

NHP – COVID-19 Risk Assessment

COVID-19 Risk Assessment

Overall Risk Assessment in the COVID-19 Environment

This document outlines specific risks in place relating to COVID-19 and measures implemented to manage risks. It reflects the ongoing strategy to mitigate the risk of transmission of COVID-19 at NHP.

	Hazard	Control measures	Outcome	Remarks / Re-assessment
A	Safeguarding policy and procedures not updated and / or staff and pupils not feeling safe.	<ul style="list-style-type: none"> • DSL receives real-time regulatory advice from appropriate agencies; • DSL actively updates Safeguarding and related policies; • All updates disseminated to relevant pupils, parents and staff; • MyOnstream used to track staff acknowledgement of policy on contents therewith; 	<ul style="list-style-type: none"> • Compliant with most recent legal/regulatory framework; • Staff aware of all changes and impact upon working practices; • Parents assured of compliance and confident in school; • Mitigated risk of litigation resulting from malpractice; 	Ongoing
B	Government advice not being regularly accessed, assessed, recorded and applied.	<ul style="list-style-type: none"> • Daily, weekly and monthly updates received from membership and umbrella organisations; • Updates reviewed at SMT and communicated to parents, staff and pupils; 	<ul style="list-style-type: none"> • Compliant with most recent legal/regulatory framework; • Staff aware of all changes and impact upon working practices; • Parents assured of compliance and confident in school; 	Ongoing
C	Staff and parents do not know or understand the 'system of controls' (see explanation above) and how they are applied.	<ul style="list-style-type: none"> • Regular and effective communication of legal and systems updates to parents through weekly newsletter, COVID Operational Guidance; 	<ul style="list-style-type: none"> • Consistent communication of systems and controls to parents; • Review application of systems by SMT; 	Ongoing

	Hazard	Control measures	Outcome	Remarks / Re-assessment
D	Changes not regularly communicated to staff, their unions, pupils, parents and governors	<ul style="list-style-type: none"> Regular and effective communication of legal and systems updates to parents through weekly newsletter, COVID Operational Guidance; Regular staff training to ensure all control systems and understood and adhered to; 	<ul style="list-style-type: none"> Consistent communication of systems and controls to parents; Review application of systems by SMT; 	Ongoing, weekly review
E	Changes to assessments, procedures and other important matters not reviewed by Governors	<ul style="list-style-type: none"> SMT consider need for adapting areas not reviewed by Governors; Proactively plan curriculum to deliver key outcomes under a different learning environment; 	<ul style="list-style-type: none"> Proactively plan how to deliver curriculum and ensure health and safety of staff, pupils and parents; 	Ongoing
F	Insurers and / or brokers not updated with school's amended plans	<ul style="list-style-type: none"> Regular dialogue with insurers and other advisory bodies provides assurance that operations are supported and underwritten by insurers; 	<ul style="list-style-type: none"> Compliant operations; Transfer risk of malpractice; 	Ongoing
G	No liaison with local authority and health protection team.	<ul style="list-style-type: none"> Dialogue with LA COVID-19 team; Report positive cases directly to designated person at RBKC; 	<ul style="list-style-type: none"> Compliant operations; LA updated on developments at NHP/Acorn Transfer risk of malpractice; 	Ongoing
H	Active engagement with NHS Test and Trace and the procedures not understood by all staff and parents.	<ul style="list-style-type: none"> School nurse advises on changes to T&T system; Changes implemented with immediate effect and communicated to staff and parents; Weekly newsletter updates; 	<ul style="list-style-type: none"> Clear understanding of school's responsibility to adhere to T&T; 	Ongoing
I	No contingency plans for self-isolation of individuals, groups,	<ul style="list-style-type: none"> Effective Outbreak Management Plan in place; 	<ul style="list-style-type: none"> Clearly communicated protocol for action in the event of a local outbreak; 	Ongoing

	Hazard	Control measures	Outcome	Remarks / Re-assessment
	multiple pupils and or staff.	<ul style="list-style-type: none"> Remote learning deployed overnight in the event of a positive case; 	<ul style="list-style-type: none"> Manage stakeholder expectations of required actions in the event of positive cases; 	
J	Insufficient preparation (letters, Whatsapp etc) to communicate with parents, carers, staff and pupils in case of infection and groups needing to self-isolate.	<ul style="list-style-type: none"> Templated response strategy deployed in the event of a positive case via appropriate media channels (SMS, Email); Clearly defined responsibilities for staff in the event of the need to isolate; 	<ul style="list-style-type: none"> Clearly communicated protocol for isolation, including pupils and staff; Manage stakeholder expectations of required actions in the event of positive cases; 	Ongoing
K	Unsuitable enhanced cleaning regime, not regularly re-assessed or revised for high-risk areas such as toilets, door handles, keypads, switches, hand rails and frequently used hard surfaces.	<ul style="list-style-type: none"> Regular review of enhanced hygiene measures; Enhanced hygiene measures planned into daily premises team operations; Enhanced risk assessment received from cleaning contractors; 	<ul style="list-style-type: none"> Robust hygiene regime maintained; Mitigate transmission of COVID-19; Mitigate risk of litigation resulting from spread of COVID-19; 	Weekly
L	High-risk areas not being regularly monitored (including boarding areas) for hygiene.	<ul style="list-style-type: none"> Regular review of enhanced hygiene measures; Enhanced hygiene measures planned into daily premises team operations; Enhanced risk assessment received from cleaning contractors; 	<ul style="list-style-type: none"> Robust hygiene regime maintained; Mitigate transmission of COVID-19; Mitigate risk of litigation resulting from spread of COVID-19; 	Weekly
M	Contract providers and services suspended or unable to attend school.	<ul style="list-style-type: none"> Contractor variation agreements reached in advance to ensure that key services continue to be delivered efficiently and economically; Contingency plans to deliver key services in the event of reduced service; 	<ul style="list-style-type: none"> Assurance that key contracts will continue to be delivered throughout pandemic; In the event of a contractor issue, SMT convene to determine appropriate course of 	Ongoing

