



# **Covid-19: Operational Risk Assessment**

**Review to include full re-opening September 2020**

**This Risk Assessment includes the  
Shared Services Team**



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## Definitions

In this **Covid-19 Risk Assessment**, unless the context otherwise requires, the following expressions shall have the following meanings:

- I. **'The Romero Catholic Academy'** means the Company named at the beginning of this **Covid-19 Risk Assessment** and includes all sites upon which the Company is undertaking, from time to time, being carried out. The Romero Catholic Academy includes; **Corpus Christi, Good Shepherd, Sacred Heart, Blue Sky, SS Peter and Paul, St Gregory, St John Fisher, St Patrick, Cardinal Wiseman, Shared Services Team.**
- II. **'Romero Catholic Academy'** means the Company responsible for the management of the Academy and, for all purposes, means the employer of staff at the Company.
- III. **'Board'** means the board of Directors of the Romero Catholic Academy.
- IV. **'Chair'** means the Chair of the Board or the Chair of the Local Academy Committee of the Academy appointed from time to time, as appropriate.
- V. **'Clerk'** means the Clerk to the Board or the Clerk to the Local Academy Committee of the Academy appointed from time to time, as appropriate.
- VI. **'Catholic Senior Executive Leader'** means the person responsible for performance of all Academies and Staff team within the Multi Academy Company and is accountable to the Board of Directors.
- VII. **'Diocesan Schools Commission'** means the education service provided by the diocese, which may also be known, or referred to, as the Birmingham Diocesan Education Service.
- VIII. **'Local Academy Committee'** means the governing body of the School.
- IX. **'Academy Committee Representatives'** means the governors appointed and elected to the Local Academy Committee of the School, from time to time.
- X. **'Principal'** means the substantive Principal, who is the person with overall responsibility for the day to day management of the school.
- XI. **'School'** means the school or college within The Romero Catholic Academy and includes all sites upon which the school undertaking is, from time to time, being carried out.
- XII. **'Shared Services Team'** means the staff who work in the central team across the Company (e.g. HR/ Finance)

## 1. Introduction

Coventry's Partnership of schools agreed a collaborative and consistent approach to secure the safe re-opening of schools across the City as set out in 'Coventry Schools Covid-19 Re-set and Recovery Plan' May 2020. On 2<sup>nd</sup> July 2020 guidance for the full reopening of schools to all pupils from September 2020 was published:

[Guidance for full opening of schools](#)

*These changes are fully reflected in this guidance and risk assessment.*

**This risk assessment focuses on balancing the risk of children returning to school and accessing a full educational experience with the "very low risk from coronavirus (COVID-19)" (source: Government Guidance July 2020)**

In preparing and reviewing this guidance the Local Authority has had regard to advice from both the Health and Safety Executive and Government. It has noted that the Government made explicit within the guidance those actions that are statutory, those actions that MUST be undertaken (Public Health Advice) and those that are advisory (for consideration if it is reasonably practicable to do so).

It is made clear that Government advice "does not supersede any legal obligations relating to health and safety, employment or equalities and it is important that as an employer you continue to comply with your existing obligations". Consequently, Health and Safety Legislation continues to take precedence.

### **This risk assessment guidance:**

- Sets out the current context and statutory health and safety obligations as at July 2020 to take effect from September 2020.
- Reflects the relevant principles set out in Coventry schools Covid-19 Re-set and Recovery Plan
- Sets the national and local context for conducting a risk assessment to reduce transmission of a disease within school
- Provides an exemplar risk assessment that can be adopted and adapted to any educational setting
- Provides a template to record a risk assessment method statement (RAMS) – setting out safe methods of working (control measures), which all staff should read, understand and sign
- Incorporates hyperlinks to sources of helpful information and resource

**What is the risk?** Covid19 is an infectious disease recognised internationally as a pandemic, the transmission of which must be controlled. The foreseeable risk in re-opening schools, is the potential transmission of Covid19 between members of the school community and consequently the wider community. This risk assessment therefore focuses on actions that are reasonably practicable to implement, that will reduce the risk of transmission of Covid19 as a consequence of re-opening schools to all pupils and staff, recognising that the virus is in general circulation and the risk is significantly lower than in the Spring/early Summer of 2020

**Who is responsible?** The employer is responsible for making sure that risks, particularly the risks to staff and pupils, are managed so far as is reasonably practicable. For The Romero Catholic Academy, it is the Board of Directors who consult the Academy Committee in each school.

Whilst it is recognised that the employer cannot delegate the overall legal accountability for the health and safety of employees; the day-to-day running of the school including responsibility for the health and safety of staff and pupils is ordinarily delegated to the Principal and school management team. Reference:

<https://www.hse.gov.uk/services/education/sensible-leadership/school-leaders.htm>

## 2. Overview of actions required for safe working

- Put in place sensible approaches to minimise the risk of Covid19 transmission to staff, pupils and visitors whilst in school.
- Communicate the risks and required safe methods of working to all building users including parents/carers
- Ensure that staff (employees) have the relevant information and training to manage risks on a day to day basis, including access to competent health and safety advice where needed.
- Check that the control measures have been implemented and remain appropriate and effective.
- Ensure that the control measures are monitored throughout the day and reviewed where necessary.

