

**FORTIS TRUST**  
**STRENGTH** IN PARTNERSHIP

# **Risk Assessment**

Monitoring Risk for 24<sup>th</sup> February 2022 onwards

‘Living with Covid-19’

Note: This is to maintain safe working practices for staff, students and interns from 24th February 2022 onwards

‘Living with Covid-19’ in line with government guidance post the Prime minister’s speech on the 21<sup>st</sup> February 2022. If necessary additional safety measures may need to be put in place dependent upon localised outbreak management in line with the contingency plan.

Fortis Trust

Churchill Avenue, Chatham, ME5 0LB

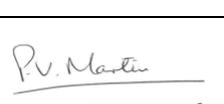
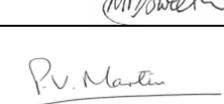
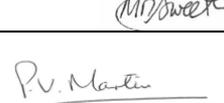
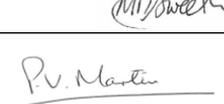
Version 1.21

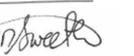
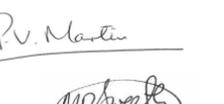
Adapted from an Original Template supplied by Judicium Education, risk assessment guidance from [www.hse.gov.uk/simple-health-safety/risk/](http://www.hse.gov.uk/simple-health-safety/risk/)

Published by the Health and Safety Executive.

## Record of Approval

Before each stage of provision re-opening and as an ongoing review of progress this document will be reviewed and updated. At regular points before progressing to 'widening' to students/interns or staff this documents along with the Fortis Trust Recovery Plan for Bradfields Academy will be reviewed and agreed by Fortis Trustees. The Recovery plan section for F2E will be reviewed and agreed for F2E Directors.

Version	Reviewed and agreed on behalf of Fortis Trust	Signed:	Date:	Updates made:
Risk Assessment V1.5	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		16/06/2020	Review in light of further expanding bubbles. BAME detail added.
Risk Assessment V1.6	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		29/06/2020	Regulations over air conditioning changed. Units can now be used. <b>NOTE: also presented to Full Trustee board and approval given.</b>
Risk Assessment V1.7	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		10/07/2020	Full review in line with government guidance document for full return of all students and staff from September.
Risk Assessment V1.8	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		20/07/2020	Re-review of updated government guidance on the 07 08 2020 to ensure all risk assessment processes are still in line with the <a href="#">guidance</a> .
Risk Assessment V1.8	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		20/07/2020	Updated with new guidance published on ... Scenario response planning added to the appendix in line with current government guidance. Adjustments made based on feedback from staff.
Risk Assessment V1.9	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		01/10/2020	
Risk Assessment V1.10	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		Dec/ 2020	Impact of rising rates in Medway Spread of Covid within the academy December 2020
Risk Assessment V1.11	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO		02/01/2021	Updated for planning for January return Consideration of post-Christmas impact on spread Consideration of Medway rates (Tier 4) From 04/01/2021 consideration of 3 <sup>rd</sup> National lockdown. <b>Approved by the Full Board of Trustees on the 1<sup>st</sup> and 4<sup>th</sup> Feb. 2021</b>

Risk Assessment V1.12	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	23/02/2021	Updated for planning for 8 <sup>th</sup> March full return Consideration of new guidance produced for schools (22/02/21)/CST UK presentation from Baroness Berridge (23/02/21)/HT Reference group meetings, subject association guidance and union feedback. <b>Approval will be sought from the Trust board.</b>
Risk Assessment V1.13	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	05/03/2021	Update for Covid secure cake sales and on site events for Term 4 onwards. Update after full review of the 'Joint union safety checklist for schools Checklist for fuller opening in March 2021'.
Risk Assessment V1.14	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	08/03/2021	Update to include outreach return to schools Update post feedback after week one of full return.
Risk Assessment V1.14	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	08/03/2021	For Term 5 updates include: <ul style="list-style-type: none"> <li>• return to lunches in the hall and prior duty rota</li> <li>• Wraparound clubs: Twilight Club, PE Club and Bushcraft to be 1 evening a week each</li> <li>• Guides to be reintroduced first.</li> <li>• Agreed 'mixing' of students for attendance in line with club risk assessments.</li> <li>• Lunchtime – Art &amp; History Club to be started</li> <li>• Guides/Young Rangers to resume</li> <li>• Offsite activities – PE will access Walderslade Sports Hall</li> <li>• Primary PE will be phased back in in line with Swimming risk assessment</li> <li>• DOE, Community volunteering, travel training will continue (travel training will be able to access newly opened venues in line with the government roadmap</li> <li>• Prom will go ahead</li> <li>• Transition taster days will take place spread across the week.</li> <li>• PE Coaches/Volunteers/Beanstalk to return and follow visitor protocol</li> <li>• Lesson Observations will begin.</li> <li>• PE – reintroduction of changing rooms for Complex and Primary</li> </ul>
Risk Assessment V1.15	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	28/05/2021	Term 6 updates include: <ul style="list-style-type: none"> <li>• Additional offsite trips now able to go ahead</li> <li>• Increased in the number of Lunchtime clubs – all clubs have spate risk assessments</li> <li>• Use of new LFT will be phased in</li> <li>• Face coverings only in communal areas for staff. Optional for everyone else.</li> </ul>
Risk Assessment V1.16	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	01/06/2021	Updated in light of local Covid context and the need to mitigate a local Medway based outbreak.
Risk Assessment V1.17	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	30/08/2021	Updated to include guidance changes as England progresses into Step 4 of the Roadmap. Changes to requirements for face coverings, consistent groupings and increased vaccine coverage.
Risk Assessment V1.18	<b>Peter Martin</b> Chair of Trustees <b>Marie Sweetlove</b> CEO	 	13/09/2021	Updated to reflect assessment after initial return and further tweaks to the DFE guidance.

