



Supply Chain Guidelines for COVID-19

For operating at
Level 3 and Level 2

2 November 2020



The Chartered
Institute of Logistics
and Transport



This guide is aimed at businesses that are open at Level 3 or Level 2.

For supply chain to operate at Level 3 or Level 2 you need a plan for controlling the spread of COVID–19, by playing it safe. This Supply chain Protocol for COVID–19 includes a template plan from WorkSafe. It also includes guidance to help supply chain practitioners fill in the plan.

This plan is aimed at supply chain practitioners on land and does not cover maritime or aviation.

You have a legal and morale obligation to manage the possibility of COVID–19 in your workplace. In addition, you may be called upon to prove that you created a robust process, implemented it and also reviewed it to ensure that it was effective.

What supply chain activities are permitted?

- **Alert Level 3:** You can operate as an essential supply chain entity but cannot open premises to the general public. Supply chain customers/clients can collect and deliver goods through drive-through or contactless pick-up and delivery.
- **At Alert Level 2** businesses can operate if they're able to do so safely. Businesses can have customers/clients on their premises if they can meet public health requirements, including distancing, hygiene, contact tracing if required (see below) and managed entry. See the latest information at www.covid19.govt.nz.
 - Supply chain businesses should manage customer/contractors/delivery drivers entry, delivery point and exit to achieve physical distancing.

About this guide

This guide was produced by CILT (The Chartered Institute of Logistics and Transport NZ Inc.), ShopCare (the Retail and Supply Chain Health and Safety Sector Group) and supply chain practitioners.

This guide does not exempt supply chain practitioners from their legislative duties. Under the Act, the onus is on practitioners supply chain to ensure that all health and safety at work requirements are being met.

- See the latest information on Alert Levels at www.covid19.govt.nz.
- See more on creating a COVID–19 plan on the [WorkSafe website](#).



Supply chain businesses operating at Level 3

Workplaces

Under Alert Level 3, you are required to work from home if you can.

Workplaces can only open if:

- workers cannot work from home, and
- workplaces are operating safely, and
- customers are not allowed on the premises, and
- businesses can trade without physical contact with customers, for example through phone or online orders, delivery, pick-up and drive-through.

Businesses cannot offer services that involve close personal contact, unless it is an essential service, emergency or critical situation.

If businesses cannot operate safely, employees must not go to work and premises should remain closed.

'Operating safely' means:

- it is strongly encouraged to that you wear a face covering if you are outside of home or work premises
- complying with Alert Level 3 settings detail in [the table in this link](#), and
- meeting appropriate public health requirements for their workplace, including for workers, for example putting up barriers, and
- fulfilling all other health and safety obligations.

Provide guidance on what PPE to wear, where and how

- Ensure that external people (e.g. visitors and contractors) are managed appropriately.
- Add signage on each entry door advising of COVID-19 information e.g. do not enter if not feeling well, sanitise upon entry.
- Weekly check of site to ensure that all controls are still in place and effective.
- Remove magazines from waiting rooms.

Golden rules for business at Level 3

Do everything you can to reduce the risk of COVID-19 transmission at work – we all have a part to play in keeping each other safe.

1 If your business requires close physical contact it can't operate.

2 Your workers should work from home if they can.

3 Businesses need to display a QR code and have an alternative contact tracing system. We recommend making sure people either scan in or provide their contact details.

4 Customers cannot come onto your premises – unless you are a supermarket, dairy, petrol station, pharmacy or permitted health service.

5 Your business legally must be contactless. Your customers can pay online, over the phone or in a contactless way. Delivery or pick-up legally must also be contactless.

6 Basic hygiene measures legally must be maintained. Physical distancing, hand washing and regularly cleaning surfaces. Workers legally must stay home if they are sick.

7 Workers legally must remain a minimum of 1 metre apart at all times where practical. Other measures, such as PPE including face coverings, we recommend being used where appropriate.

8 Different advice applies to essential healthcare workers, border agencies, courts and tribunal workers, first responders and corrections workers. You can get further advice from the [Ministry of Health](#).

9 You legally must meet all other health and safety obligations.



Supply chain businesses operating at Level 2

Golden rules for business at Level 2

Do everything you can to reduce the risk of COVID-19 transmission at work – we all have a part to play in keeping each other safe.

