
Title: COVID-19: health and safety risks to TfL staff (live)

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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.

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 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 the current situation, and the unusual circumstance of working from home for extended periods 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 working at home in this new way. We have provided our teams with resources to help them during this challenging 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;
- making the Headspace app available to all our teams; and
- 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.

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 associated with working remotely an extended period of time working remotely for an extended period of time,

- Display Screen Equipment risks for those working at home during the COVID-19 pandemic
- Lone working risks for those working at home during the COVID-19 pandemic
- Risks in exposure to COVID-19 associated with returning to TfL buildings after a period of working from home (*to be updated as plans for those working remotely to return to TfL buildings are developed*)

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

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.

The risk assessment will be updated as the plans for those working at home to return to TfL buildings are developed. There are no concrete timescales for this at the moment, but these 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**.

This risk assessment considered 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 covers the risks to those directly employed by TfL/LU. Where other members of staff, e.g. contractors or agency workers, be employed by TfL, TfL should ensure that appropriate information is communicated with those staff to ensure they understand the controls that TfL has put in place and how they apply to them.

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).

Note: discuss with TU H&S reps how to communicate this with TfL teams most effectively.

4. 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.

Note: Suggest that these reviews happen at TfL H&S Committee meetings as required

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

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
Risks associated with contact with COVID-19			
<p>Biological health hazard– contact with COVID-19 leading to staff illness or death (for those working in at home or who are still working in offices)</p>	<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. ▪ Immediate move to ensure people did not travel to TfL buildings for work if they did not need to/could work from home. Provided our people with the tools to do their job (as effectively as possible under the circumstances) at home. ▪ Guidance regularly issued to managers and our teams on how to manage the risks associated with COVID-19, including good hygiene, social distancing, working from home where possible, dealing with colleagues displaying symptoms, only travelling if necessary, etc. ▪ Put systems in place to ensure TfL employees can work to the 2 metre social distancing principles where possible (including adapting the working environment, changing working practices, rearranging working environments, etc.) and communicate these clearly with our teams. ▪ Increased cleaning in place across our estate ▪ Facilities teams to ensure Head Offices have Building Hazard Assessments which address COVID-19 risks ▪ 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. 	<p>Low</p>	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p style="text-align: center;">SHE team Employee Communications team HR team Facilities teams</p>
<p>Biological health hazard– contact with COVID-19 leading to staff illness or death – specifically for TfL employees who are vulnerable</p>	<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 redeploying clinically vulnerable people into roles where they can work from home (where possible) or moving vulnerable members of the team to do lower risk activities where they have a higher chance of remaining 2 metres away from others. ▪ TfL will offer support to our teams, particularly around wellbeing and mental health, e.g. 	<p>Low</p>	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p style="text-align: center;">SHE team Employee Communications team HR team</p>

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
	<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; ▪ 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; ▪ making the Headspace app available to all our teams; and ▪ sharing information, self-help tools and resources on “Taking care of yourself” on the SharePoint Coronavirus site. 		
<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 to</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). ▪ share 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. ▪ Communicate the Government requirements on self isolation to our people 	Low	<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 other locations during work (TfL locations or others) (for those working in at home or who are still working in offices)</p>	<ul style="list-style-type: none"> ▪ Restrict all visits to those which are essential. ▪ Where visits are essential, consider the risks for the particular visit and ensure that the risk can be managed, e.g. maintaining social distancing, 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 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. 	Low	Line Managers
<p>Biological health hazard– contact with COVID-19 leading to staff picking up the virus and spreading it to</p>	<ul style="list-style-type: none"> ▪ TfL will follow following Government and Public Health England advice which is reviewed daily by TfL’s Health & Wellbeing team. Appropriate elements of this guidance is shared, implemented and updated as required. 	Low	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p>SHE team</p>

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
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"> ▪ Immediate move to ensure people did not travel to TfL buildings for work if they did not need to/could work from home. Provided our people with the tools to do their job (as effectively as possible under the circumstances) at home. ▪ Guidance regularly issued to managers and our teams on how to manage the risks, including good hygiene, social distancing, working from home where possible, dealing with colleagues displaying symptoms, only travelling if necessary, etc.. ▪ 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 phonenumber, 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 phonenumber and emails or the EAP. 		Employee Communications team HR team Facilities teams
Physical and mental health risks associated with working remotely an extended period of time			
The extent to which one has a sense of belonging and participating socially affects sleep quality and increases anxiety and stress during COVID-19 self-isolation.	<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. ▪ Distribute the guidance for working from home that includes advice and suggestions around maintaining good self-care and social connections (e.g. http://source.tfl/news/corporatenews/22826.aspx). ▪ 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 	Medium	Relevant TfL teams to work together to ensure this information is available: SHE team Employee Communications team HR team Line managers

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
	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).		
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. 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). ▪ Line managers to regularly review how different working arrangements are impacting individuals in our teams, and where needed, identify how to improve working arrangements. 	Medium	<p>Relevant TfL teams, including:</p> <p>SHE team</p> <p>Employee Communications team</p> <p>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, <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; ▪ 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; ▪ making the Headspace app available to all our teams; and ▪ sharing information, self-help tools and resources on "Taking care of yourself" on the SharePoint Coronavirus site. 	Medium	<p>TfL ExCo, supported by the relevant TfL teams:</p> <p>SHE team, including the Health & Wellbeing team</p> <p>Employee Communications team</p> <p>HR team</p> <p>Line managers</p>

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
<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. 	<p>Medium</p>	<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 paranoia 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, <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; ▪ 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; ▪ making the Headspace app available to all our teams; and ▪ 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. 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>	<p>Individuals</p> <p>Line managers</p>

