

CHARITY SHOP REOPENING PACK v6.0

Version history:

Document history	Version number	Date	Next stage
Opening draft for comment	0.1	30/4/20	Staff comment
Incorporating staff comments	0.2	30/4/20	Further staff comments to follow; board approval for certain items
Additional staff and board comments incorporated	0.3	1/5/20	Awaits government developments 2/3 May
Further comments incorporated	1.0	4/5/20	Publication on website for wider comment cycle and discussion at opening meeting on 6/5/20
Comments incorporated from members' meeting, board, various external bodies including Primary Authority. Major revision of legionella to remove prescriptive advice. Risk management document incorporated as Appendix 1.	2.0	7/5/20	To be revised if necessary post Government announcements 10/5/20
Major revision. See below for summary of changes and methodology	3.0	14/5/20	Stable. To be kept under review and revised when government guidance changes or sufficient comments are received.
Incorporation of Government advice issued on 25/5/20	4.0	27/5/20	Final version, to be kept under review in the light of any further government announcements.
Incorporation of changes to Government advice issued on 29/5/20, 15/6/20 and 24/6/20, and with some amendments due to differences in legislation in Scotland, Wales and Northern Ireland	5.0	29/6/20	New version, to be kept under review in the light of further government guidance.
Incorporation of changes to UK Government advice issued on 2/7/20 and 10/7/20 and new guidance on face coverings	6.0	21/7/20	New version, to be kept under review in the light of further government guidance.

Preamble

Welcome to the Charity Retail Association (CRA)'s reopening pack. Please note that this document is **constantly subject to change** due to changes in government guidance – please compare the version number listed above to the version on the CRA website to ensure you are reading the latest version.

We are extremely grateful to the numerous CRA members who have contributed time and effort to making this pack as comprehensive and useful as it could be. And also to the CRA staff team who

have spent many hours collating and codifying an enormous amount of information into one coherent document.

This document should be read in conjunction with UK Government guidance for shops on working safely during coronavirus:

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches>

Specific guidance for Scotland:

<https://www.gov.scot/publications/coronavirus-covid-19-retail-sector-guidance/pages/overview/>

Specific guidance for Wales:

<https://gov.wales/taking-all-reasonable-measures-maintain-physical-distancing-workplace>

Specific guidance for Northern Ireland:

<https://www.nibusinessinfo.co.uk/content/coronavirus-workplace-safety-guidance-and-priority-sector-list-published>

Structure

To create what is hopefully a logical structure for this document we have created three sections: the bricks and mortar and physical side of the shop, the people issues, and the commercial considerations. Clearly there is some overlap and we have tried wherever possible not to duplicate, so it would be advisable to read the whole pack or use searches to find the specific information you are looking for.

Changes from the previous version (version 5.0)

This document incorporates a number of changes from Version 5.0, which must now be discarded. It has not been possible to produce a document with changes tracked for reasons of readability, but here are the main changes:

- 1.4.2 and 1.4.3: Updated to reflect reduction in the advised isolation period for donated/returned stock from 72 hours to a minimum of 48 hours
- 2.5.3: New section on face coverings
- Appendix 1 – changes to reflect:
 - Reduction in isolation period for donated/returned goods
 - Avoiding causing people to raise their voices unnecessarily
 - Face coverings guidance
 - Requirement to have a plan in place in case of a coronavirus outbreak in a shop
 - The pause in shielding advice in Wales from 16 August

Risk assessment

A COVID-19 risk assessment **MUST** be conducted prior to reopening. This entire document may be useful in that respect, but please ensure at the very least you consult the extremely useful information in Appendix 1 prior to undertaking your risk assessment. We have also included a sample risk assessment form as Appendix Two. This risk assessment **MUST** be shared with staff and volunteers, and should be made public as well if possible.

The risk management section of this document (Appendix 1) has been significantly revised in the light of new government guidance, and you **MUST** compare it carefully with your current risk assessment to ensure the latter is still appropriate.

Status coding

Everything that follows in this pack is colour coded according to the following scheme:

Red items are those that we consider **are** mandatory requirements based on our assessment of official guidance

Amber items are those that are not mandatory, but are **strongly recommended** by the CRA board (which consists largely of highly experienced charity retailers) or are Government recommendations for businesses to consider

Green items are those that we recommend you consider against the requirements of your own businesses

National differences

In a number of cases guidance is different in each part of the UK. Where we are able to we are noting such differences. NB the legal aspects of this document are **NOT** applicable outside the UK, although of course many of the practical considerations will be.

Social distancing

At the time of writing the entire UK is required to obey social distancing guidelines:

- In England, social distancing guidance is 2 metres or 1 metre with risk mitigation where 2 metres is not viable.
- In Northern Ireland, social distancing guidance is 2 metres where possible but where that is not possible, a distance of no less than one metre between individuals should be adhered to where appropriate mitigations can be made
- In Wales and Scotland, social distancing guidance remains at 2 metres for retail

Finally

Please note that this document is intended to cover the opening period only, and it may be necessary to treat all the advice herein as temporary or “pilot”. The situation is bound to change quickly and frequently and you must keep your working practices **under constant review** rather than stick rigidly to what is suggested.

Institute of Fundraising support

This document is supported by the Chartered Institute of Fundraising. Alongside this reopening pack for charity shops, organisations will also want to be sure that they are following the right guidance for other areas of fundraising. For more information and advice please go to www.institute-of-fundraising.org.uk.



Primary Authority

This document has been checked by the CRA's primary authority.



1. Bricks and mortar – shop and shop-related issues

1.1 Requirements before shops can reopen

1.1.1 Risk Assessments

An appropriate COVID-19 risk assessment must be carried out and include consultation with workers or unions. Failure to complete a risk assessment which takes account of COVID-19, or completing a risk assessment but failing to put in place sufficient measures to manage the risk of COVID-19, could constitute a breach of health and safety law. Serious breaches and failure to comply with enforcement notices can constitute a criminal offence, with serious fines and even imprisonment for up to two years. It is the Government's expectation that the results of the risk assessment will be published on the business's website where the business has over 50 employees. The following poster should be displayed in workplaces to confirm compliance with the Government's guidelines published at:

<https://assets.publishing.service.gov.uk/media/5eb97021d3bf7f5d43765cbf/staying-covid-19-secure-accessible.pdf>

1.1.2 Establishing maximum customer numbers

You will need to define the maximum number of customers that can reasonably follow social distancing guidance within the store considering floorspace as well as likely pinch points and busy areas. You should then establish steps to limit the number of customers in store at any one time.

1.2 Deciding which shops to open when

1.2.1 Timings

There are a number of things to take into account when deciding when to reopen. Amongst these are:

- Availability of staff and volunteers. Will you be able to resource your shops when they are open?
- Location and size of shop. Do government restrictions apply? Do you want to spread your open shops across many locations or cluster them? Do you have better resources in one area (eg those nearest your head office) than in others?
- Profitability of shop. Do you want to open more profitable shops first to maximise immediate income? Or do you want to open less profitable shops first to concentrate on bringing them back?
- Availability of stock. Will your shops have sufficient stock to make opening worthwhile?
- Will you have sufficient space to accommodate new stock and donations, which we expect to be substantial in the opening phases?

1.2.2 Phased or in one go?

Clearly you must consider whether to open all shops at the same time or a phased opening plan based on income, space, staff levels, stock levels, priority maintenance issues and government guidelines. A phased opening plan allows for thorough preparation and organisation of the shops, effective distribution/utilisation of available staff/volunteers, but obviously reduces the amount of income you can return to your charity at a time when they will need it most.

For information, we have included the polling results from the reopening meeting on 6th May 2020:



1.3 Safety and equipment

1.3.1 Fire

- Ensure that all fire extinguishers have not missed their service date.
- Test fire alarms and ensure any connections to fire brigade, police etc, are working.
- Ensure all exit routes are clear and unobstructed
- Ensure all exit doors are unlocked and available without the use of a key
- Carry out a fire alarm test as soon as possible when the premises are open to staff and public. Ensure any faults on the system are rectified by a qualified fire alarm engineer as soon as possible. Test links to an alarm receiving centre are working, where appropriate
- Ensure fire doors remain closed at all times.
- Ensure the emergency lighting system is operating correctly
- Ensure all staff are aware of the fire safety procedures
- Carry out a fire drill

1.3.2 Mould, pests and legionella

- Inspect the property carefully for pests and mould and take any necessary corrective action
- Undertake a legionella risk assessment, bearing in mind that each shop will have different statuses and requirements.
- For a detailed guide and Q&A on Legionella control during the COVID-19 pandemic, please see the 'Legionella Control' documents on the CRA website.
- A useful guide to the steps you need to take can be found [here](#). The advice from our Primary Authority partners is that if water is not flushed for less than a month and if there are no at-risk systems such as showers then steps 1 to 10 in this document can be followed and testing may not be required.