- 1** Reduce the risk of COVID-19 transmission at work.
 - 2** All businesses can operate at Level 2 if they can do so safely. Alternative ways of working are still encouraged where possible.
 - 3** Talk with your workers to identify risks and ways to manage them.
 - 4** Ask everyone, workers, contractors and customers, with cold or flu-like symptoms (or with family members displaying symptoms) to stay away from your premises.
 - 5** Keep workers 1 metre apart and customers in retail businesses 2 metres apart.
 - 6** Businesses are legally required to display a QR code and provide an alternative contact tracing system.
 - 7** Reduce the number of shared surfaces, and regularly disinfect them.
 - 8** Face coverings are strongly encouraged if you are in close contact with others.
 - 9** Wash your hands. Wash your hands. Wash your hands.
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Engaging with customers

At Alert Level 2 businesses can have customers/clients/staff on their premises.

Supply chain

Best practice remains that supply chain practitioners maintain hygiene practices and contact tracing on premises. Refer to www.covid19.govt.nz.

Where to go for help

If you feel you are not coping, its important to talk to a health professional.

- www.covid19.govt.nz/health-and-wellbeing/mental-wellbeing/where-to-go-for-help
- www.mentalhealth.org.nz



What your COVID-19 plan should cover

Steps to be taken at each level: Level 3 and Level 2

- Draw up your COVID-safe plan. Involve workers and contractors in developing the plan to get their ideas and buy-in and to make sure it works for them.
- Start putting your plan into action, including making agreed changes to rosters, modifying the layout of the premises, updating cleaning processes etc. Regularly check the plan is being followed and is working.
- Clean your premises. (COVID-19 can't survive on surfaces for more than a few days so sanitising surfaces should be all that's required.) Open windows and doors to air out the spaces. Where relevant, talk to your building manager about maintenance required for your air-conditioning system.

Ensuring workers know how to keep themselves safe at Level 3 and Level 2

- Share relevant parts of your COVID-safe plan with workers and contractors.
- Discuss the plan at meetings and seek feedback on how it's working.
- Put up signs to remind people of key parts of the plan. [See Ministry of Health posters.](#)

Gathering information on the wellness of workers and others to enter your premise at Level 3 and Level 2

- **Vulnerable workers:** Find out if any workers have underlying health conditions that make them vulnerable to the effects of COVID-19 or if they have someone in their household who is vulnerable and discuss options. [See who is vulnerable.](#)
- **Check fitness to enter:** Each day ask workers to confirm they feel well and have not had contact with someone who might have COVID-19. Ask them to stay at home if the answer is no and seek medical attention as per Ministry of Health guidance. (Flexible leave arrangements will help reduce financial pressures on workers to come to work when they shouldn't.) Put up signs at store entrances asking people e.g. contractors, customers etc. to not enter if they feel unwell.
- **Reduce access points:** Change access arrangements so people can't access your premises without you being aware of it. (But ensure all emergency exits remain unlocked and easily accessible.)

Operating in a way that keeps workers and others safe from exposure at Level 3 and Level 2

Minimise contact and maintain physical distancing	
Level 3	Your business must be contactless: At Level 3 the required minimum physical distancing is 2 metres outside home, or 1 metre in controlled environments like workplaces. ¹ However, a minimum distance of 2 metres at all times could be safer and more reassuring for workers.
Level 2	Supply chain premises can remain operational. Attention should be on maintaining good hygiene practices and contact tracing measures.

¹ COVID-19 website: www.covid19.govt.nz/alert-system/covid-19-alert-system

At Alert Level 2 businesses can operate if they're able to do so safely. Businesses can have customers/clients/delivery drivers on their premises if they can meet public health requirements, including distancing, hygiene, contact tracing if required (see below) and managed entry.

- Supply chains must provide a QR Code for workers and visitors for contact tracing.
- Arrange shifts (with worker agreement) so people work with the same team in a 'work bubble'. Stagger shift start and finish times to reduce interaction between bubbles, and to help those using public transport to travel at off-peak times and ensure facilities are thoroughly sanitised in between shifts
- Keep a record of who has spent time in your premises including delivery people, contractors, and salespeople. Also record any work visits your workers make to other sites. This record should include their full name (not nickname), contact phone number, address (workers) or business name (contractors etc.), and the reason for the visit/duration.

See [Appendix 1](#) for more tips on minimising contact and maintaining physical distancing.

Maintain good hygiene and Level 3 and Level 2

- Workers should be given information on when and how to wash or sanitise their hands and opportunities to do this regularly.
- Provide hand-sanitiser for anyone coming into the premises to use at the door
- Follow current guidance (August 12th) on the wearing of face coverings.

See [Appendix 2](#) for more tips on maintaining good hygiene.