	Hazard	Control measures	Outcome	Remarks / Re-assessment
			action (amended service, closure);	
N	Access to school not controlled effectively and visitor (if allowed) details not recorded.	<ul style="list-style-type: none"> • Effective access management using Paxton security system; • Only authorised persons have access to site; • CCTV throughout the school to monitor activity; • Visitors all sign in and out of premises and complete COVID-19 health disclaimer; 	<ul style="list-style-type: none"> • A secure environment for staff and pupils; • Contractors limited in access to site and emergency visits only; 	Ongoing
O	Insufficient supplies of hygiene materials and not readily available, suitably stored or located.	<ul style="list-style-type: none"> • Preferred suppliers used for procuring hygiene materials; • Cleaning company risk assess materials used during pandemic; • Plentiful stock of PPE in school and monitored on a daily basis; 	<ul style="list-style-type: none"> • Effective supplies of hygiene equipment to enable NHP to deliver a clean environment; • Staff, pupil and parental confidence in hygiene regime; • Mitigate risk of transmission throughout school; 	Ongoing, weekly
P	Inadequate contingency plans for changes to school operation: local or national lockdown, re-closing, loss of catering or teachers?	<ul style="list-style-type: none"> • Clear, concise and effectively communicated remote learning strategy communicated to staff and parents; • Overnight deployment of remote learning timetable mirroring onsite learning; • Dialogue with catering and cleaning teams to ensure contingency in place in the event of disrupted service; • Increased stock of dried goods held onsite; • Preferred supply staff company used; 	<ul style="list-style-type: none"> • Clearly communicated protocol for isolation, partial or full lockdown, including pupils and staff; • Manage stakeholder expectations of required actions in the event of positive cases; • Adequate supplies of dried goods to ensure lunches can be served; • Premises team can be deployed to oversee hygiene of school; 	Ongoing, weekly
Q	Insufficient contingency plans in case of medical	<ul style="list-style-type: none"> • Isolation rooms created across all buildings; 	<ul style="list-style-type: none"> • Mitigate impact of an outbreak through 	Ongoing, weekly

	Hazard	Control measures	Outcome	Remarks / Re-assessment
	need for self-isolation of individuals, multiple pupils, staff or local outbreaks?	<ul style="list-style-type: none"> • Critical mass of pupils/staff needing to isolate taken into consideration; • Blended learning model to minimise impact of outbreaks; 	effective contingency planning; <ul style="list-style-type: none"> • Bio-secure environment in events of an outbreak; 	
R	Are all Risk Assessments regularly reviewed and updated based on feedback and lessons identified from all those in school including pupils and support staff, visitors and contractors.	<ul style="list-style-type: none"> • Enhanced risk assessment completed for all extra-curricular activities; • Addendum to all risk assessments requiring consideration of additional actions to reduce risk; • Bursar and DH Operations review and approve all risk assessments; 	<ul style="list-style-type: none"> • Robust risk assessment framework mitigates risk of transmission of COVID; 	Annually, monthly
S	All hazards identified properly mitigated and regularly re-assessed?	<ul style="list-style-type: none"> • Site hazards captured by effective risk assessment framework; • Enhanced COVID-19 risk assessments; • Timetable adapted to reflect enhanced risk assessment recommendations; 	<ul style="list-style-type: none"> • Robust risk assessment framework mitigates risk of transmission of COVID; 	Annually, monthly

Pupils, Parent and Staff Risk Assessment in the COVID-19 Environment

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
1	Communication channels not working and not reviewed. (Email, text, Facebook etc).	<ul style="list-style-type: none"> • SMT assess efficacy of comms channels; • Email and text updates where appropriate to staff, parents and pupils; • Optimise central comms channels with stakeholders through migration to new pupil management system; 	<ul style="list-style-type: none"> • Clear and consistent comms with staff and parents; 	SMT, Ongoing
2	Staff, parents and pupils returning to school not provided or updated with full induction process or aware of changes and potential hazards.	<ul style="list-style-type: none"> • COVID-19 Operating Guidance shared with staff and parents; • Clear internal process for reporting and responding to hazards; • Adapted induction during pandemic to ensure key information is communicated to new starters; • Key changes shared with staff and parents using appropriate media channels; 	<ul style="list-style-type: none"> • Consistent messaging to staff and parents; • Clear and unambiguous policies and guidance; • Implement appropriate changes in response to feedback to continuously improve processes; 	SMT, Ongoing
3	Lack of a robust feedback and reply system to ensure best practice and two-way communications for pupils, parents, staff and governors	<ul style="list-style-type: none"> • Review feedback channels; • Teaching staff to report complaints to line manager/SMT; • Replies to be consistent with NHP line – clearly brief staff; • Regularly survey parents and staff; 	<ul style="list-style-type: none"> • Consistent messaging to staff and parents; • Clear and unambiguous policies and guidance; • Implement appropriate changes in response to feedback to continuously improve processes; 	SMT, Ongoing
4	No Governor and / or SLT member for school / department responsible for COVID-19 matters. Governor / SLT members' contact details not known and not on call.	<ul style="list-style-type: none"> • Nominated governor for COVID-19; • Relevant emails to admin email account, shared with nominated governor; 	<ul style="list-style-type: none"> • Single point of contact; • Transparent and accessible approach; 	SMT, Nominated Governor, Ongoing

