

Risk Assessment – Coronavirus COVID 19 (Its impact on the operation of Kingswood Residential Activity Centres and their associated functions.)

Baseline	<input checked="" type="checkbox"/>	Site Specific	<input type="checkbox"/>	Vulnerable Person	<input type="checkbox"/>	Temporary	<input type="checkbox"/>
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Notes:
 This document is a risk assessment of the impact of coronavirus on Kingswood’s operation of its residential activity centres, head-office and field-based team functions. It assesses each element of our operations individually and suggests appropriate Infection Prevention and Control measures for each case.

Coronavirus spreads in tiny airborne droplets created when an infected person coughs, sneezes or talks and these droplets are then inhaled directly by an uninfected person. Alternatively, infected droplets may land on a surface that an uninfected person then touches with their hands and transfers the infection to their eyes, nose or mouth by touching their face.

The controls that Kingswood employs to limit the transmission of Covid 19 between potentially infected individuals can be summarised in the following main areas:

1. Diligently applying any statutory provisions, local restrictions or general guidance produced in support of controlling the spread of coronavirus.
2. Maintaining each visiting group and each centre department as a separate ‘bubble’ and eliminating contact between different bubbles wherever possible.
3. Keeping individuals within a bubble a safe distance apart from each other wherever possible (social distancing).
4. Identification and reduction of Aerosol Generating Procedures.
5. Rigorous cleaning and disinfection of potentially infected surfaces.

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
1. Residential Guest Experience			
1.1 <u>Site capacity and allocation of accommodation</u> – Mixing of residents from different schools/bookings in the same accommodation blocks creates the risk of virus transmission between bubbles. Equally, residents from	Residential guests	<ul style="list-style-type: none"> • Visiting groups will be allocated to their own building or separate part of a building and will not share with others. Groups using separate parts of the same building will have their own access points. • Where practical, a one-way system will be in place through the accommodation corridors. • Shared toilet and bathroom facilities will be allocated to the sole use of a single visiting party. • Adult accommodation must be limited to single occupancy only (i.e. no more twin 	Low

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the same bubble sharing accommodation in very close quarters increases the risk of transmission.		rooms). <ul style="list-style-type: none"> Occupancy levels within dormitories are not capped, but the overall occupancy reduction imposed by other factors will mean we do not need to fill every bed. (Max number of schools on site, available teacher beds, participant cap, etc.) Allocation of dormitories should allow for the spacing out of students in the available beds and local knowledge of sensible room occupancies. <i>Each site will prepare their own Accommodation Plan</i> 	
1.2 <u>Pre-visit conduct</u> – Parties may bring with them someone who is carrying the coronavirus infection.	Centre population	<ul style="list-style-type: none"> All visiting groups will be contacted in advance of their visit to remind them of the need to follow current government advice relating to diagnosis and stay-at-home isolation. Any group member who, prior to the visit, shows signs of coronavirus (continuous cough, elevated temperature) must be excluded from the visit by their group organiser. Groups who have members who have returned from overseas trips must follow current government guidance on self-isolation. 	Low
1.3 <u>Coach travel to and from centre</u> – Depending on the size of the party and the size of the coach, social distancing of passengers may not be possible and increases the risk of virus transmission. Stopping at motorway service areas for toilet breaks or refreshments risks members of the bubble mixing with other members of the public.	Visiting groups	<ul style="list-style-type: none"> When travelling to Kingswood sites passengers should be spread throughout the coach to maximise separation distances (i.e. don't all sit together.) All coach operators used by Britannia Coach Services have confirmed that they are operating in accordance with current covid-safe guidance. Services provided by Britannia Coach Services will avoid making comfort-break stops en-route to centre, (provided this is possible for the length of journey). 	Low
1.4 <u>Arrival onto centre</u> – On arrival a group will typically be met by a Course Director, taken to a briefing area and given access to toilets. If multiple groups arrive at the same time this will increase	Visiting groups	<ul style="list-style-type: none"> Timed 'arrival slots' should be issued to groups before arrival to ensure only one group is in the arrival area at a time, or multiple alighting areas designated. Groups must only be permitted to alight their vehicles when invited to. Separate meeting areas will be established for each group's arrival and to which they can be taken directly from their coach by their Course Director. Toilet facilities must be available on arrival. Ideally these will be the ones in the group's 	Very Low

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the risk of bubbles mixing.		accommodation and to which they will have sole access. If this is not possible and the facilities are shared they must be cleaned between group arrivals. <ul style="list-style-type: none"> • <i>Each site will prepare their own Arrivals Plan</i> 	
1.5 <u>Loading and unloading bags</u> – Removing bags and suitcases from the luggage hold of the coach on arrival places large numbers of people in a small area and increases the risk of virus transmission. Bag straps and handles are also touch points that can help to spread the virus.	Residential guests & staff team	<ul style="list-style-type: none"> • A team of people will be tasked with coach unloading on arrivals days. They will wear face coverings and disposable gloves which must be changed between each arriving group. • Ideally bags will be taken to the accommodation by their owners before the end of their allocated arrival time slot. • On departure day guests may need to be allocated separate time-slots in which to transfer their bags from the accommodation to the departures area/bag bays in order to limit the opportunity for bubbles to mix. • <i>Loading and unloading of bags on centre is covered in each site’s Arrivals Plan</i> 	Very Low
1.6 <u>Site Tour</u> – Having groups undertake a site tour increases the chance of bubbles inadvertently mixing, increases the numbers potentially accessing hand touch points and can generate aerosols if the tour leader has to shout to be heard.	Centre population	<ul style="list-style-type: none"> • Site orientation tours will be devised to be as brief as possible, follow a set route and to be predominantly outside. • Any doorways that must be included on the tour route should be held open for the duration of the arrivals tour period to limit hand contact. • Course Directors must be trained on any changes to the content or mode of delivery of the site tour. If raising their voice is unavoidable face coverings must be worn when addressing the group. • <i>The site tour route and content is covered in each site’s Arrivals Plan</i> 	Very Low
1.7 <u>Room keys</u> – Keys will be handled by centre staff before issue to guests and by guests before being returned to centre staff. This offers a means to transfer infection.	Reception staff & visiting adults	<ul style="list-style-type: none"> • If keys are requested, all keys and their fobs must be sanitised before issue. Separate plastic boxes must be supplied for keys to be returned to so reception staff do not have to handle them directly until they are sanitised. • <i>Each site has its own arrangements for managing guest room keys.</i> 	Low
1.8 <u>Dining room systems</u> – Dining areas host multiple groups and have multiple points such as serving counters, salad bars, plate scrapes, drink stations, etc. where individuals from different bubbles	Centre population	<ul style="list-style-type: none"> • Groups must be given allocated seating within the dining hall, a specific time to enter and where possible an allocated entrance. Staff team members NOT attached to a school group will also be treated as separate groups with their own allocated seating and meal times. • Where layout allows a one-way circulation system should be in place. • Table allocations and minimum 3 metre spacing between tables must be re-assessed for 	Low

