# COVID-19

## Good Practice Guide for Logistics Operations

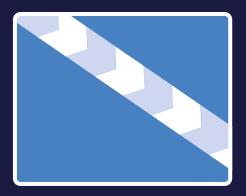
May 2020 • Version 1





The Chartered Institute of Logistics and Transport







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This Good Practice Guide has been developed using examples of good practice that FTA and CILT members have put into practice during the COVID-19 pandemic. It is designed to be used in conjunction with the official UK government guidance on Safer Workplaces that was published on 11 May 2020 (and can be found here) so operators and companies can guickly ensure they are ready to restart their operations safely.

FTA and CILT would like to publicly thank the members who contributed examples to the drafting of this document.

#### FTA/CILT COVID-19 - Good Practice Guide for Logistics Operations

May 2020 • Version 1

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## Safer workplaces

The government published eight guidance notes covering different workplaces and environments with the aim of helping operators and businesses deliver safer workplaces for their staff and for any visitors to their facilities. The eight examples are:

- 1 Construction and outdoor work
- 2 Factories, plants and warehouses
- 3 Labs and research facilities
- 4 Offices and contact centres
- 5 Other people's homes
- 6 Restaurants offering take-away or delivery
- 7 Shops and branches
- 8 Vehicles



Legal

notice

The Safer Workplaces documents produced by the government are non-statutory guidelines. To comply with health and safety legislation businesses must carry out their own COVID-19 risk assessment and put in place risk control measures that are appropriate for their work activities. Although this is a varied list and one company may find it necessary to consult several sections, the guidance notes do have common themes running throughout them.

The common themes are:

- 1 Risk assessments.
- 2 Social distancing in the workplace.
- 3 Cleaning of the workplace.
- 4 PPE and face coverings.

The purpose of this Good Practice Guide will be to take these common themes and offer the reader practical examples, taken from the literature sent in by FTA/CILT members, that could be replicated so, when a decision on restarting operations is taken, that location is ready to go, avoiding any unnecessary lag that could hinder economic recovery.

The government has produced a poster each employer is expected to complete to demonstrate they have considered and acted upon each of these items.

The poster can be found <u>here</u> and is replicated *below*.



### **Risk assessments**

To help decide which actions to take, operators need to carry out an appropriate COVID-19 risk assessment, just as for other Health and Safety related hazards. This risk assessment must be done in consultation with unions or workers. If there are five or fewer members of staff, nothing needs to be written down as part of the assessment. If there is no recognised union at the workplace, the employees should nominate someone to represent them.

Union collaboration:

We have been working collaboratively with representatives at sites so that the measures we introduce meet their requirements. We have also been in close contact with our National Officer to ensure that he is clear on what we are doing.

The government would like to see all businesses report the results of the risk assessments to their employees and would expect all businesses with over 50 staff to publish this on their website.

Companies produce their risk assessments in varied forms. The key is to ensure the employer has done

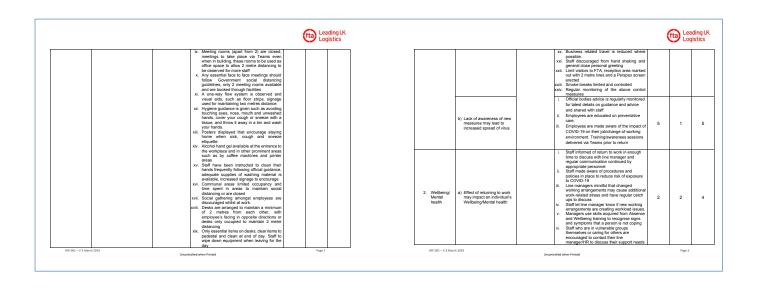
everything possible to reduce the risk to the lowest reasonably practicable level. In the context of COVID-19, this means working through the following steps (in order):

- 1 In every workplace, increasing the frequency of handwashing and surface cleaning.
- 2 Employees should work from home wherever possible. If this is not possible, employers need to ensure they can adhere to social distancing guidelines whilst at work – two-metres distance.
- 3 Where two-metres distance is not possible, companies should consider whether the activity should continue and, if so, put mitigation actions in place to reduce any transmission.
- 4 If sustained face-to-face working with more than a small group of fixed partners is impossible to avoid, the employer must assess whether the activity can safely go ahead.

