

SANDFORD SPRINGS GOLF CLUB

Risk Assessment for 'Phased Return' During COVID-19 ('COVID')

INTRODUCTION

Quite clearly, the threat posed by COVID 19 ('COVID') causes us to be living in extremely strange, unsettling and challenging times. We effectively have no historical precedents that we can call upon to determine behaviours, and the basis for planning has been developed *very* recently.

There is currently neither a vaccine, nor treatment that ensures recovery. We have to assume that the threat presented by COVID will continue for an unknown duration that can only be fully determined by the time required not only to develop a vaccine, but to administer it to the entire population. The UK Government has taken the view that risk to our health needs to be balanced not only with financial/economic risk but the risk to our general well-being, and to our way of life that has developed over centuries.

In contrast, our challenge is to develop and implement new rules, new habits, new roles, new behaviours and new expectations, not over centuries, but over a few weeks! This new culture calls for support and 'buy-in' from everyone at all times.

These unique circumstances are not only new, but they are dynamic – i.e. they are constantly changing. What was ok yesterday may not be ok tomorrow – and vice versa. Organizations that appreciate these dynamics, react positively to them and adapt accordingly will be safer, better, more professional and more productive than those that do not. In order to achieve this *everyone's* positive, creative ideas and input is required – so this notion of 'agile collaboration' needs to be explored, planned and developed.

One thing that has not changed in any way at all is health and safety legislation and regulation. However, 'health and safety' has taken on a whole new and *vital* significance. To be absolutely clear, employers have a duty of care to their employees and others who could be affected by their acts or omissions. Employees have a clear, reciprocal duty to cooperate. The health and well-being of every one of us now really must be 'OUR TOP PRIORITY' and we need to practice this every single second of our new style working lives.

The main driver for this will be risk assessment - hence this document. It must be read, understood and the specified controls strictly applied by everyone, at all times.

So welcome to what has become known as 'The New Normal'!

Firstly, this new working world may seem even stranger than the domestic version that was imposed by the lockdown on 23rd March 2020. It will evolve and develop 'dynamically' as more is learned about COVID and as protective control measures and habits develop and are implemented.

Secondly, we will be all guided by 'the science' (i.e. by expert scientific advice), by the government and by *authorized* sources of information (e.g. Public Health England and The World Health Organization). Social and traditional media have important roles to play but we should beware of inaccurate, sensationalist or misleading information – otherwise known as 'fake news'.

Finally, to repeat, **The New Normal must be led by risk assessment.....**

N.B.: Nothing in this risk assessment should be read as being in conflict with UK Government advice or guidance. On the contrary, this document sets out to interpret and implement that guidance within the golfing environment. This risk assessment is based on information available up 14th Sept 2020

RISK PROFILE: FOR SANDFORD SPRINGS GOLF CLUB
PHASED RETURN DURING COVID 19 (COVID)
Initiated by Tom Searle (Britrisk Safety Advisor)

Risk Assessment Areas	Risk Factors
SECTION 1: Over-arching risk assessment / risk control strategy	1A: Eliminate / Reduce & Minimise / Implement & Control 1B: HSE 5 Steps to risk assessment 1C: Duty Holders / Task Allocation 1D: Risk Factors
SECTION 2: Greenkeeping Compound / Course Maintenance	2A: Social / Behavioural / Ethical 2B: Psychological / Mental Wellbeing 2C: Working Environment & Premises 2D: Management & Communications
SECTION 3: Golf Course (players / public footpaths / car park)	3A: Social / Behavioural / Ethical 3B: Psychological / Mental Wellbeing 3C: Working Environment & Premises 3D: Management & Communications
SECTION 4: Golf Professional / Pro Shop / Club Fitting / Coaching	4A: Social / Behavioural / Ethical 4B: Psychological / Mental Wellbeing 4C: Working Environment & Premises 4D: Management & Communications
SECTION 5: Clubhouse / Office /Kitchen / Catering	5A: Social / Behavioural / Ethical 5B: Psychological / Mental Wellbeing 5C: Working Environment & Premises 5D: Management & Communications
SECTION 6: Driving Range	6A: Social / Behavioural / Ethical 6B: Psychological / Mental Wellbeing 6C: Working Environment & Premises 6D: Management & Communications
SECTION 7: The Hotel	6A: Social / Behavioural / Ethical 6B: Psychological / Mental Wellbeing 6C: Working Environment & Premises 6D: Management & Communications