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
5	No school representative identified to liaise with local authorities and local health protection team.	<ul style="list-style-type: none"> Responsibility allocated to Bursar (LA) and School Nurse (NHS/PHE); Direct communications with agencies; 	<ul style="list-style-type: none"> Single point of contact; Transparent and accessible approach; 	SMT, School Nurse, Ongoing
6	Local authorities and health protection teams not engaged prior to re-opening (and the benefit of their services in case of infection).	<ul style="list-style-type: none"> Responsibility allocated to Bursar (LA) and School Nurse (NHS/PHE); Direct communications with agencies; Clear protocols outlining responsibility of individual staff to communicate with agencies in case of infection; 	<ul style="list-style-type: none"> Single point of contact; Transparent and accessible approach; Effective communication strategy with key agencies; 	SMT, School Nurse, Ongoing
7	No plan to inform local health protection team if two or more confirmed cases within 14 days or there is an overall rise in sickness absence.	<ul style="list-style-type: none"> Responsibility allocated to Bursar (LA) and School Nurse (NHS/PHE); Direct communications with agencies; Clear protocols outlining responsibility of individual staff to communicate with agencies in case of infection; 	<ul style="list-style-type: none"> Single point of contact; Transparent and accessible approach; Effective communication strategy with key agencies; 	SMT, School Nurse, Ongoing
8	No system to communicate with staff who are unable or have not returned to school for fear of infection.	<ul style="list-style-type: none"> Email and text updates where appropriate to staff, parents and pupils; Optimise central comms platform with stakeholders through migration to new pupil management system; Policy to pre-empt NHP policy on “attendance” and provision of remote learning; Flexible approach to staff, pupils and parents considered to be clinically vulnerable; 	<ul style="list-style-type: none"> Consistent messaging to staff and parents; Clear and unambiguous policies and guidance; 	SMT, Ongoing
9	Lack of mechanism for parents of pupils with significant risk factors to discuss concerns and provide reassurance of the measures put in	<ul style="list-style-type: none"> Email and text updates where appropriate to staff, parents and pupils; Clearly communicated policies and procedures; Optimise central comms platform with stakeholders 	<ul style="list-style-type: none"> Consistent messaging to staff and parents; Clear and unambiguous policies and guidance; 	SMT, Ongoing

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	place to reduce the risk in school.	<p>through migration to new pupil management system;</p> <ul style="list-style-type: none"> • Policy to pre-empt NHP policy on “attendance” and provision of remote learning; • Flexible approach to staff, pupils and parents considered to be clinically vulnerable; 		
10	Lack of robust rules for hygiene standards for staff and pupils – and failure to adequately enforce standards	<ul style="list-style-type: none"> • Clearly communicated social distancing and hygiene rules shared with staff, pupils and parents; • Written guidance shared with staff; • Regular updates to staff on changes to rules and procedures; • School will ask any pupils or staff who breach rules to self-isolate; 	<ul style="list-style-type: none"> • Staff, pupils and parents clearly understand social distancing and hygiene rules; • SMT monitor adherence to social distancing and hygiene rules; 	Ongoing, daily
11	Class and activity rooms not properly and regularly ventilated with fresh air.	<ul style="list-style-type: none"> • Clearly communicated social distancing and hygiene rules shared with staff, pupils and parents; • Written guidance shared with staff; • Regular updates to staff on changes to rules and procedures; • Government guidance reviewed on a regular basis – ventilation rules followed. Use of air filtration units in all classrooms to limit spread of COVID-19; 	<ul style="list-style-type: none"> • Staff, pupils and parents clearly understand social distancing and hygiene rules; • SMT monitor adherence to social distancing and hygiene rules; 	Ongoing, daily
12	Staff not trained or regularly updated in COVID-19 symptoms, SD and how these rules apply to teaching?	<ul style="list-style-type: none"> • Clearly communicated protocols to follow in the event of a symptomatic child or member of staff; • Teachers to report any symptomatic pupils or staff to line manager and School Nurse; 	<ul style="list-style-type: none"> • Clear and unambiguous policies and procedure; • Effective lines of communication; 	Ongoing, daily

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
		<ul style="list-style-type: none"> • Isolation rooms in all buildings; 		
13	Staff and parents not cleaning frequently touched surfaces of bike, car, pram etc before and after journeys to school.	<ul style="list-style-type: none"> • School based hygiene policy and rules communicated to parents; • Key agency guidance shared with parents; 	<ul style="list-style-type: none"> • Clear and unambiguous policies and procedure; • Minimise risk of transmission at drop-off and pick-up; 	Weekly and Termly Newsletter
14	No system in place to deal with bereavements, trauma, anxiety, stress, behavioural and sleep issues.	<ul style="list-style-type: none"> • School counsellor; • Pupil wellbeing survey; • Isolation rooms; 	<ul style="list-style-type: none"> • Strong pastoral support for pupils; • Strong social distancing; 	Weekly

Pupil and Staff - Safety Risk Assessment in the COVID-19 Environment

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
1	Lack of review, update or sharing of safeguarding, code or practice, and staff handbook policies.	<ul style="list-style-type: none"> • DSL receives real-time regulatory advice from appropriate agencies; • DSL actively updates Safeguarding and related policies; • Updated e-Safety and e-Safeguarding Policies; • All updates disseminated to relevant pupils, parents and staff; • MyOnstream used to track staff acknowledgement of policy on contents therewith; 	<ul style="list-style-type: none"> • Compliant with most recent legal/regulatory framework; • Staff aware of all changes and impact upon working practices; • Parents assured of compliance and confident in school; • Mitigated risk of litigation resulting from malpractice; 	Ongoing
2	Inset does / did not reflect required training for COVID-19 related procedures, safeguarding, H&S, well-being etc	<ul style="list-style-type: none"> • Full training provided to staff at INSET, covering COVID-19 policy variations, wellbeing approach and health and safety training; • Updates shared with staff prior to parents; • Regular comms with staff; • Scenario planning; • Ongoing review of procedures; 	<ul style="list-style-type: none"> • Clear and unambiguous policies and procedures for staff; • Effective training; • Reduce risk of misinformation spreading; • Clearly communicate updates to all stakeholders; • Build trust with stakeholders 	Ongoing, Half-Termly
3	Staff have insufficient instruction and training on identifying and supporting vulnerable pupils, parents and other staff.	<ul style="list-style-type: none"> • Full training provided to staff at INSET, covering COVID-19 policy variations, wellbeing approach and health and safety training; • Updates shared with staff prior to parents; • Regular comms with staff updating them on changes; 	<ul style="list-style-type: none"> • Clear and unambiguous policies and procedures for staff; • Effective training; • Clearly communicate updates to all stakeholders; • Proactively plan to accommodate needs of the most vulnerable; 	Ongoing