FTA has conducted its own Risk Assessment, reproduced *below.* 



Task/Activity: Ret	urning to work in Tunbridge	e Wells Offi	ice following	COVID-19				
Location/Dept: Tu	nbridge Wells office	D	ate Assessed	: May 2020	Issue Number	: 00 <sup>-</sup>	1	
Assessed by:			Review Date: May 2021 Reference N			umber: RAS 010		
All staff who	l <u>ete Task:</u> work in and visitors to Tunbridge	e Wells office						
Activity/Task	Hazard/Risk	Persons	at Risk	Controls in pla	се	Severity (1-5)	Likelihood (1-5)	Risk Rating
<ol> <li>Returning to work activities following lockdown due to Covid 19</li> </ol>	a) Viral transmission in the workplace	All office s staff who v office, con and visitor	staff, visit iv. tractors rs v. vi. vii.	Specific individual worker been undertaken for those declared health conditio increase their risk profile. Some staff continue to wor possible and for the fo (provided it does not interfi- commitments) to allow social distancing guidelines Staff who are at home continue to work at home fo specified timescale Staff to work partly at home the office on a shift rota to with social distancing guid Staggered start, end and ensure controlled access the building and to allow social distance. Staff who have reported montored to allow safe following government guid Staff ace to face contact	who have a self- on which could k remotely where reseeable future ere with workload compliance with s due to shielding or the government e and partly in allow compliance elines d lunch times to and egress from compliance with s ted to promote 2 d symptoms are return to work ance.	5	1	5



## **Returning to work – Workforce communication**

This document should also consider any furloughed staff who will be returning to the workplace who may not be aware of the changes that have taken place within the operation since the COVID-19 period began. Employers may wish to consider developing communication and training materials for workers prior to returning to site. These should be produced with clear and concise language and images, with consideration for workers who may not use English as their first language (see Example 1).

xample 1	
PLANNING AND PREVENTION Road to	
Reopening Sites Zero	
Before re-opening a site, ensure managers and colleagues are familiar with the procedures related to Covid-19 to maintain everyone's safety on site. The risk assessment document gives in-depth guidelines on how to do so	
SITE / OFFICE MANAGERS	
<ul> <li>Share company guidelines and practices before employees return to site to ensure protocols are being followed thoroughly</li> </ul>	
Reassure colleagues on their safety	
Provide PPE to employees	
<ul> <li>Modify location for ensuring social distancing is in place (see poster)</li> </ul>	
Put mandatory posters up on walls	
<ul> <li>Review fire and first aid procedures with employees</li> </ul>	
Organize staggered shifts	
ALL EMPLOYEES	
<ul> <li>Make yourself familiar with company guidelines and practices before your return to site to ensure safe working conditions for you and your colleagues including fire and first aid procedures</li> </ul>	
<ul> <li>Avoid using changing rooms as much as possible</li> </ul>	
Limit the items brought to sites	
Use recommended PPE as per guidelines	

Visitors to sites should also be made aware of socialdistancing obligations to follow whilst present. Employers may wish to create written and/or pictoral signage to be used in reception areas or locations/where visitors are required to sign in to be permitted on site (see Example 2). Employee welfare and mental health issues should be high up in employers' consideration. The government has issued guidance on this <u>here</u>.

Companies have engaged in various ways to ensure the health and well-being of their employees. This could come in the form of a company wide charter and/or use of IT services, such as app-based resources (*see Example 3*).

#### Example 2

#### Introduction

This guidance is designed to support Site Leaders to develop the people elements of the ramp up plan in line with the HR section of the **'Closed Site Start Up Checklist'**. Please refer to the checklist for guidance on all other aspects of site start up.