Keep things clean at Level 3 and Level 2

- Increase cleaning of break rooms and bathrooms. Stagger breaks and reduce chairs/tables in break rooms and offices to achieve distancing requirements. Provide disposable cups or assign each worker their own cup.
- New equipment should be sanitised before use. Where possible, use electronic means to record deliveries.
- Where possible secure doors in the open position to reduce touchpoints.

See [Appendix 3](#) for more tips on keeping things clean.

Ventilation at Level 3 and Level 2

Increase the amount of fresh air entering the building as much as practical, either by opening doors and windows more frequently or by adjusting air conditioning controls if possible. Having the ventilation systems turned on 24/7, at lower rates when people aren't present, is preferable to increase ventilation. Have ventilation systems increase speed or turn on 2-hours before workers arrive at work and reduce speed or turn off 2-hours after workers leave. Where there are toilets on premises, ensure all toilet windows are kept open or ventilation fans are kept turned on at all times. Encourage workers to flush the toilet with the lid closed.

Managing suspected cases of COVID-19 at Level 3 and Level 2

- A worker with [COVID-19 symptoms](#) should be isolated immediately, given a mask if they do not have one, and suggest they go to a COVID-19 testing centre or to go home and call Healthline (0800 358 5453). Keep in touch with them so you can track their progress. If a worker tests positive and you are contacted by Public Health, provide information from your records about who they had close contact with. Follow any other advice they give you and share relevant information with other workers/contractors. [See more from the Ministry of Health.](#)
- Clean the area where the sick person was working and places they have been. This might mean evacuating and closing those areas temporarily. Use PPE when cleaning.

Confirming the plan is working at Level 3 and Level 2

- Have a process to regularly review your COVID-safe plan to check it's working. This could involve regular meetings where people can raise any issues or suggest improvements to the plan.
- Businesses should include in your plan how you will keep your Health and Safety Committee operating and consider if the committee needs to meet more frequently.
- Make sure workers who can't attend meetings, or aren't comfortable speaking up in front of others, can contribute, for example by sending feedback via messages or emails or having another worker assigned to seek their feedback beforehand and share it.
- Have a process to share any changes to the plan with workers, contractors and customers, including at meetings, via emails and messages, and via notices at the premises.

Make sure changes made to control COVID–19 don't create other risks at Level 3 and Level 2

Business owners, managers, supervisors and individual workers are required to actively manage controls on a continuous improvement basis. They should start by looking at ways to eliminate the risk (e.g. by having people work from home wherever possible) before looking at other controls like physical distancing.

Supply chains are required to co-ordinate and consult with workers, suppliers and contractors to manage the risks of COVID–19, and to communicate their plans with their workers, suppliers, contractors, and customers where appropriate. Workers should be involved in ongoing continuous improvement.

- With your workers, go through any changes proposed to control COVID–19 and identify if they might create new risks. (E.g. Shift changes that mean you don't always have trained fork-lift drivers at work.)
- Write down how you are going to manage these new risks. (E.g. Re-arrange shifts so there is always a trained fork-lift driver working or ban fork-lift use on shifts with no trained driver.)
- In particular, identify any critical risk in your business (the ones that can kill or cause life-changing harm) and confirm that proposed changes to COVID–19 don't undermine the way you control these risks.

Contact tracing at your workplace at Level 3 and Level 2

How contact tracing helps

To stop any future spread of COVID–19, we need to trace the contacts of anyone who may have been exposed to COVID–19 and break the chain of transmission. Contact tracing helps us do that.

Meet your contact tracing requirements

All people on-site – employees and visitors – should sign in using either the QR code or a register. Make sure it is done every day, including weekends and after hours.

At Alert Level 3, as much as possible, you should ensure your customers scan your QR code or sign in at a register.

People who sign in with the [NZ COVID Tracer app](#) do not need to use a contact tracing register.

Display your QR code poster

All businesses must display an [NZ COVID Tracer QR code](#) for each business location.

Have alternative systems

Businesses must also have a contact tracing system — like a contact tracing register — for customers who do not use the NZ COVID Tracer app.

The Ministry of Health or District Health Boards may contact a business if a person is diagnosed with COVID-19 and the business is a potential contact. They will ask for your register for the time that person visited. Contact tracing information will not be used for any other purpose.

Keep your contact tracing register in a secure place for 2 months. Once all records on a page are 2 months old, they should be destroyed. You should only share your register with the Ministry of Health or District Health Boards.

Your contact tracing register or record-keeping system should collect employees or visitors’:

- full name
- phone number
- date of entering the business
- time in and out.