Risk Assessment V1.19	<b>Peter Martin</b> <b>Chair of Trustees</b> <b>Marie Sweetlove CEO</b>		02/01/2022	Updated to reflect the new DFE guidance released on the 2 <sup>nd</sup> January 2022 in response to controlling the spread of the Omicron variant. Re-introduction of face coverings in all areas for staff, students in year 7 and above and interns. Changes to the isolation practices and extension of the LF testing practice and vaccinations. <b>Approved by the Full Board of Trustees Dec 2021</b>
Risk Assessment V1.20	<b>Peter Martin</b> <b>Chair of Trustees</b> <b>Marie Sweetlove CEO</b>		19/01/2022	For implementation from the 27 <sup>th</sup> Jan. 2022 in line with the governments relaxing of Plan B rules. Face coverings can be worn by individual choice but are no longer mandatory in classrooms or communal areas. Movement around Bradfields Academy can be increased, removing the need for the one way system in the upper site. F2E interns will continue to observe individual employers risk assessments. Face to face meetings/events with parents, face to face briefings and assemblies faced back in. <b>Approved by the FS&amp;B Committee Feb 2021</b>
Risk Assessment V1.21	<b>Peter Martin</b> <b>Chair of Trustees</b> <b>Marie Sweetlove CEO</b>		25/02/2022	For immediate implementation post guidance changes issued today (25.02.2022) for SEND and special settings. <ul style="list-style-type: none"> <li>• Contacts are no longer required to self-isolate or advised to take daily tests, and contact tracing has ended.</li> <li>• Face coverings are no longer advised for pupils, students, staff and visitors in classrooms or communal areas.</li> <li>• Continue testing twice weekly for all.</li> <li>• Contingency plan will outline stepping up and stepping down as required.</li> </ul>

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# COVID-19 Risk assessment – Managing the Omicron variant risk

## Context

Following the initial closure of all schools and FE provisions in March 2020, with only continuous childcare provision provided for Keyworker's children and the most vulnerable as part of the countries plan for recovery all schools plan for and successfully reopened in September 2020. Throughout this period the Trust and F2E have risk assessed at each stage in order to plan for each stage towards recovery and re-opening. Bradfields academy opened fully in September 2020 and F2E was able to open to provide education and skills for working life, employers in the main only begun to open to interns in December. Risk Assessments V1.0-1.10 reflect the contingency planning put into place throughout this period.

Prior to the Academy closing at the end of Term 2 2020-21 we suffered an outbreak of the virus due to a parent failing to report that they had contracted the virus and as such sent their child into the academy. Prior to this we had to send some groups home to isolate due to contact with the virus outside of the academy impacting on groups within the academy. We were one of the last schools within Medway to have an outbreak. This was due to effective risk assessment and implementation of actions to reduce the level of risk. Medway's local position at this point was critical due to the rapid spread of the virus and increasing number of deaths. Medway was placed within Tier 4, however, for the Christmas period some flexibilities were granted. This has clearly led to a further increase in the spread of the virus. Lateral Flow testing was rolled out to the local community to identify potential asymptomatic cases.

**January 2021:** Further local restrictions were implemented for Tier 4 areas to look to contain the spread and reduce social interaction. Unfortunately, this has not slowed the spread. Furthermore, a new virile strain of the virus was been identified which spread more rapidly through the younger population. Prior to Schools opening the government announced the opportunity for Mainstream secondary schools to have a phased return to Term 3 to support with the planning and implementation of Lateral Flow Testing within schools. Primaries, Special and AP provisions were not given this flexibility, however, Fortis Trust was granted special permission from the RSC to have the same flexible approach to return for September so that LFT could also be implemented. The Trusts provisions remained open for the most vulnerable and the children of critical keyworkers for the duration of this period until 8<sup>th</sup> March 2021.

**8<sup>th</sup> March 2021:** On the 22<sup>nd</sup> February the Prime Minister introduced the Government's 'roadmap' and announced that schools and colleges will reopen to all children from 8<sup>th</sup> March. This document was used to provide an overview of the measures that were considered and the actions needed to ensure potential risk was minimised as we progressed towards full opening on the 8<sup>th</sup> March 2021. The risk assessment continued to be reviewed, adjusted and updated throughout Term 4. CEV staff and students had to shield until the end of March 2021 and returned from the 1<sup>st</sup> April, unless their medical consultant provides additional evidence that they should continue to shield.

**Term 5 2021:** In light of the successful full opening of the academy from the 8<sup>th</sup> March, we planned to further progress towards greater 'normality' for Term 5. Through careful monitoring and assessment we were able to provide a fuller curriculum, manage on site safety and begin to increase the offer of lunchtime and after hour's clubs. Additionally the office staff were spread out to increase working space which required the desks in the reception area to be used. A screen was added to the reception desk to shield staff from those passing through. Face covering guidance also changed mid-term (from 17<sup>th</sup> May) and as such students are no longer required to wear face coverings; staff are required to wear face coverings in communal areas where social distancing is not possible. To support with individual anxieties staff and students who want to continue to wear face coverings are welcome to do so as long as they follow the guidance for its correct use. Covid-19 secure measures will remain in place to reduce the risk of transmission, the trust will look to reduce contact between groups as much as possible, however, due to the constraints of the building and the need to deliver a broad and balanced curriculum Bradfields Academy and F2E will each be 'bubbles' in their entirety. As part of the full return on the 8<sup>th</sup> March all students (with permission) had 3 LFT tests on site and then had twice weekly tests in school or if capable at home, staff continued to be tested twice weekly at home. These practices will continue for Term 5. Staff will also self-test during the Easter break. Additionally, a separate comprehensive risk has been created for the LF Test Centre and will be followed. This is in line with the guidance for the implementation of the LFT and the guidance for special provisions.

**Term 6 2021:** Term 6 will potentially see further 'relaxing' of national Covid restrictions, dependent upon the impact of the 'Indian variant'. The aim is to continue to expand the offsite trip, enrichment and extra-curricular offer for Term 6 while ensuring each activity is risk assessed and Covid-19 compliant. This risk

assessment will review potential risk as we make changes along our road to full repair and recovery. At each stage we will review the impact of our changes, if the virus begins to spread within the academy again we will revert back to previous practices in Risk Assessment 1.14.

We will review and build upon our ongoing Covid secure measures to ensure that the Trust can operate as 'normal' as possible while still mitigating for the potential risks from Covid-19; and continue to respond to government updates as they happen.

SEND Transport will continue to support by reflecting our groupings and following good hygiene practices/use of face coverings.