When planning to return colleagues to work after a full / partial closure, you will need to consider the following elements to ensure a successful re-boarding:

- The logistics of the return to work how you will manage the start up in line with social distancing.
- Communication and re-training colleagues how you will call employees back to work and re-train / induct them.
- Managing change dealing with temporary or longer term impacts to ways of working.
- Colleague wellbeing dealing with high levels of absenteeism and supporting colleagues concerned about returning to the work environment.

Site plans will need to be customised to local needs, but the following guide provides a framework with prompts and guidance to consider when developing your people plan.

#### Example 3

#### **HOW DOES IT WORK?**

When you join, you'll get access to:

- A questionnaire that helps you uncover 35 areas of mental wellbeing
- A personalised mental fitness profile
- Daily bite-sized actions to keep you on top of your wellbeing
- Programs and exercises to keep you self-aware
- · Advice and support to help you within your working environment
- Regular reports to help you track your progress
- · Gain access to our weekly publication 'The Issue'

## Social distancing

The objective is for the employee to maintain a two-metre social distance wherever possible, including while arriving at and departing from work, while in work, and when travelling between destinations.

This section applies to all times where employees are at work and therefore employers need to ensure that all rest/break periods and locations are also designed to ensure that social distancing can be maintained.

As part of the risk assessment stage, employers need to consider if their activities should re-start if a social distance of two-metres is not possible.

*Opposite* is a sign that could be useful at the entry point of a facility which instructs staff on how to maintain a distance of two-metres from each other whilst arriving at their working location. It also reminds employees that social distancing rules apply throughout the facility.

It might be useful to consider a written procedure for staff members to follow regarding social distancing (*see Example 4*):



#### Example 4

#### Social Distancing for our colleagues, contractors and visitors

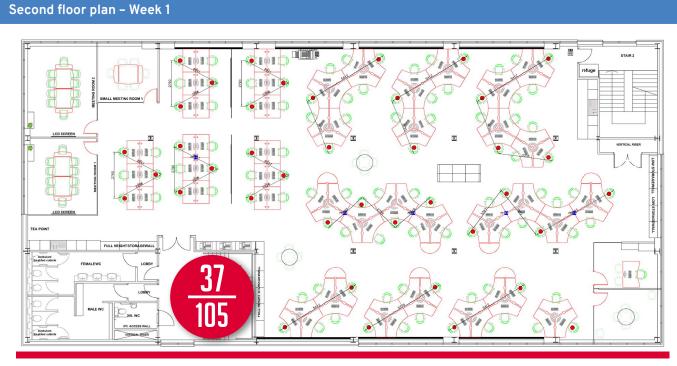
Maintaining social distancing of 2m is a key control measure in minimising the risk of infection from Covid-19. Every colleague, visitor and contractor will be expected to adhere to any guidance given to them. The current guidance / site rules are as follows;

- To help minimise the likelihood of contact with the oncoming shift, Warehouse colleagues will be asked to clock out 15 minutes ahead of their scheduled clock out time. Colleagues starting shift will wait until the previous shift has left the building before entering, ensuring 2 meter social distancing is maintained
- The Depot General Manager will coordinate with third parties (e.g. catering service providers), to ensure social distancing requirements are in place and being adhered to
- All areas of colleague traffic / congregation i.e. clocking in area, restaurant will be clearly marked out to help colleagues maintain social distancing of 2 meters.
- Essential visitors who arrive at site will be fully briefed on all of the site rules
  regarding the control of Covid-19 including social distancing. All non-essential visits
  from contractors and meetings have been excluded
- All non-essential visits from field and regional teams have ceased. These colleagues are working from home
- All office areas will have desks and workstations re-positioned / put out of use to maintain social distancing
- All communication to be conducted via depot notice boards, social media or on a one to one basis following social distancing rules
- All breaks are to be staggered to limit social contact

Employers should consider how staff can safely work in an office environment whilst on site by reviewing desk layout and only allocating spaces that fulfil the two-metre social distancing guidance (*see Second floor plan – Week 1*).