You can make your own register or use one of the available templates.

- covid19.govt.nz/business-work-and-money/business/doing-business-at-alert-level-3

More information

Email enquiries to: president@cilt.co.nz

More information can also be found on the following websites:

- covid19.govt.nz
- business.govt.nz
- worksafe.govt.nz/managing-health-and-safety/novel-coronavirus-covid-19/your-covid-19-safety-plan
- health.govt.nz/our-work/diseases-and-conditions/covid-19-novel-coronavirus
- shopcare.org.nz
- hasanz.org.nz/hasanz-register



Appendix 1:

Ways to minimise contact and maintain physical distancing

Minimise contact and maintain physical distancing

Level 3

Delivery or pick-up must be contactless.

At Level 3 the required **minimum** physical distancing is: 2 metres outside home, or 1 metre in controlled environments like workplaces.² However, a minimum distance of 2 metres at all times could be safer and more reassuring for workers.

Level 2

Current information (August 12th) states that contractors can come on site with appropriate measures in place, including physical distancing of at least 2 metres. Check [covid19.govt.nz](https://www.covid19.govt.nz) for updates.

Limiting numbers

- Limit the number of people on the premises and the time they spend there, have non-customer facing workers work from home, and defer non-essential maintenance, sales visits etc. Have online team meetings.
- When contractors are allowed in, regulate entry and have signs to explain the entry process. Set up a queuing area that avoids traffic. Mark out spacing to ensure people, including any security workers, can safely maintain physical distancing.
- Separate workers whose work could be done alone, such as sorting stock, in backroom areas. Have a system for checking that people working alone are okay during their shift.
- Use markings on the floor to indicate 2 metre distance.

² COVID-19 website: www.covid19.govt.nz/alert-system/covid-19-alert-system

Adjust shifts

- Where possible, arrange shifts so workers work with the same people to limit their 'work bubble'. Limit exposure to colleagues outside the work bubble. If relevant use physical 'zoning' to limit each work bubble to a particular part of the premises. No sharing of vehicles to and from work (unless within immediate family bubble).
- Stagger shift start and finish times so workers can maintain physical distancing in locker rooms or entrance ways. Consider ways to do shift handovers in a way that avoids physical contact between shifts and that facilities are sanitised thoroughly between shifts.
- If these measures change in a worker's normal hours, explain the reason for the suggested change and seek mutual agreement. Put this agreement in writing making it clear it is a temporary change.



Appendix 2:

Ways to maintain good hygiene

Handwashing

- Workers should be given information on when and how to wash or sanitise their hands and should be given opportunities to do this regularly. This includes that they should wash or sanitise their hands at the beginning and end of the day, before and after breaks, and after coughing or sneezing. See more information on [good hand-washing](#).
- Workers working around surfaces also touched by the public should be washing their hands at least once an hour. Ensure there are enough workers on hand to enable this to happen.
- Hand-sanitiser should also be provided at the door for workers and contractors to use when they enter and leave.

Clothing

- Ideally workers should not wear their uniforms on public transport but should change into them at work.
- Once home, before having any physical contact with others, workers should remove uniforms or work clothing and put them into a hot wash.
- Provide additional uniforms where relevant or relax uniform policies in order to ensure this can be done practicably by workers.

Personal protective equipment (PPE)

- Gloves must be provided where they are required for tasks like cleaning.
- Workers must be told how to use and dispose of PPE correctly.



Appendix 3:

Ways to keep things clean

General cleaning

- Frequently clean surfaces that are frequently touched by others with detergent and hot water, then disinfectant.
- At the end of the day, have workers clean and sanitise equipment and surfaces. All waste and any PPE used should be disposed of in leak-proof bags. Ensure staffing levels accommodate deep cleaning requirements.

Break rooms and bathrooms

- Stagger breaks to reduce the number of people using break rooms at any one time. Reduce the number of chairs/tables in break rooms and offices to achieve distancing requirements. If needed, use other rooms like offices to increase the number of break rooms and make sure these are not used by customers, visitors or other outsiders.
- Regularly clean break rooms and put up signs reminding people of the importance of cleaning up after themselves, including washing benches, taps, and jugs with detergent and hot water. Discourage sharing of cups by providing disposable cups or assigning each worker their own cup. Use signs to encourage people to wash their reusable cups regularly.
- Regularly clean bathrooms and limit use of bathrooms to one person at a time to maintain distancing. Put up signs to remind workers of the importance of washing their hands after using the bathroom or having breaks.

