



RESUMPTION OPERATING STANDARDS
FOR
PROPERTY MANAGEMENT AND
VISITOR OPERATIONS

FOR EXTERNAL USE ONLY

September 2021

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HISTORIC
ENVIRONMENT
SCOTLAND

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Disclaimer

This document and the advice within has been developed solely for use within Historic Environment Scotland in the delivery of its statutory functions and to manage its response to reopening in light of the COVID-19 Pandemic. For the benefit of our partners in the sector we are making this document available to assist with your planning and decision making. This document and the content are very specifically tailored to our specific circumstances and a Scottish regulatory environment. You should ensure that you take your own advice based on relevant legislation and guidance.

Every effort has been made to make sure the information this document contains is accurate at the time of creation. We will be regularly updating this document in line with relevant legislation and government guidance.

HES shall not be responsible for errors or inaccuracies in this document. Under no circumstances shall HES be liable for any reliance by any third party on any information in this document, or use made by any third party of any information in this document.

1. INTRODUCTION

This new Resumption Operating Standards replaces our Minimum Operating Standards with immediate effect. We recognise that the MOS has been a valuable tool in supporting HES in managing the Covid pandemic. However, with the easing of restrictions and a move to more normal operating arrangements, it is right that we develop guidance that reflects the current climate. The guidance aligns with a range of corporate policies, including our Health and Safety Policy, our Asset Management Plan, HR Policies and our Compliance Framework. This policy and guidance is based on a wide range of advice and guidance, including Scottish Government advice and best practice, as adopted or developed by HES.

This policy will be reviewed on an ongoing basis to reflect updates to guidance, legislation and best practice. It will also be updated as apt to take into account any issues identified in risk assessments and in practice.

1. Industry standards and guidance

The following HES Policy and guidance is based on a range of industry requirements and best practice guidance, including:

- CITB Site Operating Procedures/COVID-19 Site Safety Checklists and Forms:
<https://www.citb.co.uk/urgent-messages/>
- Construction Scotland, Construction Re-Start Plan & Working on site during the COVID-19 pandemic – Construction Guidance: <https://www.cs-ic.org/constructionscotland/resources/>
- HSE Coronavirus (COVID-19): latest information and advice:
<https://www.hse.gov.uk/news/coronavirus.htm>
- Scottish Government, Coronavirus in Scotland Information and Support:
<https://www.gov.scot/coronavirus-covid-19/>
- Safer Workplaces Statement: <https://www.gov.scot/publications/coronavirus-covid-19-safer-work-places-statement/>
- Retail Sector Guidance: <https://www.gov.scot/publications/coronavirus-covid-19-retail-sector-guidance/>
- Guidance for Customers: <https://www.gov.scot/publications/coronavirus-covid-19-guidance-for-consumers/>

- Events Sector Guidance: <https://www.gov.scot/publications/coronavirus-covid-19-events-sector-guidance/>
- Construction Sector Guidance: <https://www.gov.scot/publications/coronavirus-covid-19-construction-sector-guidance/>
- Business and physical distancing guidance: <https://www.gov.scot/publications/coronavirus-covid-19-phase-3-business-and-physical-distancing-guidance/>
- The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020: <http://www.legislation.gov.uk/ssi/2020/103>
- The Institute of Conservation: Waking up collections: A post lock-down guide 2020 (<https://icon.org.uk/news/waking-up-collections-a-post-lockdown-guide>)
- Sector specific Scottish Government guidance can be found at <https://www.gov.scot/publications>
- Culture sector guidance: <https://www.gov.scot/publications/coronavirus-covid-19-guidance-for-museums-galleries-and-heritage-attractions/>
- Hospitality: <https://www.gov.scot/publications/coronavirus-covid-19-tourism-and-hospitality-sector-guidance/>
- Archive sector guidance: <https://nationalarchives.gov.uk/archives-sector/our-archives-sector-role/coronavirus>
- Public libraries guidance: <https://www.gov.scot/publications/coronavirus-covid-19-public-libraries-guidance>

2. HES PROPERTY OPERATIONAL POLICY DURING COVID-19

BE SAFE - FEEL SAFE

Historic Environment Scotland's Policy in the management and operation of our properties, including HQ related buildings during the COVID-19 episode is focused on protecting our staff and volunteers from harm, whilst gradually enabling safe public access to visitor facing facilities and the delivery of HES functions in line with our Corporate Plan.

Our decision making is based on current legislation and advice and guidance from Government, as applied to our particular operations. We recognise that the COVID-19 situation is dynamic and may

require rapid response, including the re-introduction of stricter control measures should they be required.

We have developed a six-stage response from emergency response only to full operation. Our operational status will dictate activity being undertaken at any particular site.

We have prioritised the reopening of Properties in Care (PIC) following a benefits realisation approach and what can be done with our available resources. Our Risk Assessment process will test whether we are able to effectively mitigate risks identified against the standards set out in this document, which set out the threshold below which we will not open a property asset to staff, volunteers or the public. A property will not be open, in whole or part, to the public, staff or volunteers unless we are satisfied that it is safe to do so

We will operate a clear chain of command and decision-making at senior level.