### 2.1 Key Message

Good health and safety is about keeping things simple, being proportionate and focusing on the real (substantive) risks. Procedures should be clear and concise with assessment of risk being practical. Good leadership is about getting the balance right on managing risk rationally, it is not about trying to eliminate it altogether.

### 2.2 What Leaders need to do

- Ensure that the school is following the employer's health and safety policy and has effective arrangements for managing the health and safety risks at the school.
- Maintain effective communications with employers, governors, and the school workforce, and give clear information to pupils and visitors, including contractors, regarding any significant risks on site.
- Make sure that the staff have the appropriate training and competencies to deal with risks in their areas of responsibility.
- Consult and work with recognised TU safety representatives/employee representatives and safety committees.
- Consult and engage employees in the development of the risk assessment and ongoing review
- Make sure that staff understand their responsibilities and know how to access support and advice to help them manage risks responsibly.
- Provide visible leadership to the whole school so that staff feel motivated, supported and empowered to focus on the things that really matter.

See: <https://www.hse.gov.uk/services/education/sensible-leadership/leadership-test.pdf>

## 3. Locally Agreed Principles

### Coventry schools Covid-19 re-set and recovery Plan' May 2020 - Revised July 2020

- The safety of everyone in school is paramount
- A consistent and co-ordinated approach and communication will be maintained across the Coventry school system
- Adherence to social distancing will be maintained as far as practicably possible in all classroom and school environments
- Best endeavours will be deployed to minimise the number of contacts staff and pupils have within school and ensure consistency in the groups pupils are placed within and staff teach/support
- School organisational planning will minimise the number of pupils that each staff member has contact with
- Schools will reserve the option of a "staff re-set day" and other opportunities for staff to come on site prior to working with children in September 2020

#### 4. What we know

The World Health Organisation (WHO) confirms that data from published epidemiology and virologic studies provides evidence that COVID-19 is primarily transmitted directly from symptomatic people (those infected with Covid19 displaying symptoms) to others who are in close contact with the infected person. Respiratory droplets are passed on directly through coughing and sneezing, or indirectly by contact with contaminated objects and surfaces; where the virus may be transferred from the surface to the hand and then the face - eyes, nose or mouth. It is understood that people can be infectious before their illness starts. Therefore, to minimise the risk of transmission, settings must put into place effective infection protection and control. Ensuring appropriate social distancing in school, meticulous hand hygiene practice all serve to reduce risk significantly.

The balance of risk is now overwhelmingly in favour of children returning to school. For the vast majority of children, the benefits of being back in school far outweigh the very low risk from coronavirus (COVID-19)

**The hierarchy of controls:** if properly implemented will substantially reduce the risk of transmission of infection.

**These include:**

**Exclusion:-**

- Minimising contact with individuals who are unwell by ensuring that those who have coronavirus symptoms, or who have someone in their household who does, do not attend childcare settings, schools or colleges. Covid19 tests for symptomatic household member/s **must** confirm the outcome of the Covid-19 test if taken as soon as the results are known.
- Clinically vulnerable employees who are at higher risk of severe illness (for example, people with some pre-existing conditions as set out in the [staying at home and away from others \(social distancing\)](#) guidance should be supported in undertaking a Vulnerable Employee Risk Assessment (VERA) and reasonable adjustments made if necessary, which may include additional protections within the school environment or if possible working from home supporting the delivery of the curriculum for children unable to attend school as a consequence of self-isolation or local lockdown

**Hygiene:-**

- A stringent cleaning regime should be in place [COVID-19: cleaning in non-healthcare settings](#). At the highest level this could follow the advice set out in: [Covid-19-decontamination-in-non-healthcare-settings](#)
- Frequent cleaning and disinfecting of objects and surfaces that are touched regularly (touch points), should be undertaken using standard cleaning products or antiseptic wipes, both of which kill the virus. This may require settings to enhance cleaning capacity. It should be recognised that cleaners and caretakers provide the frontline in protecting everyone in school, but health and safety is everyone's responsibility so cleaning tasks may be undertaken by any member of staff as appropriate.
- Socialising hygiene routines including regular hand-cleaning regimes - washing hands thoroughly for 20 seconds with running water and soap, drying them thoroughly or using alcohol hand rub or sanitiser ensuring that all parts of the hands are covered. Identify specific situations when additional handwashing is required
- Ensuring good respiratory hygiene by promoting the 'catch it, bin it, kill it' approach with follow up handwashing and cleaning/wiping of any contaminated area followed by safe disposal of waste
- Maximise natural ventilation and access to the external learning environment