1.3.3 Electrical

- Take appropriate professional advice on the order with which to restart your electricity network – this will depend on whether it was turned off at the mains or not. Be aware that turning everything on at once might cause a power surge which will cause disruption or damage.
- Undertake a visual inspection of all portable electric equipment before using it to ensure there are no signs of damage to the appliance, plug or cables.
- Recharge or replace any back-up batteries that have been depleted.
- Ensure that intruder alarms (if fitted) are still working and advise the alarm monitoring station of any re-opening.
- Ensure that any CCTV cameras fitted are still working and appropriately positioned.
- Check the latest PAT dates on equipment as they may have missed a scheduled check.

1.3.4 Electronic - EPOS, PDQ, tablets

- Again take appropriate professional advice on the order with which to restart your electronics network, if necessary by contacting your EPOS provider. Be aware that any electronic appliances such as tills and tablets may require a substantial period of updating before they can be used again. Many EPOS providers have produced reopening guides specific to their systems so ensure you contact them before reopening. What follows is general advice for all electronic systems.
- If you made the decision to power off your broadband router or any internal network related equipment including Wireless Access Points (if you have a wireless network in store) you should turn these back on 1-3 days before officially reopening so you can check there are no issues with the broadband connection.
- Updates and patches - Most PoS devices use Windows/Linux based operating systems, similar to that you would find on your home PC or Laptop. In order to keep your PoS and Back Office devices secure it is vitally important that the Operating System (OS), Drivers and Applications are kept up to date, in fact for certain updates, it is a PCI requirement. A lot of updates and patches are created to fix flaws that security researchers have found in the OS or software. If left unpatched it can leave your PoS devices vulnerable to Hackers, Malware and other malicious adversaries. Ideally you should have a process in place to ensure the PoS devices are updated on a regular basis, at least monthly.
- If you have turned off all your PoS tills during this lockdown, bear in mind that once you start the tills again, subject to your I.T policy to patch updates, it may slow down your tills and require multiple reboots to get to the most recent patch build before your tills start to perform optimally again and be secure.
- Antivirus - All PoS and Back Office devices should have some form of Antivirus installed. Antivirus helps protect your devices against Viruses, Malware, Ransomware, Malicious Intrusions etc. In order to be effective, Antivirus needs to be updated regularly, to keep you protected against the latest threats usually this requires some form of paid subscription. The Antivirus should be protected by password so that it cannot be turned off by a user or Adversary.

- One other thing to note, Generally, it is also a PCI requirement to have some form of Antivirus installed on your PoS devices, but does depend on a number of other factors on your infrastructure.
- Tablet & Mobile Devices - Your PoS environment may also utilise Tablets and Mobile devices. Mobile devices and Tablets also require regular OS and Application updates to protect them from vulnerabilities. They should also have some form of Antivirus package installed, if available. It's just as important to protect Mobile and Tablet devices as any other device, these devices may also be connected to your PoS network, therefore an unprotected device could provide a route into the PoS network for an intruder.

1.3.5 Fly tipping and removal of accumulated rubbish

With shops closed, some charity shops have experienced donations (or in some cases actual waste) being left outside the shop. These pose an environmental health concern, fire risk and may limit access for key services.

If you encounter such items when you re-open your shop we would advise you in the first instance to contact your local authority to find out if they will collect it. Some charity members have approached their local authority and asked for support in clearing rubbish or donations left outside whilst shops are in lockdown. Most were supportive so it may be worth contacting your local council to see if they will be happy to do this. Other boroughs have said they are currently closed but would be willing to collect once restrictions are relaxed. The Local Authority Recycling Advisory Committee (LARAC) have confirmed local authorities are unlikely to prosecute charities for donations left outside shops during this time. A portal for reporting fly tipping incidents is available [here](#).

If needed, private waste collectors may be available. One member reports that the best available rate they have discovered is £55 for up to 2 cubic metres.

Additionally your local Business Improvement District might be able to help with removing flytipped donations – we know that this has happened in some areas.

1.3.6 Other opening tasks checklist

Check for break-ins, leaks and other property-related issues	
Ensure you immediately photograph any problems you encounter	
Remove any inappropriate posters from your shop window	
Contact staff and volunteers (see next section)	
Update any emergency contacts as necessary, especially if some staff and volunteers are no longer available	
Ensure van drivers are back on stream (subject to restrictions itemised below)	
Inform local stock partners that you are open (if applicable)	
Replace any still applicable campaign POS in your windows	
Redress your windows	

Inform any local services (e.g. window cleaners) that you are now open again	
Adjust any answering machine message on your phones as appropriate	
Adjust any email out-of-office messages as appropriate	
Ensure your key log is brought up to date	
Reset any passwords as necessary	
Read meters	
Contact the police to inform them that you have reopened	
Contact your insurers to inform them that you have reopened	
Contact any town centre radio links schemes to inform them that you have reopened	
Make contact with your neighbouring shops to inform them that you have reopened	
Reset your safe	
Recreate your float	
Complete any outstanding bankings	
If you created a grab bag ensure it is replenished and repositioned in the shop	
Clean shop thoroughly – shop floor products, fixtures and fittings, back of house, toilets, kitchens, storage, vehicles, existing stock etc.	
Unseal the letterbox	
Consider removing curtains from staff areas to reduce the risk of contamination	
Consider allocating cleaning tasks on a rotational basis to staff/volunteers so that it gets done continuously	

1.4 Stock and donations

1.4.1 Receiving donations in shop

Steps should be taken to maintain social distancing in and, immediately outside the shop. You should put up signage reminding donors to follow social distancing guidance and not to enter the shop if they have any COVID-19 symptoms; a current list of symptoms can be found [here](#). Some form of queue management or regulated entry system for members of the public dropping off donations may be required to ensure people maintain distance between one another in the shop and to prevent people dumping donations outside the shop. If a shop's layout and space allow, this could include a fenced off/floor marked path that splits donors from customers. If possible, a staggered or contactless donation system could help alleviate the number of people who come to the shop at once. Shops could accept donations when closed but not when trading (e.g. accept donations 9-11am and 4-5pm each day).

1.4.2 Storing and isolating (quarantining) donations

Government advice is that donated items should be stored for a minimum of 48 hours or cleaned with usual cleaning products before being displayed on the shop floor. Where cleaning is employed instead of waiting 48 hours you should consider whether this presents

an acceptable level of risk to staff and volunteers and what additional precautions might be necessary.

All donated items should be stored for a minimum of 48 hours before processing by staff and volunteers.

Members have given examples of isolating donations in warehouses, donated containers and, in some cases, taking on new, unoccupied, units in shopping centres. Other places in which donations could be stored before sorting include changing rooms, a spare area of the shop or clothing pens or in closed stores. These separate areas may, depending on size, be used as a drop off point to keep donors away from the shop floor. Ensure staff/volunteers wash their hands regularly when handling donations. Please refer to our overall risk management document for further information, to be found in Appendix 1.

You could consider using a traffic light or colour coding system to identify the date of donation of stock items.

1.4.3 Customer returns and changing rooms

Government advice is that returned items or items that have been tried on in changing rooms should be stored for a minimum 48 hours or cleaned with usual cleaning products before being displayed on the shop floor.

All returned items should be stored for a minimum of 48 hours before processing by staff and volunteers.

Changing rooms should be closed where possible given the challenges in operating them safely.

1.4.4 Space considerations

We would strongly advise considering whether to promote a culture of phoning shops amongst donors. In some cases this might not work; but if it was possible to influence donors to phone before travelling to donate this would be enormously helpful.

At our meeting on the 6th May a number of other useful suggestions were made as to how space problems for keeping donations could be mitigated. Amongst these were:

- Setting up alternative reception points for donations, and using social media to signpost to these locations. These could be:
 - A different part of the shop
 - A larger shop
 - A shop that remains shut for this purpose
 - Borrowing or renting premises elsewhere in the community (eg a vacant shop)
 - A warehouse
- Offering Gift Aiders priority donations
- Use third parties (eg Boxmove) to collect and store larger items until you have the time and space to accept them
- Having set times each day, or set days each week, to receive donations

1.4.5 Sorting donations

We have previously produced guidance and resources on handling donations prior to the rise of COVID-19. We would advise members to continue these practices in addition to the

guidance in this pack. These resources are available on our Guidance page under 'Health & safety and fire safety' [here](#).

Anyone sorting donations should wash their hands with soap and water for 20 seconds regularly, and definitely before and after sorting. If possible, set up a pop-up handwashing station with soap and water/hand sanitiser next to the sorting area.

Disposable gloves should be worn whilst sorting stock. Any gloves that are used to handle potentially contaminated donations will themselves become potentially contaminated so should be safely removed and disposed of immediately after use before touching any other surfaces and the sorter should wash their hands/apply hand sanitiser.

If you are steaming clothing do so after it has been isolated. CRA Corporate members, Propress Steamers, said this: "Steamers should be turned on and tested as part of the preparatory work for the opening." Please see Propress Care and Maintenance Guide for more information.