We will be pro-active in managing third-party operators and contractors operating on our sites and will expect them to meet at least the requirements set out in this document.

It is clear that operating constraints will be in place for some time, and we will share our experience and learn from others where appropriate.

2.1. Framework

The Standards set out in this document define the standards and approach we will use to establish if a property is safe to be accessed and used.

Risk Assessments form the basis for the evaluation and mitigation of risks to a level where activity may proceed.

The delivery of these Standards are set out in our Implementation Plans for each property. At each stage of our process set out below senior authorisation will be required prior to progress to the next stage.

2.2. Scope

This Policy and the standards set out in this document, relate to property assets in control of HES and the operational activities that are undertaken within them. They are both places of work for our staff and volunteers, and places of leisure for our visitors.

Some activity out with HES property is also considered here, for instance, remote working as it is particularly relevant to the current operating environment.

2.3. Governance and responsibility

The on-going management of the Covid pandemic is delivered by the Covid Continuity Group on behalf of the Chief Executive and Senior Management Team.

The Director of Corporate Services is the designated lead for this activity with support from across various parts of the business.

3. HES PROPERTY - PLACES OF WORK; CLASSIFICATION AND APPROACH TO MANAGEMENT

HES manages a wide range of properties, some designed with the purpose of providing specific specialist functions in mind. While many operating standards will be general and apply to the operation of all of our assets, there will also be bespoke requirements for certain facilities. It is crucial that all staff, managers and volunteers are aware of and apply policy and procedure in discharging their duties. An example of that would be the policy and range of procedures that we have in place to support health and safety.

The following sections categorise and define the facilities that compose the HES Estate.

3.1. Properties in Care of Scottish Ministers and associated collections - all activities undertaken

Properties in Care and associated collections are defined by Schemes of Delegation from Scottish Ministers to Historic Environment Scotland as follows:

Property in Care means any heritable property which is of historical, archaeological, architectural or cultural significance or interest; and which is owned or occupied by, under the guardianship of, or otherwise under the management and control of the Scottish Ministers; and which is included by Ministers in the list of properties in care compiled and maintained under section 4 of the 2014 Act.

Associated collections mean collections of objects owned by, in the custody of, or otherwise under the management or control of the Scottish Ministers that are or have ordinarily been kept in a property in care.

For the purpose of this document, the definition of Properties in Care will be broadened to include the ancillary on-site assets, facilities and infrastructure that are required to operate PICs as visitor attractions – i.e. ticket points, visitor centres, shops, staff welfare facilities, car parks, toilets, interpretation, exhibitions, pathways, etc.

3.2. Headquarters buildings - Longmore House and John Sinclair House, Regional and PIC based office environments

HES Operations are supported at National Headquarters, Regional Offices, Education Centres and a series of Depot and PIC based offices.

National Headquarters include Longmore House and John Sinclair House in Edinburgh. These offices provide support to staff from multiple directorates, who support HES operations across Scotland. Regional Offices include Edinburgh Castle, Stirling Castle, Croft an Rìgh, Argyll's Lodgings, Fort George, Blackness Castle, Stanley Mills and Urquhart Castle. Office facilities can also be found at South Gyle Conservation Centre, Trinity House, Duff House, Sevenhills and the Engine Shed.

Office environments include typical office furniture (desks, chairs, etc.), IT equipment (desktops/laptops, printers, scanners, telephones, etc.) which may be shared by multiple members of staff and/or volunteers, and welfare facilities providing messing, washing and bathroom facilities. Offices range in size and scale but will employ a number of M&E appliances to provide heat, electricity, safety and security. Policies and procedures for each office environment will vary, and may be bespoke for a site, such as fire action plans.

Education centres include Holyrood Education Centres, Linlithgow Peel Office, South Gyle Conservation Centre and the Engine Shed.

Within John Sinclair House there is a public search room providing access for staff and visitors to the HES Archive and library. Specific documents set out requirements for safe access to original historic archive material and books in the search room and for the delivery of public services. Specific responsibility for this is assigned to Lesley Ferguson, Head of Archives.

Our policy is that visitors to our properties are required to wear a face covering when entering and moving around in the Search Room.

3.3. Specialist Facilities - Archives and Collections stores

Responsibility is assigned to Lesley Ferguson, Head of Archives and Kathy Richmond, Head of Collections and Applied Conservation for their respective operations.

These facilities contain the archival and collections of HES and in many instances, have specialised environmental conditions which have to be maintained to ensure the long-term preservation of irreplaceable heritage assets. Some of the facilities are within John Sinclair House but require a different approach to standard handling of M&E.

3.4. Specialist facilities - labs and studios (South Gyle, JSH, Engine Shed)

Responsibility is assigned to Kathy Richmond (South Gyle), Lesley Ferguson (JSH) and Colin Tennant (Engine Shed).

3.5. Educational Assets - The Engine Shed and Holyrood Park Education Centre, Stirling Training Centre and Elgin Training Centre

Responsibility is assigned to Martin Gray for Holyrood Education Centre, and Colin Tennant for the Engine Shed, Stirling Training Centre and Elgin Training Centre.