Stock and deliveries

- Deliveries should be closely managed. Unpacking of goods and restocking should be done by workers wearing disposable gloves. New equipment should be sanitised before use.
- Where possible, use electronic means to record deliveries. If paper must be used, use gloves to hand it and dispose of them afterwards. Do not share pens. If delivery workers are not unloading stock they should stay in their vehicles.

This document is intended to provide guidance to operate safely at Alert Level 2 and Alert Level 3 and help inform your plan. As outlined in the ShopCare guidance document, all supply chain businesses must draw up a COVID-safe plan and consult with workers and contractors to get their input to ensure it is workable for them. It is also important to monitor feedback from customers based on their experiences in your business, to make sure the plan is working for them.



COVID-19 Safety plan template



You can [download Word and PDF versions](#) of the following plan from the WorkSafe website.

COVID-19 safety plan

Use this form to document your thinking about how you and your workers will keep safe at work during the COVID-19 pandemic. Provide as much information in response to each question as possible. This information will help your workers and other people to know exactly what to do and what to expect.

The COVID-19 pandemic is an evolving situation – review your plan regularly and make changes as required.

There is guidance on what to think about when you're planning a safe return to work here: worksafe.govt.nz

You **don't** need to send this plan to WorkSafe for review or comment.

Company details

Business name:	Manager approval:	Worker representative consultation:
Division/group:		
Date completed: DD / MM / YEAR	Name of manager:	Name of worker representative:
Date distributed: DD / MM / YEAR		
Revision date: DD / MM / YEAR		

Refer to the WorkSafe guidance for constructing a COVID-19 safe work plan for full details.

	DESCRIBE WHAT YOU WILL DO	WHO IS RESPONSIBLE
What will be done to manage risks from restarting business after lock-down?	<p>Consider: Changed workforce, changed rosters, hygiene requirements (surfaces, separation, toilet), maintenance, ventilation systems.</p> <p><i>Example: Restart the line - carry out restart procedure and sterilise all touch surfaces.</i></p>	Engineering supervisor
How will you ensure all your workers know how to keep themselves safe from exposure to COVID-19?	<p>Consider: Providing guidance, meetings to discuss distancing and hygiene, regular review.</p> <p><i>Example: Ensure our procedures are up to date by a daily review of Ministry of Health guidance.</i></p>	Administrator

COVID-19 safety plan

	DESCRIBE WHAT YOU WILL DO	WHO IS RESPONSIBLE
How will you gather information on the wellness of your staff to ensure that they are safe to work?	<p>Consider: Daily health screening check, discussing options with workers, follow-up procedures for ill workers, contact tracing information.</p> <p><i>Example: To find out if workers are well when they come to work we will ask each worker basic questions about their physical and mental health.</i></p>	Team leaders
How will you operate your business in a way that keeps workers and others safe from exposure to COVID-19?	<p>Consider: Who needs to be in the workplace, worker input into different ways of working, what other people or businesses you'll have to interact with, ensuring separation distances, disinfecting surfaces, shared equipment, equipment for remote workers, training requirements, physical separation or PPE requirements, worker transport.</p> <p><i>Example: We will review guidance on the Ministry of Health website and to be sure we are cleaning surfaces the right way with the right disinfectant.</i></p>	Facilities manager to review procedures and order supplies, cleaners to use the new supplies and follow new cleaning procedures
How will you manage an exposure or suspected exposure to COVID-19?	<p>Consider: Isolation procedures, gathering and using workplace contact tracing information, clean down procedures, contacting Healthline.</p> <p><i>Example: Arrange safe transport home immediately and provide all workers with advice on contacting GP and/or Healthline.</i></p>	Site manager

COVID-19 safety plan

	DESCRIBE WHAT YOU WILL DO	WHO IS RESPONSIBLE
How will you evaluate whether your work processes or risk controls are effective?	<p>Consider: Adapting plans as you find better/easier ways to do things, how to ensure workers are raising concerns or solutions, conducting regular reviews of your plan, communicating changes.</p> <p><i>Example: We need workers' feedback and some speak little English, so we will team up workers with buddies who are more fluent in English at team meetings.</i></p>	Team leaders
How do these changes impact on the risks of the work that you do?	<p>Consider: With workers, review existing critical risks and whether work practice changes will affect current risk management, are any new critical risks introduced due to changes in worker numbers, work practices, what new risk controls are required?</p> <p><i>Example: Regular check-ins with workers about how they're coping with the change to shift work.</i></p>	Team leaders

Notes: