

CPNI

Centre for the Protection
of National Infrastructure



COVID-19 Workplace Actions

PUBLISH DATE:
May 2020

CLASSIFICATION:
Official

COVID-19 Workplace Actions Campaign

Guidance for organisations v1.0



Contents

- 1 Overview3
- 2 Aims of the campaign.....4
 - 2.1 Embedding safe distancing and improved hygiene in the workplace4
 - 2.2 Using communications underpinned by behavioural science.....4
- 3 Overview of the campaign and materials5
- 4 Planning the campaign – preparation activities7
 - 4.1 Planning the Campaign7
 - 4.2 The vital role of CV-19 reps – role, how to recruit, role and instruct.....10
- 5 Planning the campaign – user journey and placement of materials12
 - 5.1 Introduction12
 - 5.2 User journey – layering of materials and embedding the messages12
- 6 Activities during the campaign15
 - 6.1 Monitoring15
 - 6.2 Communicating15
 - 6.3 Refreshing15
- 7 Activities post-campaign16
 - 7.1 Impact Evaluation16
 - 7.2 Lessons Learned16
- Annex A - How we have developed the campaign – underpinning behavioural science approach 17
 - Advice, guidance and insight from the BPS and CREST.....17
 - 5E’s behaviour change framework18
- Annex B ‘At a glance’ full guide to campaign asset library: materials and products.19

General Security

Disclaimer

The information contained in this document is accurate as at the date it was created. It is intended as general guidance only and you should not rely on it. This information should be adapted for use in the specific circumstances required and you should seek specialist independent professional advice where appropriate before taking any action based on it. To the fullest extent permitted by law, CPNI accept no liability whatsoever for any loss or damage incurred or arising as a result of any error or omission in the guidance or arising from any person acting, relying upon or otherwise using the guidance. Full terms and conditions governing the use of this guidance are available on our website at www.cpni.gov.uk.

©Crown copyright

Freedom of Information Act (FOIA)

This information is supplied in confidence to the named reader and may not be disclosed further without prior approval from CPNI. This information is exempt from disclosure under the Freedom of Information Act 2000 (FOIA) and may be exempt under other UK information legislation

1 Overview

COVID-19 Workplace Actions Campaign – guidance for organisations

CPNI have developed COVID-19 (CV-19) workplace actions campaign which aims to help organisations successfully embed good health behaviours in the workplace in line with UK Government guidelines.

This is not a standard CPNI security behaviour campaign and it has also been produced primarily to meet our own needs and operating environment. However, we believe many other organisations are in a similar position to ours or will be over the next coming few months. Organisations will need their employees and visitors to undertake the correct social distancing and hygiene behaviours effectively in order to continue operating or to return to a position of where their missions can be delivered safely. This is vital both to the re-opening of the economy and delivery of key services.

This guidance explains how and why we have developed the CPNI CV-19 workplace actions campaign and supports the organisational planning and roll out of the campaign. This guidance covers:

- Aims of the campaign
- How and why the campaign was developed
- An overview and description of the campaign materials and assets
- What to consider and how to effectively implement the campaign
- Evaluation guidance
- Underpinning behavioural science approach
- Catalogue of the campaign materials

As the CV-19 situation and Government guidance is frequently evolving and changing, organisations are strongly encouraged to consider the use of this campaign in line with the current Government advice:

<https://www.gov.uk/coronavirus>

<https://www.gov.uk/government/publications/guidance-to-employers-and-businesses-about-covid-19>

<https://www.gov.uk/government/latest?departments%5B%5D=department-for-business-energy-and-industrial-strategy>

or equivalents in regional or other national Governments.

Regardless whether you choose to use the CPNI campaign or develop your own, it is vital to ensure that any changes in Government advice are rapidly incorporated into the campaign, as failure to do so will very likely result in confusion, loss of credibility and trust in your campaign.