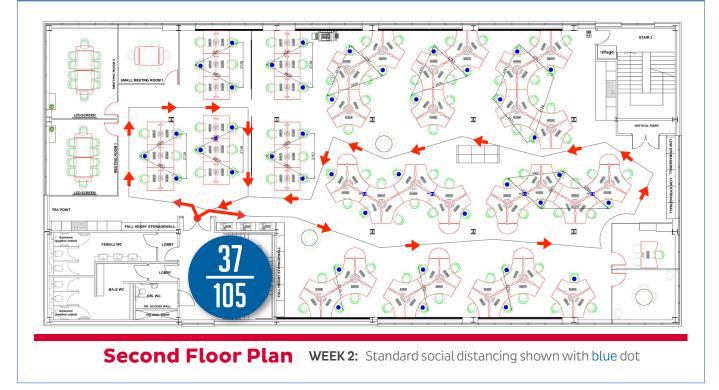
It could then be useful to move these workstations around, so workers are not always using the same

locations. This will also allow for a more frequent cleaning regime to be implemented. A one-way system could also be thought about, to ensure employees all move around in the same direction, to avoid any unnecessary close passing between each other (*see Second floor plan – Week 2*).



Second Floor Plan WEEK1: Standard social distancing shown with red dot

#### Second floor plan – Week 2



You might also wish to consider implementing a 'clean desk' policy in offices, so cleaning staff are able to clean all the surfaces without the need to handle and move various objects and paperwork.

In non-office locations, it is also important to ensure twometre social distancing is possible. Here is an example of a warehouse where working zones have been clearly marked on the floor using hazard tape (*opposite*).

Employers should also consider how they schedule shift patterns and team working to ensure that social distancing can be maintained (*see Example 5*).



Example 5 2. Keeping different teams and shifts apart so to reduce their interaction					
Area Actions					
Separate entry/ exit points	Putting in place separate entry and exit points into the building for warehouse, transport and admin	Guidance			
One-way systems	Setting up a one-way system and separate entry exit points from the warehouse where possible	Guidance			
Staggering shift start/ end	This will help to remove the congestion and flow through entrance points, clocking in and kit hand outs	Guidance			
Keep the same teams and shifts together	Where colleagues are split into teams or shifts, fixing these splits so that where $\phi$ ntact is unavoidable, this happens between the same individuals	Guidance			

### Social distancing in vehicles

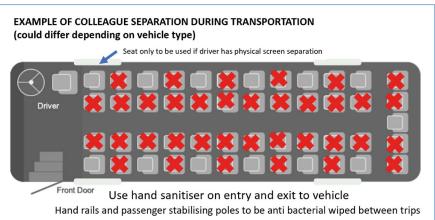
The government has acknowledged that it will not be possible to maintain a two-metre social distance for all transport operations and this includes when two or more people need to use a company vehicle to travel to/from or between sites of operation/delivery.

In this case, employers should put in place mitigation factors to minimise the risk of transmission including:

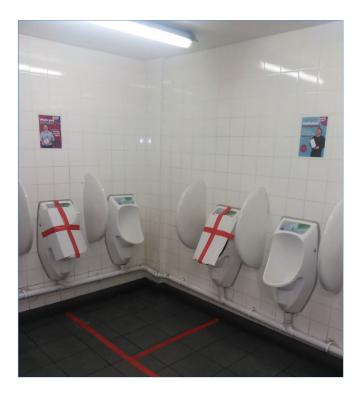
- Clear signage to outline social distancing measures in place.
- Single person or contactless refuelling where possible.
- Using physical screening, provided this does not compromise safety – for example, through reducing visibility.

- Sitting side-by-side not face-to-face and increasing ventilation where possible.
- Using a fixed pairing system if people have to work in close proximity.
- Making sure vehicles are well-ventilated to increase the flow of air for example, by opening a window.
- Ensure regular cleaning of vehicles, in particular between different users.

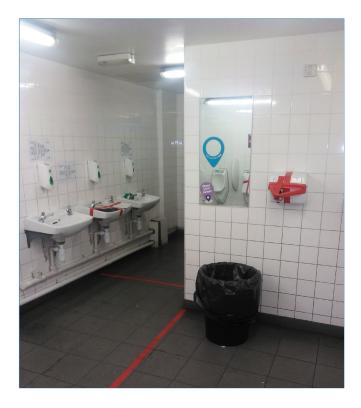
In instances, such as a minibus/coach, where there will be a greater number of people on board, it is recommended social distancing is adhered to, even if this means a significant number of seats are rendered unavailable (see diagram below).