### **Sept 2021 – Dec 2021:**

Term 1 2021 reflected step 4 of the national roadmap for recovery. With the increase in the percentage of adults who are now vaccinated and the planned vaccination programme for older children the aim was to reduce measures where possible to place the focus firmly on minimising disruption to education. During August the guidance for all provisions was updated to 'step down' measures placing a greater focus on people protecting themselves. The key common changes across all guidance were:

- Face coverings are no longer required within communal areas, but should be worn while accessing school transport.
- 'Bubbles' or consistent groupings are no longer required, students and staff are able to move freely between groups.
- There is no longer a requirement for isolation for unvaccinated young people up to the age of 18 years and 6 months do not need to self-isolate when identified as a close contact. Those over 18 years and 6 months will be required to isolate if they have not been vaccinated.
- Contact with positive cases no longer requires isolation unless you develop symptoms. Contact Tracing may advise a PCR test to be taken, however, this is not always the case and is only advised.
- Children who are aged under 5 years old who are identified as close contacts will only be advised to take a PCR test if the positive case is in their own household.
- The Trust Contingency policy and Outbreak Management Plan must be adhered to if there is a local outbreak, PHE and Medway must also be informed.
- LFT must continue until further notice.

Protective measures such as regular cleaning and handwashing continued, Bradfields Academy regularly fogs to treat all rooms and reduce the risk of the virus being on furniture/in rooms. From September 2020 as a Trust we prepared a programme of blended learning, this was initially implemented for the period of National lockdown from January until March 2021 and will continue for the foreseeable future. In line with the Trust Remote Education policy students who are unable to attend the academy for Covid-19 related reasons will continue to have remote learning set.

The schools guidance continued to set out a range of measures to protect children and staff. This guidance applies to all mainstream schools, alternative provision, independent schools and boarding schools and sets out advice on how they can minimise contact and mixing. Separate guidance has also been published for special schools. It has been updated regularly throughout the Covid-19 period. Considerations for the requirements of the national lockdown/tier systems will be considered and actions taken within the academy to further adapt this risk assessment.

Overall, the Trust was able to successfully maintain standards of safety within the academy during Terms 1&2. During the later part of the Term 2, we started to see an increase in staff and students testing positive, with the majority infected through engaging in community activities rather than spreading within the Trust's provisions. With high levels of staff absence for a range of reasons it become necessary to resort to virtual meetings and focus on maintaining cover for lessons.

### **January 2022 – Term 3**

The Omicron variant was spreading rapidly. In order to reduce the rate of the spread the DFE realised updated guidance for temporary additional restrictions which we put in place. These reinstated the need for face coverings to be worn by all students/interns and staff, who are not exempt from year 7 and above in all areas of the academy and F2E. Changes included:

- A change to the self-isolation period for individuals who test positive for COVID-19
- a move to daily testing for close contacts of COVID-19
- an update on the need to continue to provide remote education
- an update on Ofsted inspections due to take place in January with a pause on inspection for week one only
- advice on COVID-19 vaccinations for at-risk 5 to 11 year olds, booster doses for at-risk 12 to 15 year olds and all 16 to 17 year olds
- updated guidance on the use of face coverings in secondary schools, colleges and universities
- an update for all education and childcare settings on the availability of air cleaning units
- an update to the definition of vulnerable children
- information on exams and assessments taking place in January
- information on the update to the educational setting status form for return in January

All parents and carers were written to at the end of Term 2 to request that children in year 7 and above/ interns conducted two lateral flows prior to their return to the academy/F2E in Term 3. A further reminder letter and update on the changes was sent the day before term 4 started with reminder letters and communications given regularly.

### **27<sup>th</sup> January 2022 Onwards**

The government announced that from the 27<sup>th</sup> January they would be relaxing Plan B restrictions in light of the predicted spread and impact of the Omicron variant not being as prevalent as first thought. Schools have been advised that face coverings are no longer mandatory in classrooms and communal areas. However, staff and students in year 7 and above can still opt to wear a face covering should they wish to do so. Nationally relaxed measures have been applied to shops, leisure and entertainment venues which will lead to increased mixing, deemed safe by the government. In light of this we will begin to relax our own measures:

### **Remainder of Term 3**

- Face coverings will be optional for staff and students, as long as they are worn correctly.
- Bradfields upper site one way system will be removed.
- On site parent events will be gradually phased back in.
- The number of in person meetings will be increased as appropriate.

### **24<sup>th</sup> February 2022 Onwards**

On the 21<sup>st</sup> February 2022 the Prime Minister outlined the need to learn to 'live' with Covid-19 and as such the need to remove any final protective measures such as face coverings, the need to isolate, etc. for the general population. The Special and AP guidance from now until April is slightly different. The new guidance outlines the following:

- Contacts are no longer required to self-isolate or advised to take daily tests, and contact tracing has ended.
- Face coverings are no longer advised for pupils, students, staff and visitors in classrooms or communal areas.
- Continue testing twice weekly for all.
- Contingency plan will outline stepping up and stepping down as required.

Staff and students will continue to test twice weekly. Cleaning and hygiene measures will stay in place as will our plan to phase in more face to face meetings and events.

#### **Term 4**

- In person assemblies will be phased back in.
- Parent events will be held in person on site appropriate to event.
- Full briefings will return to in person meetings.

**Note:** Should our weekly Covid cases begin to increase within the Trust we will look to implement our contingency plan and reinstate key protective measures. This risk assessment is a working document and as such with each update this document will be reviewed and adjusted as required.

We shall be following the guidance below when judging what is appropriate for the safety of students/interns within Fortis Trust and F2E. Updates to guidance is tracked daily/weekly and actioned as needed.

The updated guidance February 2022 can be accessed here:

- [actions for early years and childcare providers](#)
- [schools COVID-19 operational guidance](#)
- [further education COVID-19 operational guidance](#)
- [higher education COVID-19 operational guidance](#)
- [SEND and specialist settings additional COVID-19 operational guidance](#)
- [COVID-19: actions for out-of-school settings](#)
- [out-of-school settings: COVID-19 guidance for parents and carers](#)
- [contingency framework for education and childcare settings](#)

In addition, guidance is regularly sought from Unions, Medway LA and the RSC Team. The risk assessment template below sets out the known hazards and importantly controls that have been advised either by the Government/DfE, the World Health Organisation (WHO), Public Health England (PHE), NHS (safe practice) or good practice (unions/other sources). See references sections.