The CPNI COVID-19 Workplace Actions campaign was developed rapidly within a two-week period to help us quickly adopt the right behaviours in our workplace in line with government advice. As such we have not yet undertaken any evaluation of the campaign and are continuing to refine and evolve the campaign as we roll it out internally. To this end this is very much a 'living' campaign that we will continue to update on the CPNI website. We very much welcome your input and feedback. Please contact us at CV19Actions@cpni.gov.uk

2 Aims of the campaign

2.1 Embedding safe distancing and improved hygiene in the workplace

This campaign aims to help organisations embed the right CV-19 safe distancing and hygiene behaviours in the workplace. These are based around four key behaviours:

- Maintaining physical distance
“Keep Your Distance”
- Improving hygiene practices
“Wash Your Hands and Clean Your Desk”
- Reducing interactions
“Make Meetings Virtual”
- Encouraging staff to speak up/report
“Say if it’s Not Okay”

The campaign aims to achieve this by a co-ordinated set of communications and other activities that come together to successfully embed these behaviours such as:

- Managers modelling, encouraging, and, if needed, enforcing the right behaviours
- The organisation and management rapidly acting on changes in Government advice, employee feedback and suggestions
- A network of local staff representatives (CV-19 reps) to help implement the campaign, deal with issues at local level and feedback into the organisational team



If implemented well, this campaign can help an organisation rapidly create a new ‘social norm’, that is, unwritten rules about how to behave.

2.2 Using communications underpinned by behavioural science

The campaign is built around a combination of our existing experience in changing and embedding behaviour change in industry with the latest research on impactful communications on COVID-19. The result is a suite of materials and an approach that communicates a few simple and clear actions that we want people to do during their time in the workplace.

The materials appeal to people’s sense duty to their community, whilst the colour palette primarily uses yellow and black — nature’s way of communicating warning or danger. Both of which are more effective at targeting groups who less likely to be compliant. With simple and effective signage, organisations can then apply the 5E’s Framework to ensure that the behaviours are embedded. For more information about the behavioural science applied, go to [Annex A - How we have developed the campaign – underpinning behavioural science approach](#).

General Security

3 Overview of the campaign and materials

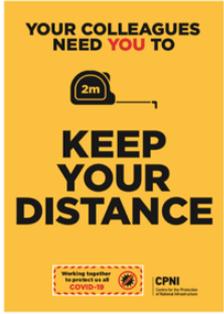
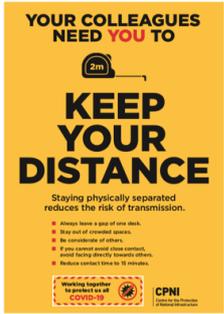
CPNI have produced a range of poster, digital signage and other ambient materials for the campaign. These are based around four key behaviours:

- Maintaining physical distance - *“Keep Your Distance”*
- Improving hygiene practices - *“Wash Your Hands and Clean Your Desk”*
- Reducing interactions - *“Make Meetings Virtual”*
- Encouraging staff to speak up/report - *“Say if it’s Not Okay”*

These are relevant for our CPNI sites and are likely to be relevant to other organisations. However, there may be some behaviours that are relevant for your organisation (e.g. wearing PPE) that the CPNI toolkit does not currently cover. **The library of materials provided is fully editable so you can create variants of the materials for your specific workplace situations.**

Note: Whilst it is important that your materials reflect the needs of your organisation, we recommend you should stick to no more than five key behaviours that you expect each part of your organisation to remember. It’s fine if different sites have different behaviours, but the purpose of this campaign is to move away from a long list of dos and don’ts, instead focusing on few enough messages that people can easily remember and adopt them.

The table overleaf provides a brief summary of the materials and briefing packs provided as part of the CV-19 Workplace Actions Campaign.

Product		Description
<p>Short copy information posters, paper and digital</p>		<p>Short direct messages on a range of posters deliver the 4 key messages of the campaign.</p>
<p>Long copy information posters, paper and digital</p>		<p>Long copy version of the 4 key messages with additional information to educate about the reasons why.</p>
<p>Instructional Posters, paper and digital</p>		<p>E.g. Max capacity posters for contained spaces, lifts, kitchens and meeting rooms.</p>
<p>Information Leaflet/Flyer</p>	<p>* coming soon *</p>	<p>A short informative leaflet that explains the key messages of the campaign in more detail.</p>
<p>Ambient Materials</p>	<p>*coming soon*</p>	<ul style="list-style-type: none"> • Desk signs for desk closure • Stickers for hand sanitiser • Foot markers for high traffic areas: queues, corridors, lifts etc
<p>Exemplar communications for Intranet</p>	<p>*coming soon*</p>	<ul style="list-style-type: none"> • Example intranet landing page • CEO/DG comms to frame the campaign
<p>Briefing pack for senior managers</p>	<p>*coming soon*</p>	<p>A short briefing pack outlining aims of campaign, critical role of senior managers and importance of endorsement (including modelling) and encouragement</p>
<p>CV-19 Reps Guidance Pack</p>	<p>*coming soon*</p>	<p>A short briefing pack to upskill CV-19 reps to help reinforce campaign messages</p>

General Security

4 Planning the campaign – preparation activities

This section provides step-by-step guidance on how to plan your CV-19 workplace actions campaign. This may not be fully applicable to your organisation and is likely to require adaptation. However, it should give enough structure and understanding to enable organisations to plan a successful campaign.