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<p>could mix.</p> <p>Seating is high density with diners seated close to one another. Distance between tables does not conform to current social distancing guidelines.</p> <p>The capacity of dining rooms often encourages elevated noise levels and shouted conversations</p> <p><i>(See also 3.0 Catering)</i></p>		<p>each arrival.</p> <ul style="list-style-type: none"> • Groups will be permitted entry to the diner/queue only at their allotted time. • Social distancing should be observed in the queue, and floor markings or signs installed to encourage this. • Cutlery, cups and water jugs should be provided on each table. • The serving counter and any other food stations in use (salad or cereal bar) must be sanitised between each group using it. Spoons or tongs provided at shared bars must be replaced or sanitised between each group. • Groups must not mix at the plate scrape. This can be achieved by groups leaving used plates, cutlery, etc. on their table at the end of their meal to be cleared away by catering staff, using a designated table, trolley or other area for each group, or sole access to the main plate-scrape in rotation. • Tables and chairs must be sanitised between each sitting group. • Unused cups, water jugs and cutlery provided on each table must be removed and replaced with new between each sitting group. • Briefings to groups and notices in the dining area must emphasize the need for quiet conversations only. • <i>Each site will prepare its own Catering and Dining Plan</i> 	
<p>1.9 <u>On-site shop systems</u> – Centre shops are usually quite small and can become crowded without systems to manage numbers. This increases the risks of close contact between users and therefore spread of virus.</p> <p>Anyone accepting cash, using a cash register or issuing change potentially has indirect hand-contact with many different people.</p>	<p>Visiting groups & retail staff</p>	<ul style="list-style-type: none"> • Groups must be allocated set times to access the shop. Adult numbers inside must be limited with this number displayed. • Hand contact points must be sanitised between groups. • Face shields must be worn by shop counter staff, or Perspex screens installed at the till. • Anyone handling cash must sanitise their hands regularly throughout their till shift. • Cash registers must be sanitised at the end of every use. • Vending machines should cease being used. • Social distancing should be observed inside shops with signs to remind users. • <i>Each site will prepare its own Retail Plan</i> 	<p>Low</p>

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Vending machines encourage virus spread through keypad touch points. <i>(See also 6.0 Retail)</i>			
1.10 <u>Toilet breaks</u> – Staff and visitors from different bubbles are likely to mix at shared toilet facilities when there is maximum access to and need for them during scheduled breaks between activities and at meal times.	Centre population	<ul style="list-style-type: none"> • Groups should be directed to use the toilets in their designated accommodation as preferable to using communal facilities. Where communal facilities exist centres should consider, where possible, designating facilities to single bubbles. • Communal toilet facilities must be sanitized regularly during the day. If it is not possible to adequately service communal toilet facilities they should be removed from service. • Where toilet facilities have multiple urinals, basins, cubicles, etc. (and where occupancy levels allow it) bathrooms should have alternate units removed from service to encourage social distancing. • <i>Each site will prepare its own plan for the management of communal toilet facilities</i> 	Low
1.11 <u>Drinks breaks</u> – During breaks between activities students may re-fill water bottles or take drinks from communal re-fill points. This encourages sharing of spaces and bubble mixing.	Visiting groups	<ul style="list-style-type: none"> • As part of their arrival-day briefing, groups should be encouraged to re-fill their water bottles from taps in their own accommodation. • Where re-fill stations are provided social distancing must be enforced with signage, floor markings and (where necessary) disabling alternate taps to keep people apart. • <i>Each site will prepare its own drinking water plan</i> 	Low
1.12 <u>Guest lounges and shared spaces</u> – Any areas where people can sit, relax, make drinks or otherwise interact at close proximity increases the risk of virus transmission, particularly if the individuals are from different group bubbles.	Adult party members	<ul style="list-style-type: none"> • Signage to encourage social distancing should be placed in guest lounges, along with notices relating to hand washing after touching taps, kettles, fridge doors, milk bottles, etc. • All non-critical fixtures to be identified and removed to reduce areas that could harbour contamination and require cleaning (e.g. pictures, brochure stands, guest directories, ‘spares boxes,’ etc.) • Sanitising sprays and cloths should be provided for guests to sanitise refreshment equipment before and after use. • Seating provided in reception and other areas to allow visitors to wait or for small scale meetings with visitors should be selectively removed to leave only a bare minimum. Any retained seating must be a minimum of 2 metres apart. • <i>Each site will prepare its own plan for the management of guest lounges</i> 	Low
1.13 <u>Accessing reception/guests</u>	Centre	<ul style="list-style-type: none"> • Visiting groups should be encouraged to raise questions with their Course Directors 	Low