## Complying with health and safety laws

Education settings are required to comply with health and safety law, which requires assessment of risks and the need to put in place proportionate control measures. Essential measures which we must consider and implement during this period of time includes:

- a requirement that people stay at home if they:
  - are ill with virus symptoms
  - have tested positive, even if asymptomatic
  - are required to self-isolate for travel-related reasons
- enhanced cleaning and ventilation arrangements
- ensure good hand hygiene
- minimise the potential for contamination so far as is reasonably practicable

## System of controls

This is the set of actions education settings must take. They are grouped into 'prevention' and 'response to any infection' and are outlined in more detail in the [guidance](#). If an outbreak occurs within the Trust, then the Contingency policy and Outbreak Management Plan must be enacted.

### Prevention:

1. Minimise contact with individuals who have tested positive
2. Ensure everyone is advised to clean their hands thoroughly and more often than usual.
3. Ensure good respiratory hygiene for everyone by promoting the 'catch it, bin it, kill it' approach.
4. Maintain enhanced cleaning, including cleaning frequently touched surfaces often, using standard products such as detergents.
5. Keep occupied spaces well ventilated.
6. Respond to CO2 monitor indicators.
7. Promote and engage in asymptomatic testing, where available.
8. Promote vaccinations.

### Response to any infection

9. Manage and report (if numbers are excessive) confirmed cases of coronavirus (COVID-19) amongst the school community.
10. Contain any major outbreak by following local health protection team advice.

### Response to any infection:

1. Manage confirmed cases of coronavirus (COVID-19) amongst the setting's community.
2. Contain any outbreak in line with the Trust Contingency policy and Outbreak Management Plan.

## Use of PPE in educational settings

### Face coverings

Face coverings are no longer a requirement for all staff and students aged 11 and above. We will be deeming them as optional.

### Full PPE

The majority of staff in education settings will not require Full PPE beyond what they would normally need for their work. PPE is only needed in a very small number of cases, e.g. where an individual child or young person becomes ill with coronavirus (COVID-19) symptoms while at schools, and only then if a distance of 2 metres cannot be maintained. If contact with the potentially infected child or young person is necessary, then gloves, an apron and a facemask should be worn by the supervising adult. If a risk assessment determines that there is a risk of splashing to the eyes, for example from coughing, spitting, or vomiting, then eye protection should also be worn.

- where a child or young person already has routine intimate care needs that involves the use of PPE, the same PPE should continue to be used

When working with children and young people who cough, spit or vomit but do not have coronavirus (COVID-19) symptoms, any PPE that would be worn as part of their care and treatment, should be worn. Additionally, during this period it is recommended that staff supporting wear disposable aprons and bring a clean change of clothes. Should they need to change clothes dirty clothes must be secured in a sealable bag and taken home and washed that day. Read the guidance on [safe working in education, childcare and children's social care](#) for more information about preventing and controlling infection, including when, how PPE should be used, what type of PPE to use, and how to source it. Where PPE is required, the following is a general checklist for PPE management:

- Communicate suitable information to students, parents and carers on what to expect in relation to staff wearing PPE, should it be needed;
- Ensure training is provided to the relevant staff on how to correctly put on and wear items of PPE, when it should be replaced throughout the day and how it should be disposed of (Videos and guidance is available and noted on the assessment template below);
- Ensure that where a need for disposable half facemasks that provide a higher level of protection (e.g. disposable FFP3 masks and reusable half masks) is identified. Face fit testing is provided by a competent person (And how this will be applied to staff who have facial hair);
- Identify staff that have relevant pre-existing medical conditions which may restrict or prevent some workers wearing certain types of RPE and clarify how this will be managed. (E.g.: asthma or skin allergies);
- Ensure a maintained stock of all identified items of PPE, including a contingency surplus, is available to ensure that the identified additional controls can be sustained throughout the phased return period and into full occupation of each school building until such a time that control measures can be reviewed and reduced accordingly.

We will endeavour to adhere to all Government and PHE guidance on the use of PPE within Special Schools. No one should be excluded from education on the grounds that they are not wearing a face covering.

### Social distancing:

The guidance for social distancing has changed. There is no longer a requirement to socially distance, however, staff and students must take personal responsibility for keeping themselves safe in line with the current guidance.

## Ongoing risk assessment

The Trust will continue to consider measures and areas as we progress over time ensuring regular weekly review and updates so that assessment is made in response to daily occupation of the Trust provisions at this time.

### Transport arrangements:

Transport to and from the Trust provisions should be assessed in collaboration with the Medway SEND Transport Team. Transport during the day should be risk assessed in line with EVC requirements.

### Covid-19 Testing:

**Lateral Flow Testing:** We will continue to promote and engage in asymptomatic testing within the academy. Progressed from onsite testing for staffing to home testing for staff. All students in year 7 and above will be able to access two onsite tests from September and then will be provided with test packs to continue testing from home.

**Vaccinations:** After much lobbying it has been recognised by the Kent and Medway CCG board that staff working in specialist provisions were at greater risk and as such all staff have been given the opportunity to be vaccinated. The majority of staff and some students had both their vaccinations. Some staff have also had booster vaccinations.

## Combined Risk assessment for Bradfields Academy and F2E

**Fortis Trust**

Assessment carried out by: Marie Sweetlove, CEO

Date assessment carried out: 25/02/2022

Details of workplace/activity:

Objectives are:

- To continue to support and protect our staff, students and interns by ensuring through observation of appropriate health and safety guidelines
- To minimise the impact on the quality of education
- Reduce risk to the lowest reasonably practical level by continuing to implement proportionate control measures
- To provide an education to all our students/interns that is based on a curriculum that is ambitious, broad and balanced where it is safe to do so.
- Where remote learning is required ensure that safeguarding measures remain in place and the high quality of education is maintained.
- To ensure interns are able to access places of work

All members of Fortis Trust & F2E will be supported to adhere to all practices required to mitigate risk while on site. Interns and Job Coaches partaking in college activities within the F2E premises (The Joiners building, Chatham Dockyards) will additionally be expected to abide by the Joiners risk assessments. The majority of interns will now be able to access their work places and they will abide by their allocated employers risk assessments.