The section also provides guidance on how to recruit and train staff as 'CV-19' representatives (reps) at a local level. In large complex organisations it can be difficult to embed new ways of working without local encouragement and support in every section of the organisation.

The CV-19 reps also help to provide a feedback mechanism as to what is working well and why, what isn't and why, and channel staff concerns/issues in a constructive manner back to the project team. This feedback is vital to help refine and evolve the campaign.

4.1 Planning the Campaign

Before you launch the campaign there's a number of activities that you'll need to undertake to maximise the impact of your campaign. The following advice is based on experiences of launching the campaign internally in CPNI and previous messaging and behaviour change campaigns across the Critical National Infrastructure.

Every organisation is different, and these proposed activities may apply to yours to a greater or lesser degree. There may be other preparation activities that have not been considered here.

4.1.1 Form a project team

Deployment of this kind of campaign across a whole organisation takes co-ordination across multiple business areas. It can help to form a team of representatives from each of those areas. To work effectively you might need input from:

- Estates
- Print and design team (if you have one)
- Occupational health
- Communications
- HR
- Legal

If you have a centrally formed COVID-19 response team they will also be pivotal to success and may want to lead on the work.

4.1.2 Scope Requirements

Before pushing ahead with the campaign, it is important you consider if the materials are appropriate for your requirements, and if so, which materials you intend to use and why. There may be needs specific to your organisation that were not considered in the development of the campaign materials and you will need to think about how these will be addressed. To scope the requirements, you should:

- Identify the specific outcomes you are trying to achieve with regard to social distancing and hygiene behaviours in the workplace

- Consider how the materials will be used to achieve those outcomes and if they are appropriate for your needs
- Identify specific requirements that are not captured by the campaign materials that may need to be addressed alternatively
- Make decisions about specific recommendations on social distancing and hygiene behaviours e.g. agreeing max capacity on confined spaces like lifts and kitchens.
- Identify print requirements e.g. number of desk signs

4.1.3 Enable Behaviours/Remove Barriers

One of the pillars of the Five E's framework is **Enabling** (see Annex A). The campaign materials are designed to help prompt people to undertake some specific actions, but if there are significant barriers to doing them then they are much less likely to do so. In fact, a barrier in place for one behaviour could undermine the effectiveness of the whole set of messages if it is perceived that the change was not well considered. It is critical to do everything you can to ensure people have the best chance of adopting the behaviours. Here are some specific measure you might consider for each of the four main actions.

- **Keep your distance**
 - Mark our queueing areas with 2m lines or stickers
 - Avoid over-populating areas of the building
 - Implement one-way systems if corridors/stairwells may be crowded
- **Wash your hands and clean your desk**
 - Maximise the availability of wash basins
 - Ensure you have a supply of products you need to keep bathrooms running (soap, cleaning staff etc.)
- **Make meetings virtual**
 - Ensure you have technology to support virtual meetings; this is likely to include ensuring systems can cope with high demand which may occur simultaneously
 - Ensure you have a good supply of the equipment people might need to make this easier
 - Increase the visibility of the guidance people will need to learn to use the systems they need to do this or provide easy-to-access training
- **Say if it's not ok**
 - Establish a network of CV-19 reps in each business area to help embed the campaign and act as a POC for enquiries (see Section 4.2)
 - Give line managers guidance on how to make sure staff are comfortable raising specific issues and encourage feedback into the central team/seniors (e.g. a blog post showcasing how suggestion from staff lead to change in practice)

4.1.4 Legal and Policy Considerations

Depending on your industry you might have specific legal obligations that are not accounted for in these campaign materials. Consult your legal team to ensure you have understood these before rolling out the campaign. Consider whether there are policy positions that need to be reviewed to align with the key messages and adhere to legal obligations.