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
4	System of controls (see explanation above) not understood and / or properly implemented.	<ul style="list-style-type: none"> • Full training provided to staff at INSET, covering COVID-19 policy variations, wellbeing approach and health and safety training; • Updates shared with staff prior to parents; • Regular comms with staff updating them on changes; • Weekly briefings; • Head of Section meetings; 	<ul style="list-style-type: none"> • Clear and unambiguous policies and procedures for staff; • Effective training; • Clearly communicate updates to all stakeholders; • Proactively plan to accommodate needs of the most vulnerable; 	Ongoing
5	DSL and DDSL not easily contacted and their contact information not known to all.	<ul style="list-style-type: none"> • DSL and DDSL contact details on website; • DSL and DDSL contact details displayed in every room at school; 	<ul style="list-style-type: none"> • Clear lines of responsibility and procedures for staff; 	Ongoing
6	No specific help and preparation for the changes to routine for pupils with SEND (whether education, health and care plans or on SEN support).	<ul style="list-style-type: none"> • Effective timetabling of SEND department to target those in need; • Clear communication of changes to relevant staff and pupils; • Continuation of support during pandemic; 	<ul style="list-style-type: none"> • Continuation of effective learning support; • Avoid disruption to learning progress for pupils with EHCPs. 	Ongoing, SENCO
7	Recruitment process and pre-appointment checks not following legal requirements.	<ul style="list-style-type: none"> • Safer recruitment procedures followed; • Recruitment process adapted to remote requirements; • Remote approval of recruitment checks by Bursar; 	<ul style="list-style-type: none"> • Satisfy safer recruitment procedures; • Mitigate safeguarding risk inherent in recruitment; 	Ongoing, Bursar, HR Manager
8	New staff and pupil registration and induction processes not adapted or compliant.	<ul style="list-style-type: none"> • Safer recruitment procedures followed; • Recruitment process adapted to remote requirements; • Induction process followed and training delivered remotely where practicable; • Remote approval of recruitment checks by Bursar; 	<ul style="list-style-type: none"> • Satisfy safer recruitment procedures; • Mitigate safeguarding risk inherent in recruitment; 	Ongoing, Bursar, HR Manager

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
9	Support staff and TAs in regulated activity do not have the appropriate checks.	<ul style="list-style-type: none"> • Safer recruitment procedures followed; • Recruitment process adapted to remote requirements flexibly; • Review and approval of recruitment checks by Bursar; 	<ul style="list-style-type: none"> • Satisfy safer recruitment procedures; • Mitigate safeguarding risk inherent in recruitment; 	Ongoing, Bursar, HR Manager
10	SCR not updated with DBS related issues and required documents not properly verified or recorded.	<ul style="list-style-type: none"> • Safer recruitment procedures followed; • Recruitment process adapted to remote requirements; • DBS required for all staff, internal and external; • Induction process followed and training delivered remotely where practicable; • Review and approval of recruitment checks by Bursar; 	<ul style="list-style-type: none"> • Satisfy safer recruitment procedures; • Mitigate safeguarding risk inherent in recruitment; 	Ongoing, Bursar, HR Manager
11	External coaches, clubs and organisations for curricular activities not risk assessed, or systems of control measures implemented.	<ul style="list-style-type: none"> • Safer recruitment procedures followed; • Recruitment process adapted to remote requirements; • DBS required for all staff, internal and external; 	<ul style="list-style-type: none"> • Satisfy safer recruitment procedures; • Mitigate safeguarding risk inherent in recruitment; 	Ongoing, Bursar, HR Manager
12	Indoor sports and activity areas not sufficiently well and regularly ventilated with fresh air.	<ul style="list-style-type: none"> • Government guidance reviewed on a regular basis – ventilation rules followed. Use of air filtration units in all classrooms to limit spread of COVID-19; • Windows open where practicable; 	<ul style="list-style-type: none"> • Well ventilated activity areas; • Mitigate risk of transmission at NHP; 	Ongoing, DH (Operations), Director of Sports, Premises Manager
13	Staff schedules do not build in the need to avoid increases in unnecessary and unmanageable workload burdens.	<ul style="list-style-type: none"> • Wellbeing monitoring by SMT; • Timetable fairly to ensure staff are not overworked; • Duties allocated fairly and to reflect teaching load; 	<ul style="list-style-type: none"> • Wellbeing of staff is considered; • Avoid risk of staff burnout; 	Ongoing, DH (Operations)
14	Staff unable to manage the provision of both in school and remote learning.	<ul style="list-style-type: none"> • Timetabling of staff to deliver in-class and remote learning; • Key worker support staff during lockdown; 	<ul style="list-style-type: none"> • Effective blended learning model; • Avoid risk of staff burnout; 	Ongoing, DH (Operations)