### Related documents

**Fortis Trust:**

Contingency policy and Outbreak Management Plan, Staff Wellbeing Policy, Supporting Students with Medical Conditions Policy, Remote learning policy.

**Bradfields Academy:**

First Aid Policy, Fire Safety Policy, Fire Safety Risk Assessment, COSHH Policy, Administering Medication Policy, Premises Management Policy, Child Protection and Safeguarding Policy, Bereavement Policy.

**F2E:** Adult Protection and Safeguarding Policy, Bereavement Policy.

What are the hazards?	Who might be harmed and how?	Level of Risk With no controls High/ Medium /Low	What are you already doing to control the risks?	Who will be responsible	What further action do you need to take to control the risks?	Level of Risk post controls High/ Medium /Low	Who needs to carry out the action?  Note when complete	
<b>Site management &amp; day to day operations</b>								
Increased transmission rates and spread of Covid-19 Coronavirus through poor hygiene practices	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Parents/ Carers who might visit the site</li> <li>• Visitors to the premises</li> <li>• Cleaners</li> <li>• Contractors</li> <li>• Drivers</li> <li>• Vulnerable groups – Elderly, Pregnant workers, those with existing underlying health conditions</li> <li>• Anyone else who physically comes in contact with our staff or visits reception</li> </ul>	<b>High</b>	<p>All staff provided with advice and guidance on maintaining good hygiene practices. All classrooms and corridors have access to sanitisations areas. All visitors provided with safety protocols.</p> <ul style="list-style-type: none"> <li>• The reception desk, phones and pens used by visitors are to be cleaned regularly throughout the day. Hand sanitiser is located on the entrance to reception to encourage visitors and staff to 'wash' their hands as they enter and leave the trust sites. Reception now has Perspex surround.</li> <li>• Clear signage in place in reception to indicate the need for good hygiene.</li> <li>• Posters, leaflets and other materials are displayed throughout the academy</li> <li>• Staff are regularly reminded of the need to practice good hygiene.</li> <li>• Staff to be reminded of support available from CARE First and the Employee Assistance Programme.</li> <li>• The CEO will continue to work closely with all unions.</li> <li>• A reserve stock of face coverings is available on site and if an outbreak occurs in line with the Contingency policy and Outbreak Management Plan we will enact further restrictions.</li> </ul> <p><b>Parents /Carers</b></p> <ul style="list-style-type: none"> <li>• Fortis Trust has continued to inform and remind parents /carers and their children, interns, employees and of Covid safety measures.</li> </ul> <p><b>Premises and Deliveries</b></p> <ul style="list-style-type: none"> <li>• Premises' contractors will be managed in accordance with a separate premises maintenance risk assessment written specifically for this time;</li> <li>• Contractors brought on site to work on new buildings are monitored carefully, adhere to health and safety, and safeguarding.</li> </ul> <p><b>Staff/Visitor Toilets</b></p> <ul style="list-style-type: none"> <li>• Sufficient paper towels are in all toilets and air hand dryers are also available.</li> <li>• Bins are lidded pedal bins. These are checked regularly throughout the day.</li> </ul> <p><b>Hand Washing</b></p> <ul style="list-style-type: none"> <li>• Hand washing facilities with soap and water in place. Stringent hand washing taking place. <a href="#">See hand washing guidance</a>.</li> <li>• Drying of hands with disposable paper towels or hand driers for staff.</li> <li>• Staff encouraged to <a href="#">protect the skin</a> by applying emollient cream regularly</li> <li>• Gel sanitisers in any area where washing facilities not readily available and at points of entrance/exit/ in all classrooms and offices.</li> </ul> <p><b>Cleaning</b></p>	SLT & Site	Continue to monitor	Low	SLT & Site	Ongoing

		<b>Medium</b>	<ul style="list-style-type: none"> <li>• Frequent cleaning and disinfecting of objects and surfaces that are touched regularly throughout the academy day particularly in areas of high use such as door handles, light switches, reception area using appropriate cleaning products and methods. Cleaners are provided with gloves to reduce contact with surfaces.</li> <li>• The whole site is regularly treated with Zono spray to reduce the risk of surfaces being contaminated.</li> <li>• Handwashing guides are up in all toilets.</li> <li>• Continue with daily enhanced cleaning team rotation to ensure all surfaces are cleaned before the academy day, twice during the academy day and at the end of the academy day with particular focus on high contact areas such as door handles.</li> <li>• Staff and students to also continue with good cleaning practices within classes and in the use of equipment.</li> </ul> <p><b>Ventilation</b></p> <ul style="list-style-type: none"> <li>• We will continue to ensure good ventilation across our sites through keeping doors (non-fire doors) open, keeping windows open. On colder days the higher windows will be kept open. Where rooms have access to air conditioning units these are singular units and can be used to ensure good flow of air.</li> <li>• The site has been reviewed to ensure all areas have good ventilation.</li> <li>• CO2 monitors were installed in November 2021 to further monitor and improve air quality. A separate risk assessment will be created and actions taken if air quality is not within the recommended scale.</li> </ul>	Site & SLT		<b>Low</b>	Site & SLT	Ongoing monitoring
Contracting the virus through contact with exposed surfaces e.g. desks, doors, door handles	All members of the academy community may contract the virus through contact with exposed surfaces.	<b>High</b>	<ul style="list-style-type: none"> <li>• Cleaning staff will continue to regularly clean frequently touched surfaces using standard cleaning products (e.g. bleach, detergent), including: <ul style="list-style-type: none"> <li>• Banisters</li> <li>• Bathroom facilities (including taps and flush buttons)</li> <li>• Door and window handles</li> <li>• Furniture</li> <li>• Light switches</li> <li>• Desks</li> <li>• Computer equipment (including keyboards &amp; mouse)</li> <li>• Telephones</li> </ul> </li> <li>• Regular cleaning throughout the day will continue.</li> <li>• Site team will continue to fog the whole site using the Zono spray.</li> <li>• <a href="#">Checks to the premises</a> were done to make sure the academy is up to health and safety standards before all returned in September.</li> <li>• If a person with coronavirus symptoms comes into academy, a deep clean will take place in the areas that the person has been in, following decontamination guidance.</li> <li>• Cleaning supplies are topped up regularly and monitored to make sure they're not close to running out.</li> <li>• Doors are propped open, where safe to do so, to limit use of door handles and aid ventilation. Fire doors cannot be propped open in this way.</li> <li>• All unnecessary items or items that are hard to clean have been removed from reception, offices and the classrooms ensuring table tops, desks, etc. are clear and easy to clean or will be quarantined between uses.</li> <li>• Each classroom has its own sanitisation station with clear guidance on its use. All rooms kept ventilated.</li> </ul>	Site Team	Rooms to be checked and cleaning items replenished as needed.	<b>Low</b>	Site Team	Ongoing