The two-metre social distancing guidelines apply across the entire workplace, including facilities such as toilets, showers and changing rooms. The photo *below* shows an example of male toilets that have distance markers clearly placed on the floor and the closure of some urinals.



Likewise, the floor has been clearly marked around the hand basins to ensure social distancing. The government strongly suggests replacing all hand driers with paper towels, given hand driers blast hot air around the room.





If you have deliveries to your sites, employers are under a legal obligation to provide access to sanitation and hygiene facilities for the drivers of the vehicles coming on site.

## Legal notice

#### Driver access to welfare facilities

All drivers must have access to welfare facilities in the premises they visit as part of their work.

We are hearing reports that some drivers are not being allowed to use welfare facilities when they deliver. Preventing access is against the law, equally it's not the sensible thing to do.

Those who already provide reasonable access to toilets and handwashing facilities should continue to do so.

With the latest advice for hands to be washed regularly, failure to allow access to welfare facilities may increase the risk of the COVID-19 infection spreading.

The HSE site www.hse.gov.uk/ news/drivers-transport-deliverycoronavirus.htm

### Social distancing and home deliveries

Some companies have continued to deliver and install household items, having assessed the situation their employees would face, and put in place protocols to keep them as safe as possible (*see Example 6*).

The objective here is to maintain social distance wherever possible:

- 1 Discussing with households ahead of a visit to ask that a two-metre distance is kept from those working, if possible.
- 2 Asking that households leave all internal doors open to minimise contact with door handles.
- 3 Identifying busy areas across the household where people travel to, from or through – for example, stairs and corridors – and minimising movement within these areas.
- 4 Bringing your own food and drink to households and having breaks outside where possible.

- 5 Limiting the number of workers within a confined space to maintain social distancing.
- 6 Using a fixed pairing system if people have to work in close proximity – for example, during two-person assembly or maintenance.
- 7 Employers and agencies should introduce fixed pairing to have the same individuals allocated to a household where jobs are repetitive in nature.

#### Example 6

#### Update on our install service on big items

#### Install services

We want our colleagues to be able to visit your home safely so, with that in mind, we're stopping all installation services except our specialist electric and gas installs for cookers, ovens and hobs.

We think this is vital to keep the basics of family life going so we'll keep doing it, but we're taking major safety precautions;

- 1. Please keep at least 2m away from our install crews at all times
- 2. If you can, stay in another room away from where our install crews are working they'll still get you to check everything is working OK before they leave
- 3. Our install crews are also following the latest government advice on self-isolation this means that some install services may be changed last minute please bear with us, we will get to you as quick as we can

All installations are completed at the discretion of our install teams. If we're unable to complete your install for any reason, we'll discuss alternative arrangements with you.

If you've already placed an order for a different install service, we're really sorry, but we'll be in touch to cancel. We want to make sure we're limiting contact where possible to protect our colleagues and you. We'll automatically refund this part of your order. Please bear with us whilst we do this. Your delivery will go ahead as planned.

#### Social distancing in emergency situations

In emergency situations, the government has stated that people do not need to maintain the two-metre

social distancing. Those employees who are tasked with providing emergency care or assistance to others should pay attention to sanitation measures immediately afterwards, including the washing of hands.

### Cleaning

Given the importance that a regular cleaning schedule has in the fight against transmission of COVID-19 in the workplace, this section outlines several objectives to be achieved.

**Before reopening** – Make sure any site or location that has been closed or partially operating is clean and ready to restart. This should be ensured by way of an assessment of all sites, preparing a cleaning schedule and provision of hand sanitiser before work begins. **Keeping the workplace clean** – Ensure the working environment is clean and prevention of transmission through contaminated surfaces.

#### How often?

Employers will need to consider what 'regular cleaning' and 'enhanced cleaning' will mean to their specific workplace. For some, this could mean a simple doubling of effort with emphasis on high contact areas. For others, it could mean that workstations are cleaned after each time they are used (see Example 7).