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
		<ul style="list-style-type: none"> Blended learning model to reflect needs of school and remote learning; 		
15	Security, CCTV and access systems not regularly checked, updated and (where necessary) re-coded.	<ul style="list-style-type: none"> Existing testing and checking meet regulatory requirements under the GDPR; Premises access updated to reflect staff working on site; 	<ul style="list-style-type: none"> Proportionate policy for retention of recorded CCTV data; 	Ongoing, Bursar, Premises Manager
16	Hand washing not part of school culture or routine e.g. no regular breaks for hand washing during the school day.	<ul style="list-style-type: none"> Regular reminders to staff and pupils; Hand washing facilities throughout school; 	<ul style="list-style-type: none"> SD compliant operations; Mitigate risk of transmission at NHP; Embed strong hygiene culture at NHP; 	Ongoing, DH (Operations), Premises Manager
17	Insufficient hygiene stations at entrances, exits, toilets, classrooms, play areas, common rooms, staff areas etc	<ul style="list-style-type: none"> Hand washing facilities throughout school; Touch-free sanitiser stations; 	<ul style="list-style-type: none"> SD compliant operations; Mitigate risk of transmission at NHP; Embed strong hygiene culture at NHP; 	Ongoing, DH (Operations), Premises Manager
18	Hygiene stations (including bins) not stocked, checked, emptied and cleaned regularly.	<ul style="list-style-type: none"> Premises team replenish hygiene stations daily; Strong hygiene regime in place; 	<ul style="list-style-type: none"> SD compliant operations; Mitigate risk of transmission at NHP; Embed strong hygiene culture at NHP; 	Ongoing, DH (Operations), Premises Manager
19	Pupil and staff mental health and wellbeing not considered with individual needs not identified or supported.	<ul style="list-style-type: none"> Regular survey of staff and pupil wellbeing; Counselling service for staff and pupils; Anonymous wellbeing line for staff; 	<ul style="list-style-type: none"> Proactively protect wellbeing of staff and pupils; Long term benefit of strong approach to wellness; 	Ongoing, DH (Pastoral)
20	Insufficient pastoral and extra-curricular support for pupils to rebuild	<ul style="list-style-type: none"> Regular survey of pupil wellbeing; Counselling service for staff and pupils; 	<ul style="list-style-type: none"> Proactively protect wellbeing of staff and pupils; 	Ongoing, DH (Pastoral)

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	friendships and social engagement.	<ul style="list-style-type: none"> Wellbeing activities embedded into curriculum; 	<ul style="list-style-type: none"> Long term benefit of strong approach to wellness; 	
21	Insufficient support to address and equip pupils to respond to COVID-19 related issues.	<ul style="list-style-type: none"> Regular survey of pupil wellbeing; Counselling service for staff and pupils; Wellbeing activities embedded into curriculum; Form teachers discuss mental health impacts of wearing masks and isolation with pupils; School counsellor bereavement trained; 	<ul style="list-style-type: none"> Proactively protect wellbeing of staff and pupils; Long term benefit of strong approach to wellness; 	Ongoing, DH (Pastoral)
22	Plans, briefing and statistics for ISI / Ofsted visit not updated.	<ul style="list-style-type: none"> SMT sub-group created for inspection; Mock inspections; Statistics kept updated; 	<ul style="list-style-type: none"> Inspection ready school; Timely information published on school website; 	Ongoing, Headmistress, Admin Manager

Medical Risk Assessment in the COVID-19 Environment

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
1	Sickness management rules and the “don’t come to work if you are ill” not understood or observed.	<ul style="list-style-type: none"> • COVID-19 adapted sickness arrangements; • Updated Health and Safety Policy and Employment Manual; • Regular reminders to staff; • Creation of isolation rooms in each building; • Prominent signage displayed throughout school; 	<ul style="list-style-type: none"> • Mitigate risk of transmission at NHP; • Peer intervention where a colleague appears unwell; 	Ongoing, Bursar, School Nurse
2	The procedure for isolating or sending staff and pupils home and arranging a COVID-19 test is not understood (if anyone becomes unwell in school).	<ul style="list-style-type: none"> • Clear and unambiguous rules communicated via policies and COVID 19 Operational Guidance; • Strict enforcement of rules by class teachers and line managers; • Requirement to see outcome of COVID test where one has been taken; • Isolation rooms in each building; 	<ul style="list-style-type: none"> • Mitigate risk of transmission at NHP; • Clear understanding of rules and procedures by pupils and staff respectively; 	Ongoing, Bursar, School Nurse
3	No isolation room and separate bathroom available, inadequate signs for those waiting collection and no access to PPE for those attending to unwell staff and pupils.	<ul style="list-style-type: none"> • Assigned toilets for year groups; • Isolation rooms in each building; • PPE in all classrooms and common areas; 	<ul style="list-style-type: none"> • Mitigate risk of transmission at NHP; • Clear understanding of rules and procedures by pupils and staff respectively; 	Ongoing, Bursar, School Nurse, Premises Manager
4	Procedure is not clear for those Staff who have helped someone with symptoms and pupils who have been identified as a “close contact”.	<ul style="list-style-type: none"> • Clear and unambiguous rules communicated via policies and COVID 19 Operational Guidance; • Strict enforcement of rules by class teachers and line managers; • Templated response for any case of COVID-19; • Isolation rooms in each building; 	<ul style="list-style-type: none"> • Mitigate risk of transmission at NHP; • Clear understanding of rules and procedures by pupils and staff respectively; 	Ongoing, Bursar, School Nurse

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
5	Procedures for reporting COVID-19 instances to external authorities not known or applied.	<ul style="list-style-type: none"> • Dialogue with LA COVID-19 team; • Report positive cases directly to designated person at RBKC and to DfE; 	<ul style="list-style-type: none"> • Compliant operations; • LA updated on developments at NHP/Acorn • Transfer risk of malpractice; 	Ongoing, Bursar, School Nurse
6	Procedure for washing hands thoroughly for 20 seconds with soap and running water or using hand sanitiser after any contact with someone who is unwell is not understood or applied.	<ul style="list-style-type: none"> • Prominent signage in all toilets and throughout school; • Hygiene stations throughout school; • Children reminded regularly; 	<ul style="list-style-type: none"> • Compliant operations; • Mitigate risk of transmission at NHP; 	Ongoing, DH Operations
7	Procedure for cleaning, with normal household bleach, the area around a person with symptoms after they have left (to reduce the risk of infection) is not understood or applied.	<ul style="list-style-type: none"> • Weekly review of enhanced hygiene measures; • Enhanced hygiene measures planned into daily premises team operations; • Enhanced risk assessment received from cleaning contractors; 	<ul style="list-style-type: none"> • Robust hygiene regime maintained; • Mitigate transmission of COVID-19; • Mitigate risk of litigation resulting from spread of COVID-19; 	Weekly
8	Insufficient registration, induction, supervision (and temperature checking) of contractors working on site.	<ul style="list-style-type: none"> • All visitors/contractors required to be signed in, supervised and to complete COVID-19 disclaimer; • Contractors visit outside of school hours where practicable; 	<ul style="list-style-type: none"> • Effective record keeping; • Mitigate risk of COVID-19 transmission at NHP; 	Premises Manager, Bursar
9	Lack of information on how to react to coughing and sneezing using tissues (and their disposal), crook of arm and immediately cleaning hands with soap and water or hand sanitiser.	<ul style="list-style-type: none"> • Posters displayed in classrooms, common areas and in staff rooms; • Guidance contained in COVID 19 Operational Guidance; • Regular reminders to staff and parents in newsletter; • Reinforcement of rules by class teachers; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Staff, pupils and parents understand need to comply with COVID-19 hygiene requirements; 	Ongoing, DH (Operations), class teachers,
10	Hygiene rules not effective. "catch it, bin it, kill it" not re-publicised or applied.	<ul style="list-style-type: none"> • Posters displayed in classrooms, common areas and in staff rooms; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; 	Ongoing, DH (Operations), class teachers,