### Social Distancing:-

- Secure social distancing and/or minimise the range of contacts an individual pupil and member of staff have whenever practicably possible, through group designation, footfall management and planned supervised movement throughout the school building
- Regulate entry so that the premises do not become overcrowded at any point ensuring no 'pinch points' are experienced at ingress or egress
- Ensuring that movement around site is reduced to a bare minimum during the school day and that wherever possible movement should take place using the external routes avoiding narrow internal corridors.
- Where it is possible to remain 2 metres apart, continue to use floor markings/signage to mark the distance and facilitate compliance, particularly in corridors, hand cleaning areas, toilets and internal and external communal break areas. Primary age children and those with cognitive functioning that makes social distancing difficult, can socialise with children within their designated group (bubble)
- Ensure the environment (such as classroom layout) and timetables are conducive with social distancing – remove all clutter and non-essential resources. Desks/tables where practicably possible should be forward facing – pupils should void facing each other or sitting side by side.
- Minimise social contact by forming fixed groups of staff and children and avoiding movement between or blending of groups whenever possible. This may be a whole class group or if that is not possible e.g. secondary a whole year group. It is accepted that staff may have to deliver to more than one group, which is permissible, but contacts should be minimised and social distancing adhered to when possible. Within the secondary school the year group bubbles will have designated buildings where they will access all of their lessons.
- The curriculum will be adapted for specialist subject areas such as D&T and science to avoid practical based experiments at KS3 & KS4 where face to face interaction would be unavoidable.
- For the health and well being of pupils, PE will be gradually introduced following the approval for a trial plan submitted to the health and safety committee. In the first half term this will be restricted to KS3
- After each use of the changing rooms, the PE staff will liaise with the site team to ensure the areas have been adequately cleaned.
- Where face-to-face contact is essential, this should be kept to 15 minutes or less whenever possible, contact should be side by side.
- Social distancing is not required in an emergency situation, e.g. medical emergency, fire evacuation etc. PPE should be used in a medical emergency if time permits (a first aid supply of PPE has been provided to all schools to secure an individual emergency situation, for example a sudden illness that may be Covid19 symptomatic of a child or staff member in school)

## 5. Summary

These underlying principles are the key focus for organising all aspects of the school day and need to be built into the operational routine. A model Covid19 operational risk assessment was developed for City-wide use, which is pre-populated with generic safe methods of working. It was advised that if adopted, it would need to be adapted to each specific setting. The risk assessment template has been reviewed to reflect the changes in risk and necessary controls from September 2020 when all pupils return to school on a full-time basis. In addition to infection control, the risk assessment template and supporting resources extends to support additional health and safety considerations related to the consequences of Covid19 specifically:

- Securing provision for SEN – from September 2020 the provisions in a child's Education, Health and Care Plan must be delivered. This means that peripatetic support teachers and health therapists will be able to work within schools, by adhering to the schools' visitors policy thereby balancing the risk of allowing external visitors into school with the duty of best endeavours to provide (school may adopt the LAs model policy for visiting professionals).

- The SEN provision at Secondary level (The Trinity Centre) will be adapted to provide separate bases for each year groups. These will be based in the building allocated for the year groups to allow SEN pupils access to specialist support whilst avoiding cross contamination of bubbles for both staff and pupils.
- Internal Isolation will be moved to the gymnasium where there is robust external ventilation. Tables and chairs will be spaced out at 2 metre intervals to ensure safe movement for pupils and staff in this space.
- Health and safety audit of the school building checklist – for use by class teachers (HSE) to ensure that the overall building is safe to use in terms of trips, falls, lighting, electricity hazards etc.
- Staff audit and recovery plans for absence of leadership, teachers, non-teaching staff, cleaners, first-aiders and DSL and response to Local Lockdown
- Maintaining communications with parents, staff, visitors and the general public
- Supporting the mental health and well-being of everyone in school
- Developing a recovery curriculum
- Developing a contingency plan to secure flexible support for home schooling, if a need arises as a consequence of group isolation; whole school isolation or local lockdown.

## 6. Resources and References

<p><a href="#">Actions for educational and childcare settings to prepare for wider opening from 1 June 2020</a></p> <p><a href="#">Coronavirus (COVID-19): implementing protective measures in education and childcare settings</a></p> <p><a href="#">Coronavirus (COVID-19) Collection: guidance for schools and other educational settings</a></p> <p><a href="#">Actions for schools during the coronavirus outbreak</a></p> <p><a href="#">Coronavirus (COVID-19): implementing social distancing in education and childcare settings</a></p> <p><a href="#">Coronavirus (COVID-19): guidance for educational settings</a></p> <p><a href="#">COVID-19: cleaning in non-healthcare settings</a></p>	<p><a href="#">Coronavirus (COVID-19): guidance for educational settings</a></p> <p><a href="#">COVID-19: cleaning in non-healthcare settings</a></p> <p><a href="#">Covid-19-decontamination-in-non-healthcare-settings</a></p> <p><a href="#">staying at home and away from others (social distancing)</a></p> <p><a href="#">Health and safety risk checklist for classrooms</a></p> <p><a href="#">E-bug posters</a></p> <p><a href="#">Guidance for full opening of schools</a></p> <p><a href="#">Guidance on the phased return of sport and recreation</a></p> <p><a href="#">Sport England</a></p> <p><a href="#">coronavirus (COVID-19) symptoms</a></p> <p><a href="#">Public Health England health protection team</a></p> <p><a href="#">guidance for food businesses on coronavirus (COVID-19)</a></p> <p><a href="#">COVID-19: review of disparities in risks and outcomes report</a></p>
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## Model COVID-19: Operational Risk Assessment for school reopening

**Please note: this risk assessment should be undertaken in conjunction with the covering guidance which absorbs statutory requirements and Government guidance available as at July 2020. Control measures have been used to exemplify actions that could be taken to mitigate the risk as required.**

Assessment conducted by:	Tom Leverage	Job title:	Executive Principal	Covered by this assessment:	Staff, pupils, contractors, visitors, volunteers
Date of assessment:	10 <sup>th</sup> August 2020	Review interval:	August 28 <sup>th</sup> 2020	Date of next review:	<b>September 2020 and continuous review thereafter</b>