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<p><u>services</u> – The main reception is a contact point for staff and visitors to interact with the management functions of the centre, and is a place where people from many different bubbles could mix, increasing the risk of virus transmissions.</p>	<p>population</p>	<p>rather than visiting reception.</p> <ul style="list-style-type: none"> • Staff team members should be encouraged to avoid reception wherever possible. • Social Distance floor markings should be installed in Reception areas where queues are likely to develop. • Reception staff dealing with face-to-face enquiries will wear face shields. • <i>Each site will prepare its own Reception Plan</i> 	
<p>1.14 <u>First Aid procedures</u> – To provide adequate first aid to someone needing assessment or treatment requires the first aider to get very close to the casualty, increasing the risk of virus transmissions.</p>	<p>Centre population</p>	<ul style="list-style-type: none"> • For minor injuries requiring wipes, plasters and small bandages, accompanying adults should be directed to use the contents of the first aid kits located around site, rather than being sent to a centralized first aid base. • The contents of basic equipment in remote first aid kits should be checked and increased prior to re-opening. • A bottle of hand sanitiser is to be placed with every remote first aid kit along with instructions requiring its use before anyone handles a communal kit. • Anyone who is required to assess an injury should (so far as is possible) attempt to do so at a distance. Anyone providing first aid treatment and getting close to the breathing zone of the injured party must wear a face shield when doing so. Face Shields to be provided in the first aid room. • All first aid trained staff are to be made aware of the guidance issued by the Resuscitation Council UK with respect to giving CPR during the pandemic. • <i>Each site will prepare its own First Aid Plan</i> 	<p>Low</p>
<p>1.15 <u>Smoking areas</u> – Sites generally have a smoking area for staff and one for visitors. In both cases these can be semi-enclosed areas where people from different bubbles can mix.</p>	<p>Smokers</p>	<ul style="list-style-type: none"> • Any small enclosed areas used by guests as smoking areas should be sealed off and smokers required to smoke in the open air for their own safety. • Any seating provided should be spaced to ensure social distancing. Signs should remind users of the need to keep apart. • <i>Each site will prepare its own Smoking Areas Plan</i> 	<p>Low</p>
<p>1.16 <u>Fire drill and fire evacuation</u> – Fire evacuations, whether scheduled drills or genuine alarms will often involve a whole</p>	<p>Centre population</p>	<ul style="list-style-type: none"> • It is accepted that the precautions to keep the premises fire-safe outrank the precautions to keep it covid-safe. In the event of an emergency evacuation of a building it will not always be possible to prevent bubbles mixing. • The usual fire assembly areas can be augmented by additional assembly areas if this helps 	<p>Low</p>

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<p>residential building evacuating simultaneously. Precautions to segregate residents into different parts of a building or provide separate access routes may not be possible to maintain in an emergency.</p>		<p>to keep bubbles apart once they are out of the building.</p> <ul style="list-style-type: none"> • For sites that have ‘whole site’ alarms or alarms covering multiple buildings, allocation of meeting points should take account of the number of different bubbles likely to have to evacuate at the same time. Ensure that bubbles sharing a building (e.g. on different floors) are not allocated adjacent group numbers at the meeting area. • <i>Each site will determine the need for additional assembly areas/meeting points to avoid having all bubbles attend the fire lines in the event of an alarm. Considerations must include ease of access, suitability of surface, lighting. Note also requirements under section 2.1.</i> • The requirement for a fire drill on arrivals day remains in place, but this can be a ‘walk-through’ practice for each bubble rather than a full-site evacuation. Each site is to ensure that the site tour planned at 1.6 includes both an explanation of the fire evacuation arrangements AND a separate walk through of the system. Care to be taken that scheduling of walk-through drills does not result in bubbles mixing at the assembly point. • Groups should be urged to supply copies of their fire lists electronically which will then be printed by the centre team. • Physical copies of Fire Lists received from visiting groups should be put inside plastic poly-pocket folders and placed into the fire list folder. Anyone handling paperwork received from the group should wash their hands immediately afterwards. • <i>Each site will prepare its own Fire Safety Plan</i> 	
<p>1.17 <u>Feedback meeting</u> – The 1:1 departure-day feedback meeting to discuss the trip and future plans increases the risk of virus transmission.</p>	<p>Guest service staff & adult party members</p>	<ul style="list-style-type: none"> • This meeting should only take place where social distancing is possible between the party leader and guest services representative. • <i>Each site will prepare its own Meetings Plan</i> 	<p>Very Low</p>
<p>1.18 <u>Departure from centre</u> – Groups typically depart from centre after lunch. This places a lot of people in and around the departure area simultaneously and increases the chances of bubbles mixing.</p>	<p>Visiting groups & staff team</p>	<ul style="list-style-type: none"> • Groups will be directed to go from the lunch hall to one of the designated waiting areas (which could be indoors or outdoors). • Lunch can be a hot meal in the dining hall or a packed lunch to be taken and eaten elsewhere. • When their transport is ready they will be taken from the waiting area to their coach via the communal toilets. • Communal toilets to be cleaned between groups. 	<p>Low</p>