1.4.6 Driver collections and delivery

Where it is possible, delivery staff should not enter the customer's property and items being delivered or collected shouldn't be physically handed over but left somewhere for the other party to collect. Drivers should be given hand sanitiser to be carried at all times and used after each deliver/collection. They should be encouraged to wash their hands with soap and water for 20 seconds as regularly as possible. When delivery/collection teams are travelling together, good ventilation (i.e. keeping windows open) and facing away from each other may help reduce the risk of transmission. If entering someone's home cannot be avoided, drivers should wash their hands using soap and water for 20 seconds and continue to do so regularly, particularly after blowing their nose, sneezing or coughing. If hand washing facilities aren't available hand sanitiser should be used. If an option, one person can drive the van and another follows in a car, though this will be based on staff ability to drive, willingness to use their own vehicles and incurring of travel expenses. Vehicles should be cleaned regularly using gloves and standard cleaning products. Consider cleaning the interior and touch points of vehicles and consider having on such vehicles as well as some PPE, wipes and maybe even a temporary hand wash station to include a flask of water, soap, a bowl, paper towels and a bag for waste.

Drivers must not enter a household which is isolating or where somebody is shielding. Ensure a system is in place for customers/donors to notify you if they are in self-isolation or shielding. Drivers should feel comfortable to refuse to complete collection/delivery if the customer/donor appears unwell or it doesn't seem safe to proceed.

Examples to reduce the amount of interaction for drivers include:

- Remove the need to sign for deliveries
- If collecting, communicate with donor to manage their expectations about what can be collected at the moment
- Vehicle dividers between two front seats (these would need to be cleaned after each journey)

As much as possible, keep delivery teams working together rather than mixing individuals on different shifts. The inside of lorry cabs should be regularly cleaned, particularly between use by delivery teams. Drivers should use stairs in preference to lifts to reduce crowding and

to reduce the number of touch points (like lift buttons). If possible, try to time deliveries at a time when no-one else will be coming to the shop to further reduce crowding.

You may need to consider whether it is feasible to continue to pick up/deliver two person lift items, implementing some of the additional measures list above. Alternatively you may decide only to proceed with one person lift items for the time being. If you decide to only proceed with one person lift items and therefore only one delivery driver – you may need to consider establishing a lone working policy specifically for van drivers.

Consider issuing customers with a statement such as one of these:

“What precautions are your delivery drivers taking to ensure I don’t get Coronavirus?”

Our drivers are following all Government advice. As such, your driver will call you ahead of arriving at your property to double-check if you’re isolating or not. On arrival, your driver will ensure they keep a 2 metre distance from your door and will ask you to wait in another room whilst they deliver your product. Our drivers will be wearing gloves and are washing their hands regularly.

If a driver asks to wash their hands in your home we would appreciate if you could help them out. There’s currently a nationwide shortage of hand sanitiser but we are working hard to source stock and provide our drivers with this. In the meantime, hand washing is the best advice.

On occasion we do use third party delivery people who have ensured us they are following all Government guidance.

Will you bring the product into my home?

All deliveries will now be made to behind the main entrance of your home. If you have a shared entrance – if you live in an apartment block, for example – this means we’ll bring it into your apartment, not just the front entrance to the building.

If you have a collection booked, you’ll need to bring your item to your door ready for us to collect otherwise we won’t be able to remove it.

We’re taking a sensible approach to the evolving situation with Coronavirus by following all Government advice to make sure we can continue to serve our customers and protect our people. When we deliver, we ask that you distance yourself from our drivers by waiting in another room while they carry out the delivery. This helps to reduce the risk of spreading the virus to others.

As most vans will have stood idle over the lockdown period a full check of the vans should be carried out to make sure everything is working and safe before use.

1.4.7 Rag and recycling

Maintain communication with your textile recycler as much as possible. Even though many will be in lockdown some charity members have reported collection bins and van collections were available in some cases. Communicate with your recycler to try and bring them in sync with your reopening plans. As shops open up, the recycler sector will likely be in receipt of a significant level of items. This may result in a reduction in rag price and, potentially, a limit on the amount and the type of items a shop will be able to have taken away as rag. Consider

other potential merchants for items such as books and DVDs and, as a last option, identify the waste costs for their disposal.

In other areas the situation may be less problematic – for example gold prices are very high at the moment and third parties may be very willing to collect gold and other similar commodities at pre-existing rates – so it is always worth checking with your recycling partners.

1.5 Rental and landlords

Obviously inform your landlords that you have reoccupied the premises and will now be carrying out checks as normal.

In many cases our members have been able to obtain favourable consideration from landlords. If you are one of the lucky ones please ensure that you carefully follow what has been agreed with your landlord.

If you have not yet been able to obtain such terms we have published a template letter which can be personalised and sent to landlords to request rent relief/adjustment for the lockdown period. We have had a number of successes from members, but also some landlords who will not engage. We have also been engaged with some joint lobbying with recalcitrant landlords so do contact us for assistance if appropriate.

The UK Government has published a Code of Practice for commercial property relationships during the pandemic: <https://www.gov.uk/government/publications/code-of-practice-for-the-commercial-property-sector> encouraging tenants and landlords to work together collaboratively. This includes a statement that “landlords should provide support to a tenant where reasonably possible”. This voluntary Code of Practice supplements a range of additional legal protections for tenants.

2. People

2.1 Protecting staff and volunteers

2.1.1 Clinically extremely vulnerable individuals

Clinically extremely vulnerable individuals have been strongly advised not to work outside of the home.

In England and Northern Ireland, the current advice is that from 1 August the clinically extremely vulnerable group can go to work, if they cannot work from home, as long as their workplace is COVID-safe. In Wales, shielding will be paused from 16th August. A decision on when this group can return to work has not yet been made in Scotland.

Particular care should also be paid to people who live with clinically vulnerable individuals.

2.1.2 Clinically vulnerable individuals

If clinically vulnerable individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to follow social distancing guidelines. If it is not possible to stringently follow social distancing guidelines you should carefully assess whether this involves an acceptable level of risk.

2.1.3 Equality duties

You will need to take into account the particular circumstances of those with protected characteristics. This will include, but is not limited to, making reasonable adjustments to avoid disabled workers being put at a disadvantage and assessing the health and safety risks for new or expectant mothers.

2.1.4 People required to self-isolate

Staff and volunteers required to self-isolate must not physically come to work. Those who must self-isolate include:

- People who have tested positive for COVID-19
- People who have symptoms of COVID-19
- People who live in a household or are in a support bubble with someone who has symptoms
- People advised to self-isolate as part of the government's test and trace program

2.2 Returning from furlough

Clearly there are a number of legal and commercial considerations applying to the return of staff from furlough, and you are advised to contact your HR department in the first instance to understand the issues associated with bringing staff back. This will include considering how to support staff that are in the extremely vulnerable (shielded) and vulnerable groups.

From 1 July, employees who have previously been furloughed for at least 3 consecutive weeks can be flexibly furloughed. This means that you can bring employees back to work on reduced hours and claim the furlough grant for the hours they do not work, compared to the hours they would normally have worked. The amount that can be claimed from the furlough scheme will be reduced monthly from the 1st August and the scheme will close on 31 October 2020.

Consider a survey or telephone contact of staff and/or volunteers to gauge the likelihood of them returning to work immediately, or at all.

Hopefully this checklist may be of some assistance:

Organise national minimum wage increase for furloughed staff (if you didn't apply increase in April pay already)	
Ensure that bereavement counselling is included in any return to work training that is provided	
Create a recall from furlough schedule	
HR produce recall letters for staff and send out	
Inform redeployed staff (and their current line managers) of shop opening and move back into shops (notice period to work in new role)	
Unfurlough shop teams and agree notice period	
Confirm which staff will be back for shop opening	
If people can't return to work due to schools/nurseries not being open, what is charity policy on this?	
Produce a motivational video for shop managers and volunteers	
Create a wellbeing information pack for staff including where to find support for practical, emotional and financial matters	
Openly discuss any risks and concerns about social distancing – eg the potential for dissent or aggression from customers	
Prepare guidelines for line managers to support staff returning from furlough	
Once open – get Area Retail Managers to visit shop with the first week or two to see how staff/volunteers are coping and if new measures are working	
Confirm with HR employees who have not returned from furlough (sickness, AWOL) and set up an action plan for dealing with non-returners	
HR and Area Managers to identify staff who need extra support during first weeks back and put this support in place	
Consider using the COVID app if that comes in to play	

2.3 Re-engaging with volunteers and staff

2.3.1 Bringing staff together for the opening

You may wish to bring all your shop staff together, via video conferencing, to share your vision for the shop reopening and planned successes for the next few months. This could be a nice way of motivating them and making them feel part of the wider shop strategy.