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
		<ul style="list-style-type: none"> • Guidance contained in COVID 19 Operational Guidance; • Regular reminders to staff and parents in newsletter; • Reinforcement of rules by class teachers; 	<ul style="list-style-type: none"> • Staff, pupils and parents understand need to comply with COVID-19 hygiene requirements; 	
11	Insufficient First Aid trained personnel (ratio) for pupils in school and on activities and sport.	<ul style="list-style-type: none"> • Up to date first aid training for staff; • Records of staff first aid trained retained and updated by School Nurse; • First Aid training delivered remotely or to small groups in SD manner; 	<ul style="list-style-type: none"> • More than sufficient numbers of first aid trained staff with children at all times; 	Ongoing, Bursar, School Nurse, Admin Manager
12	Actions for using first aid on those with no COVID-19 symptoms unclear and not briefed.	<ul style="list-style-type: none"> • Full PPE guidance contained in COVID 19 Operational Guidance; • Comprehensive guidance and training for staff for treating children during pandemic; • Staff trained on use of PPE prior to reopening; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Effective supply of and training for use of PPE; 	Ongoing, Bursar, DH (Operations), School Nurse, Admin Manager
13	Medical policy, procedures and appropriate response to spectrum of medical issues not revised or shared?	<ul style="list-style-type: none"> • Health and Safety and First Aid Policies updated with COVID specific changes/enhancements; • Policy changes communicated to staff verbally and by email; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented and communicated; 	Ongoing, Bursar, DH (Operations), Heads of Section
14	Lack of School decision or policy for level of PPE required for staff or pupils.	<ul style="list-style-type: none"> • Inventory of PPE updated by premises team; • Replenishment levels agreed with Bursar; 	<ul style="list-style-type: none"> • Effective supply of PPE in school; • Efficient reordering levels in place; 	Ongoing, Bursar, Premises Team
15	Different age groups with different risk profiles for each group of staff and pupils not risk assessed?	<ul style="list-style-type: none"> • Full records and evidence of underlying health and risk categories of staff and pupils kept up to date; • Tailored risk assessments for staff; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented, communicated 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
			reviewed and followed;	
16	School unaware of those that have been identified as Clinically Extremely Vulnerable (CEV) via a letter to the individual from NHS or their GP.	<ul style="list-style-type: none"> • Full records and evidence of underlying health and risk categories of staff and pupils kept up to date; • Tailored risk assessments for staff; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented, communicated reviewed and followed; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
17	Clinically Extremely Vulnerable (CEV) staff and pupils have not been advised whether to work from home or go to school during period of national restrictions.	<ul style="list-style-type: none"> • Full records and evidence of underlying health and risk categories of staff and pupils kept up to date; • Tailored risk assessments for staff; • Flexible working arrangements for CEV staff; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented, communicated reviewed and followed; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
18	Measures in school are not sufficiently robust for clinically vulnerable staff and pupils.	<ul style="list-style-type: none"> • Measures implemented cover needs of all staff and pupils; • Regular review of school operations; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented, communicated reviewed and followed; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
19	Medical advice for vulnerable staff and children not being followed and insufficient support both at school and at home.	<ul style="list-style-type: none"> • Measures implemented cover needs of all staff and pupils; • Regular review of school operations; • Effective communication of procedures to staff and parents; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clear and unambiguous policies implemented, communicated reviewed and followed; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
20	Lack of knowledge on whom has tested positive for COVID-19 and vaccination status and if it is recorded (for elimination purposes). Evidence of negative result should not be requested.	<ul style="list-style-type: none"> Follow government guidance on recording of test results and implementation of isolation guidance; Comply with voluntary staff testing procedures; Timely and effective protocols to manage positive cases at school; Ask staff to volunteer to share their vaccine status; 	<ul style="list-style-type: none"> Mitigate risk of COVID-19 transmission at NHP; Clear and unambiguous policies implemented, communicated reviewed and followed; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
21	Lack of recording of which staff and pupils have been sent home with COVID-19 symptoms (a cough, high temperature or shortness of breath).	<ul style="list-style-type: none"> Follow government guidance on recording of test results and implementation of isolation guidance; Comply with voluntary staff testing procedures; Timely and effective protocols to manage positive cases at school; Full medical records retained and updated on school MIS; 	<ul style="list-style-type: none"> Mitigate risk of COVID-19 transmission at NHP; Clear and unambiguous policies implemented, communicated reviewed and followed; Reliable and updated school attendance register and return to school dates; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
22	Lack of regular dialogue with those that have suffered from COVID-19 and / or are isolated at home.	<ul style="list-style-type: none"> Regular dialogue with staff and parents of pupils isolating; Clear guidance on what to report to school; 	<ul style="list-style-type: none"> Mitigate risk of COVID-19 transmission at NHP; Clear and unambiguous policies implemented, communicated reviewed and followed; Reliable and updated school attendance register and return to school dates; 	Ongoing, Bursar, DH (Operations), Heads of Section, Admin Manager
23	Policy on wearing uniform and if washing also required to prevent infection for staff and	<ul style="list-style-type: none"> COVID 19 Operational Guidance contains detailed guidance on wearing of school uniform; 	<ul style="list-style-type: none"> Mitigate risk of COVID-19 transmission at NHP; Clear and unambiguous policies 	Ongoing, Bursar, DH (Operations), Heads of Section,