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		<ul style="list-style-type: none"> Bags will be transferred from bag areas into the coaches' luggage holds by a dedicated baggage team. This team to wear face coverings and disposable gloves which must be changed between groups. <i>Each site will prepare its own Departures Plan</i> 	
2. Activity Operations			
2.1 Meeting points – Using the activity lines as the start point for all activities places the whole guest population in the same place 4 or 5 times each day. This mixing increases the risk of virus transmission between bubbles.	Visiting groups & activity staff team	<ul style="list-style-type: none"> Individual school parties will continue to be split down into smaller groups of 15 and be allocated group numbers. The Activity Lines will continue to be a meeting point for some groups, so long as some numbers are missed out to allow distancing between groups when they line up. 5 metres between bubbles should be observed. (How many numbers are missed out between parties is centre-specific depending on the spacing of their numbers at the activity lines). For groups who are not able to meet at their numbers on the activity lines, alternative meeting points should be allocated. (E.g. outside accommodation, by a particular activity base, on the field, etc.) Allocation of meeting points must take account of ease of access, suitability of surface, lighting and proximity to other bubbles that may be sharing the same accommodation. Before moving off the activity lines, instructors will check their intended route is clear and will not intersect with other groups leaving the lines at the same time. 	Very Low
2.2 Participant conduct – Certain activities require participants to be close to one another or work in teams. Excitement can often lead to horseplay and raised voices. Close contact and shouting can increase the risk of virus transmission.	Visiting groups & activity staff team	<ul style="list-style-type: none"> Social distancing should be applied to participation in activities as much as possible, particularly in waiting areas and for activities indoors. If participants have to work in smaller groups these should be the same sub-groups each time to limit the number of people each participant comes into close contact with. These sub-groups should be based on shared dormitories. Activity 'shout-outs' that normally take place on the activity lines must NOT take place. Participants must be asked not to shout encouragement to each other or raise their voices unnecessarily when indoors. <i>Each site will prepare its own Activities Plan</i> 	Low
2.3 Equipment sharing – Some activities have equipment that is shared between multiple users during a single session, or that will be shared between users from one	Visiting groups & activity staff team	<ul style="list-style-type: none"> Wherever possible equipment sharing must be kept to an absolute minimum. Where the same type of equipment is used in different activities (e.g. helmets or harnesses), efforts should be taken to programme these activities in sequence so a group can take their equipment with them to their next activity rather than sharing. All equipment that is shared between different bubbles must be sanitised or quarantined 	Low

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session to the next. Both increase the risk of infection being passed within and between user groups.		for 72 hours before being used by the next bubble. <ul style="list-style-type: none"> • <i>Each site will prepare its own Activity Equipment Plan</i> 	
2.4 Activity base sharing – Some activity bases have capacity to have more than one group using the facility at a time, which increases the opportunity for bubbles to mix.	Visiting groups & activity staff team	<ul style="list-style-type: none"> • Wherever possible only one group should be allocated to an activity base at a time. • If it proves impossible to avoid sharing activity bases it is acceptable to have groups from the same bubble sharing the facility, but not groups from different bubbles. • Activity bases where there hand contact points that are likely to be shared between preceding and succeeding groups must be sanitised between groups. 	Very Low
2.5 Indoor spaces – Some activities and learning programmes take place indoors. Enclosed environments can make social distancing more difficult, and lack of air movement makes airborne droplets last longer.	Visiting groups & activity staff team	<ul style="list-style-type: none"> • Activities that can be moved outdoors should be. Only those that are reliant on an indoor facility should continue to run indoors. • Indoor spaces should have windows opened to increase natural ventilation and airflow. • Activities with indoor waiting areas must enforce social distancing measures within these spaces. • Classrooms must be set up so that desks are spaced out and all students face the same direction. • <i>Each site will review its indoor activity spaces to determine what additional spacing or layout changes are required to achieve adequate social distancing, and include this in its Activity Plan.</i> 	Low
2.6 Evening activity programme – Certain events on the evening programme take place with multiple school groups involved at once. This involves mixing bubbles.	Visiting groups & activity staff team	<ul style="list-style-type: none"> • All evening activities must be run as single bubbles. No mixing between bubbles in a shared venue must take place. 	Low
2.7 Activity Leader interactions – Some activities require the Leader to get close to participants for safety checks, coaching or general supervision. This can include entering the breathing space of participants, and therefore increases the risk of virus	Visiting groups & activity staff team	<ul style="list-style-type: none"> • Activity Leaders must apply the principles of social distancing whenever they are able to do so with their groups. The desire to be closer to participants simply for care or reassurance must take second place to keeping a safe distance. • Close-quarters actions normally undertaken by an activity leader must, where possible, be replaced by distanced demonstrations and explanations. Checks on fitting of equipment must be done, where possible, visually. • If equipment needs to be adjusted or physically checked the instructor must wear a face covering and must do this with the participant facing away from them (i.e. from behind). 	Low

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transmission.		<ul style="list-style-type: none"> If any checks that place the instructor within the breathing zone of the participant are unavoidable, then the instructor must wear a face shield when doing the checks, or the participant must wear a face covering. All our instructors have been trained on covid-safe principles for leading activities 	
2.8 Accessing information – Certain information such as duty rotas, daily activity staffing, groups’ medical information, etc. is displayed in a central area such as the staff room, activity stores or activity office. This creates a place or places with high traffic volumes, often concentrated at certain times of day.	Activity staff team	<ul style="list-style-type: none"> Where possible such information should be made available electronically and be posted to centre and team-specific group accounts on Fourth. If hard copies prove necessary or simpler, these should be displayed on windows such that they can be read from the outside. (Care should be taken to ensure these areas are staff-only to protect sensitive information from unauthorized viewing.) Where possible, multiple staffing screens in different locations should be available to limit the numbers viewing a single screen. <i>Each site will prepare its own Activities Information Communication Plan</i> 	Low
2.9 Activity Team Meetings – Daily activity team meetings or weekly reviews require large groups to meet in a single space, encouraging the transmission of the virus.	Activity staff team	<ul style="list-style-type: none"> Team meetings should take place outdoors wherever possible with social distancing observed. Where an outdoor meeting is not possible, any alternative indoor venue must be large enough to allow social distancing for the likely number of participants. 	Very Low
2.10 Accessing equipment – Some equipment is collected from and returned to a store room at the beginning and end of each session. This potentially has team members mixing in small spaces indoors.	Activity staff team	<ul style="list-style-type: none"> Wherever possible activity equipment that can be safely left at the activity base all day should only be removed from and returned to stores once at the beginning and end of the activity days. (Assuming requirements for cleaning between users allows this to happen – See 2.3) Additional secure stores at activity bases may be required. A maximum number of instructors permitted inside store rooms to be devised and clearly marked on each remaining indoor storage area. Where access allows a one-way system should be in place in to, around and out of stores. <i>Each site will review their activity storage requirements and determine which kit can be left at activity bases, what additional stores may be required and what the safe occupancy of store rooms should be. This information is included in the Activity Equipment Plan.</i> 	Low
2.11 Periodic equipment checks –	Activity staff	<ul style="list-style-type: none"> Anyone undertaking equipment checks must thoroughly wash and sanitise their hands 	Low