ESSENTIAL GUIDANCE REGARDING THIS RISK ASSESSMENT:

General hygiene and sourcing of relevant equipment:

- Thorough hand washing with soap and water for at least 20 seconds is preferable to hand sanitiser
- Hand sanitiser should have minimum alcohol content of 70% or Virusidal and should be readily available, ideally via wall mounted stations.
- Hand wash facilities should be dedicated, i.e. should not be used for other purposes (e.g. equipment cleansing such as washing up)
- PPE and sanitiser should be sourced from reputable sources and used in accordance with advice from authorised sources. Care should be exercised regarding a variety of reported frauds and substandard merchandise
- Agree and implement regular, deep-cleaning regime.

Home / Distance Working:

- The HSE has relaxed normal controls on staff working from home.
- Staff who are home working should apply their own controls including:
 - Create a regular workstation area that provides a safe and healthy posture
 - Take regular breaks and light exercise
 - Periodically look away from screen into the distance for a few minutes
- Identify necessary video conferencing facilities (e.g. 'Zoom' or 'Microsoft Teams') train staff accordingly and utilise wherever possible to aid distance working

Signage:

- Signage should be created / displayed based on recognised safety pictograms (red circle = no permitted access / green arrow = safe route / blue circle = mandatory / yellow triangle = warning)
N.B. Britrisk can assist with supplying necessary signs.

Business Continuity:

- The club's Business Continuity Plan should be reviewed in light of COVID and the potential for any similar/future event

First Aiders:

- First Aiders may be reluctant to continue in their roles. Accordingly, the First Aid risk assessment should be reviewed as a priority and include:
 - The use of disposable gloves
 - The use of respirable masks according to minimum standards FFP2 or KN95
 - the need for staff to view a short on-line training video on the HSE website re. use of suitable masks via the following link:
<https://www.hse.gov.uk/news/face-mask-ppe-rpe-coronavirus.htm>
 - Instruction to First Aiders that when administering CPR they should not perform rescue breaths
 - Reference to the St John Ambulance website via this link:
<https://www.sja.org.uk/get-advice/first-aid-advice/covid-19-advice-for-first-aiders/>

Insurance:

- The club's insurers should be consulted with a view to ascertaining any required actions and any exclusions from the policy consequent on COVID-19

SECTION 1: Over-arching Risk Assessment / Risk Reduction Strategy		This risk assessment was last reviewed by: Tom Moran 14 th Sept 2020	
RED = CONTROLS NOT ACTIONED / HIGH RISK	AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED	GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK	
Risk Assessment Ethos & Approach			Duty Holder
<p>1A: Eliminate / Reduce & Minimise / Implement & Control: Ideally risk should be ELIMINATED. For example, strict working from home under lockdown conditions entails no risk whatsoever of virus transmission in the workplace, therefore elimination is the ideal control measure.</p> <p>If risk cannot be eliminated, the next best option is to MINIMISE and CONTROL. Typical examples of this are 'social distancing', strict handwashing or use of sanitiser and use of personal protective equipment (PPE) such as suitable gloves or masks. PPE is a 'last resort'. Risk MUST be minimised 'so far as is reasonably practicable'.</p> <p>Risk assessments must be suitable and sufficient. Whatever measures are taken to reduce risk, those controls MUST be implemented.</p>			<p>This risk assessment process will be overseen by: Tom Moran in association with Britrisk Safety Ltd.</p> <p>(Identified Key Duty holders should implement stated controls and ensure appropriate communication of information)</p>
<p>1B: The HSE (Health & Safety Executive) provides the following 5 Steps guidance to risk assessment:</p> <p>Step 1: Identify hazards, i.e. anything that may cause harm. (Clearly this is the COVID virus).</p> <p>Step 2: Decide who may be harmed, and how. (This may be either individuals or groups of people. In this document assessment is by department).</p> <p>Step 3: Assess the risks and take action. (In this instance the risk is considered potentially <u>severe</u>.)</p> <p>Step 4: Make a record of the findings. (This document may be held in paper or electronic form. It is designed in such a way that actions may be assigned to identified Duty Holders within each department.)</p> <p>Step 5: Review the risk assessment. This should happen periodically or if anything changes. The risks associated with COVID indicate that this risk assessment should be reviewed very frequently – perhaps weekly or in line with changes in government advice or emergency measures.</p>			
<p>1C: Duty Holders / Task Allocation: Notwithstanding the new and unique circumstances presented by COVID, the Britrisk system of health and safety management calls for the identification of Duty Holders to whom related tasks and responsibilities are assigned. This is an important aspect of how we move forward through the short, medium and long term future.</p> <p>Accordingly, those to whom tasks are assigned within this risk assessment are accountable for so doing. Whilst tasks may be delegated to other individuals, the responsibility for ensuring completion cannot be delegated and rests with the stated Duty Holder.</p>			
<p>1D: Risk Factors: Each section is compiled with the following potential risk factors in mind: A: Social / Behavioural / Ethical</p>			