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
A combination of factors mean that some individuals might struggle more or less with mental health difficulties.	<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. ▪ 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. 	Medium	Line managers
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 e.g. with regards to furlough. ▪ Employees to be reminded of financial advice available via EAP for anyone who has financial concerns. 	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

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
Mental health risks associated with being furloughed or who are not working for another reason (e.g. are on long term sick leave)			
<p>Risk of those who have been furloughed or who are not working for another reason (e.g. are on sick leave) suffering from psychological or mental health stresses as a result of feeling that they are no longer part of the TfL team or due to financial concerns</p>	<ul style="list-style-type: none"> ▪ Clear messages to be included in furlough letters which assures people that they continue to be valuable members of the TfL team. ▪ TfL to be clear that employees can continue to develop their skills while on furlough, including ensuring that everyone understands how to access Project Learn. ▪ Recognition of the potential stresses of the furlough scheme, provide those on furlough with access to support 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; ▪ access to qualified counsellors at any time of day or night; ▪ making the Headspace app available to all our teams; and sharing information, self-help tools and resources on “Taking care of yourself” on the SharePoint Coronavirus site. ▪ Clear guidance provided to managers about the importance of staying in touch with furloughed members of their teams and of involving them in non-work related activities during their period of furlough. ▪ Arrangements to be put in place in each team where a manager is placed on furlough to ensure those still at work and those on furlough know who to contact, who will communicate with them, etc. (for furlough issues and for business as usual line management activities (where relevant). ▪ Ongoing regular and supportive monitoring of staff wellbeing, including addressing potential risks associated with increase in use of drug or alcohol in relation to the loss of routine that work can provide for people. ▪ TfL to provide as much security to our people as possible, e.g. TfL will top up those colleagues who are on furlough so that they top up any amount over £2,500 so that furloughed colleagues receive their contractual pay and pension contribution and will continue to receive their full employee benefits during this period. ▪ TfL to provide as much security to our people as possible, particularly the perceived risk of lack of job security/ and perceptions that certain roles may become obsolete in the longer term. 	Medium	<p>Relevant TfL teams to work together to ensure this information is available: SHE team Employee Communications team HR team</p> <p>Line managers</p>

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
Risk of overload of work, resentment, burn out colleagues who aren't furloughed while others are furloughed.	<ul style="list-style-type: none"> Clear direction and guidance that furlough can be used where the workload has reduced which means that other colleagues workload should not increase. Line managers to monitor closely and rotate staff appropriately so furlough is equitable and applied consistently. 		<p>HR team</p> <p>Line managers</p>
Display Screen Equipment risks for those working at home 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, 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) 	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 from home 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 home might suffer a physical or mental health episode while working	<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. 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 	Low	Line managers
Risks associated with being unclear of staff whereabouts and therefore unsure whether	<ul style="list-style-type: none"> Employees to be reminded of TfL's 'Keeping safe when working alone' guidance on the Working at TfL site: http://intranet.tfl/working-at-tfl/3042.aspx 	Low	Line managers

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
there is a problem/illness that staff are facing	<ul style="list-style-type: none"> ▪ Employees encouraged to: <ul style="list-style-type: none"> ▪ ensure their MS Outlook calendar is up to date; ▪ 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. 		
<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 will be updated as plans for return to TfL buildings are developed. There are no concrete timescales for this at the moment, but these 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</p> <p>Importance of clear communication noted at H&S Forum on 20 May 2020</p>			
Risk of contact with COVID-19 upon returning to TfL buildings after working from home for an extended period of time	<p>This section to be updated as plans for those working at home to return to TfL buildings develop.</p> <p><i>Risks of contact with COVID-19 when returning to TfL workplaces (offices or other sites e.g. site cabins) will be guided by Government. TfL workplaces will require plans in place to adequately mitigate risks in each location before staff return.</i></p>		
Exposure to or contact with biological agents, including needle stick injuries, which might spread COVID-19	<p>This section to be updated as plans for those working at home to return to TfL buildings develop.</p>		
Psychological stress across TfL staff once they have returned to work associated with COVID-19.	<p>This section to be updated as plans for those working at home to return to TfL buildings develop.</p> <p><i>Risks to be guided by Government. TfL workplaces will require plans in place to adequately mitigate risks in each location before staff return.</i></p>		
Risk that individuals' DSE requirements cannot be located upon return to TfL	<p>This section to be updated as plans for those working at home to return to TfL buildings develop.</p>		

Risks and Hazard	Mitigation	Risk (H/M/L)	Accountable Person
buildings after a period of working from home	<i>Consider how we can ensure that appropriate equipment is available for those who have DSE requirements before they return to TfL buildings after a period of working from home (especially if they have reasonable adjustments).</i>		
Risk of COVID-19 spread due to crowding during fire drills or emergency evacuation	This section to be updated as plans for those working at home to return to TfL buildings develop. <i>Review emergency plan which considers the risks associated with COVID-19, including how to manage social distancing.</i>		
Violence – verbal or physical – arising due to tensions in the workplace associated with COVID-19	This section to be updated as plans for those working at home to return to TfL buildings develop. <i>Consider</i> <ul style="list-style-type: none"> • <i>Employees to be reminded of normal procedure to remove themselves from potential conflict in heated situations.</i> • <i>Provide guidance to staff on how to manage anxieties and tensions associated with return to the workplace and how to respond to these</i> 		
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)	This section to be updated as plans for those working at home to return to TfL buildings develop. <ul style="list-style-type: none"> • <i>Line managers to continue to check-in with staff to help understand specific challenges associated with return to TfL offices</i> • <i>Line managers to consider flexible working in line with TfL's existing processes</i> • <i>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.</i> 		

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