You should share your COVID-19 risk assessment with staff and volunteers. Consider also providing a detailed overview of what has happened whilst they have been away, the twists and turns of the changing landscape and the decisions that were taken with reasons. A huge emphasis should be to assure people that they will be returning to a safe working environment. It will also be helpful to re-iterate that these are highly unusual times and that any new processes and procedures might need to be altered or adjusted once experience has been gained as to how they work, and that staff and volunteers should feel free to feed back any concerns or ideas for improvement given specific circumstances.

Face-to-face meetings will need to be minimised, follow social distancing guidelines carefully and only absolutely necessary participants should attend meetings.

2.3.2 Further considerations for volunteers

Another helpful checklist:

Volunteer return newsletter prepared	
Return to volunteer letters sent out	
Speak to volunteers to understand who is available to return	
Volunteers contacted by phone to check on well-being and maintain contact	
Prepare a mini refresher induction for volunteers including a wellbeing check	
After first couple of weeks – understand and review the changes in volunteering levels in shops and the effect on the business	

2.4 Morale and mental health

As mentioned under the assumptions section it is expected that shops will reopen before the coronavirus outbreak is fully controlled. This may result in increased stress for staff, volunteers and especially anyone still in isolation. The CRA has funded access for our members to acquire expertly curated wellbeing resources via the retailTRUST's self-help website, myrtwellbeing.org.uk. The site includes a wealth of digital resources to support the emotional, physical, vocational and financial wellbeing needs of you and your retail colleagues.

This member benefit brings wellbeing resources within easy reach of those that need it. Content is updated and added to regularly and profiles are personalised to the preferred content of the user. Use is confidential and designed to be discreet for those seeking guidance and support. To find out more and set-up access please visit our website: <https://www.charityretail.org.uk/supporting-your-wellbeing/>

When faced with challenging circumstances it can sometimes be difficult to know how best to support ourselves and in turn help others. Below are some additional resources that you may find useful and informative.

A number of organisations have put together short guides on how to look after your mental health during this uncertain time. There are many recurring themes, the common tips include:

- setting up a routine and sticking to it
- staying connected with loved ones online and digitally
- limit your news and social media intake
- keep moving and eating well.

For further information contact:

- BBC - Coronavirus: How to protect your mental health
- Mind – Coronavirus and your wellbeing
- Samaritans - worried about your mental health during coronavirus?
- And two important organisations well known for their assistance in this area:
 - Mind

- Samaritans or call on 116 123

2.5 Keeping people safe

2.5.1 COVID risk management

We have produced a comprehensive risk management guide on keeping staff, volunteers and customers safe from COVID-19. This document is to be found in Appendix 1. Please use it to guide your own risk assessments when deciding what to do and how to keep your shops as safe as possible. Similarly to this document it is categorised by mandatory steps, steps advised by CRA, and items for you to think about.

We would suggest a daily routine of asking staff and volunteers about their welfare and ensuring that they are not exhibiting symptoms of COVID-19 or anything else.

2.5.2 Personal Protective Equipment (PPE)

Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19.

Unless you are in a situation where the risk of COVID-19 transmission is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if your risk assessment does show that PPE is required, then you must provide this PPE free of charge to workers who need it. Any PPE provided must fit properly.

To support social distancing and hygiene in shops, you could consider sourcing the following:

- Tape/Floor stickers
- Disposable gloves
- Hand sanitiser – with stand
- Perspex till shield

We have assembled a directory of potential suppliers of such equipment and this will be kept regularly up to date.

NB Face coverings are NOT classified as a form of PPE.

2.5.3 Face coverings

Face coverings are mandatory for customers in shops in Scotland and from 24 July are also mandatory for customers in English shops. There are several exemptions, including for children and those with certain health conditions and disabilities, which means that not everybody will be required to wear a face covering. A face covering is defined as any cloth covering that covers someone's mouth and nose whilst allowing them to breathe comfortably. This can be as simple as a scarf or bandana that ties behind the head.

In England, face coverings are not mandatory for shop staff/ volunteers and in Scotland they are not mandatory for staff/ volunteers under certain circumstances. However, retailers should strongly recommend to staff and volunteers in England and Scotland that they wear face coverings in store except when:

- The shop is closed to customers.
- In non-customer areas of the store such as the stock room, office, or rest area.
- Working behind a plastic screen.

- The staff member or volunteer is exempt from wearing a face covering due to a medical condition or disability.

Retailers should support staff and volunteers to wear face coverings in a safe manner. Guidance on the safe wearing of face masks is available [here](#).

There is no legal requirement for staff or volunteers to refuse entry or service to a customer not wearing a face covering, nor are they required to enforce the regulation. The responsibility for wearing a face covering sits with the individual customer not the retailer, staff member or volunteer. Retailers should seek to encourage customers to wear face coverings (for example with the use of posters) whilst being mindful that some people will be exempt due to a disability or health condition and of the potential for conflict if a customer refuses to follow the rules. If required, the police can be called on to enforce the wearing of face coverings but their availability to do so is likely to be limited. The police are responsible for enforcement.

Face coverings are not a replacement for existing risk mitigations, including the need for social distancing, which should remain in place.

To encourage the use of face coverings, you could make a supply of these available to staff and volunteers.

2.6 Recruiting additional volunteers

Once you know which shops are able to reopen, how many staff the shop will have and the number of volunteers you think will return, you need to compare this to how many people you need in the shop to run it safely and effectively and see if you need to recruit for more volunteers at this time.

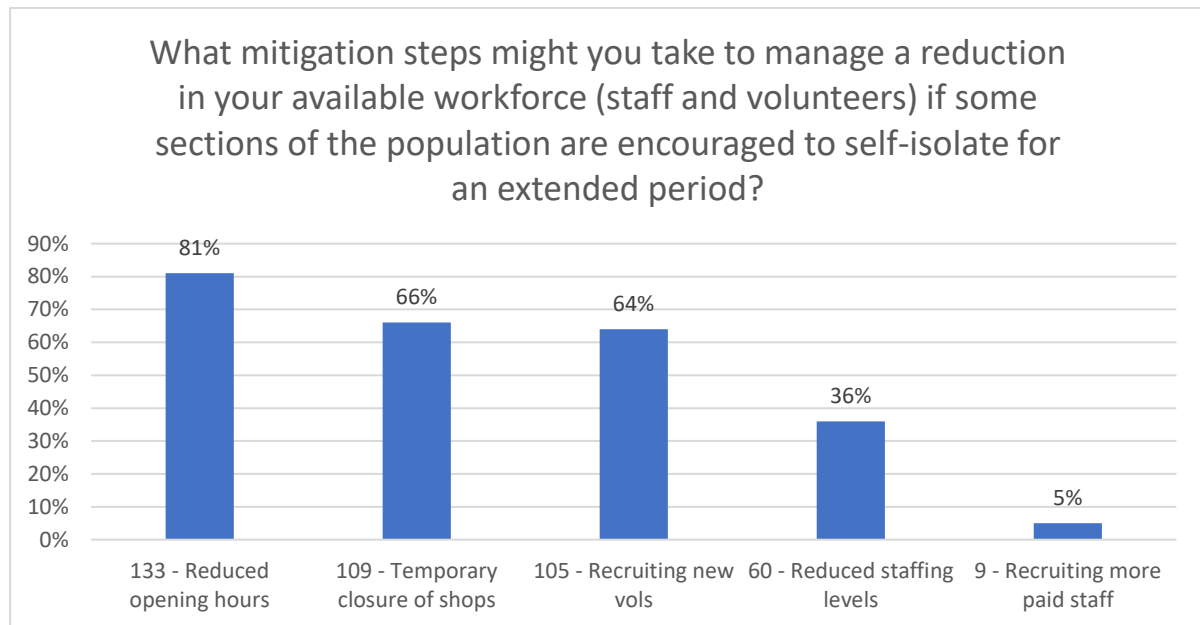
NB: It is important to note that social distancing measures may limit how many people you can have in the shop at any one time, or how many volunteers you need for each shift, so please refer back to specific social distancing guidance in this resource before undertaking any volunteer recruitment activity.

If you do decide to undertake volunteer recruitment activities pre-shop opening and in the first few weeks of the shops being reopen, here are some things you may wish to consider:

- Identify your recruitment needs – do you need specific voluntary roles, or volunteers on specific days.
- Create a volunteer role description for each specific role you're recruiting for e.g. one role description for a social media volunteer and another for a volunteer van driver.
- Where will you promote this volunteering opportunity?
 - Shop based advertising, such as an A board outside the shop or a poster in the shop window, flyers for customers to take
 - Word of mouth advertising through customers, donors and existing volunteers – do they know someone who would like to volunteer?
 - Speak to your local volunteer centre about advertising the role, promoting your charity and any other opportunities they might have
 - Engage the local community by speaking to local community groups, putting flyers up in local spaces (such as libraries, supermarket boards etc.)