B: Psychological / Mental Wellbeing C: Working Environment & Premises D: Management & Communications	
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SECTION 2: Compound and Golf Course Maintenance (Greenkeepers)	Risk Assessment last reviewed by: Tom Moran 14/9/20
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Risk Control Factor	Duty Holder
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<p>2A: Social / Behavioural / Ethical</p> <ul style="list-style-type: none"> All members of staff fully inducted re. COVID control measures and phased return including the need to ensure social distancing / hygiene controls / new behavioural expectations and 'zero tolerance' approach to disciplines Strict handwashing with soap and water to be observed where practical Where handwashing is not practical, sanitiser with minimum 70% alcohol content to be used or Virusidal Access to mess room / communal areas limited or prohibited Staff instructed to minimise personal belongings brought to the workplace as far as possible Storage of all personal items including food & drink, kept safe and separate Working hours / break times staggered as necessary re. social distancing Toolbox talks / team meetings held outdoors or in well ventilated areas Individual items of work equipment are allocated for use by single, dedicated member of staff where possible Users are responsible for cleaning and disinfecting handles etc. on all items of equipment before and after use Wherever possible 'reverse' into doors to open them to avoid touching with hands <u>Personally owned / used</u> devices (e.g. phones / tablets) are used for briefings and other communications in preference to paper / writing materials Staff members work separately where tasks permit (however staff should maintain acute awareness of existing lone-working risk assessments). Arrangements in position to advise visiting contractors / operatives / visitors re. all relevant controls 	<p>Tom Moran Will Green</p>
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<p>2B: Personal Psychological / Mental / Physical Wellbeing</p> <ul style="list-style-type: none"> Steps are taken to encourage formation of 'Social Circles' comprising approximately 5 staff members who meet regularly to discuss their general stress levels, concerns, anxieties, etc. Any concerns to be addressed / escalated accordingly. Support from specialist occupational health specialist to be arranged in the event of any identified significant or severe problems In due course consider 'Stress & Mental Wellbeing at Work' programme to be delivered by Britrisk Safety Any person who may have a known health weakness that raises risks relevant to COVID are subject to person-specific risk assessment (need to maintain full awareness of confidentiality and data protection) Any required risk assessment to be escalated & assisted by Britrisk Safety All staff maintain general awareness of COVID symptoms and act accordingly Key duty holders maintain a watching brief on the availability of government testing regime and other initiatives and encourage staff to access accordingly 	<p>Tom Moran</p>
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<p>2C: Working Environment & Premises</p> <ul style="list-style-type: none"> Nominated member(s) of staff ensures suitable disinfectant spray / cleaning materials / sanitiser is readily available and checked frequently Areas/items subject to frequent use, notably door handles PPE locker room and toilets, are subject to a regular regime of scrupulous cleaning with disinfectant Toilet facilities contain warm air hand driers, or disposable paper towels. Any multi-use towels are permanently removed A walk-through check of the need for signage has been conducted and signage requirements identified accordingly Signage (including compliant pictograms) ordered / supplied / in good condition 	<p>Eddie C</p>
<p>2D: Management & Communications</p> <ul style="list-style-type: none"> Public information relating to COVID may be inconsistent even from authorised sources (e.g. advice regarding the wearing of facemasks). Media reports and advice are treated with a degree of scepticism until they have been authenticated by an authorised source such as Public Health England or the World Health Organisation. A Single Point of Contact ('SPOC') at the club is appointed to gather/coordinate all relevant information whether via staff of the public domain and ensures communication with all Duty Holders. The SPOC maintains an acute awareness of the Gov.uk website insofar as this relates to COVID. 'COBS' (Covid 19 Briefing Sessions) are held at weekly intervals to consider & update both general public health guidance and that relating specifically to golf clubs Resulting information will be included in this risk assessment and appropriately communicated. Existing risk assessments for this department have been reviewed in line with COVID controls – All Duty Holders to report back to SPOC accordingly This risk assessment has been seen and understood by all staff within department – appointed Duty Holder to report back to SPOC accordingly 	<p>Tom Moran Will Green</p>