3.6. MCU depots, stores and supporting infrastructure, retail warehouse

Responsibility for MCU depots is assigned to Regional Works Managers; Natasha Troitino is responsible for all activity related to the Retail Warehouse.

An MCU Depot is a permanent static base from which MCU operate, support and deliver estates conservation, routine maintenance and operational projects to maintain, conserve and protect HES Properties in Care and to meet and deliver our Scheme of Delegation commitments. A depot will provide a combination of workshops and facilities including office space, messing facilities, toilets, storage and various workshop facilities.

HES has 29 Depots, plus 7 sub-depots distributed across Scotland. Sub-depots include mobile units, storage, facilities that are not permanently manned and satellite depots that deliver the same functions as a standard depot but on a more limited scale.

3.7. Natural environment workplaces

Responsibility for working in the natural environment is assigned to Martin Gray, Head of the HES Ranger Service and Regional Works Managers.

3.8. Mobile working - temporary welfare and vehicle-based

Responsibility is assigned to Regional Works Managers for Estates, Chris Jones and Doreen Waller for Visitor Operations, Martin Gray for Ranger Service and to Elizabeth McCrone for mobile Heritage staff. All other staff not covered here are the responsibility of their relevant Director.

3.9. Remote working

Responsibility for managing remote working is assigned through Directors to Departmental Heads, supported by the Director of Corporate Services and the Director of People.

4. HES COVID-19 POLICY - OTHER AREAS (FOR INTERNAL HES USE ONLY) – LEGALLY PRIVILEGED AND CONFIDENTIAL

The content for this chapter has been omitted as it is for internal use only.

5. RESUMPTION OPERATING STANDARDS

These new Resumption Operating Standards are based upon current Scottish Government legislation, guidance and best practice from other national bodies. They have been adapted by HES for our particular circumstances and form part of our HR and Health and Safety Policies until rescinded.

They will be updated over time as guidance changes and this will be communicated to all staff by Communications Team. Managers should ensure that their staff and volunteers have ready access to this document in digital or paper form.

These standards apply to all HES sites and facilities. Specific standards which apply to certain situations, facilities, operations or activities are outlined in later sections.

Normal compliance checks undertaken will continue. Because our properties have been closed for an extended period, a number of pre-opening checks will be required.

5.1. Looking after our people

5.1.1. Our approach to managing risk - systems and processes

Our approach to managing risk is based on our Compliance Assessment Framework, with particular focus for COVID-19 which includes this Policy and Operating Standards, Risk Assessment, Implementation Plans and ongoing review.



At the heart of this Policy is that we will place the welfare of our staff and visitors before anything else. We will follow current guidance, move quickly to adapt to changes, and adopt learning from others where appropriate.

Any member of staff is empowered to flag issues so that they may be resolved, or assurance provided. This should be via the line management chain in the first instance but progress to Senior Managers or TUA if required.

If it is deemed to be unsafe to open a property or undertake specific activities outlined here, then the default position is to follow guidance and not to take risks.

Equality in the workplace

In applying this guidance, staff should be mindful of the particular needs of different groups of workers or individuals.

Equality requirements

The Equality Act 2010 and subsequent Scottish regulations of 2012 apply to employees and any services that HES offers to members of the public. We have seen very clearly the social and health inequalities which have been put into stark relief as a result of COVID-19. This makes it a high priority for HES in terms of being able to put in place the necessary safeguards to secure the confidence of employees and visitors to our properties in care (PIC's).

Equality and our employees

As part of the on-going business resumption it will be important to be conscious of being equal and fair and there may be a requirement at times to undertake a Equality Impact Assessment (EqIA) to ensure that any people, including our volunteers, issues and concerns are addressed. This assessment will include the need to ensure relevant and appropriate reasonable adjustments are considered when required. This is particularly important for employees who fall into protected groups under the Equality Act and those groups of people where there is potentially a greater risk from exposure to COVID-19.

This alongside any health and safety risk assessment process should be subject to regular monitoring to ensure that as new guidance and advice emerges from the Scottish Government or our Health Service that our assessments are appropriately reviewed to ensure compliance.

Equality and our services to the public

As part of our business resumption processes and opening our sites to the public, it will be important to consider an Equality Impact Assessment (EqIA) to ensure that in our planning we have considered and acted upon the available advice and guidance to safeguard members of the public.

Of importance will be our messaging of public safety information before members of the public visit our sites.

5.1.2. Collective responsibility

The responsibility to provide a safe working environment and minimise harm to others sits with everyone. The Health and Safety at Work Act still applies and it promotes the message that both employers and employees have an important role to play. Our obligations as an employer require everyone to play their part and take responsibility for their actions, and the actions of others.

Managers have a particular responsibility for their teams, however, success will rely on us behaving responsibly and thinking of others.

Protecting those at highest risk

In planning our activity, we have a duty of care to those which may be particularly vulnerable to COVID-19 - these people have been identified as being 'clinically vulnerable' by health authorities. It is important that this is incorporated to risk assessments and operational management, and that suitable mitigation measures are put in place to protect them - this might include temporary revision of duties. Staff or volunteers who feel they are in this position should make their manager aware.