**Use this Risk matrix for the following risk assessment grids**

Risk rating High (H), Medium (M), Low (L)	Likelihood of occurrence		
		High (very likely)	Medium (possible)

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>1. Establishing a gradual and safe approach for pupils and staff to return to school</b>					
<b>1.1 Establishing if the building is safe following an extended closure</b>					
Health and safety risk assessments have not been reviewed. The health and safety audit is overdue.	L	<ul style="list-style-type: none"> <li>Health and safety audit conducted by nominated staff and Governor</li> <li>Classroom audits undertaken using the HSE <a href="#">Health and safety risk checklist for classrooms</a></li> <li>Risk assessments are updated or undertaken before the school reopens, mitigation strategies are put into place and communicated to staff with appropriate training covering:               <ul style="list-style-type: none"> <li>Different areas of the school have been reviewed and repurpose for organisation</li> <li>Procedures for when pupils and staff enter and leave school</li> <li>Planned movement around the school during lesson, break and lunch times</li> <li>Delivering aspects of the curriculum, especially for practical subjects and where shared equipment is used</li> <li>Each member of staff has been provided with a copy of the risk assessment.</li> <li>Gates around site will section off areas where pupils could possibly congregate.</li> <li>We have suspended high risk activities such as, Food tech and science experiments from the curriculum</li> <li>We will send students straight to their space in LK Hall for inclement weather rather than the playground.</li> <li>Following approval from the health and safety committee, PE will be trialled for year group bubbles to support pupil's health and wellbeing. Changing rooms will be accessed in year group bubbles and thoroughly cleaned after use. No equipment or invasive competitive games will take place.</li> </ul> </li> </ul>	Y	<ul style="list-style-type: none"> <li>Health and Safety meetings are carried out regularly to ensure consultation with all staff.</li> <li>Key areas of school are represented on the committee including; Union reps, Business manager, site manager, head of science, Head of PE and Head of Applied Arts</li> <li>Head of PE has submitted plan for PE to trial in the first half term. This will be supported by the site and cleaning staff.</li> </ul>	L
Statutory compliance has not been completed due to the availability of contractors during lockdown	M	<ul style="list-style-type: none"> <li>All statutory compliance is up to date.</li> <li>Where water systems have not been maintained throughout lockdown, chlorination, flushing and certification by a specialist contractor has been arranged.</li> <li>SSO file confirms checks are up to date</li> <li>Compliance has been checked at the Health Safety committee and minuted.</li> </ul>	Y	<ul style="list-style-type: none"> <li>All specialist areas (such as science, PE &amp; D&amp;T) are supported by trained staff and technicians who oversee specific RAs and report back to Business manager &amp; H&amp;S committee.</li> </ul>	L
<b>1.2 First Aid/Designated Safeguarding Leads</b>					
The lack of availability of designated First Aiders and Designated Safeguarding Leads may place children's safety at risk	L	<ul style="list-style-type: none"> <li>First Aid certificates have been extended for three months by Gov't</li> <li>A programme for training additional staff is in place, using on-line training.</li> <li>Potential deployment of from Romero schools where there are staff capacity issues,</li> </ul>	Y	<ul style="list-style-type: none"> <li>During 2019/20 CW completed training for an increased number of first aiders who remain current and competent.</li> </ul>	L

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>2. Securing safe teaching spaces to accommodate all pupils returning to school</b>					
<b>2.1 Organisation of Teaching Spaces and Communal Areas</b>					
Classroom sizes will not allow adequate social distancing	L	<ul style="list-style-type: none"> <li>Class sizes revert to 30 in recognition of Government advice that children are not at significant risk</li> <li>Timetables and staffing model determined to secure curriculum delivery for class-group size</li> <li>Classrooms are re-modelled, with chairs and desks in place to allow for social distancing. Any surplus furniture including 'spare' chairs are removed if possible and area de-cluttered</li> <li>Clear age appropriate signage displayed in classrooms promoting social distancing see: <a href="#">E-bug posters</a></li> <li>Ensure class groups and staff stay together consistently and do not mix or blend with other groups</li> </ul>	Y	<ul style="list-style-type: none"> <li>Year groups will be allocated separate buildings see <b>September Structure of school day plan</b></li> <li>Year groups will enter at staggered times through three separate entrances.</li> <li>Break and lunchtimes will be staggered across three different social spaces to ensure no two year groups mix</li> <li>Further guidance can be found on website – See <b>September Structure of school day plan</b></li> </ul>	L
Large spaces that need to be used as classrooms	L	<ul style="list-style-type: none"> <li>Set group size limit for large spaces (e.g. hall, sports hall, dining hall) that match teaching group size..</li> <li>Large gatherings of pupils and/or staff are prohibited, compliance is supported by signage, training and monitoring</li> <li>Design layout and arrangements in place to enable social distancing.</li> <li>Communal space being used has been restricted to the dining room</li> <li>Staff room and offices have been closed off</li> <li>Teachers working on site will work in their classrooms individually</li> </ul>	Y	<ul style="list-style-type: none"> <li>The gym will be used as internal inclusion space for mixed year groups.</li> <li>Exam tables will be spaced out at 2 metre intervals</li> </ul>	L
Staff rooms and offices do not allow for observation of social distancing guidelines	L	<ul style="list-style-type: none"> <li>Staff rooms and offices have been reviewed and appropriate configurations of furniture and workstations have been put in place to allow for social distancing.</li> <li>Staff are discouraged from congregating in communal spaces and are encouraged to eat observing social distance alone or with their designated tea</li> <li>Video lessons introduced in Summer term and will continue in the event of closure</li> <li>Staff using a communal area do so in their designated groups only and the area is cleaned before being occupied by another group</li> </ul>	Y	<ul style="list-style-type: none"> <li>Communal areas such as the staff room have been closed</li> </ul>	L
School kitchens may not be able to serve whole school return	L	<ul style="list-style-type: none"> <li>Government advice confirms that school kitchens can continue to operate, the kitchen will comply with <a href="#">guidance for food businesses on coronavirus (COVID-19)</a></li> <li>Staff training on Covid Risk assessments will be covered with all staff at a training session on 14<sup>th</sup> July and again in each school before pupils return in September.</li> </ul>	Y	<ul style="list-style-type: none"> <li>Two new spaces have been designated within the main hall and the sixth form common room as dining spaces.</li> <li>Extra hot trolleys have been sourced to enable the serving of food in these areas at lunch time.</li> </ul>	L