Note: Some of the signs contain numbers for maximum capacity on rooms. *These should in no way be interpreted as recommendations for your own maximum capacities.* You should agree these numbers internally based on your own operating requirements, legal obligations and health and safety standards in line with advice from Public Health England or similar regional/national body

4.1.5 Adapt and Produce Materials

The materials are supplied with CPNI logo displayed. You should replace with your own logo to increase the credibility of the campaign with your audience. Design files are supplied for you to do this. You may wish to make minor alterations to the materials to shape them for your needs, e.g. changes to numbers for max capacity signs. However, before making significant changes to the wording please keep in mind that the messages in the materials have been carefully considered.

Development Background – The campaign was developed with input from behavioural science experts to shape the messages for best effect. The materials may look simple but they have been designed to work together for maximum impact. If you make significant alterations or additions, you may affect the overall impact the campaign is designed for. However, you might have specific needs that require alterations. If so, refer to Annex A to learn about why the campaign was designed as it is so you can make alterations in keeping with its design and very importantly, behavioural science approach.

If you do make significant changes, we'd be really grateful if you'd contact us to let us know what you changed and why, as this might help us with updates to the campaign.

Contact us at: CV19actions@cpni.gov.uk

If you have internal print and design services engage them early on as there may be staff shortages or supply chain issues that mean production is slower than usual. Alternatively, you could engage the services of a commercial printer. CPNI are unable to supply print copies of the materials.

4.1.6 Develop a comms plan

Communicating effectively to raise awareness about your campaign will help maximise its impact. Having a plan for what communications you will put out when will help with this. Here's some specific points you should consider:

- Try to give staff advanced warning that the campaign is coming, so it is not a surprise when materials appear, or people return to work either regularly on an occasional basis
- Prepare blogs or key messages from senior leaders to endorse the campaign
- De-conflict messages about the campaign from wider corporate communications; ensure the campaign does not clash with other planned campaigns or major communications

- Prepare specific communications for senior managers and line managers to help them understand the role they play in embedded in the behaviours

4.1.7 Plan logistics and deploy messaging

Develop a plan for how you will get the campaign materials you need to the required sites in time to be displayed.

- Assign teams to put up the materials for display. Give them clear instructions about placement of materials.
- Remove old/non-essential workplace communications materials that may add to visual clutter
- Remove COVID-19 messaging that conflicts with the campaign materials.

4.2 The vital role of CV-19 reps – role, how to recruit, role and instruct

4.2.1 The Purpose of CV-19 reps

In large complex organisations it can be difficult to embed new ways of working without local encouragement and support in every section of the organisation. The purpose of the CV-19 reps is to provide this by:

- **Acting as a local point of contact for enquiries about how to embed the campaign in their area and feeding new information down into their local area. For example:**
 - If there are circumstances where staff cannot be separated by one desk in accordance with the campaign messages, they can use their knowledge of their business area, the people and the campaign to find a workable solution that minimises risk and is acceptable to staff.
 - Feeding into higher level decisions to ensure that the needs of their section are represented.
 - Explaining the reasons for policies to local staff (**Educate**, see Annex A) so that they have better understanding of the background and are able to make more informed decisions in the future.
- **Gathering feedback from staff about how the messaging is being received and how people in their local area or section are managing to follow the guidelines.**
 - You will want to monitor the recommendations you make in the campaign to see if they are effective. The CV-19 reps can be very helpful in this regard (see Activities during the campaign in Section 6).
 - The reps can be your eyes and ears on the ground, such as taking responsibility for ensuring the **Environment** (see Annex A) is appropriate and, if not, liaise with you to rectify.
- **Being a leader on your campaign.**
 - The reps can **Encourage** staff (see Annex A) in their area to do the right behaviours, praising them when they do so, encouraging them when they could do better, and (where appropriate) reporting regular or serious non-compliance through the relevant enforcement structures.

You can shape the CV-19 reps however you think is best for your organisation, but in our experience the three responsibilities above are most critical.

4.2.2 Recruitment and Instruction

Identify each business area where you need a representative. Where possible use pre-existing networks of administrative hubs within each of those areas to recruit one or two individuals to act as reps. If working patterns are more spread out than usual and/or many staff are encouraged to attend the work-place part time, you may need extra reps to cover all working hours

You'll need to provide your CV-19 reps with overview information about the nature of the role and to collate a list of reps from the hubs.

