletal issues	Phased return to work and future home working	Social and Equality Risk Assessment Action Plan OH Wellbeing

Positive impacts identified in the survey

		Now	Returning to work	Feed into
1	Health and Wellbeing	Regular daily exercise and healthy eating	To continue where possible	OH Wellbeing
2	Flexible Working	The ability to work from home not commuting every day and starting to reconnect with hobbies as well as improved sleeping patterns	Flexible working becoming more of the norm and the opportunity to work from home more in the future	Social and Equality Risk Assessment Action Plan OH Wellbeing SNG Engagement