#### Example 7

## Warehouse Hygiene

- Documented increased hygiene and cleaning schedule in place and monitored.
- The most important part of hygiene is regular hand washing with soap and water complemented by hand sanitiser.
- Regularly clean all high-touch areas with disinfectant. These areas should include door handles, light switches, stair rails, water fountains, elevator buttons, clocking-in machines and lockers.
- Provide hand sanitiser in these areas along with hand sanitiser guidelines.
- Display the hand washing guidelines in these areas and in washrooms.
- Clean these items regularly during the day and after busy periods such as shift handover to maintain cleanliness.
- Equipment that is likely to be used by multiple colleagues should be cleaned with antibacterial wipes
  or disinfectant spray and tissue at the end of use and before the next use. These items should include
  smart watches, tablets, handheld scanners, communal PCs, keyboards, control desk areas and labelling
  machines.
- PPE should be worn to help prevent the spread of germs, so encourage colleagues to wear gloves.
   Pay particular attention to end of shift queueing at security points and break times.
- Security searches are to continue as normal to ensure the security of our sites. Ensure security areas
  are cleaned regularly during shifts and after shift changeovers. Any equipment such as monitors,
  control desks, radios and search wands used by multiple security staff should be cleaned with
  antibacterial wipes or disinfectant spray and tissue after and before the next use.

It would be useful to consider adding MHE (Material Handling Equipment) to this cleaning schedule in warehouse operations (see *Example 8*).

#### Example 8

## General Hygiene for Communal Areas

- Keep common areas, such as kitchens and break rooms, clean at all times.
- Avoid sharing food or drinks.
- Avoid leaving dirty cups and plates in common areas (colleagues should be encouraged to bring their own).
- Pay attention to communal hygiene e.g. table tops, consider sanitising after each use. Disinfect microwave handles, water taps, and other commonly touched items frequently.
- Ensure that your regular cleaning contractor is aware of the need for increase hygiene levels and those they "wet" dust with sanitised cloths rather than dry dust (ask for visibility of schedule and monitor).
- Review any areas that are used by multiple employees such as canteens, toilets, locker rooms and colleague entrances to ensure consistent levels of hygiene are maintained (ask for visibility of schedule and monitor).
- The most important part of hygiene is regular hand washing with soap and water complemented by hand sanitiser.

- Regularly clean all high-touch areas with disinfectant. These areas should include door handles, light switches, stair rails, water fountains, vending machines, communal chairs, elevator buttons, dining tables & chairs, clocking-in machines and lockers.
- Provide hand sanitiser in these areas along with the hand sanitiser guidelines.
- Display the hand washing guidelines in these areas and in washrooms.
- Clean these items regularly during the day and after busy periods such as shift handover to maintain cleanliness.
- Locker rooms:
- Review layouts of locker rooms and apply spacing distances between lockers - rotate the lockers between A and B shift so there is always an unused locker between the lockers (refer to slide 29)
- Limit the amount of people accessing locker rooms at any one time (managed by on site management teams). Agree maximum occupancy based on the size of the room.
- Provide sanitisation stations and increase hygiene regimes in these areas.
- Display signage regarding hand washing regimes and enforce social distancing minimum standards.

## General Offices and Open Plans Areas

- Permit home working where feasible (take laptops home and ensure passwords up to date)
- The most important part of hygiene is regular hand washing with soap and water complemented by hand sanitiser. Provide hand sanitiser in these areas along with hand sanitiser guidelines.
- Display the hand washing guidelines in these areas and in washrooms.
- Regularly clean all high-touch areas with disinfectant. These areas should include door handles, light switches, communal chairs, water fountains and tea/coffee machines.
- Clean desks, chair arms, keyboards, monitors and phones regularly with antibacterial wipes or disinfectant spray and tissue during the day. If desks and workstations are shared across shifts ensure a thorough clean at the end of the shift and before starting the next one.
- Ensure antibacterial wipes or disinfectant spray and tissue are available in the office to be used when required.