You will need to provide a briefing to the reps to give a more detailed overview of what you expect them to do. In that briefing we'd recommend you cover:

- The overall aims of the campaign
- The background to the campaign's development such as the Five E's framework (see Annex A)
- Specific details of the responsibilities you expect them to carry out and why
- Emphasise the importance of them adhering closely to the social distancing and hygiene behaviours in the workplace - if they don't enact the behaviours as the organisation's CV-19 reps this could undermine the aims of the campaign
- Respond to any questions they may have

Don't forget to provide them with the right means to feedback to you. It's important that they feel connected with the decision-making processes so that they can feed in information from their area and also have sufficient information to perform their role.

5 Planning the campaign – user journey and placement of materials

5.1 Introduction

As outlined in Section 3, there are four behaviours conveyed by different types of materials:

- **Short copy poster** - containing direct messaging designed to be rapidly understood via imagery and short message.
- **Long copy poster** - more educational in tone with longer messaging
- **Digital format posters** - if your site includes digital screens
- **Desk drops and other ‘ambient’ materials** - e.g. stickers for hand sanitiser bottles, floor markings for use in specific locations and areas.

It is vital to consider and plan for optimal placement of these assets within your site(s) to ensure effective messaging and reminder of key behaviours in specific locations (e.g. hand washing long copy in the toilets above the sinks).

The importance of a professional campaign

Maintaining a professional look of the campaign and ensuring it is updated rapidly with any changes in Government advice is essential to help engender trust and belief in the campaign. As such it is vital to ensure that, wherever possible, poster materials and signage are:

- Professionally printed and displayed
- Regularly checked for any wear and tear and replaced accordingly if looking ‘tatty’
- Changed or removed rapidly in-line with any relevant changes in Government advice

5.2 User journey – layering of materials and embedding the messages

In order to build exposure to the campaign (reach) as well as frequency, it is imperative to have an overall strategy in mind for how to layer and use the campaign materials in your workplace.

‘Layering’ refers to the process of repeating a message across your site, so the site user sees it several times during their time in and journey through the workplace. Different types of materials can introduce and then embed the idea. Regardless of how many – or few – materials you’re planning to use, these considerations are important.

A critical factor to first consider and understand is how your employees’ move around the workplace: from as they approach and arrive at your site, how they move around within the workplace, where they go (desks, corridors, lifts, up and down stairs, kitchens, toilets etc) and how they exit your site. You need to consider:

- **What your staff are doing at each point** (e.g. are they focussed on a task?)
- **How long they are in that location** (are they passing through rapidly or in that location for a while?)
- **Opportunities for placement of most behaviourally appropriate materials** e.g:
 - Handwashing hygiene posters in toilets
 - Instructional posters about limits of people in kitchen on kitchen door AND in kitchen area
 - Instructional posters about limits of people in a meeting room in the meeting room AND poster encouraging use of technology to meet virtually instead of physically