Physical activity in school	L	<ul style="list-style-type: none"> <li>• Pupils to be kept in consistent groups</li> <li>• Sports equipment to be thoroughly cleaned in between each use by a different group</li> <li>• Avoid contact sports</li> <li>• Where possible outdoor sports will be prioritised and large indoor spaces used when necessary, maximising distancing between pupils and adhering to stringent cleaning and hygiene</li> <li>• External facilities are used in accordance with Government guidance</li> <li>• <a href="#">guidance on the phased return of sport and recreation and Sport England</a> include activities such as active miles and active travel to promote social distancing exercise</li> </ul>	Y	<ul style="list-style-type: none"> <li>• To ensure that year groups do not mix, no specialist subjects will have access to specialist areas. Science, Art and photography lessons will take place in standard classrooms and will be theory based.</li> <li>• PE will be trialled for Year 7 in the first instance. Changing rooms will be cleaned thoroughly after use and access will be in year group bubbles.</li> <li>• DoE will operate in year group bubbles and groups of less than 6</li> <li>• Trips to complete aspects of DoE will take place only if approved by Coventry Evolve.</li> </ul>	L
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Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>2.2 Availability of Staff and Class Sizes</b>					
<p>The number of staff who are available is insufficient to safely teach classes in school, operate effective home learning schemes and safeguard children not in school</p>	L	<ul style="list-style-type: none"> <li>The health status and availability of every member of staff is known and is regularly updated so that deployment can be planned.</li> <li>Staff who are identified as potentially at increased risk from coronavirus) because they have particular characteristics that comparatively increase their risk as set out in <a href="#">COVID-19: review of disparities in risks and outcomes report</a> should be identified and be given the opportunity to undertake a vulnerable employee risk assessment (VERA). The school will use its reasonable endeavours to accommodate the risk</li> <li>Staff are aware of the current symptom checker for Covid-19, including high temperature, persistent cough and loss of taste and smell and understand that they are not permitted to attend school if they or a household member is symptomatic</li> <li>All staff are aware of the testing procedure and report their illness or the illness of a household member immediately to enable testing to take place within 3 days of onset.</li> <li>Full use is made of those staff who are self-isolating or shielding but who are well enough to teach lessons online.</li> <li>Flexible and responsive use of teaching assistants and pastoral staff is in place to supervise classes under the direction of a teacher if required providing this does not displace provision for children with SEND</li> <li>An appropriate hierarchy of deputization is in place should a senior leader be unavailable. This might include external leadership capacity</li> </ul>	Y	<ul style="list-style-type: none"> <li><b>Chromebooks and ICT:</b> Rather than renewing licences on the current stations, we are looking to remove them and replace them with Chromebooks. There may be a slight lag of a week until we have some more in to replace the desktops. We will prioritise Y10 and Y9 for the Google Classroom sessions for the coming week and wipe them down after each session.</li> <li>Staff to be directed to the <a href="mailto:corona@romeromac.com">corona@romeromac.com</a> email if there is a need for a test to be arranged.</li> </ul>	L