- Prop open office doors to minimise hand contact (providing these are NOT fire doors).
- Ensure colleagues are demonstrating social distancing and their workstations are not too close to each other. A distance of 2 metres is maintained between each person as they work.
- Where possible use separate meeting rooms as offices so colleagues have their own space away from others.
- Colleagues should not eat at their desks and should ensure that any drinking cups are disposed of when finished using them (bring own).
- Retrieve emergency equipment in case of eventual forced transfer from office or site (i.e. Emergency connection kit) – refer to sites BCM / BCP).
- Review how the office is set up and put measures in place to ensure there is space between colleagues. Implement a 'Clean Desk' policy to facilitate easier cleaning.

The workplace also extends to vehicles (including MHE) that are used by employees: it is vital that these are also included in the cleaning schedule (*see Examples 9 and 10*), especially if the vehicle is occupied by several workers at the same time.

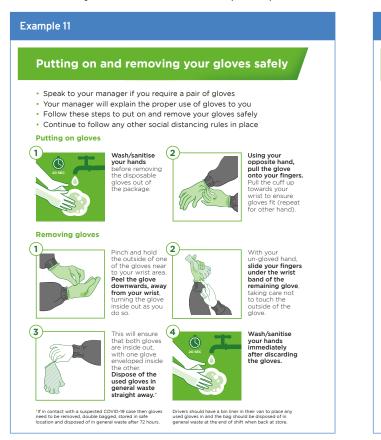


202			1	Mahlala Basa	1		
CSC			]	Vehicle Reg			
Daily Clean Before Leaving Site	~						
	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Steering Wheel			1	1			
Gear Lever							
Handbrake							
Indicator Switch							
Wiper Switch							
Door Handles Inside (driver/mate)							L
Door Handles Outside (driver/mate)							
Seat Belts Tacho Unit							
Dashboard including switches				<u> </u>			l
Mirrors							
Shutter Handle							
Tail Lift switches							
Bonnet and bonnet release							
Sack Barrow							
Does the vehicle have wipes?			1	r			
Does the vehicle have sanitiser?							
							1
Driver Signature							
Printed Name							
FLM Counter-Signature							
Printed Name							

## **PPE and face coverings**

The government states that "when managing the risk of COVID-19, additional PPE beyond what you usually wear is not beneficial, this is because COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering, not through the use of PPE".

Some companies have reported that certain members of staff have genuine concerns, certainly if they are in



'consumer facing roles', and have sourced and distributed various pieces of equipment to be used voluntarily. In no circumstances should companies purchase medical grade PPE that should be for frontline NHS workers.

Along with distribution, some companies have produced guidance on the correct way to apply, wear, and dispose of the equipment that they have offered to their staff (see Examples 11, 12 and 13).

#### Example 12

#### Putting on and removing your mask safely

Speak to your manager if you'd like a mask

 $\bigcirc$ 

The mask should be dispo of after it becomes moist/

damaged o

**'ter it becomes moist/** aged or when going for a al break. Don't wear the e mask for more than 4 hours

- Your manager will explain the proper use of a mask to you
- · Follow these steps to put on and remove your mask safely
- Continue to follow any other social distancing rules in place

Putting on mask

1





the mask off. To remove the mask remove it from behind (do not touch the for-of the mask) ed glo



#### Wash/sanitise your hands immediately after discarding the mask. Do not touch your **sk**. Do not touc face with your

#### Example 13

#### **Applying Safety Glasses**

- 1. Open the glasses and hold on each side at the hinges.
- 2. Slide the glasses back over the ears and position on the nose, ensure that these do not interfere with the positioning of the face mask. Glasses need to sit on top of the mask on the bridge of the nose.



This Good Practice Guide has been written in collaboration with members of FTA and CILT. It is a non-exhaustive list of what should be under active consideration for any company or operator who is thinking of restarting or ramping up economic activity.

It has been designed to complement official government guidance and promote good practice but is not designed to replace government guidance. It will be updated should government guidance change.

We hope that, after reading through the good practice examples that have been supplied, any member of CILT or FTA would feel confident that they can confirm they have surpassed the five point checklist on the government notice that should be put up in company premises.

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