Our policy is that in order to minimise risk those staff or volunteers who can work remotely should continue to do so for the foreseeable future and those at particular risk must follow medical advice.

Staff or volunteers in High Risk categories must follow the government guidance in place. Staff with family members at risk should discuss with their line managers.

5.1.3. Hygiene measures for staff and volunteers, and provision of hygiene materials

Good hygiene is fundamental to controlling the spread of COVID-19. All HES staff, volunteers and visitors are expected to follow government guidance in relation to hand washing and cough etiquette. HES staff and volunteers who do not follow this guidance will be in breach of our Health and Safety Policy which is considered as a serious issue.

As with all Health and Safety obligations there is a duty on both employers and employees to encourage good practice and we ask that any issues identified are brought to the attention of managers in the first instance and if required to HR - H&S Team or Union Officials. **COVID-19 cases due to occupational exposure, are reportable to HSE under RIDDOR¹.**

All staff and volunteers should have ready access to hand washing facilities comprising hot water and soap, or alcohol gels with an alcohol content of above 60%. If these are not available a property may not be opened to either staff or public. Properties and operations should have at least five days 'supply to hand at any time.

5.1.4. Physical distancing

In line with Scottish Government advice there is now no physical distancing requirements, however we recognise that some sites may locally advise if alternative arrangements are required or indoor capacities necessitate. This includes where necessary the monitoring of air quality.

5.1.5. Face Coverings

In line with Scottish Government advice all staff, volunteers and visitors must wear a face covering in indoor spaces. This covers all persons who are 12 years or older. We recommend and advise the

¹ <https://www.hse.gov.uk/news/riddor-reporting-coronavirus.htm>

use of hand sanitisers. The full list of exemptions can be found in the [Scottish Government guidance²](#) regarding face coverings.

5.1.6. Enhanced cleaning in HES workplaces

Enhanced cleaning regimes will be in place for individual properties. A copy of these arrangements must be attached to the implementation plan at each site for access by staff or enforcing authorities. Cleaning regimes must be kept under review and adjusted as required - if use increases for example. Specific guidance on workplace [Cleaning and Occupancy](#) is available on the staff intranet.

5.1.7. First aid responder guidance

HES First Responders play an important part in ensuring the safety and welfare of our staff and visitors. COVID-19 adds a new dimension to this activity which all First Responders should be well versed in. Managers are required to ask first aid responders if they are content to continue this role at the present time.

Additional HES [Guidance for First Responders](#) is available on the staff intranet.

5.1.8. Management of COVID-19 suspected / confirmed cases

HES staff and volunteers

The affected person should follow the [Covid-19 Health and Safety COVID guides](#) and the [Covid-19 guidance and support](#) which are in line with Scottish Government advice. If online access is not possible call 0800 028 2816 for further advice. Affected staff should inform their direct Line Manager and the conversation about management of their case should be confidential and ongoing.

5.1.9. HES response to notification of COVID-19 site contamination

Identification of possible contamination

Following notification of a confirmed case (or cases) at a HES property, the organisation will work to assess whether an outbreak has occurred. Scottish Government guidance suggests that organisations should suspect an outbreak if there is either;

- Two or more linked cases (confirmed or suspected) of Covid-19 in a setting within 10 days – where cross transmission has been identified, OR
- An increase in staff absence rates, in a setting, due to suspected or confirmed cases of COVID-19.

² <https://www.gov.scot/publications/coronavirus-covid-19-phase-3-staying-safe-and-protecting-others/pages/face-coverings/>

HES incident management

If staff at a site or a work base location suspect that an outbreak has occurred, immediate notice will be given to the HES Duty Director. A summary of the circumstances should be made available so that the Director can affirm the position and instruct the early response. **No undue delay must occur.**

Site Closure Guidance Policy

5.1.10. Cleaning Spaces following suspected / confirmed cases

Areas occupied by affected colleagues or visitors should be closed to access by others immediately for enhanced cleaning. Our cleaning contractors should be deployed to undertake this task and not HES staff. Please refer to the [Cleaning and Occupancy Guidance](#) document.

For specialist advice concerning the cleaning of collections and archive items (including display cases/furniture), please contact Collections/Archives Team in the first instance.

5.1.11. Dealing with members of the public - difficult situations

HES will welcome visitors to our properties in care but they must adhere to HES's requirements in relation to health & safety, including our COVID-19 related requirements.

It is our policy that visitors should be encouraged to clean their hands on entry to staffed properties. Visitors who purposefully do not follow legislation, government guidance and/or HES guidance should be asked to leave the property. This should be communicated through our promotional and sales channels in advance as part of demonstrating our commitment to a safe environment.

Staff are asked to follow normal guidance and protocols in managing difficult situations.

Enforcement agencies will be called upon if a difficult situation escalates to the point that staff or other visitors are put at risk.