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>2.3 Testing and Managing Systems</b>					
Testing is not used effectively to help manage staffing levels and support staff wellbeing	M	<ul style="list-style-type: none"> <li>Guidance on accessing a priority test for symptomatic household members has been brought to the attention of all staff</li> <li>Staff share the outcome of the test with their employer</li> <li>The school, staff and parents engage with the Test and Trace processes</li> </ul>	Y	<ul style="list-style-type: none"> <li>School staff to be directed to <a href="mailto:corona@romeromac.com">corona@romeromac.com</a> if a test is required to be planned.</li> </ul>	L
Infection transmission within school due to staff/pupils (or members of their household) displaying symptoms	M	<ul style="list-style-type: none"> <li>Ensure that pupils, staff and other adults do not come into school if they have <u>coronavirus (COVID-19) symptoms or have tested positive in the last 7 days and ensure anyone developing these symptoms during the school day is safely sent home and instructed to arrange a Covid-19 test. Any household members within school will be sent home to self-isolate for 14 days or until the test result is known and is negative</u></li> <li>Engage with the NHS Test and Trace process</li> <li>Contain any outbreak by following local public health protection advice contact: <a href="#">Public Health England health protection team</a></li> <li>Pupils, parents and staff are aware of what steps to take if they, or any member of their household, display symptoms. This includes an understanding of the definitions and mitigating actions to take in relation to the terms <b>clinically vulnerable</b> and <b>clinically extremely vulnerable</b> should these apply.</li> <li><b>BAME</b> - to consider the risks when planning the rota, as evidence from the Office for National Statistics shows a greater impact of Covid 19.</li> <li>Robust collection and monitoring of absence data, including tracking return to school dates, is in place</li> <li>Procedures are in place to deal with any pupil or staff displaying symptoms at school. This includes safe isolation procedures, departure and cleaning.</li> <li>A record of any COVID-19 symptoms in staff or pupils is reported to <b>Shared Services Team</b>. Public health advice is followed.</li> <li>Risk Assessments offered for CV and BAME staff both in Cardinal Wiseman and in the Shared Services Team</li> </ul>	Y		L
Staff, pupils and parents are not aware of the school's procedures (including on self-isolation and testing) should anyone display symptoms of COVID-19	L	<ul style="list-style-type: none"> <li>Staff, pupils and parents have received clear communications informing them of current government guidance on the actions to take should anyone display symptoms of COVID-19 and how this will be implemented in the school.</li> <li>This guidance has been explained to staff and pupils as part of the induction process and systems are in place to validate understanding</li> <li>Any updates or changes to this guidance are communicated in a timely and effective way to all staff and partners</li> </ul>	Y		L

<p><b>Staff, pupils and parents are not aware of the school's procedures should there be a confirmed case of COVID-19 in the school</b></p>	<p>L</p>	<ul style="list-style-type: none"> <li>• Staff, pupils and parents have received clear communications informing them of current government guidance on confirmed cases of COVID-19 and how this will be implemented in the school.</li> <li>• This guidance has been explained to staff and pupils as part of the induction process.</li> </ul>	<p>Y</p>		<p>L</p>
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Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>3. Preventative measures to reduce risk of transmission through breaches of social distancing or good hygiene</b>					
<b>3.1 Staff Induction and CPD</b>					
Staff are not trained in new procedures, leading to risks to health	L	<ul style="list-style-type: none"> <li>A virtual induction and CPD programme is delivered to all staff prior to reopening, which includes:               <ul style="list-style-type: none"> <li>Infection control</li> <li>Fire safety and evacuation procedures</li> <li>Constructive behaviour management</li> <li>Safeguarding</li> <li>Risk management</li> </ul> </li> </ul>	Y		L
New staff are not aware of policies and procedures prior to starting at the school when it reopens	L	<ul style="list-style-type: none"> <li>Induction programmes are in place for all new staff – either online or in-school – prior to them starting.</li> <li>The revised staff handbook is issued to all new staff prior to them starting.</li> </ul>	Y	<ul style="list-style-type: none"> <li>Leaders from high risk areas such as science, technology and sports are represented on the H&amp;S committee and closely consulted on all aspects of the risk assessment</li> <li>Two Union reps are also represented on the H&amp;S committee.</li> </ul>	L
<b>3.2 Communication Strategy</b>					
Key stakeholders are not fully informed about changes to policies and procedures due to COVID-19, resulting in risks to health	L	<p>Communications strategies for the following groups are in place:</p> <ul style="list-style-type: none"> <li>Staff (including the Shared Services Team)</li> <li>Pupils</li> <li>Parents</li> <li>Governors/Trustees</li> <li>Local authority</li> <li>Professional associations including Trade Unions</li> <li>Other partners including peripatetic staff and health professionals</li> </ul>	Y		L
There is a lack of clarity and understanding in maintaining social distancing and good hygiene	L	<ul style="list-style-type: none"> <li>Clear signage is in place at all school entrances, reception, toilets, washing, teaching, social and communal areas promoting social distancing, good handwashing and 'catch it bin it' rules.</li> <li>Clear floor markings identify 2 metre spaces (may be reduced to 1 metre+) and one-way systems in corridors (already exist and as routine) and thoroughfares to ensure safe distancing when travelling in and around the</li> </ul>	Y	<ul style="list-style-type: none"> <li>Bins - Site Services are working to ensure that all bins in areas being used now have a lid or basic covering.</li> </ul>	L

		<p>building or the external environment, including arrival and leaving procedures.</p> <ul style="list-style-type: none"> <li>All systems and procedures are visibly modelled by leaders and routinely monitored and reviewed throughout the day.</li> </ul>			
<p>Parents and carers are not fully informed of the health and safety requirements for the reopening of the school</p>	L	<ul style="list-style-type: none"> <li>As part of the overall communications strategy referenced in parents are kept up to date with information, guidance and the school's expectations on a weekly basis using a range of communication tools.</li> <li>A COVID-19 section on the school website is created and updated.</li> <li>Parent and pupil handbooks/information leaflets are created.</li> </ul>	Y		L
<p>Parents and carers may not fully understand their responsibilities should a member of their household or a child show symptoms of COVID-19</p>	M	<ul style="list-style-type: none"> <li>Key messages in line with government guidance are reinforced on a weekly basis via email, text and the school's website.</li> </ul>	Y	<ul style="list-style-type: none"> <li>The outline for the September school day has been summarised in an A4 document sent to both staff and parents</li> <li>The document is available on the school website and in the school newsletter from July with reminders going out again in September.</li> </ul>	L