<p>SECTION 3: Golf Course (players / public footpaths / car park)</p>	<p>Risk Assessment last reviewed by: Tom Moran 14/9/20</p>	
<p>RED = CONTROLS NOT ACTIONED / HIGH RISK</p>	<p>AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED</p>	<p>GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK</p>
<p>Risk Control Factor</p>		<p>Duty Holder</p>
<p>3A: Social / Behavioural / Ethical</p> <ul style="list-style-type: none"> Arrangements are in position to advise players re. all relevant controls (via IG, noticeboards and website) Strict handwashing with soap and water to be observed where practical Where handwashing is not practical sanitiser with minimum 70% alcohol content to be used or virucidal Players requested to minimise personal belongings brought to the club as far as possible Storage of all personal items including food & drink, kept safe and separate Tee times are booked online where possible Payments are on-line, contactless with zero cash handling recommended 		<p>Tom Moran</p>

- When details of the Government’s COVID-19 restrictions are known, staff will finalise ‘safe play’ procedures and communicate these to golfers. Plans should be put in place to ensure that any practices required of golfers before, during and after the round, including communications of temporary provisions relating to the playing of the game, can be easily and effectively communicated in advance, and reinforced when golfers arrive to play. It may be appropriate to send these guidelines to members, place them on the online booking arrangements and place signage on the first tee as a reminder.
- Access to toilet and changing room facilities, is permitted in very small numbers, maintaining social distancing. These areas are regularly sanitised and disinfected.

Course Access

All members and guests playing at Sandford springs must:

- Not be displaying COVID-19 symptoms or been in contact with those who have had
- Have a tee reservation before arrival

Booking & Arrival:

- Booking a tee time in advance is compulsory. Either online or over the phone.
- Golfers should travel to the club alone, or with a member of the same household.
- When parking your car ensure that you observe social distancing.
- Observe social distancing always and resist the temptation to mingle.

To the First Tee

- Arrive at the 1st tee no more than 5 minutes prior to the reserved tee time.

On the Course

- Social distancing observed throughout, particularly on tees and greens.
- Social spacing signage identifies waiting areas on tee box approaches.
- Rubbish bins and divot bins all removed.
- Ball washers removed or covered over.
- Bunker rakes removed, players to smooth sand with feet after their shot.
- Flagsticks to remain in the hole and must not be touched.
- Hole cups will be foam filled for contact-free ball retrieval.
- Once a hole is completed, the group in front must have exited the tee box before players can progress to the next hole.
- Do not double back to re-play if a ball is lost, unplayable, or in a penalty area.
- Equipment, food, and drink must not be exchanged between players.
- Players must not pick up another player’s equipment or golf ball.
- Players must refrain from handshakes and high fives

Getting Home Safely

- Hands may be washed and sanitised in the toilets.
- Ensure clubs and equipment are cleaned thoroughly after use.

3B: Personal Psychological / Mental / Physical Wellbeing

- Whilst it is not the club’s responsibility to engage members and players in this respect, encouraging mental / physical / social / wellbeing circle, seminars, video conferences etc. may be advantageous.

Tom Moran

<p>3C: Working Environment & Premises</p> <ul style="list-style-type: none"> Nominated member(s) of staff ensures suitable disinfectant spray / cleaning materials / sanitiser is readily available and checked frequently Areas/items subject to frequent use, notably door handles locker rooms and toilets, are subject to a regular regime of scrupulous cleaning with disinfectant. Toilet facilities contain warm air hand driers, disposable paper towels or single-use towels. Any multi-use towels are removed. A walkthrough of the course, car park etc. to identify the need for external signage has been conducted and requirements identified accordingly Signage is to be placed at all public footpath access points around the course to warn people who have become accustomed to walking the course during lock down that golf is now in play and instructions to stick to the footpaths and keep dogs on leads etc. Signage (including compliant pictograms) ordered / supplied / maintained in good condition Remove flagsticks or ask golfers to leave the flag in at all times. With the flagstick in, use a hole liner system so the ball does not drop and can be retrieved without touching flag or cup Remove bunker rakes and divot boxes, and cover or close ball washers and any other course furniture that would otherwise be touched Cover, remove or tape off all benches and seating from the course and external grounds 	<p>AM IM EC Monica</p>
<p>3D: Management & Communications</p> <ul style="list-style-type: none"> Website modifications and strategically positioned signs provide members and visitors instructions on new COVID-related procedures Existing risk assessments for course have been reviewed in line with new COVID controls – All Duty Holders to report back to SPOC accordingly This risk assessment has been seen and understood by all relevant staff – appointed Duty Holder to report back to SPOC accordingly 	<p>Tom M</p>