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Activity equipment is subject to regular inspection. This can involve a single individual handling many pieces of equipment that have previously been touched by many different hands, increasing the risk of virus transmission.	team	before starting, and again on completion of the checks. Any equipment used to assist with or record the outcomes of the checks (e.g. computer keyboards, mouse) must be sanitised after use. <ul style="list-style-type: none"> For daily checks recorded using a recording sheet on a clipboard, ideally the same person should perform this task each day for a set period and the clipboard, pen and recording sheet should be quarantined for 72 hours before being filed. 	
2.12 Senior support – Senior Instructors, Team Leaders, Programming and Staffing Managers, etc. are all available to interact with team members over work issues arising during the day. This can create close contact between individuals.	Activity staff teams	<ul style="list-style-type: none"> Social distancing must be observed when team members interact. Staff teams are to be encouraged to keep queries to a minimum and resolve issues on initiative rather than seek senior guidance every time. <i>Each site will prepare their own Offices Plan</i> 	Low
2.13 Session observations – One team member observing the performance of another on an activity invites the opportunity for close interaction, either during the observation or during feedback.	Activity staff teams	<ul style="list-style-type: none"> Session observations are an important quality assurance, safety verification and staff development tool and should continue as normal. Social distancing should be observed at all times during the observed task and during feedback. Hands should be sanitised after any paperwork has been signed by multiple parties. 	Very Low
2.14 Staff rest breaks – Where common rooms are provided these often contain seating that is very close together, increasing the risk of virus transmission between team members. Team members making drinks for others may be handling mugs from multiple other people, making the transfer of contamination within bubbles much more likely.	Activity staff teams	<ul style="list-style-type: none"> Wherever possible staff rest breaks are to be staggered to limit the numbers using rest areas at the same time. Seating is to be spaced out or removed to ensure social distancing rules are complied with. Hand contact points in staff areas are to be included in the regular cleaning programmes. Anyone making communal drinks must clean their hands before handling other people’s mugs. Mugs must be washed thoroughly in hot water between uses. Team members should collect their drinks themselves from a tray or collection point to maintain social distancing. <i>Each site will prepare their own Staff Rest Areas Plan</i> 	Low

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(See also 1.15, Smoking Areas)			
2.15 Activity suitability – Due to the way equipment is used or shared, the location of the activity or its nature, it will not always be possible to reduce the likelihood of viral spread.	Visiting groups & activity staff team	<ul style="list-style-type: none"> An assessment of the risk of virus spread for each of the activities is included within the Centre Activity Plan. This shows which activities will operate normally, which will be amended and which will not operate. 	-
3. Catering Operations			
3.1 Food prep in the kitchen – Team members working in the kitchen may have to work very close to one another and share multiple hand contact points. This increases the risk of virus transmission.	Catering team	<ul style="list-style-type: none"> Designated work stations should be identified that allow, so far as is possible, social distancing. If as a result of the layout of the kitchen multiple people are likely to interact with one another then a one-way system should be considered to ease traffic flows. Single occupancy of walk-in fridges, freezers, store rooms etc. should be established. Regular hand washing and cleaning of hand touch points by catering staff. <i>Each site will prepare their own Kitchen Plan</i> 	Low
3.2 Food service – Team members serving food to guests are interacting with large numbers of people from different bubbles.	Centre population	<ul style="list-style-type: none"> Those serving food must wear a face covering during service. Clean plates must be taken from the pile by the server, have food placed upon them then passed to the diner. Diners must not take their own plates and pass them to the serving staff to be filled. Social distance created by the serving counter is sufficient to not require further protections. 	Low
3.3 Dining room – Team members working in the dining area to clear or clean tables, refresh salad bars, manage movements, etc. are interacting with large numbers of people from different bubbles. Dining areas host multiple groups and have multiple points such as serving counters, salad bars, plate scrapes, drink stations, etc. where	Centre population	<ul style="list-style-type: none"> Social distancing between catering team members and guests must be observed in the dining area. Catering team members working in the dining area must wear a face mask or shield. A team member (not necessarily from the catering team) must manage guest movements within the dining area to maintain separation of bubbles. Groups must be given allocated seating within the dining hall, a specific time to enter and where possible an allocated entrance. Staff team members NOT attached to a school group will also be treated as separate groups with their own allocated seating and meal times. 	Low