<p>Hazardous substance management, unsuitable COSHH management and use of chemicals leading to ill-health or fire.</p>	<p>Failure to follow substance management could place people at risk of harm.</p>	<p><b>High</b></p>	<ul style="list-style-type: none"> <li>• Suitable storage and management of hand sanitizer is in place;</li> <li>• All chemicals used for the cleaning of academy buildings and equipment is COSHH assessed and managed appropriately;</li> <li>• Material safety data sheets are held for all chemicals and readily available to all staff;</li> <li>• All cleaning chemicals are stored safely and securely in accordance with requirements;</li> <li>• COSHH safety training has been completed by all those using chemicals for cleaning;</li> <li>• Appropriate PPE is available for all cleaning including suitable PPE for cleaning of potential coronavirus contaminated rooms or equipment.</li> <li>• Each classroom has cleaning materials, gloves and PPE as needed. Clear signage and guidance provided in all areas.</li> <li>• Use of Milton for sensory based chew toys overnight from September. Storage and placement of items being soaked and that these are not out when students are on site.</li> </ul>	<p>Site Staff</p>	<p>Continue to monitor staff usage.</p>	<p><b>Low</b></p>	<p>Site Staff</p>	<p>Ongoing</p>
<p><b>Staff, students &amp; families</b></p>								
<p>Exposure of vulnerable/ clinically extremely vulnerable (CEV) staff/ students (or those that may be in the higher risk categories due to age, ethnicity or learning needs) to potential risk of contracting the virus</p>	<p>Staff and students who are at greater risk if they contract the virus.</p>	<p><b>High</b></p>	<p><b>For everyone who could come into academy:</b></p> <ul style="list-style-type: none"> <li>• If they are CEV or live with someone who's CEV, they are able to attend work/school but will need to ensure they are adhering to all hygiene protocols.</li> <li>• We implemented the LFT for the Trust from January 2020 to provide staff with reassurance and support with containment of the virus.</li> <li>• All staff and students (Year 7 and above) are to adhere to hygiene practices and may choose to wear a face covering.</li> </ul>	<p>SLT</p>	<p>Continue to review the staffing levels to ensure we can safely support the number of students on site. Enact Contingency policy and Outbreak Management Plan, if needed.</p>	<p><b>Low</b></p>	<p>SLT</p>	<p>Ongoing</p>
<p>There may be increased risk to pregnant women due to associated risks for being at work.</p>	<p>The current government guidance states that a risk assessment must be carried out for any individual who is pregnant.</p>	<p><b>High</b></p>	<ul style="list-style-type: none"> <li>• We have risk assessed pregnant women with underlying health conditions, where necessary staff have then worked from home.</li> <li>• Pregnant women need to have advised us in writing of their pregnancy so that we can put measures in place.</li> <li>• All pregnant staff will be risk assessed and advised in line with the updated <a href="#">guidance</a></li> </ul>	<p>LAH</p>	<p>Continue to monitor guidance</p>	<p><b>Low</b></p>	<p>LAH</p>	<p>Ongoing</p>
<p>Travel to and from the academy will increase the risk of exposure</p>	<p>Staff and students who do not follow guidance may have an increased risk of being exposed to the virus.</p>	<p><b>High</b>  <b>High</b></p>	<p><b>Public Transport</b></p> <ul style="list-style-type: none"> <li>• all passengers are required to wear a face covering, unless exempt</li> <li>• Anyone wearing non-disposable face coverings must follow guidance for correct use of face coverings.</li> <li>• Staff are to be reminded of the importance of following guidelines.</li> </ul> <p><b>Student Transport (dedicated school transport)</b></p> <ul style="list-style-type: none"> <li>• We will continue to work in partnership with Rainham coaches and Medway SEND Transport to follow transportation guidance.</li> </ul>	<p>All Staff</p>	<p>No further actions needed.</p>	<p><b>Low</b>  <b>Low</b></p>	<p>SLT</p>	

Increased likelihood of students and staff showing need for emotional and mental health support	Students and staff are likely to have experienced trauma, distress and/or anxiety over the lockdown period. This is likely to increase mental health need.	<b>High</b>	<ul style="list-style-type: none"> <li>Regular communication of mental health information and open door policy for those who need additional support.</li> <li>In relation to mental health and stress support organisation, details are available to staff including confidential employee help lines; wellbeing support and other resources shared with staff and parents.</li> <li>Website has been updated to provide links to help and support. Social media used to keep parents informed.</li> <li>Detail of recovery curriculum and training was provided to and implemented by staff in September 2021.</li> <li>Staff are up to date on other related guidance and support in relation to themselves and students such as stress and wellbeing.</li> <li>Weekly emails and support were provided for mental health and wellbeing for whole community throughout the period. This continued until September 2021.</li> <li>Key staff have undertaken online mental health wellbeing training to be able to provide support for students.</li> <li>We will continue to promote mental health &amp; wellbeing awareness to staff during the Coronavirus outbreak and will offer whatever <a href="#">support we can to help</a>.</li> <li>Additional therapeutic support purchased to address rise in needs.</li> </ul>	All Staff	Will need to continue to monitor students for signs of need	<b>Low</b>	All staff	Ongoing
Student or staff member becomes unwell on site with potential virus symptoms	All staff and students on site and potential family members.	<b>High</b>	<p><b>Symptoms of Covid-19</b></p> <ul style="list-style-type: none"> <li>If anyone becomes unwell with a new continuous cough or a high temperature in the academy they will be sent home and advised to follow the guidance.</li> <li>Line managers will maintain regular contact with staff members during this time.</li> <li>Tutors will check in with families during this time.</li> <li>There is no longer a need to isolate if a child or vaccinated person has been in contact with someone who has tested positive unless they are showing symptoms.</li> </ul> <p><b>Student unwell on site</b> If a child is unwell with symptoms on site. Government advice should be followed:</p> <ol style="list-style-type: none"> <li>Parents are to be contacted immediately for collection.</li> <li>While awaiting collection, the child should be moved, to a room where they can be isolated behind a closed door, depending on the age of the child and with appropriate adult supervision if required. Ideally, a window should be opened for ventilation. If it is not possible to isolate them, move them to an area which is at least 2 metres away from other people.</li> <li>If they need to go to the bathroom while waiting to be collected, they should use a separate bathroom if possible. The bathroom will then be cleaned and disinfected using standard cleaning products before being used by anyone else.</li> <li>In an emergency, 999 should be called if they are seriously ill or injured or their life is at risk. Do not visit the GP, pharmacy, urgent care centre or a hospital.</li> <li>If a member of staff helps someone who was taken unwell with a new, continuous cough or a high temperature, they do not need to go home</li> </ol>	All Staff	We will continue to check in with staff/families if they contract Covid to provide any support needed. Also remind staff of academy support services.	<b>Low</b>	MSL	Ongoing
		<b>High</b>		Medical	Ensure all guidelines are followed and PPE available. Continue to monitor guidance.	<b>Low</b>	Medical	Ongoing