- Make contact with the local newspaper – they will often advertise volunteer roles for free. Can you write about the benefits of volunteer for the paper as an advertorial piece?
- Reach out to schools, universities and colleges to see if their students would benefit from volunteering (perhaps as part of a Duke of Edinburgh scheme or work experience)
- Post your advert online – through your own charity’s social media channels, on volunteering websites like Do-it.org, Indeed or Gumtree
- Contact your local Job Centre Plus to explore offering volunteering roles to the job seekers they are supporting
- Make sure everyone in the shop knows you’re recruiting for volunteers and can talk to any potential applicants, or know of any specific resources to hand them.
- Once you’ve received interest from a potential volunteer, it is best practice to set-up an informal discussion with them. This could be over the telephone or you could invite them into the shop for a chat.
- Set aside time to develop questions to ask during the informal discussion and make a note of their answers. This is so you can be consistent with each potential volunteer you see. Here are some questions you could ask them:
 - Why would you like to give your time to our charity?
 - What are you hoping to get out of volunteering?
 - What skills do you have that you can bring to our volunteer team?
 - Tell me about any previous retail or volunteering experience you’ve had
 - Tell me about your hobbies and interests
 - What is your availability volunteer?
 - Where did you hear about volunteering in our shop?
 - Is there anything we can do to support you in your volunteering?
- After the discussion, thank them for coming in to meet you (or talk on the phone) and tell them you’ll be in touch, and give a time frame. It is important to let every potential volunteer know either way and follow up with each one after their informal chat.
- You may want to offer the potential volunteer a taster session volunteering in the shop and should arrange a suitable time and date to do this.
- If you feel they would be a suitable volunteer, offer them the volunteering role! Well done, now don’t forget to consider the induction phase, including checking references and providing them with training.

If after all that you aren’t able to recruit enough volunteers, you might like to consider mitigation. At a recent meeting the following question was asked:



3. Operational and marketing

3.1 Cleaning procedures

Work areas, equipment and regularly touched surfaces should be frequently cleaned. These can all be cleaned using your usual cleaning products with cleaning materials being disposed in the usual way. Where equipment or work areas are shared they should be cleaned between users.

In the event of a suspected or confirmed case of coronavirus then a deep clean will be required. Public Health England has produced [detailed guidance](#) which includes:

- use of gloves and aprons
- use of disposable cloths
- an initial clean with soapy water followed by the use of disinfectant or the use of a combined detergent/ disinfectant
- advising the use of disinfectant solution at a dilution of 1,000 parts per million available chlorine
- advising that the waste from cleaning (apron, gloves, cloths) should be double bagged and then stored for 72 hours before being disposed of as normal

Several members have recommended cleaning products provided by Clinell who provide combined disinfectant and detergent wipes.

3.2 Recruiting additional volunteers

Once shops reopen, you will need to ensure they maintain a steady stream of donations.

From the experience of charity members, common recommendations would be:

- Partnerships with private retailers, schools, hotels, and other organisations in the local community.
- Using social media to both request donations and promote what has already been received (e.g. 'best of donations').
- Adapt the shop floor to display the types of items you would like donated
- Make calls for specific donations.

Be mindful that any campaigns for stock, such as donation vans in a supermarket car park, must conform to government guidelines on social distancing.

Depending on your sequence of opening some shops may not have enough season-appropriate stock so this may be something to take into consideration.

The CRA has numerous resources on sorting and pricing donated items to get the maximum value from what your shop receives. These can be found on our Guidance page under 'Sale of goods' [here](#) and on the donated item pricing tips [here](#).

3.3 Maintaining donations flow

It will be extremely important to let people know that your shops are reopening in as many ways as possible. Social media is a quick, cost effective and highly successful method of sharing the good news. Ensure all your channels reflect the same messages and contain the same information.

Keep the messaging positive and engaging, try to use imagery (an attractive shop front/window display, community spirit, etc) which will catch the eye. Aim to build up the anticipation over a few days, and make it exciting. Consider adopting a theme or event to lead with – e.g ‘Everything British’ celebrating how united we are as a kingdom, or ‘Thank you Keyworkers’, celebrating and giving thanks to those who have helped during the crisis. It could consist of small efforts in the shop, such as a themed window display or all the staff wearing rainbow colours.

Ensure that your website and Google are updated with shop opening hours, as this will likely be people’s first port of call to find this information. Write to local newspapers, magazines and radio stations and share the good news – their audiences will be eagerly awaiting news of local reopenings.

You could make posters to put in the window which state the date of the reopening, and include instructions for those who would like to donate (avoiding leaving donations outside, bring them to a specified location at a particular time/date, etc).

[Here](#) you will find a poster which you can customise for display on shop doors/windows to help with Social Distancing.

3.4 CRA Find a Shop database

At a time when online searching has become the norm, keeping your shops’ information updated on our highly-ranked “[Find a shop](#)” page is essential for donors, volunteers and customers. Give your shops the attention they deserve by sending us any updates you might have (e.g. relocations, type of shop, phone number, opening hours, etc.). We would like to make your shops more visible online, help you attract more donors, customers and volunteers and consequently enable you to raise more money for your cause. Please send your updates to Irina at irina@charityretail.org.uk.

3.5 E-commerce

Many of our members have kept their operations going during the lockdown phase, and we would expect that online operations generally will be the first to resume once restrictions are eased.

We are currently underway on an exciting project to bring you an ‘E-Commerce’ pack. It will consist of useful ‘how to’ guides on all the most popular ways of selling online. It will contain hints and tips for photography, and explain the rationale for shifting towards E-Commerce, especially in light of the current situation. The pack will be available in the next few weeks, we will announce its publication date in due course.

APPENDIX ONE

Risk areas in relation to the coronavirus pandemic

To assist with the preparation of risk assessments prior to shops reopening, this document sets out areas of risk that relate to retail operations and the coronavirus pandemic. Alongside each risk area this document sets out actions that you can take to mitigate that risk. The potential mitigations are in three categories and colour coded as follows:

Red items are those that we consider are mandatory requirements based on our assessment of official guidance

Amber items are those that are not mandatory, but are strongly recommended by the CRA board (which consists largely of highly experienced charity retailers) or are Government recommendations for businesses to consider

Green items are those that we recommend you consider against the requirements of your own businesses

If you use this document to produce your own risk assessments in relation to the pandemic you should consider:

- Whether alterations might need to be made for specific shops.
- How you will ensure that all staff and volunteers have read and understood the risk assessment. An idea shared by a member is that a retailer could implement their own permit system which could be used to authorise the reopening of each shop.
- How you will ensure that risk assessments are updated in the light of any new government advice that should be forthcoming

Important notes

1. This document should be read in conjunction with legislation, guidance and advice issued by the Government, local authorities and other relevant bodies.
2. This document is intended to provide ideas for members in conducting their own risk assessments.
3. This document is not intended to be legally or technically comprehensive and the Charity Retail Association cannot be held responsible for any errors or omissions, factual or otherwise, arising from reliance on it.
4. This document is not a substitute for independent professional and/or legal advice.
5. This document will be subject to regular change as the situation develops.

Area of Risk	Actions to take to mitigate risk	Notes
Volunteers who have been notified by the NHS that they are clinically extremely vulnerable (sometimes referred to as the shielded group).	Volunteers in the extremely vulnerable (shielded) group should not physically attend work until advised that it is safe to do so. From 1 August in England and Northern Ireland and 16 August in Wales, the current advice is that the extremely vulnerable can go to work as long as the business is COVID-safe and social distancing can be maintained.	See appendix 3 and 4 for a description of who is in the extremely vulnerable group and the vulnerable group. Any details about a volunteer's medical

<p>Volunteers who are classed as being in the clinically vulnerable group which includes but is not limited to those over 70, pregnant women and people with a wide range of underlying health conditions.</p>	<p>Organisations must be especially careful and take extra steps for anyone in their workforce who is in a vulnerable group.</p> <p>Volunteers in the vulnerable group choosing to return should be offered the option of the safest available on-site roles, enabling them to follow social distancing guidelines. If social distancing guidelines cannot be stringently followed you should carefully assess whether this involves an acceptable level of risk.</p> <p>Volunteers in the vulnerable group must be asked to consider very carefully the risks prior to re-engaging as volunteers.</p>	<p>condition must be kept confidential, unless the employee agrees it can be shared.</p> <p>Government advice in this area is likely to change on a regular basis.</p> <p>Further information: https://www.acas.org.uk/coronavirus/vulnerable-people-and-high-risk</p> <p>https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19</p> <p>https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people</p>
<p>Staff who have been notified by the NHS that they are extremely vulnerable (sometimes referred to as the shielded group).</p> <p>Staff who are classed as being in the vulnerable group which includes but is not limited to those over 70, pregnant women and people with a wide range of underlying health conditions.</p>	<p>Staff in the extremely vulnerable group should not physically attend work until advised that it is safe to do so. From 1 August in England and Northern Ireland, the current advice is that the extremely vulnerable can go to work as long as the business is COVID-safe and social distancing can be maintained.</p> <p>Organisations must be especially careful and take extra steps for anyone in their workforce who is in a vulnerable group.</p> <p>If they cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to follow social distancing guidelines. If social distancing guidelines cannot be stringently followed you should carefully assess whether this involves an acceptable level of risk.</p> <p>Hold individual discussions with affected staff members in the vulnerable group to</p>	<p>See appendix 3 and 4 for description of who is in the extremely vulnerable group and the vulnerable group.</p> <p>Any details about an employee’s medical condition must be kept confidential, unless the employee says it can be shared.</p> <p>Government advice in this area is likely to change on a regular basis.</p> <p>Further information: https://www.acas.org.uk/coronavirus/vulnerable-people-and-high-risk</p> <p>https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19</p>