<p>SECTION 4: Golf Professional / Pro Shop / Club Fitting / Coaching</p>		<p>Risk Assessment last reviewed by: Tom Moran 14/9/20</p>	
<p>RED = CONTROLS NOT ACTIONED / HIGH RISK</p>	<p>AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED</p>	<p>GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK</p>	
<p>Risk Control Factor</p>			<p>Duty Holder</p>
<p>4A: Social / Behavioural / Ethical</p> <p>GOLF PROFESSIONAL & PRO SHOP:</p> <ul style="list-style-type: none"> See relevant aspects of SECTION 3A above. A maximum of 4 people (not including staff) are allowed in the shop at any one time as per social distancing guidelines All staff and customers must wear a mask in the pro shop Single staff member per shift uses the till. If multiple people are operating the same till, hands & till buttons are cleansed before and after each transaction A transparent screen is installed to protect shop staff Cash transactions are not recommended. Bookings & payments made online wherever possible 			<p>Matt Selley</p>

<ul style="list-style-type: none"> Clearly defined & signed queuing area outside the shop Hand sanitiser positioned at the entrance to the shop and all customers required to sanitise before entering The shop door remains open to avoid contact with handles by golfers. Also facilitates view of number of occupants Rental trolley handles are removed/sanitised between each use Review merchandising of shop e.g. essential items positioned close to the till area, especially given possible lower levels of staffing Transactions requiring advice located in an area where shop staff can offer advice whilst also observing safe social distancing Buggy use: One person only per hire, with full disinfection between hires <p>CLUB FITTING SESSIONS:</p> <ul style="list-style-type: none"> This service is only offered by prior booking Customers/fitters are required to sanitise when entering/leaving the fitting area Customer advice signage is prominently displayed when entering the fitting area to notify the measures and procedures in place Customers/fitters observe 2 metre social distancing guidelines at all times All golf fitting components are disinfected after every use before being returned to its storage location Particular attention is given to sanitising the club grip before and after passing component clubs between fitter and customer Golf balls used in the club fitting disinfected to avoid cross-contamination between customer and fitter <p>GOLF COACHING:</p> <ul style="list-style-type: none"> Coaching only takes place outdoors or in a well-ventilated area Social distancing guidelines to be observed If using a practice ground/area there is a 2 metre exclusion zone around the lesson tee/golfer If a player is moved into position an alignment stick is used and sanitised before/after the lesson Hands are washed with soap and water before and after the session Short game coaching sessions allow golfers to use their own balls, in order not to share equipment that others have touched 	
<p>4B: Personal Psychological / Mental / Physical Wellbeing</p> <ul style="list-style-type: none"> Any person who may have a known health weakness that raises risks relevant to COVID to be subject to person-specific risk assessment (need to maintain full awareness of confidentiality and data protection) Any required risk assessment to be escalated & assisted by Britrisk Safety All staff maintain general awareness of COVID symptoms and act accordingly Key duty holders maintain a watching brief on the availability of government testing regime and other initiatives and encourage staff to access accordingly 	Tom Moran
<p>4C: Working Environment & Premises</p> <ul style="list-style-type: none"> Refer to 4A above i.e. new rules & guidance within pro shop. Signage requirements identified accordingly Signage (including compliant pictograms) & floor markers ordered / supplied / in good condition Refer to 4A above and provide sanitiser if available 	Matt Selley