			<p>unless they develop symptoms themselves. They should wash their hands thoroughly for 20 seconds after any contact with someone who is unwell.</p> <p>6. Cleaning with normal household disinfectant after someone with symptoms has left will reduce the risk of passing the infection on to other people. You can find guidance on cleaning in non-healthcare settings. See <a href="#">guidance</a></p> <ul style="list-style-type: none"> <li>• F2E based at BasePoint will continue to use the designated space within the building where a person can be isolated whilst awaiting collection. Staff and Interns will continue to follow all BasePoint guidelines for managing the incident.</li> <li>• Areas that are managed by BasePoint are beyond our control. Staff and interns need to be extra vigilant when using these communal spaces and wash or sanitize hands when then returning to the office space.</li> <li>• 999 will be called if they are seriously ill or injured or their life is at risk.</li> </ul>					
Contracting the virus through medical support and personal care contact e.g. taking temperatures administration of medicines	Medical staff and those who support with personal care will be at increased risk on contracting the virus should they not abide to agreed procedures.	<b>High</b>	<ul style="list-style-type: none"> <li>• Qualified first aiders are in place at an appropriate ratio for the students on site.</li> <li>• Occupants (staff or students) who display symptoms of the virus during the day will be isolated in the designated room until additional medical assistance can be gained. This may be 111 support, or until they leave the site to self-isolate;</li> <li>• First aiders required to assist this person will wear full PPE including, apron, gloves, mask and visor. Training already completed on correct use of PPE.</li> <li>• The first aid room is cleaned frequently and after each use (when first aid care has been provided).</li> <li>• The academy has a room dedicated for suspected cases of COVID</li> <li>• Appropriate PPE continues to be used in line with guidance for all personal care needs.</li> <li>• Regular orders have been placed to ensure we always have PPE available should need increase or supplies run low.</li> <li>• First aiders have completed appropriate training for 'donning and doffing' PPE – NHS video / advice</li> <li>• PPE is disposed of in accordance with NHS COVID-19 waste management guidance;</li> <li>• <a href="https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings">https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings</a></li> <li>• Waste control measure from possible cases of COVID-19 and cleaning of areas where possible cases have been identified (including disposable cloths and tissues) are as follows: <ul style="list-style-type: none"> <li>• Put in a plastic rubbish bag and tied when full; The plastic bag is placed in a second bin bag and tied;</li> <li>• It is put in a suitable and secure place and marked for storage until the individual's test results are known;</li> <li>• Waste is stored safely and kept away from children;</li> <li>• Waste is not put in communal waste areas until negative test results are known or the waste has been stored for at least 72 hours; If the individual tests negative, this can be put in with the normal waste;</li> <li>• If the individual tests positive, then waste is stored for at least 72 hours and then put in with the normal waste;</li> <li>• If storage for at least 72 hours is not appropriate, a collection as a Category B infectious waste is arranged by either local waste collection authority if they currently collect your waste or otherwise by a specialist clinical waste contractor. They will supply you with orange clinical waste bags for waste bags can be sent for appropriate treatment.</li> </ul> </li> </ul>	SLT & Medical	Staffing needs to be considered carefully to ensure we have sufficient coverage of medical needs on site.	<b>Low</b>	DMW	Ongoing