	<p>consider the most appropriate course of action for them.</p>	<p>protecting-extremely-vulnerable-persons-from-covid-19</p> <p>https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people</p>
<p>Virus transmission among people in shop</p>	<p>Every reasonable effort must be made to enable working from home as a first option. Plan for the minimum number of people needed on site to operate safely and effectively.</p> <p>Every reasonable effort must be made to comply with the social distancing guidelines. Where this cannot be followed in full all mitigating actions possible must be taken including:</p> <ul style="list-style-type: none"> • Keeping the activity time as short as possible • Use of screens and barriers • Back to back or side to side working • Using “fixed teams or partnering” <p>Staff and volunteers who develop symptoms of coronavirus or test positive should self isolate in line with the Government’s guidance.</p> <p>If a volunteer or staff member lives in a household or is in a support bubble where someone else is unwell with symptoms of coronavirus then they must stay at home in line with the Government’s guidance as should anyone advised to self-isolate as part of the government’s test and trace program</p> <p>Assess the maximum number of customers that can be in the shop at any one time based on shop size and layout so that social distancing guidelines can be observed with staff and volunteers working to regulate entry into shops. If you use staff to undertake “guarding activity” to manage numbers in store you should consider whether they should be security cleared through the Security Industry Authority. For</p>	<p>Further information: https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches#shops-5-4</p>

	<p>more details see: https://www.sia.homeoffice.gov.uk/Pages/licensing-activities.aspx</p> <p>Retailers should strongly recommend to staff and volunteers that they wear face coverings in store except when:</p> <ul style="list-style-type: none"> • The shop is closed to customers. • In non-customer areas of the store such as the stock room, office, or rest area. • Working behind a plastic screen. • The staff member or volunteer is exempt from wearing a face covering due to a medical condition or disability. <p>You should put up signage to ask customers with symptoms not to enter the shop, and to remind people to follow social distancing guidelines, wherever possible.</p> <p>You should regularly encourage staff and volunteers to wash their hands with soap and water as often as possible and for 20 seconds every time.</p> <p>If feasible, you should also put up plexiglass barriers at all points of regular interaction to further reduce the risk of infection for all parties involved, cleaning the barriers regularly.</p> <p>Changing rooms should be closed wherever possible given the challenges in operating them safely. If changing rooms remain open, you should ensure social distancing is maintained and that they are cleaned regularly, typically between uses and ensuring that stock is not immediately returned to the sales floor without waiting for at least 48 hours.</p> <p>Encourage people to shop alone if possible and remind customers with children that they are responsible for supervising them.</p>	<p>If you close changing rooms you should ensure that your refund policy allows exchanges if clothes do not fit. Returns should be physically handled in the</p>
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	<p>Providing floor markings inside and outside of shops to support social distancing measures in place.</p> <p>Review the layout of shops to ensure aisles/walkways are as clear as possible to support social distancing and considering what changes would be possible to support social distancing.</p> <p>You should seek to ensure that people do not need to unnecessarily raise their voices to each other. This includes avoiding playing music at a volume that makes normal conversation difficult.</p> <p>Have a plan in place on what to do if there is a coronavirus outbreak in a shop. This might include notifying a senior member of the organization, temporary closure and a deep clean and should include following any advice provided by local health protection teams. To support local health teams and to help NHS Track and Trace you should:</p> <ul style="list-style-type: none"> • nominate a single point of contact for liaising with local health protection teams in the event of an outbreak • ensure volunteer and staff records and contact details are up to date • retain details of shift patterns for 21 days • In England, contact your Public Health England local health protection team if there is more than one case related to a shop <p>Make regular announcements to remind people to follow social distancing advice.</p> <p>Increasing ventilation where possible (such as opening a window).</p> <p>Consider one-way systems around shops where practical supported by signage.</p> <p>Leave non-essential doors open to minimise the number of people who touch them. This does not apply to fire doors.</p>	
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	<p>Reducing the number of staff and volunteers present in-store at any one time to make social distancing easier.</p> <p>Consider dividing staff and volunteers into A and B teams to reduce the likelihood of all staff/volunteers working in a particular shop being required to self-isolate.</p> <p>Provide staff and volunteers with hand sanitiser.</p> <p>Consider restocking when shop is closed to reduce congestion on the shop floor.</p> <p>CRA has produced some posters to help with social distancing advice: they can be found at: https://www.charityretail.org.uk/members/wp-content/uploads/sites/3/2020/05/Customer-Numbers-signs.pdf.</p> <p>Some form of queue management or regulated entry system for members of the public dropping off donations may be required to ensure people maintain distance between one another.</p>	
<p>Virus transmission whilst handling stock/donations</p>	<p>Government advice is that donated items should be stored for 48 hours or cleaned with usual cleaning products before being displayed on the shop floor. Where cleaning is employed instead of waiting 48 hours you should consider whether this presents an acceptable level of risk to staff and volunteers and what additional precautions might be necessary.</p> <p>All donated and returned items should be stored for a minimum of 48 hours before processing by staff and volunteers.</p> <p>Mandate hand washing before and after sorting stock and the avoidance of people touching their faces whilst handling stock.</p> <p>Consider providing hand sanitiser for use by customers before they handle any stock.</p> <p>Consider placing protective coverings over large items such as items of furniture that</p>	<p>In March 2020, the Chief Medical Officer stated that that the virus is “probably largely gone by 48 hours and almost completely gone by 72 hours, on a hard surface”. It is believed that the virus survives for a shorter time period on soft surfaces.</p>

	<p>require customer testing (e.g. beds and sofas) and ensure that these covers are frequently cleaned.</p> <p>Consider methods to reduce frequency of deliveries/ collections and where possible and safe have single workers load or unload vehicles. This could include encouraging drivers to stay in their vehicles where this does not compromise safety and existing safe working practice.</p> <p>Disposable gloves to be worn whilst sorting stock with a requirement that hands are washed before and after wearing and that the gloves are disposed of after use.</p> <p>Wash down donated goods with hard surfaces with standard cleaning products.</p> <p>Enabling contactless drop offs of donations to reduce person to person interaction.</p> <p>Steam all clothing thoroughly after the isolation period.</p>	
<p>Deliveries and collections</p>	<p>Delivery teams must not enter the home of someone who is in self isolation or where somebody is shielding. A mechanism should be in place for customers/ donors to notify you if they are in self isolation or are shielding</p> <p>If workers have no option but to travel together, for example, delivery teams, the following should be encouraged: fixed work partners; maintaining good ventilation by keeping windows open; avoiding face to face contact and regular vehicle cleaning with emphasis on commonly touched surfaces</p> <p>Drivers should always be given hand-sanitiser to be carried and used after each delivery.</p> <p>If at all possible, goods being delivered or collected should not be physically handed over but left in a place for the other party to pick up from.</p>	<p>In relation to the construction sector, the Government advise that you should plan work to minimise contact between workers and avoid skin-to-skin and face-to-face contact. Where face-to-face contact is essential, this should be kept to 15 minutes or less wherever possible.</p>

	<p>Wherever possible, entry into the homes of donors/ customers should be avoided.</p> <p>Drivers should feel comfortable to refuse to complete collection/delivery if the customer/donor appears unwell or it doesn't seem safe to proceed.</p>	
<p>Virus transmission from surfaces</p>	<p>Staff and volunteers to wash hands regularly during the day.</p> <p>Providing handwashing facilities (or hand sanitiser where not possible) including at entry and exit points.</p> <p>Encouraging the use of contactless transactions wherever possible</p> <p>Hard surfaces including tables, till counter, till screen, phones, kitchen worktops, door handles etc. to be cleaned down regularly with usual cleaning products. In the event of a confirmed or suspected case of coronavirus a deep clean will be required in accordance with Government guidance which can be viewed here.</p> <p>Consider using disposable pens for Gift Aid sign up and other written requirements. Alternatively the use of tablets could be considered which should be cleaned regularly and ideally between uses.</p> <p>Providing staff and volunteers with disposable cleaning wipes so that the most touched areas in-store can be frequently cleaned throughout the day and especially those that are shared such as telephones, till systems and PDQ machines.</p> <p>Encouraging staff and volunteers to stick to their own cups for drinks and ensuring prompt cleaning of cutlery, plates, etc.</p> <p>Dry hands with paper hand towels, kitchen towel or electric dryer where possible.</p> <p>Removing tea towels and reusable towels or other drying cloths that are used by multiple people.</p>	

<p>Risk of transmission during meetings and shop visits</p>	<p>Ensure social distancing when meeting in person.</p> <p>Only absolutely necessary participants should attend meetings in person and should maintain social distancing throughout.</p> <p>Setting shop staff up on zoom conferencing (or similar) to reduce the number of meeting and shop visits by field staff.</p>	
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APPENDIX TWO

SAMPLE COVID-19 RISK ASSESSMENT

All employers must carry out an appropriate COVID-19 risk assessment in consultation with unions or workers. If you have fewer than five employees, you don't have to write anything down.