4D: Management & Communications <ul style="list-style-type: none"> • 'COBS' (Covid 19 Briefing Sessions) are held at regular intervals to consider & update both general public health guidance and that relating specifically to golf clubs • Resulting information will be added to this risk assessment and appropriately communicated. • Existing risk assessments for this department have been reviewed in line with COVID controls – All Duty Holders to report back to SPOC accordingly • This risk assessment has been seen and understood by all staff within department – appointed Duty Holder to report back to SPOC accordingly 	Tom Moran
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SECTION 5: Clubhouse / Office / Kitchen / Catering		Risk Assessment last reviewed by: Tom Moran 14/9/20
RED = CONTROLS NOT ACTIONED / HIGH RISK	AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED	GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK
Risk Control Factor		Duty Holder
5A: Social / Behavioural / Ethical <ul style="list-style-type: none"> • All members of staff fully inducted re. COVID control measures and phased return including the need to ensure social distancing / hygiene controls / new behavioural expectations and 'zero tolerance' approach to disciplines • All staff are encouraged to wear masks when moving around the building • Strict handwashing with soap and water to be observed where practical • Where handwashing is not practical sanitiser with minimum 70% alcohol content to be used (subject to availability) or virucidal • Staff instructed to minimise personal belongings brought to the workplace as far as possible and bring their own food and drink to work • Storage of all personal items including food & drink, safe and separate • Access limited only to specified areas and by authorised staff members. Members, visitors etc. only permitted access as specified within this document or when government/industry guidelines permit. • Arrangements in position to advise visiting contractors / operatives / visitors re. all relevant controls • Regime of frequent waste collection / cleaning & disinfectant etc. implemented • Working hours / break times staggered as necessary re. social distancing • Team meetings held outdoors or in well ventilated areas • Users responsible for sanitising handles etc. on all items of equipment before and after use • Wherever possible open doors by 'reversing' into them to avoid hand contact • <u>Personally owned / used</u> devices (e.g. phones / tablets) are used for briefings and other communications in preference to paper / writing materials • Staff members work separately where tasks permit (however maintain acute awareness of existing lone-working risk assessments • Indoor seating of no more than 6 • Outdoor seating of no more than 6 • No gathering at the bar • All guests must register their arrival to use clubhouse facilities, through our portal www.sandfordsprings.co.uk/covid 		Tom Moran IM

<p>5B: Personal Psychological / Mental / Physical Wellbeing</p> <ul style="list-style-type: none"> • Steps are taken to encourage formation of ‘Social Circles’ comprising approximately 5 staff members who meet regularly to discuss their general stress levels, concerns, anxieties, etc. Any concerns to be addressed / escalated accordingly. Support from specialist occupational health specialist to be arranged in the event of any identified significant or severe problems • In due course consider ‘Stress & Mental Wellbeing at Work’ programme to be delivered by Britrisk Safety • Any person who may have a known health weakness that raises risks relevant to COVID to be subject to person-specific risk assessment (need to maintain full awareness of confidentiality and data protection) • Any required risk assessment to be escalated & assisted by Britrisk Safety • All staff maintain general awareness of COVID symptoms and act accordingly 	<p>Tom Moran</p>
<p>5C: Working Environment & Premises</p> <ul style="list-style-type: none"> • Nominated member(s) of staff ensures suitable disinfectant spray / cleaning materials / sanitiser is readily available and checked frequently • Areas/items subject to frequent use, notably door handles locker rooms and toilets, are subject to a regular regime of scrupulous cleaning with disinfectant. • Toilet facilities should contain warm air hand driers, disposable paper towels or single-use towels. Any multi-use towels are removed. • A walk-through check of the need for signage has been conducted and signage requirements identified • Create signage accordingly based on recognised safety pictograms (red circle = no permitted access / green arrow = safe route / blue circle = mandatory / yellow triangle = warning) <i>N.B. Britrisk can assist with supplying necessary signs.</i> • Signage (including compliant pictograms) supplied / in good condition • Where water supplies have not been used during lockdown, ensure legionella risk assessment is revisited and all water supplies flushed through for at least 5 minutes • Kitchen hygiene controls and PPE requirements have been reviewed in line with COVID-related risks, including thorough utensil washing and equipment sanitizing after all handling by different staff members • Office to be re-configured to comply with social distancing requirements • Consider personal ‘aerosols’ / back-to-back seating / use of transparent screens 	<p>IM</p>
<p>5D: Management & Communications</p> <ul style="list-style-type: none"> • Public information relating to COVID may be inconsistent even from authorised sources (e.g. advice regarding the wearing of facemasks). Media reports and advice are treated with a degree of scepticism until they have been authenticated by an authorised source such as Public Health England or the World Health Organisation. • A Single Point of Contact (‘SPOC’) at the club is appointed to gather/coordinate all relevant information whether via staff of the public domain and ensures communication with all Duty Holders. • The SPOC maintains an acute awareness of the Gov.uk website insofar as this relates to COVID. • ‘COBS’ (COVID 19 Briefing Sessions) are held at regular intervals to consider & update both general public health guidance and that relating specifically to golf clubs. At least one board member attends. • Resulting information will be added to this risk assessment and appropriately communicated • The management and administration of the club in many ways remains 	<p>Tom Moran</p>