Date of policy: 9th September 2021
Date of review: Autumn Term 2021

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	pupils not re-considered.	<ul style="list-style-type: none">• On days when PE is timetables pupils come to school in Sports Kit;• Regular reminders to parents;	implemented, communicated reviewed and followed;	Admin Manager

Support Staff Risk Assessment in the COVID-19 Environment

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
1	Support and contract staff not regularly briefed on changes to school operation.	<ul style="list-style-type: none"> • All staff communications; • Line Managers brief teams on protocols; • Consistent reminders and application of school procedures; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Effective communication of protocols; 	Ongoing, SLT, Premises Team
2	Support staff and cleaners not fully considered or supported (particularly relating to age and vulnerability).	<ul style="list-style-type: none"> • PPE stocks pre-ordered and distributed to each building; • Clear instructions on use of PPE for all staff; • Cleaners briefed on product needs; • Face Visors, gloves and aprons worn by all front-line support staff; • Consideration of ECV staff needs; 	<ul style="list-style-type: none"> • Mitigate risk of infection amongst staff who interact with multiple pupils; • Clear instructions for use reduce risk of ineffective use of PPE; 	Ongoing, SLT, Premises Team
3	Support staff have insufficient/inappropriate PPE, cleaning materials and training.	<ul style="list-style-type: none"> • PPE stocks pre-ordered and distributed to each building; • Clear instructions on use of PPE for all staff; • Cleaners briefed on product needs; • Face Visors, gloves and aprons worn by all front-line support staff; • Consideration of ECV staff needs; 	<ul style="list-style-type: none"> • Mitigate risk of infection amongst staff who interact with multiple pupils; • Clear instructions for use reduce risk of ineffective use of PPE; 	Ongoing, SLT, Premises Team
4	Cleaning regimes not enhanced, regularly reviewed, inspected or conforming to revised hygiene rules.	<ul style="list-style-type: none"> • Enhanced cleaning regime implemented; • Daily cleaning of door handles, bannisters and other regularly touched surfaces; • Enhanced cleaning of dining halls between lunch sittings; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Effective communication of protocols; 	Ongoing, SLT, Premises Team
5	Security and access systems not regularly checked, updated and re-coded.	<ul style="list-style-type: none"> • Centralised Paxton access system, updated by PO, with approval from NB; • Regular system testing and review; 	<ul style="list-style-type: none"> • Secure Premises; • Regularly reviewed security arrangements; 	Ongoing, SLT, Premises Team
6	Fire and other emergency procedures not reconfigured, routes	<ul style="list-style-type: none"> • Fire Safety Review; 	<ul style="list-style-type: none"> • Clearly communicated evacuation procedures 	Ongoing, SLT, Premises

Date of policy: 9th September 2021
Date of review: Autumn Term 2021

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	not clear or regularly inspected.	<ul style="list-style-type: none">• Premises changes considered in light of need to change emergency procedures;• All PEEPS reviewed to ensure compliance with revised evacuation procedures;	<ul style="list-style-type: none">• Fit for purpose emergency evacuation plans in all buildings;	Team, School Nurse

Facilities Management Risk Assessment in the COVID-19 Environment

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
1	Insufficient hand washing or hand sanitiser 'stations' for all pupils and staff to clean their hands regularly.	<ul style="list-style-type: none"> • Hand sanitiser stations located throughout school and regularly reviewed; • Children taught how to use sanitiser stations and reminded to sanitise regularly; • 1:2:1 staff and those supporting children with complex needs to be extra vigilant and to give reminders; 	<ul style="list-style-type: none"> • Mitigate risk of misuse of sanitiser; • Hygienic environment for staff and pupils; • Mitigate risk of COVID-19 transmission at NHP; 	DH (Operations), class teachers, Premises Team
2	Policy and procedures for contractors including signing in and out, and badges on school sites not reviewed, and / or enforced.	<ul style="list-style-type: none"> • Contractors visit site only in case of emergency and out of hours where practicable; • Signing in and out of all visitors; • Visitors complete COVID-19 self-declaration; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Essential visitors only; 	DH (Operations), Premises Team
3	Contractor health declaration and pre-work briefings not considered or implemented.	<ul style="list-style-type: none"> • Contractors visit site only in case of emergency and out of hours where practicable; • Signing in and out of all visitors; • Visitors complete COVID-19 self-declaration; • Records retained; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Essential visitors only; • Effective record keeping to minimise spread of COVID-19; 	DH (Operations), Premises Team
4	Contractor (and visitor) hygiene arrangements not considered including parking, guiding, supervision, breaks, meals and toilets.	<ul style="list-style-type: none"> • Contractors visit site only in case of emergency and out of hours where practicable; • Signing in and out of all visitors; • Visitors complete COVID-19 self-declaration; • Records retained; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Essential visitors only; • Effective record keeping to minimise spread of COVID-19; 	DH (Operations), Premises Team
5	Insufficient heating and/or cooling system (including insufficient fuel levels if applicable).	<ul style="list-style-type: none"> • Regular testing and review of all plant and services in line with standard requirements; 	<ul style="list-style-type: none"> • Compliant premises and supply of critical services; 	DH (Operations), Premises Team
6	Insufficient gas supply, maintenance, checks, venting and valves.	<ul style="list-style-type: none"> • Regular testing and review of all plant and services in line with standard requirements; 	<ul style="list-style-type: none"> • Compliant premises and supply of critical services; 	DH (Operations), Premises Team