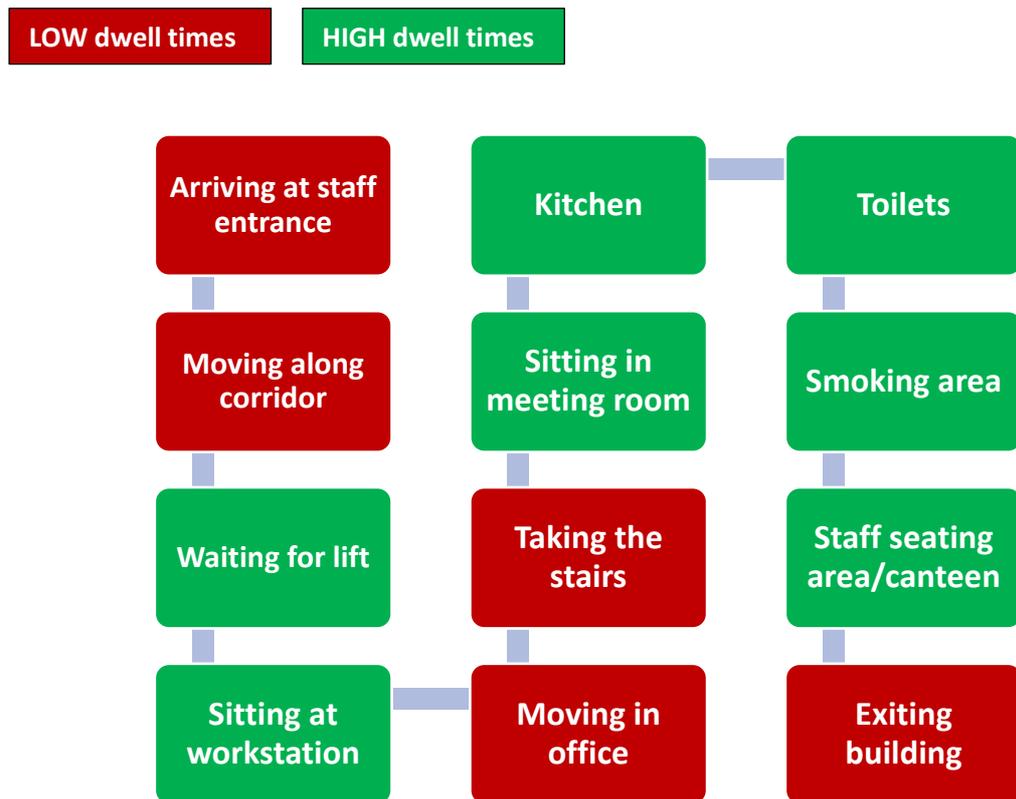
General Security

Understanding what staff are doing at these touch points in their time in and moving around the workplace helps to determine which areas have low or high ‘Dwell times’.

‘Dwell time’ refers to how quickly people move through any given area.

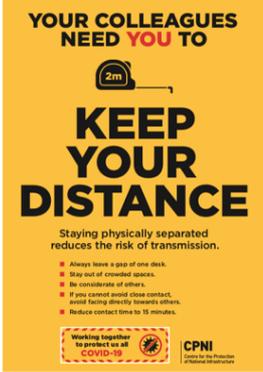
- **High dwell time** occurs in locations such as meeting rooms, lift lobbies, kitchen areas and toilets. People will be hanging around and will have time to read **long copy posters** or even **leaflets**.
- **Low dwell time** occurs in areas such as corridors, stairwells and entry or exit from the site. People will be less inclined to read anything in detail as they are either transiting through and/or focussed on another task (e.g. retrieving their pass from a bag and scanning to enter) so materials need to be quick-read, more impactful executions. This means **short copy posters or ambient materials** should be very immediate and direct.

For example, the diagram below shows typical movements/activity by an office worker around their workplace, where:



The Table overleaf provides an example of the types of physical distancing action materials that should be considered for use with the employee journey, dwell types and locations.

General Security

Long copy (long dwell time)	Short copy (short dwell time)	Ambients
 	 	 

General Security

6 Activities during the campaign

While the campaign is live there's a few activities you should try to keep on top of, so the campaign continues to be effective over time.

6.1 Monitoring

You should monitor the reception to the campaign amongst staff. If you have established a network of CV-19 reps they will be invaluable in helping you to do this. Hold regular briefings with them to allow them to feedback on how the campaign is going. If not there may be other systems in place that you can use to gather feedback on topics such as:

- Whether staff are generally supportive of the messaging
- Specific behaviours staff might be having difficulty engage with and why
- Pain points – issues that are causing problems for staff that might need to be reviewed
- Local adaptations that might be applicable in multiple areas

Critically, you can use this information to review the approach you've taken with the campaign and make adaptations to ensure it is most effective. For example, perhaps a position was taken on the maximum capacity of a space that is proving to be impractical and maybe there need to be other measures in place to mitigate the risks of increasing capacity so it can be used.

6.2 Communicating

One of the five pillars of the 5Es is **Encouraging** (see Annex A). Through effective use of communications, you can provide encouragement to staff to continue adhering the behaviours. For example, if through your effective monitoring you are able to make comments on the positive reception from most staff, or if you have managed measure the impact the campaign is having, you can communicate this back to staff to reinforce their engagement with the campaign. Other comms you might put out while the campaign is live:

- Ways you have adapted the campaign in response to feedback from staff and the CV-19 Reps network
- Blogs from senior leaders endorsing the work
- Good news stories – e.g. Positive feedback from staff about how the campaign has helped them feel safer or more comfortable in the workplace

6.3 Refreshing

In order to keep the campaign fresh and the materials present in people's minds, there may be ways you can re-arrange or refresh the materials so that people have new things to engage with that will keep them following the guidance. CPNI will endeavour to update the campaign materials over time and these may provide opportunities to refresh your campaign.