<p>focused on its core objectives. However, the health & safety policy and risk assessments are reviewed / communicated to ensure the health, safety and welfare of all present including visitors & contractors</p> <ul style="list-style-type: none"> • Whilst clubhouse & office access remains restricted there is a need for the management of the club to be maintained. Members and visitors are made aware of the alternative communication channels that are available • The office is appropriately arranged to ensure social distancing is maintained. • External contractors / operatives must work under risk assessments (and method statements where applicable – ‘RAMS’). Evidence of this process (<i>specifically relating to COVID 19</i>) is required before work commences. • Existing risk assessments for all departments have been reviewed in line with COVID controls – All Duty Holders to report back accordingly • This risk assessment has been seen and understood by all staff – all Duty Holders to report back accordingly • Key duty holders maintain a watching brief on the availability of government testing regime and other initiatives and encourage staff to access accordingly 	
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SECTION 6: Driving Range		Risk Assessment last reviewed by: Tom Moran 14/9/20	
RED = CONTROLS NOT ACTIONED / HIGH RISK	AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED	GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK	
Risk Control Factor			Duty Holder
6A: Social / Behavioural / Ethical			MS
<ul style="list-style-type: none"> • See Section 4 above re. activities relating to Golf Pro. / Club Fitting / Coaching • Coaching is carried out on the side of the range with least footfall 			
6B: Personal Psychological / Mental / Physical Wellbeing			MS
<ul style="list-style-type: none"> • This section is not applicable 			
6C: Working Environment & Premises			MS
<ul style="list-style-type: none"> • Nominated member(s) of staff ensures suitable disinfectant spray / cleaning materials / sanitiser is readily available and checked frequently • Areas/items subject to frequent use, notably door handles and toilets, are subject to a regular regime of scrupulous cleaning with disinfectant. • A walk-through check of the need for signage has been conducted and requirements identified accordingly • Signage (including compliant pictograms) supplied / in good condition • Bays are appropriately positioned to permit 2m social distancing guidance • If bays are not separated by partitioning, alternate bays are closed to allow for social distancing • Hand sanitiser available • Ensure ball dispenser surfaces are cleaned frequently 			
6D: Management & Communications			
<ul style="list-style-type: none"> • Pro to advise Users re. safe procedures • Players are asked to use their own equipment 			
			Tom Moran

SECTION 7: Hotel		Risk Assessment last reviewed by: Tom Moran 14/9/20	
RED = CONTROLS NOT ACTIONED / HIGH RISK	AMBER = CONTROLS IN HAND & DUTY HOLDER APPOINTED	GREEN = CONTROLS FULLY IMPLEMENTED / LOW RISK	
Risk Control Factor			Duty Holder

<p>7A: Social / Behavioural / Ethical</p> <ul style="list-style-type: none"> • All members of staff fully inducted re. COVID control measures and phased return including the need to ensure social distancing / hygiene controls / new behavioural expectations and 'zero tolerance' approach to disciplines • All staff are encouraged to wear masks when moving around the building • Strict handwashing with soap and water to be observed where practical • Where handwashing is not practical sanitiser with minimum 70% alcohol content to be used (subject to availability) or virucidal • Staff instructed to minimise personal belongings brought to the workplace as far as possible and bring their own food and drink to work • Storage of all personal items including food & drink, safe and separate • Access limited only to specified areas and by authorised staff members. Members, visitors etc. only permitted access as specified within this document or when government/industry guidelines permit. • Arrangements in position to advise visiting contractors / operatives / visitors re. all relevant controls • Regime of frequent waste collection / cleaning & disinfectant etc. implemented • Working hours / break times staggered as necessary re. social distancing • Team meetings held outdoors or in well ventilated areas • Users responsible for sanitising handles etc. on all items of equipment before and after use • Wherever possible open doors by 'reversing' into them to avoid hand contact • <u>Personally owned / used</u> devices (e.g. phones / tablets) are used for briefings and other communications in preference to paper / writing materials • Staff members work separately where tasks permit (however maintain acute awareness of existing lone-working risk assessments) • Indoor seating of no more than groups of 6 • Outdoor seating of no more than 6 • No gathering at the bar • All guests advised to call reception upon arrival to be advised when to enter the hotel • Only one room to check in at a time 	<p>Tom Moran Antonio Mele</p>
<p>7B: Personal Psychological / Mental / Physical Wellbeing</p> <ul style="list-style-type: none"> • Steps are taken to encourage formation of 'Social Circles' comprising approximately 5 staff members who meet regularly to discuss their general stress levels, concerns, anxieties, etc. Any concerns to be addressed / escalated accordingly. Support from specialist occupational health specialist to be arranged in the event of any identified significant or severe problems • In due course consider 'Stress & Mental Wellbeing at Work' programme to be delivered by Britrisk Safety • Any person who may have a known health weakness that raises risks relevant to COVID to be subject to person-specific risk assessment (need to maintain full awareness of confidentiality and data protection) • Any required risk assessment to be escalated & assisted by Britrisk Safety • All staff maintain general awareness of COVID symptoms and act accordingly 	<p>Antonio Mele</p>
<p>7C: Working Environment & Premises</p> <ul style="list-style-type: none"> • Nominated member(s) of staff ensures suitable disinfectant spray / cleaning materials / sanitiser is readily available and checked frequently • Areas/items subject to frequent use, notably door handles locker rooms and toilets, are subject to a regular regime of scrupulous cleaning with disinfectant. • Toilet facilities should contain warm air hand driers, disposable paper towels or 	<p>Monica</p>