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
7	Air conditioning units, ducts, ventilation and extraction systems not checked on re-occupying school facilities (including workshops).	<ul style="list-style-type: none"> Regular testing and review of all plant and services in line with standard requirements; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; 	DH (Operations), Premises Team
8	Centralised ventilation system that removes and circulates air to different rooms is not using a fresh air supply.	<ul style="list-style-type: none"> Regular testing and review of all plant and services in line with standard requirements; Ventilation of rooms reviewed; Air Filtration systems operational; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; 	DH (Operations), Premises Team
9	Electrical tests not up-to-date including emergency lighting and PAT including electrical equipment bought in to school.	<ul style="list-style-type: none"> Regular testing and review of all plant and services in line with standard requirements; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; Updated PAT testing 	DH (Operations), Premises Team
10	Water testing for temperature, flow and legionella not in date, recorded or tested on re-opening facilities.	<ul style="list-style-type: none"> Regular testing and review of all plant and services in line with standard requirements; Records of all testing retained centrally and reviewed by Bursar; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; 	DH (Operations), Premises Team
11	Fire alarm panel, system and extinguishers not in date and not serviced.	<ul style="list-style-type: none"> Regular testing and review of all plant and services in line with standard requirements; Records of all testing retained centrally and reviewed by Bursar; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; 	DH (Operations), Premises Team
12	Fire doors improperly propped open to limit use of door handles and increase ventilation.	<ul style="list-style-type: none"> Regular inspection checks by SLT; Reminders to staff; 	<ul style="list-style-type: none"> Compliant premises and supply of critical services; 	DH (Operations), Premises Team
13	Insufficient chefs, supervising staff and cleaners to maintain high standards of hygiene.	<ul style="list-style-type: none"> Dialogue with catering and cleaning teams to ensure contingency in place in the event of disrupted service; Increased stock of dried goods held onsite; Preferred supply staff company used; 	<ul style="list-style-type: none"> Adequate supplies of food and labour to ensure lunches can be served; Premises team can be deployed to oversee hygiene of school; 	Ongoing, weekly
14	Servery and dining room rules inadequate or unsafe including wiping	<ul style="list-style-type: none"> Enhanced cleaning regime; 	<ul style="list-style-type: none"> Mitigate risk of COVID-19 transmission at NHP; 	DH (Operations), Premises

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	table, chairs and hard surfaces between sittings.	<ul style="list-style-type: none"> • Use of 2-metre-high screens to partition groups in dining halls; 	<ul style="list-style-type: none"> • Clean catering environment; 	Team, Catering Manager
15	Insufficient drinking supplies and hydration available in dining room and around the school.	<ul style="list-style-type: none"> • Water provided of all tables; replenished continuously; 	<ul style="list-style-type: none"> • Adequate supply of water in all catering areas; 	DH (Operations), Premises Team, Catering Manager
16	Cleaners changed working patterns during the day not discussed or agrees to meet the revised hygiene requirements.	<ul style="list-style-type: none"> • Enhanced cleaning regime in place; • During the school day premises team and catering teams responsible for delivery; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clean school environment; 	DH (Operations), Premises Team, Catering Manager
17	Cleaners have insufficient or revised instructions and training for appropriate cleaning and the wearing and disposal of PPE.	<ul style="list-style-type: none"> • Enhanced cleaning regime in place; • All COVID 19 Operational Guidance shared with cleaning companies; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clean school environment; 	DH (Operations), Premises Team, Catering Manager
18	New service level agreement not agreed for contract cleaners, maintenance and grounds for a new working environment.	<ul style="list-style-type: none"> • Enhanced cleaning regime in place; • All COVID 19 Operational Guidance shared with cleaning companies; • Modified service levels agreed contractually; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clean school environment; 	DH (Operations), Premises Team, Catering Manager
19	Insufficient cleaning staff for revised cleaning schedule and deep clean of each room and space daily unless left fallow.	<ul style="list-style-type: none"> • Enhanced cleaning regime in place; • All COVID 19 Operational Guidance shared with cleaning companies; • Modified service levels agreed contractually; • Cleaning contracts include deep cleaning clauses; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clean school environment; 	DH (Operations), Premises Team, Catering Manager
20	Insufficient immediate procedures (quarantine and deep clean) and PPE where areas contaminated with bodily fluids.	<ul style="list-style-type: none"> • Supply of PPE throughout schools; • Procedures for cleaning of areas where bodily fluids have spilled; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • Clean school environment; 	DH (Operations), Premises Team, Catering Manager
21	Cleaning staff not equipped or using appropriate PPE	<ul style="list-style-type: none"> • Supply of PPE throughout schools; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; 	DH (Operations),

	Hazard	Control Measures	Outcome	Remarks / Re-assessment
	including aprons, gloves, face coverings and their subsequent disposal.	<ul style="list-style-type: none"> • Procedures for cleaning of areas where bodily fluids have spilled; • Daily replenishment of PPE supplies; 	<ul style="list-style-type: none"> • Clean school environment; • Effectively equipped cleaning teams; 	Premises Team, Bursar
22	Waste procedures not reviewed or sufficient to cater for increase in waste measures.	<ul style="list-style-type: none"> • Waste collection scaled up and down with school operations; • Direct dialogue with contractors to agree service levels; 	<ul style="list-style-type: none"> • Effective waste disposal procedures; 	DH (Operations), Premises Team, Bursar
23	Pest control services not sufficiently regular, recorded or deficiencies identified and actioned.	<ul style="list-style-type: none"> • Regular dialogue with key contractors to update on reopening and service levels required; • Contractually binding agreements; • Training for 3rd party contractors; 	<ul style="list-style-type: none"> • Mitigate risk of COVID-19 transmission at NHP; • COVID-19 compliant school environment; • Assurance of service levels as required; 	DH (Operations), Premises Team, Bursar