We recognise that there will be ongoing restrictions in place on our sites that may go above and beyond minimal government requirements to ensure the safety of our staff, these should be outlined to visitors on entry.

5.1.12. Training and access to advice

HES has developed Covid-19 training awareness and all staff are asked to familiarise themselves of this training module on a regular basis. As a minimum all staff will require to undertake the training and self-assessment prior to returning to work. This will be particularly relevant to HQ based staff, many of whom continue to work remotely from home. On completion this should be recorded and retained. Staff with specific queries or concerns should consult their line manager in the first

instance. Alternatively, they can contact the HES Health and Safety team via covid-19@hes.scot.

Further HES guidance in relation to COVID-19 can be found on the Corporate Intranet. Those people designated at the start of this document who have specific areas of responsibility will provide specific support directly or via others. It is also the intention of HES to provide an advanced level of training to key members of staff on a geographical basis and across the organisation to provide a network of contacts.

Other useful sources of information include:

- The Health and Safety Executive: <https://www.hse.gov.uk/coronavirus/index.htm>
- Scottish Government:
<https://www.gov.scot/collections/coronavirus-Covid-19-guidance/>
- NHS Scotland :
<https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-Covid-19>
- HES Health and Safety team can be contacted on: healthandsafety@hes.scot

5.1.13. Meeting others

HES staff and volunteers should not place themselves or others at risk and should consider if any meeting can be held remotely or outside or in a large and well-ventilated space.

5.2. Use of HES property

5.2.1. Occupancy of buildings and spaces

Our policy, in line with government guidance, is that staff should continue to work from home wherever and whenever possible, although we are currently reviewing arrangements in light of the easing of restrictions. While we do this, we would ask that staff continue to adhere to the standards set out below. In addition, staff may request to work from HES buildings by contacting their Line Manager at least 24hrs in advance of attendance. Please refer to this procedure to attend the HES building. In addition, other measures include:

- A hygiene station will be located at the entry point to the property with all staff and visitors required to wash or sanitise their hands.
- Occupancy levels and working systems will be assigned to each property and must be managed by the responsible person at each site.

- Doors and windows should be left open to encourage air circulation unless marked as a fire door - good ventilation should be prioritised over thermal comfort.
- Where possible, staff should use their normal workstation, or one normally used by a colleague who will not be attending the office. For those without designated workspaces staff will be assigned a workplace on arrival. A workspace may not be used unless it is recorded as being cleaned with green 'good to use' sign. On leaving the red 'requires cleaning' sign should be placed on the desk.
- Each room should have a maximum occupancy sign on display to indicate the maximum number of staff it can safely hold. In lieu of revised guidance on social distancing, these occupancy levels should be discussed with relevant staff members before they are adjusted.
- Where possible staff should not share equipment of any kind. If this cannot be avoided, sanitising cleaning materials will be available at the desk so that equipment can be sanitised prior to use.
- Face coverings must be worn in all indoor communal areas of workspaces including passageways, stairs, lifts, staff rooms, training rooms, changing rooms, or entrances. Exceptions include:
 - When sitting at your desk;
 - When eating or drinking;
 - Where undertaking tasks in the course of their employment, where the wearing of a face covering would cause a material risk of harm;
 - Where wearing a face covering would be detrimental from a food hygiene/ safety perspective;
 - Various health-related exemptions.

5.2.2. Messing and welfare facilities

Measures to ensure safety of messing and welfare facilities include:

- In office environments staff and volunteers are encouraged to bring food to work and eat at their working location using equipment from home.
- Where there are no practical alternatives, workplace canteens may remain open to with appropriate adjustments.

- The capacity of each canteen or rest area should be clearly identified at the entry to each facility and managed by the senior member of staff present.

5.2.3. Toilets

Toilet capacities should be decided on a site-by-site basis.

5.2.4. Heating and ventilation systems

In HES buildings, fresh air supply should be maintained where possible.

When preparing an Implementation Plan, it is essential to consult with the M&E engineering team to discuss site-specific ventilation requirements. This is particularly important as we approach the winter months and more inclement and colder weather. In these circumstances, we will be able to use or partially use heating systems but each individual space will need its own requirements. Also, where there is a CO² monitoring arrangement in place, that should continue.

Where it is safe to do so, naturally ventilated buildings is recommended, air enters and leaves the building passively via openings such as windows and trickle vents. To reduce Covid-19 risk, natural ventilation routes should be kept open as far as possible. In addition, transfer of air between rooms should be avoided, as this could spread infection. Each individual room should have its own source of fresh air and a way to remove stale air.

5.2.5. Travel Policy

Staff and Volunteer Travel

Staff and volunteers should follow the relevant Scottish Government guidelines on travel and consider the most appropriate travel options for their destination. Face coverings remain mandatory while travelling on public transport in Scotland .

For more information on use of cars and occupancy for business purposes please see the [Fleet management procedure](#)

5.3. Conservation and maintenance activity

5.3.1. Statutory compliance checks

Key minimum levels of maintenance activity should ensure:

- Statutory compliance
- Property security
- Building fabric protection

- Business critical systems operation
- Adherence to any Insurance cover requirements

There has been no government relaxation on carrying out 'Statutory' Planned Maintenance tasks, as Statutory Tasks by their very nature are designed to ensure Health and Safety, if the current regime is operating to current Statutory guidelines and continues to do so, the property will be safe and compliant.