			<ul style="list-style-type: none"> <li>Manual handling support training has been undertaken.</li> </ul>					
Communication and consultation on Risk assessment if not effective will lead to errors and impact on staff morale/ safety.	All staff / Parents	<b>Medium</b>	<ul style="list-style-type: none"> <li>Communication of plans and safety controls has been communicated to all parents and carers/ staff.</li> <li>Risk assessment approved by trustees and published on trust/academy/F2E websites.</li> <li>Briefings will be a mixture of teams / live as appropriate from the 27<sup>th</sup> January 2022 onwards to ensure effective communication is maintained.</li> </ul>	SLT	Ensure communication to all staff and parents on key actions being taken.	<b>Low</b>	SLT	Sept 2021
Staff will be placed under excessive workload as a result of the increased requirements due to the impact of the virus.	Staff in all areas of the Trust may be placed under increased pressure due to the potential increased work load created as a result of adapting activities, teaching and day to day running of the Trust's provisions.	<b>High</b>	<ul style="list-style-type: none"> <li>Site and Cleaning teams have had their hours carefully considered to ensure coverage throughout the day and support with the increased cleaning regimes. Overtime is paid where necessary.</li> <li>We continue to review staff workload, for example we always ensure that there is sufficient time unallocated for the teachers 1265 hours to ensure that we are able to respond to increased pressures or guidance from the government without increasing the expectations for staff time outside of contracted hours.</li> <li>Classroom staff will continue to have PPA and non-contact time protected/repaid.</li> <li>We will continue to aim to keep any additional demands for working outside of normal responsibilities to a minimum for all apart from the Principal where it is recognised that this demand is necessary.</li> <li>Staff wellbeing has continued to be a key focus regular weekly wellbeing Wednesday emails will continue; all staff have access to the Care First Support and the Employee Assistance Programme and with regular reminders of how to access these given.</li> </ul>	SLT	Continue to review staff workloads.	<b>Low</b>	SLT	Ongoing
<b>Teaching and Learning</b>								
There will be a detrimental impact on the children's/ interns education	All students / interns	<b>High</b>	<ul style="list-style-type: none"> <li>Previously home learning was provided through work packs and access to identified websites and learning platforms. This did not allow for full the full curriculum coverage.</li> <li>Online safety guidance to be provided to parents.</li> <li>Staff have been working towards the development of an equitable curriculum.</li> <li>Remote learning platform has now been purchased and is in place. All students will either access o365 or Seesaw for a mixture of live or recorded lessons. Students will need to be monitored closely for engagement levels.</li> <li>Additional support will be provided to parents for online safety.</li> <li>From Term 1 2021 all curriculum provision will be able to return to 'normal'. If students/interns are required to self-isolate learning will be set remotely.</li> </ul>	SLT  Parents / Staff  SLT/ Teachers		<b>Low</b>  <b>Low</b>  <b>Low</b>	SLT  Staff  SLT	
Academy trips and off site visits increase risk of exposure through travel, exposure to the public etc.	External trips and visits would increase the likely exposure to the virus and place extra pressure on staff when trying to manage social distancing.	<b>High</b>	<ul style="list-style-type: none"> <li>Staff leading trips ensure where possible that current guidance on the use of school transport is followed. This includes distancing where possible, ensuring good hand hygiene on entry and exiting and use of sanitiser wipes to clean all touched surfaces.</li> <li>Use of public transport will be in line with current guidance.</li> <li>Staff will need to consider the Covid-19 requirements of any destination they visit and ensure students are fully briefed.</li> <li>Residential trips can undertaken.</li> </ul>	SLT		<b>Low</b>	EK/LBi	Ongoing

Wraparound care, clubs and extra-curricular provision will increase mixing and thus increase the risk of transmission of the virus.	Students and staff participating in these activities risk transferring the virus.	<b>High</b>	<ul style="list-style-type: none"> <li>Breakfast club has remained throughout with clear procedures in place for increased hygiene and social distancing measures. This is in line with guidance for wraparound care.</li> <li>All clubs and activities can resume in line with guidance.</li> </ul>	SLT	Monitor	<b>Low</b>	SLT	Ongoing
<b>On site events</b>								
On site events will lead to mixing of people increasing the spread of the virus.	Staff and students would potentially be at increased risk from the virus.	<b>High</b>	<ul style="list-style-type: none"> <li>In line with guidance all activities can be undertaken.</li> </ul>	SLT/JW/ JWD	No further actions required.			
<b>Testing and Track &amp; Trace</b>								
The implementation of LFT will pose additional risks if not conducted in line with guidance	Staff and Students/interns being given the test.  Staff working in the test centre.		<ul style="list-style-type: none"> <li>Staff and students are to continue to test using LFTs at home twice weekly This is in line with current guidance. Instructional videos are located on the academy website and YouTube channel.</li> </ul>	LAH/ MSL	Review in line with guidance changes.	<b>Low</b>	LAH/ PH Medway	Ongoing
<b>Additional risk measures that only apply to F2E – also refer to Appendix 2 Basepoints risk assessment</b>								
Internship trips and off site visits increase risk of exposure through travel, exposure to the public etc.	External trips and visits would increase the likely exposure to the virus and place extra pressure on staff when trying to manage social distancing.	<b>High</b>	<ul style="list-style-type: none"> <li>Any trips to be risk assessed.</li> <li>Life skills visits within the community have been going ahead if safe measures can be assured. i.e. access to hygiene facilities such as hand washing and toilets</li> <li>All interns are to continue to access regular LF testing.</li> <li>Trips can continue in line with guidelines.</li> </ul>	EAH		<b>Low</b>	EAH	Ongoing
Increased risk to interns as a result of accessing the workplace	Interns and Job coaches	<b>High</b>	<ul style="list-style-type: none"> <li>All interns to remain in their work place and adhere to work place guidance.</li> </ul>	EAH/ AG	Continue to monitor work place safety	<b>Low</b>	EAH/ AG	Ongoing
<b>Fortis Outreach Provision</b>								
Outreach staff will be at increased risk of catching/transmitting Covid-19 due to visiting different provisions	Outreach staff, staff within the trust and outside the trust, plus students/staff	<b>High</b>	<ul style="list-style-type: none"> <li>Staff adhered to our policy and practice, and the practice and visitor protocols of others schools.</li> <li>Staff may choose to wear face coverings</li> <li>1:1 student support will be in a ventilated space</li> <li>If a student becomes physical, Outreach staff will follow de-escalation techniques and maintaining own safety</li> </ul>	MSL/LL	Continue to monitor	<b>Low</b>	LL	Ongoing

	being supported in other provisions.		<ul style="list-style-type: none"> <li>Staff will inform their AP of any high risk schools who may have a current outbreak.</li> </ul>					
Outreach staff meetings	Outreach staff and those within the academy who may come into contact with them.	<b>High</b>	<ul style="list-style-type: none"> <li>Staff are accessing regular LFT.</li> <li>Meetings are only held in person as needed and where it has been identified that a school has low levels of cases. Where this is not possible meetings have been held virtually.</li> </ul>	MSL/LL	Monitor the situation	<b>Low</b>	LL	Ongoing

Following assessment if no further actions are assessed to be required this will be noted in the "Further Actions" box. If however additional controls or actions are assessed to be required these will be noted the action in the action plan.

Any further actions identified will be completed before the assessed task is carried out. Staff will be consulted.

The assessment will be a live document that will be reviewed weekly in response to ongoing risk monitoring.

More information on managing risk: [www.hse.gov.uk/simple-health-safety/risk/](http://www.hse.gov.uk/simple-health-safety/risk/)

Published by the Health and Safety Executive 10/19

## Appendix 1: Outbreak Management Plan



Fortis Trust  
Outbreak Managem

## Appendix 2: Basepoint Risk Assessment



Basepoint risk  
assessment.pdf