This document provides a starting point to enable you to produce your own risk assessment. We have started off the risk assessment for you by identifying risk areas but you should also add any additional risks which you identify. The following documents should assist you to identify suitable control measures to reduce the risk:

- The Charity Retail Association's reopening pack
(<https://www.charityretail.org.uk/members/shop-reopening/>)
- Government guidance on working safely during coronavirus
(<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>)
- British Retail Consortium for the re-opening of non-essential retail
(<https://brc.org.uk/news/corporate-affairs/social-distancing-in-retail-stores-and-warehouses/>)

What are the hazards?	Who might be harmed	Controls Required	Action by who?	Action by when?	Done
Transmission of virus to staff and volunteers who have been notified by the NHS that they are extremely vulnerable (sometimes referred to as the shielded group).	Staff/ Volunteers				
Transmission of virus to staff and volunteers who are within the vulnerable group.	Staff/ Volunteers				
Virus transmission among people in shops	Staff/ Volunteers and Customers				
Virus transmission whilst processing stock/donations	Staff/ Volunteers				
Virus transmission from surfaces	Staff/ Volunteers and Customers				
Virus transmission during deliveries and collections	Staff/ Volunteers and Customers				
Risk of transmission during meetings and shop visits	Staff/ Volunteers				
Add additional risks here					
Add additional risks here					

Company name:

Assessment carried out by:

Date of next review:

Date assessment was carried out:

APPENDIX THREE

Extremely Vulnerable (Shielded Group)

Clinically extremely vulnerable people may include the following people. Disease severity, history or treatment levels will also affect who is in the group.

1. Solid organ transplant recipients.
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary (COPD).
4. People with rare diseases and inborn errors of metabolism that significantly increase the risk of infections (such as Severe combined immunodeficiency (SCID), homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.
6. Women who are pregnant with significant heart disease, congenital or acquired.

People who fall in this group should have been contacted to tell them they are clinically extremely vulnerable.

APPENDIX FOUR

Vulnerable group

This group includes those who are:

- aged 70 or older (regardless of medical conditions)
- under 70 with an underlying health condition listed below (ie anyone instructed to get a flu jab as an adult each year on medical grounds):
- chronic (long-term) respiratory diseases, such as [asthma](#), [chronic obstructive pulmonary disease \(COPD\)](#), emphysema or [bronchitis](#)
- chronic heart disease, such as [heart failure](#)
- [chronic kidney disease](#)
- chronic liver disease, such as [hepatitis](#)
- chronic neurological conditions, such as [Parkinson's disease](#), [motor neurone disease](#), [multiple sclerosis \(MS\)](#), a learning disability or cerebral palsy
- [diabetes](#)
- problems with your spleen – for example, [sickle cell](#) disease or if you have had your spleen removed
- a weakened immune system as the result of conditions such as [HIV and AIDS](#), or medicines such as [steroid tablets](#) or [chemotherapy](#)
- being seriously overweight (a body mass index (BMI) of 40 or above)
- those who are pregnant

APPENDIX FIVE

Member reopening ideas

The CRA has run a series of reopening meetings with its membership over the past few weeks. Through these discussions, charity members have shared details of their re-opening plans that may be of use to your retail operations and their reopening.

We have collated these suggestions below, grouped by category. This not advice or guidance and we do not expect charities to follow all of them. They are a collection of useful ideas brought up by fellow charity retailers that may be applicable to your situation or help inspire ideas for your shops.

1. Cleaning/PPE

Area	Members' Ideas
Cleaning	<ul style="list-style-type: none"> • Hand sanitiser: <ul style="list-style-type: none"> ○ Staff can have a small, portable container to carry around with them (500ml recommended) ○ Beware of ordering and storing large quantities of hand sinister – 5L of flammable hand gel is a health and safety issue and shop staff may not be able to decant it safely
PPE	<ul style="list-style-type: none"> • Some staff/volunteers may request PPE that goes beyond recommended guidance. Reassure them and explain why some equipment is not suitable for all environments e.g. face visors are primarily used to prevent water droplets getting into eyes. Don't give out PPE just because it is asked for • If PPE will be reused it must be washable – face visors with foam around the forehead cannot be cleaned to will need to be disposed of after use • PPE disposal: <ul style="list-style-type: none"> ○ Bag separately (can double bag if so desired), leave for 72 hours then treat as general waste. Disposal in separate bins would be appropriate ○ Does not need to be stored in clinical waste bags

2. Staff/volunteers

Area	Members' Ideas
Communicating with staff/volunteers	<ul style="list-style-type: none"> • Weekly newsletter/magazine to staff/volunteers to keep them updated and engaged – opportunity to take questions and publish answers for all to see • Welcome back video to bring people up to speed on what's changed e.g. new shop layouts, floor markings, PPE etc. This can also help reassure people who may be nervous about returning • Use webinars, skype and zoom meetings to stay in touch and keep people updated • Online learning – complete a Return to Work module before people can come back. Welcome Back packs should deal with a range of areas including communications, social distancing and dealing with bereavement

	<ul style="list-style-type: none"> • Where possible, utilise group-wide communications (e.g. Facebook, WhatsApp) so information can be quickly sent to lots of people • ‘Thank you’ communications – video from chief executive, thank you card, ‘Zoom-Tea’ casual meetings • Assign a dedicated staff/volunteer member to contact volunteers without an email to make sure they’re okay e.g. weekly phone call. This may incur request for phone call expenses • Contacting volunteers should be one of the first priorities for Shop Managers once they return • Collate commonly asked questions into an HR FAQ • Regular communication can identify concerns early on, allowing the charity to address them/make changes e.g. does someone want to work behind a screen • Volunteers may have questions that Shop Managers aren’t able to answer. Develop a communication line for Shop Managers to query with you • In short, any regular communication is worthwhile and helps staff/volunteers feel valued and appreciated
<p>Returning staff/volunteers</p>	<ul style="list-style-type: none"> • Make sure your highly prized volunteers are kept in regular contact and ready to return right away. If shops will be limited in the number of people that can return, they will want to ensure the most valued volunteers come back first • Over-70 staff/volunteers: <ul style="list-style-type: none"> ○ Ask them to talk to their friends/family about returning before making the decision ○ If they wish to come back, carry out individual risk assessments to see what extra protections may be needed ○ Place them in roles appropriate to risk e.g. over-70 volunteers should not be put in customer-facing roles ○ The mental health impact of staying at home and not going out can be serious for some people so something to take into account ○ Consider if your insurer has a stance on over-70s returning, pushback if the insurer will not cover them ○ If your charity will not be letting them return just yet, prepare a script for people to follow as some volunteers may find hearing this upsetting • Anxiety about returning: <ul style="list-style-type: none"> ○ Provide each shop with a COVID-19 pack including the risk assessment, cleaning rotas, PPE guidance, shop layout etc. ○ If possible, provide briefings on how COVID-19 works to provide a context and further understanding of why the charity is doing what it is doing and why those measures will be effective ○ Ongoing, one-to-one chats can help assuage concerns ○ Conduct regular Q&As charity-wide ○ Let people know what is specifically being done to address their specific concerns/challenges and work with them to collaboratively come to a resolution e.g. consult with Shop Managers on how many customers they would be comfortable to have in the store ○ If someone cannot avoid using public transport, change their hours so they don’t travel at busy times/reassign them to a different