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<p>individuals from different bubbles could mix.</p> <p>Seating is high density with diners seated close to one another. Distance between tables does not conform to current social distancing guidelines.</p> <p>The capacity of dining rooms often encourages elevated noise levels and shouted conversations</p>		<ul style="list-style-type: none"> • Where layout requires it allows a one-way circulation system must be in place. • Table allocations and minimum 3 metre spacing between bubbles must be re-assessed for each arrival. • Groups will be permitted entry to the diner/queue only at their allotted time. • Social distancing should be observed in the queue, and floor markings or signs installed to encourage this. • Systems to avoid cross contamination and bubble mixing must be devised for the issuing of cutlery, cups, water jugs, napkns, condiments, etc. • The serving counter and any other food stations in use (salad or cereal bar) must be sanitised between each group using it. Spoons or tongs provided at shared bars must be replaced or sanitised between each group. • Groups must not mix at the plate scrape. This can be achieved by groups leaving used plates, cutlery, etc. on their table at the end of their meal to be cleared away by catering staff, using a designated table, trolley or other area for each group, or sole access to the main plate-scrape in rotation. • Tables and chairs must be sanitised between each sitting group. • Briefings to groups and notices in the dining area must emphasize the need for quiet conversations only. • <i>Each site will prepare their own Catering and Dining Plan</i> 	
<p>3.4 Food deliveries – Deliveries to the kitchen involve a driver and boxes or wheeled cages coming on to the premises. Delivered materials may have surface contamination on the packaging.</p>	<p>Catering team</p>	<ul style="list-style-type: none"> • Drivers to deliver to as close to the kitchen/stores as possible as normal, but staff are to maintain a social distance until the driver has finished. • Staff team members to maintain social distancing measures when unloading cages and taking items to fridges/freezers/stores and observe limits on occupancy of small spaces. • Everyone to sanitise their hands after helping to place a delivery into storage. • Where possible items should not be handled further until 24 hours have elapsed. • Paper delivery notes and temperature receipts must be placed inside envelopes after being checked and quarantined for 24 hours. Anyone handling the paperwork must sanitise their hands immediately afterwards. 	<p>Low</p>
<p>3.5 Staff rest breaks – Where common rooms are provided these often contain seating that is very close together, increasing the</p>	<p>Catering team</p>	<ul style="list-style-type: none"> • Wherever possible staff rest breaks are to be staggered to limit the numbers using rest areas at the same time. • Seating is to be spaced out or removed to ensure social distancing rules are complied with. 	<p>Low</p>

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
<p>risk of virus transmission between team members.</p> <p>Team members making drinks for others may be handling mugs from multiple other people, making the transfer of contamination within bubbles much more likely. (See also 1.15, Smoking Areas)</p>		<ul style="list-style-type: none"> • Hand contact points in staff areas are to be included in the regular cleaning programmes. • Anyone making communal drinks must clean their hands before handling other people’s mugs. Mugs must be washed thoroughly in hot water between uses. Team members should collect their drinks themselves from a tray or collection point to maintain social distancing. • <i>Each site will prepare their own Staff Rest Areas Plan</i> 	
4. Housekeeping Operations			
<p>4.1 Daily cleaning – Entering accommodation and other areas in use by visitors and staff increases the chance of interaction with guests. Cleaning tasks may involve multiple staff working together which increases the chance of close contacts.</p>	<p>Centre population</p>	<ul style="list-style-type: none"> • Daily cleaning of areas of bedrooms that are not regular shared hand-contact points to be reduced to a bare minimum. • All non-critical room fixtures to be identified and removed to reduce areas that could harbor contamination and require cleaning (e.g. chairs, pictures, brochure stands, room directories, etc.) • Windows in areas being cleaned to be opened on entry to the room and left open after cleaning. • Hand contact points that are shared outside of a single dormitory population must be sanitised regularly (light switches, door handles, taps, toilet flushes, shower controls, keypad locks, TV remote controls, kettle switches, etc.) • Cleaning to take place at times that the dormitories or other areas are most likely to be empty/low occupancy. • If team members are working in pairs or groups then they are to maintain social distancing (e.g. by taking a room each; not entering together.) • Team members must sanitise their hands between cleaning each room. (If frequent hand sanitizing leads to skin irritation then gloves can be worn instead, with a new pair for each room). • Team members must sanitise the hand touch points of shared equipment before they begin using them (e.g. shared key bunches, handles of mops, buckets, trolleys, dustpans, spray bottles, dosing pumps, etc.) • Team members must wear face coverings if there is any chance they will encounter other people. 	<p>Low</p>

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
4.2 Cleaning on departure/preparing for arrivals – Deep-cleaning rooms exposes housekeeping staff to multiple areas that may harbour infection.	Housekeeping team	<ul style="list-style-type: none"> • A Covid-safe Cleaning Schedule has been drawn up for each site. • Cleaning must only take place once the room is empty. • All hard surfaces to be sanitised (to include all hand contact points, but also bed rails, toilet cisterns, bedside tables, lamps, walls, doors, window sills, wardrobe shelves, etc.) • All soft/fabric surfaces that could be hand touch points must be sanitised (e.g. backs of chairs, lower portion of curtains, light pull-cords, lamp shades, etc.) • Windows in areas being cleaned to be opened on entry to the room and left open after cleaning. • A Covid-safe Cleaning Schedule has been drawn up for each site. 	Low
4.3 Laundry operations – Laundries are usually smaller enclosed areas which makes social distancing difficult for multiple workers. In several centres they also serve as staff common rooms. Depending on the centre, departing guests are required to take their used bed linen directly to the laundry or other collection area on their departure day, which increases the chances of bubbles mixing.	Housekeeping team	<ul style="list-style-type: none"> • The maximum safe working occupancy for the laundry is indicated by a sign on the door. • Team members working in laundries must sanitise washer and dryer controls and door handles at the start and end of each shift. • Team members working in laundries must wear face coverings if there is any chance they will encounter other people. • Each centre has a system for the removal of dirty linen from the accommodation to the laundry without allowing bubbles to mix. This could be different drop off locations, different drop off times, allocating team members to transport it, etc. • <i>Each centre will prepare its own Departure Day Linen Plan</i> 	Low
4.4 Cleaning materials deliveries – Deliveries involve a driver and boxes or wheeled cages coming on to the premises. Delivered materials may have surface contamination on the packaging.	Housekeeping team	<ul style="list-style-type: none"> • Drivers to deliver to as close to the stores as possible as normal, but staff are to maintain a social distance until the driver has finished. • Team members to maintain social distancing measures when taking items to stores and observe limits on occupancy of small spaces. • Everyone to sanitise their hands after helping to place a delivery into storage. • Where possible items should not be handled further until 24 hours have elapsed. • Paper delivery notes must be placed inside envelopes after being checked and quarantined for 24 hours. Anyone handling the paperwork must sanitise their hands immediately afterwards. 	Low