If low-use, low-key maintenance is employed, a maintenance strategy will need to be implemented and followed. This will primarily look at maintaining statutory/insurance requirements and maintaining the security of the building. Examples of requirements to be maintained in under-utilised buildings is as follows:

- Water system hygiene requirements under L8.
- Fire detection system testing and maintenance. Fire risk assessments should be updated to ensure that they meet COVID-19 new regulations.
- Passive fire protection testing and maintenance including fire doors, fire stopping, fire dampers etc.
- Inspection and maintenance of active fire protection such as sprinkler and fire suppression systems, fire extinguishers etc.
- Electrical safety checks under EWR 1989 & BS7671 (18th edition electrical regulations)
- Gas safety inspections and maintenance
- Compliance as a legal requirement for air conditioning and refrigeration systems
- Security systems monitoring and maintenance
- Pressure System Safety Regulations for e.g. compressed air and pressurised steam systems
- Compliance under LOLER for passenger lifts and lifting equipment if they are still to be in service

5.3.2. Incident response

Emergency response to a major event such as fire or flood will pose particular challenges. Where feasible all normal guidance for COVID-19 and normal HES procedures should take place.

Those staff who are likely to be first responders in the event of a major incident for PICs, Archives or Collections should ensure they have the necessary equipment to hand at home to deal with normal

emergency response situations and the added dimension that COVID-19 might bring. Post disaster recovery should be risk assessed as normal.

Designated leads during emergency response scenarios should be mindful of COVID-19 implications.

5.4. Visitor safety management at PIC's and to Archives Search Room

Visitor safety is of paramount importance to HES, both on staffed and unstaffed sites. Corporate guidance will be available on the Historic Environment Scotland website so that visitors can plan ahead when visiting our properties.

5.4.1. Pre-booking and online provision

Visitor numbers to staffed properties will be managed by means of timed ticketing with capacity limits for all time slots. Capacities will be decided and amended on a site-by-site basis in consultation with site staff and management.

Walk up tickets are available at the majority of our sites, but these are dependent on availability and set capacities. We therefore continue to recommend to visitors that they should book online in advance to guarantee entry at a specific time.

5.4.2. Managing visitor behaviour

We want our staff, volunteers and visitors to 'be safe - feel safe' at all times. We wish to maintain our usual warm welcome and customer focus, but we will require to be more pro-active in managing our visitors.

Many visitors (and staff and volunteers) will be nervous about visiting our properties and will seek guidance and clarification on our approach. It is therefore critically important that HES staff on site are clear on our Policy and approach so they can speak to others with confidence and clarity.

Guidance materials must be readily to hand for all staff as well as up to date Implementation Plans and this must form part of regular staff briefings.

As ever, how we communicate to visitors greatly affects the visitor experience so clear and friendly communication is required. Ensuring the health and safety of visitors and complying with COVID-19 regulations is however a statutory obligation. Staff are reminded that where visitors refuse to comply with our Site Policy, that they can be asked to leave our property. In such circumstances, this action should be agreed and progressed with the site duty manager.

5.4.3. Counter terrorism awareness and response

Through the HES Physical Security Policy, staff awareness is geared towards an all-round understanding of physical security which then serves to enhance the levels of responsiveness needed to combat terrorist threats.

The safety of visitors is of paramount importance to HES. A key consideration in the planning of queuing arrangements is the exposure to attack from hostile vehicles and wherever possible queues are segregated from vehicular access.

Awareness of behaviour associated with hostile reconnaissance and emergency measures are ensured for HES staff via the Action Counters Terrorism training provision. This is captured within the HES online training system which ensures visibility of staff who have undertaken training and where staff who are required to do training as part of their role have not yet done so. In particular HES staff are actively encouraged to approach anyone onsite whose behaviour arouses suspicions and to report such incidents to management. Reporting and recording is formalised using an online Incident Reporting Platform (PRIME).

HES staff are vigilant to unattended items and aware of measures required to quickly react to suspicious packages. A security risk assessment is in place for key sites to ensure security measures are commensurate with risk levels, and an emergency response plan is in place for each key site which clearly outlines actions to take in event of a threat and who is responsible for each action. This is tested periodically with a simulated incident in order to ensure its effectiveness and to ensure staff are familiar with what to do in the event of a genuine emergency.

The safety of visitors is of paramount importance to HES. A key consideration in the planning of queuing arrangements is the exposure to attack from hostile vehicles and wherever possible queues are segregated from vehicular access.

5.4.4. Learning visits

For information on learning visits, online resources and associated activity please visit the Learn section on the HES website or contact the Learning and Inclusion Team at learning@hes.scot . Specific information for staff on resumption of Free Learning Visits to HES sites can be found [here](#).

5.4.5. Guided tours

The provision of interpretive talks and guided tours by HES or designated partners on site will be assessed on a site-by-site basis.