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>4. Planning Movement around the school</b>					
<b>Movement around the school risks breaching social distancing guidelines</b>	M	<ul style="list-style-type: none"> <li>• Circulation plans have been reviewed and revised.</li> <li>• One-way systems are in place where possible.</li> <li>• Corridors are divided where feasible.</li> <li>• Appropriate signage is in place to clarify circulation routes.</li> <li>• Pinch points and bottle necks are identified and managed accordingly.</li> <li>• Movement of pupils around school is minimised as much as possible, with pupils staying in classrooms and utilising any external learning environment that is available</li> <li>• Pupils are regularly briefed regarding observing social distancing guidance.</li> <li>• Appropriate levels of supervision and guidance are in place</li> <li>• All year groups have been allocated a staggered start and finish time with separate entrances to the school site</li> <li>• Each Year group has been allocated a separate teaching block where they will remain during the school day</li> <li>• Each year group will be supported by a specialist SEN centre in this block to reduce movement around school</li> <li>• Three dining areas have been identified (dining hall, Main hall, Sixth form centre) which will be used throughout the school day to ensure no two year groups mix during lunchtime,</li> <li>• Internal inclusion will be moved to the gymnasium where robust fans ensure good circulation throughout the school day. The extra space also allows for more than 2 metre distance to be maintained between pupils at all times.</li> <li>• <b>Students and social distancing:</b> SLT are available to run Internal Inclusion for those who continually defy requests. There are a number of students who are struggling with this and many have been in ill over the past week. However, some students with ASD do not have a concept of social space and struggle with social distancing - and we have to adjust our provision to allow for this. The government has acknowledged that over 700,000 UK citizens with autism may not be able to observe the social distancing rule where possible, which has been supported by the National Autistic Society. With these specific students, we must not sanction them for their learning need, but work with them and the Team Leader for that day to adjust our provision so that risk is minimised for all concerned</li> <li>• <b>Access to Internal Inclusion and JS:</b> All staff have been advised not to walk through classrooms or the HLTA office to reach other rooms within JS. Use the outside doors. Do not use the cups or the phones in there either, as this increases the risk of possible contamination and is dangerous to the team who work in there throughout the week</li> </ul>	Y	<ul style="list-style-type: none"> <li>• Year groups will be allocated to buildings to avoid mixing in corridors. No two year groups will be moving in the same space at any one time.</li> </ul>	L

4.1 Management of social distancing in reception areas					
<p><b>Groups of people gather in reception (parents, visitors, deliveries) which risks breaching social distancing guidelines</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>No visitors are allowed on the premises without a pre-arranged appointment. If a visit can be arranged out of school hours, it should</li> <li>A record of all visitors and their contact numbers are obtained and retained for the purposes of Test and Trace procedures</li> <li>Any visitors are provided with clear guidelines on behaviours whilst on premises – ideally sent electronically in advance of the visit</li> <li>Non-contact signing in arrangements are in place that do not require writing or electronic entry by the visitor</li> <li>Social distancing points are clearly set out, using floor markings, continuing outside where necessary.</li> <li>Social distancing guidance is clearly displayed to protect reception staff (e.g. distance from person stood at reception desk).</li> <li>Non-essential deliveries and visitors to school are minimised.</li> <li>Arrangements are in place for segregation of visitors.</li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li>The inventory system will capture the details of visitors on site for longer than 15 minutes. This will be retained for 21 days.</li> </ul>	<p>L</p>
4.2 Management of Aggress and Egress – arrival and departure					
<p><b>The start and end of the school day create risks of breaching social distancing guidelines</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>Parents have clear information on drop-off, pick up procedures whether on foot or driving with clear signage in place</li> <li>Start and departure times are staggered to reduce pinch points and risk of breach if this is possible without reducing the overall teaching time for pupils</li> <li>A clear traffic management scheme is in place that allows safe queuing of vehicles monitored on the school gate with a drop-off and go procedure in place</li> <li>All available safe exits are utilised to leave the school building, with clear safeguarding procedures in place to ensure children are handed over to their parents</li> <li>Segregation of groups is considered wherever practicable</li> <li>Floor markings are visible where it is necessary to manage any queuing.</li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li>The start of the day will be structured with staggered times as published on the website and in the parent bulletin.</li> <li>Different year groups will be allocated separate spaces around the school at the beginning of the day to avoid mixing</li> <li>The end of school will be staggered with pupils released from buildings by SLT</li> <li>Year groups will be directed out of three separate entrances to discourage congregating around the school.</li> <li>Staff presence at the school exits at the beginning and end of school will discourage congregating.</li> </ul>	<p>L</p>
<p><b>Pupils and parents congregate at exits and entrances, making social distancing measures difficult to apply</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>Start and finish times are staggered.</li> <li>The use of available entrances and exits is maximised.</li> <li>Social distancing guidelines are reinforced at entrances and exits through signage and floor/ground markings, including external drop-off and pick-up points.</li> <li>Weekly messages to parents stress the need for social distancing at arrival and departure times.</li> </ul>	<p>Y</p>		<p>L</p>