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
<p>4.5 Accessing equipment and materials – Some equipment is collected from and returned to a store room at the beginning and end of each shift. Consumables such as toilet rolls, bin liners, etc. may also be accessed in a similar way. This potentially has team members mixing in small spaces indoors.</p>	<p>Housekeeping team</p>	<ul style="list-style-type: none"> • The maximum number of people permitted inside each store room is clearly marked on each indoor storage area. 	<p>Low</p>
<p>4.6 Staff rest breaks – Where common rooms are provided these often contain seating that is very close together, increasing the risk of virus transmission between team members.</p> <p>Team members making drinks for others may be handling mugs from multiple other people, making the transfer of contamination within bubbles much more likely. (See also 1.15, Smoking Areas)</p>	<p>Housekeeping team</p>	<ul style="list-style-type: none"> • Wherever possible staff rest breaks are to be staggered to limit the numbers using rest areas at the same time. • Seating is to be spaced out or removed to ensure social distancing rules are complied with. • Hand contact points in staff areas are to be included in the regular cleaning programmes. • Anyone making communal drinks must clean their hands before handling other people’s mugs. Mugs must be washed thoroughly in hot water between uses. Team members should collect their drinks themselves from a tray or collection point to maintain social distancing. • <i>Each site will prepare their own Staff Rest Areas Plan</i> 	<p>Low</p>
<p>5. Maintenance Operations</p>			
<p>5.1 Reactive repairs and in-house PPM checks – Entering occupied accommodation or other areas where staff or guests may be risks close contact.</p>	<p>Centre population</p>	<ul style="list-style-type: none"> • Wherever possible maintenance checks and other interventions should take place when there is zero or low occupancy of the area requiring attention. • Where it is safe do so, as many jobs as possible should be completed by a single person, to avoid close contact between maintenance personnel. • Maintenance personnel must wear face coverings when working indoors if there is any chance there will be others in the building. 	<p>Low</p>
<p>5.2 Shared tools and equipment – Work equipment may be shared</p>	<p>Maintenance team</p>	<ul style="list-style-type: none"> • Team members must, where possible, each have their own personal set of hand tools (screwdrivers, hammer, pliers, tape measures, etc.) to avoid having to share equipment 	<p>Low</p>

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
between staff members which increases the risk of virus transmission.		with others. <ul style="list-style-type: none"> Team members must sanitise the hand touch points of shared equipment before they begin using it (e.g. master key bunches, handles of power tools, ladders, etc.) 	
5.3 Shared work areas – Workshops, materials and equipment stores may be shared between staff members which raises the risk of virus transmission.	Maintenance team	<ul style="list-style-type: none"> Shared spaces must have a maximum occupancy limit assessed and displayed at the entrance to limit the number of people simultaneously permitted inside. 	Very Low
5.4 Third Party Contractors – Visitors to site who are engaged to provide an inspection or specialist repair service may bring the virus to site with them.	Centre population	<ul style="list-style-type: none"> Visits by third parties must be kept to a minimum, safety standards permitting. Any contractor who has not been invited or who has not announced their visit in advance must not be granted access. Contractors who need to enter buildings must only do so when they are at zero or low occupancy. Contractors must wear face coverings when indoors if there is any chance they will encounter other people. Where a contractor needs to be accompanied for safeguarding or security reasons, social distancing must be observed. 	Low
5.5 Staff rest breaks – Where common rooms are provided these often contain seating that is very close together, increasing the risk of virus transmission between team members. Team members making drinks for others may be handling mugs from multiple other people, making the transfer of contamination within bubbles much more likely. (See also 1.15, Smoking Areas)	Maintenance team	<ul style="list-style-type: none"> Wherever possible staff rest breaks are to be staggered to limit the numbers using rest areas at the same time. Seating is to be spaced out or removed to ensure social distancing rules are complied with. Hand contact points in staff areas are to be included in the regular cleaning programmes. Anyone making communal drinks must clean their hands before handling other people’s mugs. Mugs must be washed thoroughly in hot water between uses. Team members should collect their drinks themselves from a tray or collection point to maintain social distancing. 	Low
6. Retail Operations			