5.4.6. Evacuation equipment

EVAC equipment should be incorporated into daily cleaning regimes and should be cleaned before and after use.

5.4.7. Mobility vehicles

Enclosed vehicles should have windows open during use, although physical barriers might be appropriate per risk assessment. Vehicles must be cleaned down according to our cleaning guidance for HES vehicles by HES staff before and after use. Staff managing this service have discretion to manage situations that arise but should not put themselves at risk.

5.4.8 Archives Search Room

While welcoming more visitors back to the search room, due to ongoing limitations on space capacity we will continue to require all researchers to make an appointment in advance and to provide details of all the material they wish to consult. Guided tours and educational visits will be considered on a case by case basis. Enhanced hygiene measures and use of hand sanitiser at the entrance to the search room will remain.

5.5. Commercial activities at PICs

We are reverting to pre-Covid processes for most commercial activities. Please contact the relevant commercial teams for details on filming, events, weddings etc .

6. PRE-OPENING CHECKLIST FOR PROPERTIES

In advance of any re-opening of HES Property, Site, Depot, HQ & Regional Offices, Retail Storage, Collections & Archive Storage a number of statutory compliance inspections, checks will be required to be undertaken prior to re-opening. Full auditable records and finding of these inspections and checks must be accurately recorded and kept.

The aim of these inspections & check is to ensure that HES meets its statutory and regulatory compliance obligations and to ensure that our properties, building structures, collections and landscapes and our onsite operations are safe for staff, visitors and members of the public to return following lockdown.

Please be aware that when completing the following checklists and considering mitigating measures and adaptations that all previous regulations and standards continue to apply.

This guidance does not supersede any existing regulations or existing legal obligations.

The persons responsible for carrying out and delivering these pre-opening checks will vary based on the individual inspection, tests, checks requirement and will involve a combination of HES staff and external contractors to delivery these inspections.

These inspections will not only ensure and demonstrate that we meet or statutory obligations but will also identify areas where remedial works will be required. Any remedial works will be action by the person carry out the inspections, if resolution of the remedial works cannot be rectified in the immediate to short term, then mitigation measures such as HES site Access Restrictions will be put in place to protect staff and visitors until such times as the issue is rectified.

6.1. Statutory & planned maintenance inspections & checks

Ref	Criteria	Required
6.1.1	Site Activity Risk Assessment and Methods Statements put in place in consultation with staff to enable safe delivery of the following inspections & checks.	X
6.1.2	Annual electrical inspections including visual electrical checks and localised equipment testing (RCDs/breakers) by a qualified contractor.	X
6.1.3	Fire Alarm Systems / VESDA / Sprinkler Systems including visual inspections and testing by a qualified contractor.	X
6.1.4	Intruder Alarm & CCTV Systems including visual inspections and testing by a qualified contractor.	X
6.1.5	Emergency Lighting Testing including visual inspections and duration testing of system by a qualified contractor.	X
6.1.6	Water Quality Management including recommissioning flush, disinfection, temperature checks and sampling in accordance with ACOP L8 legionella control requirements by a qualified contractor.	X
6.1.7	Statutory Engineer Inspection Services – Service Inspections for Plant & Machinery (Pressure Systems / Lifting Equipment / Plant & Equipment) including thorough engineer inspection & examination service by a qualified contractor.	X

6.1.8	Passenger Lift Inspections including inspection and testing of the equipment by a qualified contractor.	X
6.1.9	Gas / Oil Appliances / Pressure Equipment & systems – including visual inspection, equipment inspection, testing and servicing by a qualified contractor.	X
6.1.10	Heating Systems including visual inspection, equipment inspection, testing and servicing by a qualified contractor.	X
6.1.11	Dehumidifier / Humidifiers – including visual inspection, equipment inspection, testing and servicing with filter changes by a qualified contractor.	X
6.1.12	Ventilation Systems – including inspection, cleaning, testing and servicing by a qualified contractor.	X
6.1.13	Local Exhaust Ventilation (LEV) – including visual inspection, equipment inspection, testing, servicing and filter changes by a qualified contractor.	X
6.1.14	Landlord Inspections – including visual inspection of tenanted accommodation and reporting of defects by a qualified contractor with conservation accreditation.	X
6.1.15	Hearing Loops – including inspection and testing by a qualified contractor.	X
6.1.16	Fire Extinguisher – Inspection of seals, pressure, damage and located the correct positions.	X
6.1.17	Biodiversity / Protected Species - assessment of site to identify any biodiversity or protected species that require special treatment or may impact on operations.	X
6.1.18	Invasive species – checks to identify any invasive species, and that correct measures are in place where required.	X
6.1.19	Visual High-Level Inspections Of the historic building / structure to establish safety of high-level building fabric.	X
6.1.20	Visual Inspection of Rock Slopes To establish if there any signs of new rock falls.	X
6.1.21	Inspections of pedestrian bridges and raised platforms.	X