	<p>shop that's easier to get to. Also consider Cycle to Work schemes if there are no other transport options</p> <ul style="list-style-type: none"> ○ Create pre-opening packs with links to resources such as mindfulness and welfare training ○ Produce crib sheets so people know exactly what their role will be upon their return and what they can expect ○ Carry out 'Welcome Back' shop visits for people to come to the store before it opens where they can see what it is like ○ Ask people about their situation and how the charity can help e.g. Are you okay about coming back? Is anyone shielding at your home? Is there anything that the charity could do to show it is listening to you? ○ If someone refuses to return, consider moving to a role that can be done remotely e.g. eBay ○ Concerns will likely continue (and could grow) once shops reopen and the reality of how busy shops can get dawns on people. Develop return-to-work conversations to connect with staff/volunteers before they come to the store and maintain them once they have returned ○ If some shops have already opened, share the positive experiences with those furloughed/volunteering at closed stores to help get a better idea of what things will be like when they return
<p>Furlough</p>	<ul style="list-style-type: none"> ● Subject to employment law, ask staff to take a proportion of their annual leave before a certain date or lose it/have it allocated ● For staff who are unable/reluctant to return: <ul style="list-style-type: none"> ○ Distinguish between those who cannot come in due to shielding/childcare issues and those unwilling over safety concerns e.g. health questionnaire, ask for GP letter ○ Engage with people who have safety concerns on a case by case basis, applying the advice above. Don't rush into any decisions ○ If the furlough scheme is no longer an option, change to sick leave/annual leave/unpaid leave for those who will not return – adopt a stance increasingly similar to what the policy would be in more normal times
<p>Staff/volunteers in store</p>	<ul style="list-style-type: none"> ● Monitor staff/volunteer health: <ul style="list-style-type: none"> ○ Questionnaire whenever someone signs in e.g. have you developed any symptoms? ○ Check temperatures of staff/volunteers when they first arrive - consider risk of cross-contamination from contact thermometers and of reliability in non-contact ones ○ If a questionnaire is involved then it would be good practice to ask people if they're happy to share the information given ● If someone displays COVID-19 symptoms: <ul style="list-style-type: none"> ○ Send that person home/ask them to leave the shop ○ Close store (possibly for 72 hours) and deep clean. If cleaning is effective it may not need to close for 72 hours ● Social distancing:

	<ul style="list-style-type: none"> ○ Set a limit of no more than 10 different volunteers per store (akin to government’s 10-person max social bubble) – helps to create fixed teams/clusters ○ Reducing the amount of contact between teams will also guard against any impact from track and trace/everyone having to isolate if someone shows symptoms ● Ensure processes are enforceable e.g. ways to ensure people who cannot come in due to shielding do not return to the store ● Move staff from currently closed stores to reopening ones – builds experience of the new environment, may help with initial shortfall in staff/volunteers and reduces time needed to train up those staff for when their own shops reopen. Store managers who open first can lead Q&A sessions with the remaining shop managers who haven’t yet opened
Drivers	<ul style="list-style-type: none"> ● Avoid dividers in vehicles. If there is an accident it could shatter and cause injury or prevent someone exiting the other side of the vehicle. It is also another item that would need to be added to cleaning checklist ● Chlorine-based cleaning products can degrade seatbelts ● Consider car pool usage with a single user provided with a cleaning kit ● Use a store’s back entrance for delivering/collecting stock to avoid coming through shop ● Produce FAQs/screening questions for people wanting to donate e.g. is anyone shielding in the household, can drivers come to front door, can people put the item outside the front door ● Produce leaflet in store that explains the new delivery process to customers

3. Stock and donations

Area	Members’ Ideas
Donations	<ul style="list-style-type: none"> ● Accepting donations: <ul style="list-style-type: none"> ○ Use of donation apps allow for scheduled delivery of donations and can lets the charity provide a breakdown of what it can/can’t take at present ○ Consider not accepting some donations (e.g. soft children’s toys that are difficult to clean) but be mindful of impact that may come with refusing donations and practicality of having to search through a donation bag for these items ○ Create a separate pathway for people to give donations e.g. only accept donations given via the rear entrance, drive-thru donations, leave donations at the entrance of the shop ○ Set out specific drop-off times/donation days ○ Use alternative collection methods e.g. van in local car park, collection banks, storage containers (may be cost effective to hire if it can be filled with donations) ○ Some shops that are too small to reopen can serve as donations stations/overflow storage

	<ul style="list-style-type: none"> ○ Setup donation pens for people to drop their donations in. Reduces contact, the pen can be easily stored for 72 hours and it is clear when the pen is full so can use it as a break on accepting donations for that day ○ Be mindful that some donors will not be interested in following any of these changes. Adopt policies on what to do in these situations ○ Donations collected externally (e.g. containers) can be quarantined for 72 hours so stock doesn't clog up shop ● Communicate with public about the types of donations the charity needs: <ul style="list-style-type: none"> ○ "Be mindful about what you donate" – don't use "quality" as this is subjective ○ "Contact the charity before you donate" ○ Outline guidance about what to do if your shop is closed ○ Create 'pledging system' whereby donors pledge to put aside items and donate them to the charity ● Changing rooms: <ul style="list-style-type: none"> ○ If changing rooms will be kept closed, review no-issue returns policy as returns will likely increase if people are not allowed to try on clothing in store – include posters in store highlighting any changes ○ Consider risk that people may just try on clothing in store anyway – if they do, quarantine item for 72 hours then put back on sale ○ If changing rooms aren't closed, people may take an item home, try it on there, then return it. Keeping changing rooms open stops someone returning to the store unnecessarily ● Shoes: <ul style="list-style-type: none"> ○ Provide pop socks for trying on shoes ○ Spray shoes with cleaning product ○ Only allow customers wearing socks to try on shoes ○ Put out one shoe so a customer has to ask for the other, can then quarantine pair afterwards ● Consider offering regular donors a reusable cotton donation bag. Reduces use of plastic/bin liners in the initial stage of donation process ● Assume all stock on the shop floor is contaminated and treat accordingly ● Excess stock could be put towards those in the local community who are in need or sold wholesale if there are particularly large quantities, not everything needs to go to a recycler ● Be mindful that there may be a drop-off in donations in the coming months. If retail sales are down, people will not be updating their wardrobes so need to manage stock received now over the long-term. Don't send excess stock to recyclers straight away ● On textile recyclers: Make sure agreements include measures for payment later. Whilst rag may currently have little/no value charities should avoid entering agreements that mean they miss out on payments further down the line when rag prices increase
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4. Shop operations

Area	Advice
Customers	<ul style="list-style-type: none"> ● How many customers to have in store:

	<ul style="list-style-type: none"> ○ One-in-one out system for smaller shops. One whole family in shop at a time ○ Need to make consideration for impact wheelchairs/pushchairs will have on space in store ○ Add mention that parents must control their children whilst in the shop ○ Use shopping baskets to limit number of people in store. E.g. 5 baskets for a limit of 5 customers. Each customer is given a basket upon entry and returns it when leaving (which is then cleaned). No one can enter unless they're given a basket. Easy way to monitor numbers in shop ○ Have volunteer at front of the store with a roped barrier to let people in/out the store. They can monitor flow of people and control numbers ● Touching items: <ul style="list-style-type: none"> ○ No-touch policy difficult to enforce – and aren't in place in areas like supermarkets ○ Hand sanitiser at entrance is a better way to reduce transmission ○ Clear labelling, simpler pricing and placing items in clearly viewable places reduces need to pick up/handle them e.g. remove rummage bins ○ Signs asking people to limit how much they touch items ● People flouting rules/being aggressive: <ul style="list-style-type: none"> ○ Close the shop, get everybody out, reopen ten minutes later. Keeps staff/volunteers safe and protects everyone ○ Avoid lone working as much as possible ○ Use pre-existing policies on dealing with abusive behaviour/update to include specific measures for those flouting rules ○ Ask customers to abide by social distance and sanitising guidance, but don't enforce unless it becomes a matter for the police ○ Friendly signage to remind people e.g. "this is what 2m looks like" and in-store radio reminders in between music playing ● Some customers may wish to bring their dogs into the store with them. If any treats are given they should be one at a time in a bowl rather than provided at the counter
Cash	<ul style="list-style-type: none"> ● Some customers will not/cannot use contactless/card payment ● Handling cash: <ul style="list-style-type: none"> ○ Use hand sanitiser/gloves when handling cash alongside regular hand washing ○ Place cash on counter to reduce contact ○ Have two separate containers/tubs – one for taking cash, one for giving change ● Consider not giving change. If doing so, ensure very clear signage to let people know ● No need to quarantine cash before handling – banks are not doing this ● Consider arranging cash to be collected at the end of the day. It avoids staff/volunteer having to go to local bank/post office and queue up ● If a shop will not be accepting cash, it will have an impact on the shop's petty cash box. It will need to be topped up by the charity by other means. Alternatively, consider providing shops with items the petty cash would typically be used for (e.g. washing up liquid, coffee) or allow the Shop Manager to purchase items and claim back on expenses

First aid	<ul style="list-style-type: none"> • Shouldn't be withheld due to social distancing • Update current guidance with current measures in mind e.g. cover over mouth for first aid • Hand sanitiser in shops should make it possible to tend to minor injuries e.g. sanitise hands before applying plaster • People don't need to maintain social distancing in an emergency/immediate threat to life – the risk from fire outweighs risk from COVID-19
Insurance	<ul style="list-style-type: none"> • With shops reopening from 15 June, very likely that special COVID-19 conditions on insurance policies will be lifted. Strategy needed to carry out shop inspections for shops that will remain closed • Given that most shops will likely only be closed for a few weeks, a shop could risk not carrying out checks but if something happens in this period then it will not be covered • District managers could carry out weekly checks • Potential to partner with other local charities to pool limited resources • May need to unfurlough staff to ensure checks are carried out