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
<p>6.1 On-site shop systems – Centre shops are usually quite small and can become crowded without systems to manage numbers. This increases the risks of close contact between users and therefore spread of virus.</p> <p>Anyone accepting cash, using a cash register or issuing change potentially has indirect hand-contact with many different people.</p> <p>Vending machines encourage virus spread through keypad touch points.</p>	<p>Visiting groups & retail staff</p>	<ul style="list-style-type: none"> To limit opportunities for virus transmission, consideration should be given to not opening the shops for normal retail operations. Where practicable, alternatives to opening the shops should be explored such as pre-purchased tuck-shops for groups to administer themselves, or centralized ordering for a whole group. Groups must be allocated set times to access the shop. Numbers inside must be limited with this number displayed. Hand contact points must be sanitised between groups. Signs to request that items are not picked up unless they are to be purchased to be displayed prominently. Face shields must be worn by shop counter staff, or Perspex screens installed at the till. Anyone handling cash must sanitise their hands regularly throughout their till shift. Cash registers must be sanitised at the end of every use. Vending machines should cease being used. Social distancing should be observed inside shops with signs to remind users. Each centre to devise a shop access/opening system suitable for their site. <i>Each site will prepare their own Retail Plan</i> 	<p>Low</p>
<p>6.2 Deliveries of stock – Deliveries involve a driver and boxes or wheeled cages coming on to the premises. Delivered materials may have surface contamination on the packaging.</p>	<p>Reception & retail staff</p>	<ul style="list-style-type: none"> Drivers to deliver to as close to the stores as possible as normal, but staff are to maintain a social distance until the driver has finished. Team members to maintain social distancing measures when taking items to stores and observe limits on occupancy of small spaces. Everyone to sanitise their hands after helping to place a delivery into storage. Where possible items should not be handled further until 24 hours have elapsed. Paper delivery notes must be placed inside envelopes after being checked and quarantined for 24 hours. Anyone handling the paperwork must sanitise their hands immediately afterwards. 	<p>Low</p>
<p>7. Office Teams</p>			
<p>7.1 Face to face interaction with customers – Main reception is a contact point for staff and visitors to interact with the management functions of the centre, and is a</p>	<p>Visiting groups & reception /office staff</p>	<ul style="list-style-type: none"> Visiting groups should be encouraged to raise questions with their Course Directors rather than visiting reception. Staff team members should be encouraged to avoid reception wherever possible. Perspex screens should be installed at Reception desks or staff provided with face shields. Social Distance floor markings should be installed in Reception areas to safely 	<p>Low</p>

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
<p>place where people from many different bubbles could mix, increasing the risk of virus transmissions.</p> <p>Visitors signing into the Visitors Book are coming into contact with something that may have passed through many different hands. (See also 1.13 and 1.17)</p>		<p>accommodate queueing enquiries.</p> <ul style="list-style-type: none"> • Where possible windows or doors into reception will be left open. • Visitors will not be required to sign in to the visitors’ book themselves. Instead a reception team member will fill in the visitor’s details. The safety information sheet accompanying the sign-in page must be displayed for visitors to read. • Anyone who arrives at a company premises without prior notification or good reason will not be permitted entry. 	
<p>7.2 Face to face interaction with colleagues – Centre offices are predominantly multi-user with open plan or shared occupancy spaces. This increases the risk of team members having close contact with another.</p>	<p>Reception /office staff</p>	<ul style="list-style-type: none"> • Wherever possible team members whose roles allow it will be required to work from home. • Team members who must attend the office in person should be given staggered start and end times to reduce congestion at entrances. • Office spaces will adhere to social distancing rules. Desks will either be moved to allow 2 metres between occupants, or some desks taken out of service. • Where possible office occupants should sit back to back, or all facing the same way. • Where possible windows or doors into offices will be left open to allow fresh air ventilation. • Where the size of office and occupancy levels allow/require, a one way circulation system will be put in place. • Each site sill prepare their own Office Plan 	<p>Low</p>
<p>7.3 Shared office equipment – There are multiple hand-contact points that are shared between office users, could harbor virus and that are touched more frequently than they cleaned.</p>	<p>Office staff</p>	<ul style="list-style-type: none"> • Sanitiser spray and wipes must be provided at each printer/photocopier, entry intercom/handset, locked first aid cabinet, etc. to allow users to sanitise it before use. 	<p>Low</p>
<p>7.4 Staff rest breaks – Where common rooms are provided these often contain seating that is very close together, increasing the</p>	<p>Office staff</p>	<ul style="list-style-type: none"> • Wherever possible staff rest breaks are to be staggered to limit the numbers using rest areas at the same time. • Seating is to be spaced out or removed to ensure social distancing rules are complied with. 	<p>Low</p>

Hazard Description and activities giving rise to risk	Who may be harmed	Control Measures	Risk Rating
<p>risk of virus transmission between team members.</p> <p>Team members making drinks for others may be handling mugs from multiple other people, making the transfer of contamination within bubbles much more likely. (See also 1.15, Smoking Areas)</p>		<ul style="list-style-type: none"> • Hand contact points in staff areas are to be included in the regular cleaning programmes. • Anyone making communal drinks must clean their hands before handling other people’s mugs. Mugs must be washed thoroughly in hot water between uses. Team members should collect their drinks themselves from a tray or collection point to maintain social distancing. • <i>Each site will prepare their own Staff Rest Areas Plan</i> 	
<p>7.5 Deliveries to site – Items arriving through the normal postal system or via couriers may have surface contamination that could transmit infection to those that touch it.</p>	<p>Office staff</p>	<ul style="list-style-type: none"> • Transmission of virus through contaminated envelopes, packaging, etc. is considered to be a very low risk. • Maintain social distancing with any couriers or delivery drivers. Ask them to place the delivery on the floor or on a table then leave before you approach. • Wherever possible a quarantine store should be set up where deliveries can reside for 24 hours before being handled. Each delivery to be marked with the date it can be safely handled. • Team members to maintain social distancing measures when taking items to stores and observe limits on occupancy of small spaces. • Everyone to sanitise their hands after helping to place a delivery into storage. • Paper delivery notes must be placed with the quarantined envelopes/packages after being checked and quarantined for 24 hours. Anyone handling the paperwork must sanitise their hands immediately afterwards. • Where postal or courier deliveries require processing sooner than after 24 hours, attempts should be made to transfer only the information in the letter, rather than the letter itself (e.g. by photographing the content and emailing the picture to the addressee). • Anyone who handles mail before the end of its quarantine period must sanitise their hands and the area they were working in when they have finished. Opened mail must be returned to quarantine stores, or disposed of immediately. 	<p>Low</p>