<p>single-use towels. Any multi-use towels are removed.</p> <ul style="list-style-type: none"> • A walk-through check of the need for signage has been conducted and signage requirements identified • Create signage accordingly based on recognised safety pictograms (red circle = no permitted access / green arrow = safe route / blue circle = mandatory / yellow triangle = warning) <i>N.B. Britrisk can assist with supplying necessary signs.</i> • Signage (including compliant pictograms) supplied / in good condition • Where water supplies have not been used during lockdown, ensure legionella risk assessment is revisited and all water supplies flushed through for at least 5 minutes • Kitchen hygiene controls and PPE requirements have been reviewed in line with COVID-related risks, including thorough utensil washing and equipment sanitizing after all handling by different staff members • Office to be re-configured to comply with social distancing requirements • Consider personal 'aerosols' / back-to-back seating / use of transparent screens • Maximum of 2 (from different households) to share a room • Main entrance door to be set to automatic opening • No more than one room to check in at a time • Only one housekeeper to clean each room, disinfecting all touch points after check out 	
<p>7D: Management & Communications</p> <ul style="list-style-type: none"> • Public information relating to COVID may be inconsistent even from authorised sources (e.g. advice regarding the wearing of facemasks). Media reports and advice are treated with a degree of scepticism until they have been authenticated by an authorised source such as Public Health England or the World Health Organisation. • A Single Point of Contact ('SPOC') at the club is appointed to gather/coordinate all relevant information whether via staff of the public domain and ensures communication with all Duty Holders. • The SPOC maintains an acute awareness of the Gov.uk website insofar as this relates to COVID. • 'COBS' (COVID 19 Briefing Sessions) are held at regular intervals to consider & update both general public health guidance and that relating specifically to golf clubs. At least one board member attends. • Resulting information will be added to this risk assessment and appropriately communicated • The management and administration of the hotel in many ways remains focused on its core objectives. However, the health & safety policy and risk assessments are reviewed / communicated to ensure the health, safety and welfare of all present including visitors & contractors • The office is appropriately arranged to ensure social distancing is maintained. • External contractors / operatives must work under risk assessments (and method statements where applicable – 'RAMS'). Evidence of this process (<u>specifically relating to COVID 19</u>) is required before work commences. • Existing risk assessments for all departments have been reviewed in line with COVID controls – All Duty Holders to report back accordingly • This risk assessment has been seen and understood by all staff – all Duty Holders to report back accordingly • Key duty holders maintain a watching brief on the availability of government testing regime and other initiatives and encourage staff to access accordingly 	<p>Antonio Mele</p>

LIKELIHOOD	LIKELY (3)	MEDIUM RISK (3)	HIGH RISK (6)	EXTREME RISK (9)
	UNLIKELY (2)	LOW RISK (2)	MEDIUM RISK (4)	HIGH RISK (6)
	HIGHLY UNLIKELY (1)	TRIVIAL RISK (1)	LOW RISK (2)	MEDIUM RISK (3)
		SLIGHTLY HARMFUL (1)	HARMFUL (2)	EXTREMELY HARMFUL (3)
SEVERITY				