7 Activities post-campaign

We all hope that the need for these campaign materials will be as short as possible, but when this time does come it is important to take some time to reflect and evaluate on the campaign. Doing so will give you more insight into what does and does not work for behaviour change communications in your organisation and be better informed on the obstacles that might occur again in the future. We will all need to plan for both future potential iterations of Coronavirus Disease, but also for similar situations in the future that require a fast response.

7.1 Impact Evaluation

CPNI has developed a guide for organisations to assist in the impact evaluation of security behaviour change campaigns. While this campaign is not focused on security behaviours, many of the principles in the guidance will apply to this context. The Guidance can be found here:

https://www.cpni.gov.uk/system/files/documents/0b/b6/Guide-Managers_evaluation_FINAL_LOW%20RES.pdf

7.2 Lessons Learned

Your experience of running the campaign will have highlighted some challenges and successes throughout the period. Capitalise on this by reflecting on what you've learned about this that could be applied to similar situations in the future. Here's some points you might like to consider:

- Go back through the journey of your campaign. Where were the barriers and how might you be more prepared for them in future? What went well and why?
- When thinking about your successes and obstacles, reflect on what you have learnt about your staff, structures and processes.
- As you move into your usual ways of working think about what has changed and how this might impact on staff moving forward. Are they ready and willing to go back to the old ways of doing things or is there a new 'norm'?
- Can you collect and collate data on the process? Keep this data and compile it with relevant documentation so there is continuity if another situation like this occurs in future. Save your successors from facing the same challenges.

Annex A - How we have developed the campaign – underpinning behavioural science approach

Despite the absence of our normal robust campaign development and evaluation processes, this campaign was developed rapidly using a combination of:

- Our established behaviour change approach (the 5E's framework¹) that underpins all of the CPNI security behaviour change campaigns.
- Our in-house behavioural science expertise and prior experience of developing these campaigns; CPNI has a track record of supporting organisations in the running of these campaigns and initiating changes that “stick”.
- The latest research and advice from the British Psychological Society (BPS²) and the Centre for Research and Evidence for Security Threats (CREST) academic hub³.

This has resulted in two key underpinning approaches for the campaign.

Advice, guidance and insight from the BPS and CREST

The following principles are embedded with the campaign, derived from BPS guidance and CREST research:

- **Creating a ‘measured’ amount of worry (not fear) to motivate and engage staff** whilst providing reassurance about what the organisation is doing to help keep them safe and what they can actively do themselves as part of this effort.
- **Emphasising the ‘we’, being in this together**, keeping yourself and your colleagues safe (and in doing so ultimately helping the organisation deliver our mission as safely as possible) – embedding a sense of altruism and duty which also aligns with wider Government approach and key messages.
- **Creating specific and simple behaviours** (and simple, specific messages) and explaining why they are important to do.
- **Empowering staff to speak up and say if they are concerned about safety** of a particular workplace situation and importance of doing so and feeding back so we can improve working practices/guidance.
- **Consider the potential negative consequences of these behaviours** – e.g. if people are avoiding/distancing one area, where will they go instead – and trying to mitigate for these (e.g. if only 4 people allowed in a workplace kitchen, will this cause a queue outside where physical distancing will be impossible).

¹ <https://www.cpni.gov.uk/system/files/documents/98/dc/Embedding-Security-Behaviours-Using-5Es.pdf>

² <https://www.bps.org.uk/sites/www.bps.org.uk/files/Policy/Policy%20-%20Files/Behavioural%20science%20and%20disease%20prevention%20-%20Psychological%20guidance%20for%20optimising%20policies%20and%20communication.pdf>

³ <https://www.cpni.gov.uk/system/files/documents/1b/30/Organisation%20Trust%20factsheet%20v.3-pdf.pdf> <https://crestresearch.ac.uk/resources/reports/cwb-full-report/>

5E's behaviour change framework

<p>Educate why</p>	<p>People are more likely to engage in behaviour if they understand why it is important to do so. Educating is about helping staff to understand the nature of the threat, and why this poses at risk them, their colleagues' and the organisation's ability to deliver its mission, safely</p>
<p>Enable how</p>	<p>To behave in the desired way, staff need the necessary resources. In this context, they need clear, concise instructions on how they can work safely, in line with Government health guidelines whilst in the work setting and the ability to do so, e.g. access to teleconferencing facilities</p>
<p>Shape the Environment</p>	<p>Environmental cues can make it easier to do the right action, so it's important to shape the environment and ensure that the desired behaviours are as easy as possible for staff to do. This will involve ensuring hand sanitisers are readily available, removing excess chairs from meeting rooms to facilitate social distancing</p>
<p>Encourage the action</p>	<p>Staff need feedback to help reinforce the desired behaviours and discourage the undesired ones. For example, managers may need to enforce social distancing measures if they are not being adhered to via soft (e.g. a kind word) to hard (e.g. preventing use of an area) measures.</p>
<p>Endorse the action</p>	<p>The effect of the first four Es will be augmented if they are perceived by the workforce to be endorsed by credible sources. These may be external to the organisation (e.g. health experts) or internal (e.g. Head of Health and Safety, the CEO, Staff union rep); this isn't just about comms, but modelling the desired behaviours themselves</p>