6.1.22	Inspection - Of protective handrails, guards, mesh panels that prevent falls from height.	X
6.1.23	Inspections - Of stairs, stairwells & steps. Ensure all are secure, safe and free from trip, slip hazards.	X
6.1.24	Boundary & Perimeter Walls - Safety checks.	X
6.1.25	Boundary & Perimeter Fencing (including gates) safety checks.	X
6.1.26	Boundary & Perimeter Railings - Safety checks.	X
6.1.27	Visual tree safety checks.	X
6.1.28	Check any on-Site Temporary Works - Are in place and secure.	X
6.1.29	Graveyards inspections / checks of memorial headstones.	X
6.1.30	Visual Checks on Access & Egress Routes and Paths - To and from site.	X
6.1.31	Visual Checks of Hard Standing Landscapes (e.g. cobbles & slabbed areas) ensure they are free from trip / slip hazards.	X
6.1.32	Property Access / Egress Roads Inspect road surfaces for cracks, potholes etc.	X
6.1.33	Car Parks (staff and visitors), inspect road surfaces for cracks, potholes etc.	X
6.1.34	Inspections of Foul Drainage - To ensure manhole covers, drains, gratings, grilles etc. are still in place and secure.	X
6.1.35	Inspection of Storm Drainage - To ensure manhole covers, drains, gratings, grilles etc. are still in place and secure.	X
6.1.36	Rainwater Goods check that goods are secure & functional.	X
6.1.37	Inspection of Small Sewage Treatment Systems (e.g. septic tanks) to ensure manhole covers, vents grilles, etc. are in place and secure.	X
6.1.38	Internal Floor Coverings - Are free of slip / trip hazards.	X
6.1.39	Doors - ensure doors are all operational and not sticking or binding in the frame.	X
6.1.40	Windows - ensure windows open safely sufficiently to provide adequate ventilation and close securely	X

6.1.41	Visual Inspection - Of collections on site to check for any remedial action needed prior to reopening.	X
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6.2 Emergency response procedures and risk assessments

Ref	Criteria	Required
6.2.1	Fire Action Plan & Escape Procedures – Reviewed and updated to reflect property adaptation measures that have been put in place.	X
6.2.2	Fire Risk Assessments - updated to reflect any property adaptations.	X
6.2.3	Staff Training - Delivered / provided to site staff on any update fire action plans & escape procedures & measures.	X

6.3 Training and behavioural procedures

The following criteria relate to training required for staff, new behaviours that will be expected and new protocol that will need to be followed relating to PPE use, stock management and site cleaning.

Ref	Criteria	Required
6.3.1	Training - HES staff have undertaken the appropriate <u>COVID-19 Training</u> prior to commencement of work.	X
6.3.2	HES Site Inductions - for staff procedures updated to incorporate COVID-19 guidance and managers carry out staff returning to work workplace inductions.	X
6.3.3	Review - Process in place for regular reviews of new procedures and working methods.	X
6.3.4	Cleaning Regimes - Staff to be trained in appropriate cleaning regimes, requirements and methods, including understanding of specification for cleaning materials	X
6.3.5	PPE - Staff to be aware of PPE use for different activities based on revised Risk Assessment and Method Statements.	X

6.3.6	Reporting procedures – clear procedures in place and understood regarding any occurrence of COVID-19 like symptoms on site (staff or visitor). Isolation, evacuation, collection, decontamination and reporting.	X
6.3.7	Operating Hours - Consideration given to hours of operation and shift patterns.	X
6.3.8	Property / Site Opening - Review responsibilities for site opening and closing taking any shift patterns into account. Consider risks of shared keys or entry systems.	X
6.3.9	Hazardous Waste management. Staff should understand what waste should be treated as hazardous, and correct methods to quarantine and dispose of potentially infected waste.	X
6.3.10	Signage – notifications to remind staff of required habits/behaviours to be distributed at key impact areas.	X
6.3.11	Cleaning Materials - Staff to ensure that all required cleaning and hygiene materials to be of appropriate specification and maintained in sufficient stock including at points of use and stored supplies.	5 days stock
6.3.12	First Aiders – Confirm that direct Line Manager has asked HES staff member if they are content to continue in this role If so, that they have been given a copy of the new COVID-19 First Aid Guidance (here) and will use and apply the guidance contained within the document in the event of an emergency.	X

6.4 Contractors and third parties

All contractors and third parties (e.g. waste, deliveries, stock, construction and catering) accessing HES buildings and sites are required to follow all of the above guidance issued to HES staff.

Version Control Table

No.	Date	Request by	Updates	Section	Updated in doc
1.	24/08/2021	Gary Love	Document Creation: following the closure of Covid-19 Minimum Operation Standards (MOS) V8.0	N/A	N/A
2.	23/09/2021	Craig Fletcher	Updated Free Learning Visits policy	5.4.4	2.0
3.	23/09/2021	Rosie Wylie	General updates to include HES volunteers	Throughout	2.0
4.	23/09/2021	Lesley Ferguson	New section – Archives Search Room	5.4.8	2.0
5.	23/09/2021	Doreen Waller	Typo and removal of outdated restrictions info	4.8 and 5.1.1	2.0
6.					
7.					
8.					
9.					
10.					

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