Evaluation

Like all change initiatives, assessing the impact of your campaign is an important step to quantify and understand what is working well and why and what may need to be refined and evolved in your approach. Demonstrating the impact of the work will also help raise support for future initiatives. See Section 7 for further information on how to do this.

Annex B ‘At a glance’ full guide to campaign asset library: materials and products

We have provided a pack of the posters, signs, and materials we have made so far, and we will continue to add to these as new requirements are fulfilled. In the following section we have outlined the materials and provided some examples of potential locations they will ideally be placed.

Within the materials files you will see three folders:

Print – These are the main printable posters and signs. Sub folders include:

- *Behaviour* – These are the main key behaviour message posters.
- *Instructional* – These are posters to instruct people where to go or on room policy.
- *Monitor* – These are signs to hook over monitors.

Digital – These are for a digital billboard of 1080 x 1920 pixels.

Digital Assets – This contains logos and colour details.

Outline of all available print materials:

Short copy – ideal for busy areas or places where people pass through without stopping.

Poster	Image	Comments
All messages		Available as portrait or landscape.
Clean your desk sign		Ideal placed near desks or approach to desk/workstations.
Keep your distance		These are ideal in all locations but particularly near points of contention, such as queues and lifts.

General Security

<p>Make meetings virtual</p>		<p><i>Good to put up in office space and near meeting rooms.</i></p>
<p>Say if it's not okay</p>		<p><i>Could be placed anywhere.</i></p>
<p>Wash your hands</p>		<p><i>Place these near washbasins, in corridors near toilets, or in kitchens/food outlets.</i></p>
<p>Use tech to talk</p>		<p><i>This is a different style of meeting poster, perfect for around office places and meeting rooms/areas.</i></p>

General Security

Long copy – ideal for areas where people spend a little longer, so they have time to read them.

Poster	Image	Comments
All messages		<p>A2 size. This is designed for larger spaces with a long dwell time, such as lobbies or waiting areas.</p>
Quote		<p>A2 size. This is for adding in an Endorsement quote from a senior or authoritative figure for places with high dwell times.</p>
Clean your desk sign		<p>Perfect to put up around office spaces with longer dwell times.</p>
Keep your distance		<p>Ideal in busier places such as slow moving queues or lobbies.</p>

General Security

<p>Make meetings virtual</p>		<p>Good to put up inside meeting rooms or just outside.</p>
<p>Say if it's not okay</p>		<p>These are ideal in all locations but particularly near points of contention, such as queues and lifts, that have a long dwell time.</p>
<p>Wash your hands</p>		<p>Place these above washbasins, backs of toilet doors, or in kitchens/food outlets.</p>

Instructional – these can be edited and used where appropriate for your workplace

Poster	Image	Comments
<p>Maximum capacity</p>		<p>These can be edited to show the number you need.</p>

General Security

<p>Meeting room</p>		<p><i>This long copy (high dwell time) sign can be used to encourage people to not use rooms unless essential. It has a bit more detail on which can be edited to reflect your processes.</i></p>
<p>Desk not in use</p>		<p><i>Sign to fold ambient materials and put on monitor to say that a desk is not in use, perfect for blocking out alternate desks. Available in blue or yellow.</i></p>
<p>Stair directions</p>		<p><i>Lots of signage to make stairs one-way only.</i></p>

General Security



Coming soon

- **Sticky-back feet** – place these at 2m intervals in corridors or queueing areas, or on lift floors to signal optimal standing places
- **Sanitiser gel stickers** – add these to bottles of hand gel to make them stand out
- **Informational desk drop** – a leaflet with educational information behind each behaviour. This should be edited to ensure it aligns with your campaign and organisation.
- **Face mask poster** – signage to add in areas where a face mask is required.