<p><b>Pupils use public transport and thereby increase risk of infection and transmission</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>Public transport is defined as transport used by the general public. If children use a public bus to come to school they will have to wear a face covering if they are over the age of 11.</li> <li>Staff using public transport must ensure that they safely remove their face covering on arrival at school and store it safely and hygienically in a sealed plastic bag or container – staff are advised to carry a spare face covering.</li> <li>School transport commissioned by the LA (excluding the use of public buses via a bus pass) are not available to the general public and therefore risk is reduced by the controls deployed by the LA and provider risk assessments</li> <li>Parents and children will be discouraged for using public transport if there is another practical mode of getting to school including, walking, cycling (if safe) or family car.</li> <li>Personal budgets will be promoted to families entitled to free home to school transport by the LA and the school to minimise risk and secure capacity for families that need dedicated transport the most</li> </ul>	<p>N</p>	<ul style="list-style-type: none"> <li>The school will educate pupils on the social distancing guidance in place on public transport</li> <li>The buses will be subject to public transport RA as they are not school run buses</li> <li>A covered or pedal bin will be available outside Reception/ Main office for the disposal of any masks no longer in use.</li> </ul>	<p>L</p>
<p><b>Pupils use school minibus and thereby increase risk of infection and transmission</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>Pupils are grouped together on transport, where possible reflecting the bubbles within school</li> <li>Where pupils are travelling to and from a site, the seat will be assigned to a pupil for both journeys.</li> <li>Staff will ensure the use of hand sanitiser upon boarding and/or disembarking</li> <li>There will be additional cleaning of vehicles after usage</li> <li>Staff will ensure there is an organised queue when boarding wherever possible</li> <li>Distancing within vehicles wherever possible, e.g. seats left unused as spacing between pupils</li> <li>The use of face coverings for children for those over the age of 11 years, where appropriate, for example, if they are likely to come into very close contact with people outside of their group or who they do not normally meet</li> <li>Ventilation of the minibus, will be actioned before the journey begins.</li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li>Nigel Bellamy and Christina O’Neill to advise on any individual trips or circumstances in relation to the Minibus. Billington to provide further support on H and S.</li> <li>Potentially a group of Year 12 will be transported daily to Trinity for their education due to the way the curriculum is structured.</li> </ul>	<p>L</p>
<p><b>KS5 pupils use school minibus to Trinity for Induction day</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li><b>Induction day at Trinity</b> if parents travel with their child, all travellers need to wear face coverings as per public transport; parents should be sat next to their child with appropriate social distancing from other travellers (1m+ as they would be using face coverings) in place ; depending on numbers may need to use three or more minibuses to achieve the distancing.</li> <li><b>Prior to travel as above plus</b> <ul style="list-style-type: none"> <li>temperatures are tested and hands sanitised before boarding the minibus in the morning and at the end of the school day;</li> <li>no eating or drinking whilst on the minibus;</li> <li>avoid touching surfaces as far as is possible;</li> <li>Track and Trace information must be obtained from parents and retained for 21 days.</li> <li>if the level of English is not good, for the ‘rules’ to be translated and provided to parents prior to the ‘visit’ with them signing to confirm understanding – again this would need to be translated for them so that they understand what they are signing.</li> <li>driver should wear a face covering (unless exempt) and that any other members of staff who need to be transported across remain with the ‘travellers’ on both legs of the journey.</li> </ul> </li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li><b>Foundation Course (30 pupils on each of the CW and Trinity sites)</b> For the daily trips to Trinity for potentially 14 students, a seat could be allocated for the journey and they stick with this in short term or if long term, they can sit together without the need for such rigid social distancing due to close bubble.</li> </ul>	<p>L</p>

4.3 Consideration of how to reduce contacts and maximise distancing between those in school wherever possible and minimise potential for contamination as far as is reasonably practicable					
<p><b>Formulating group sizes to minimise contacts and mixing whilst delivering a broad and balanced curriculum</b></p>	<p>L</p>	<ul style="list-style-type: none"> <li>• Group pupils together to reduce as far as possible the number of contacts between children and staff, to a size that balances the requirement to deliver a broad and balanced curriculum. The maximum group size is one year group. The ideal group size is one class group</li> <li>• Maintain as far as possible the consistency of group members.</li> <li>• Avoid contact between year groups as far as possible</li> <li>• Staff to maintain distance from pupils and other staff as much as possible</li> <li>• Children should only be placed in larger groups if they are able to observe social distancing otherwise, they must be placed in a class group.</li> <li>• limit interaction, sharing of rooms and social spaces between groups as much as possible.</li> <li>• younger children will not be able to maintain social distancing, and it is acceptable for them not to distance within their group.</li> <li>• Years 7-11 children will spend the majority of their time in their class groups,</li> <li>• Year 10-11 will be allowed to mix into wider groups for specialist teaching, option subjects and wraparound care.</li> <li>• Sixth form study will be moved to the library to allow for the Sixth form centre to be used as a dining space. The sixth form will be the only year group allowed to use the library.</li> <li>• All teachers and other staff can operate across different classes and year groups if that is needed to enable a full educational offer.</li> <li>• If staff need to move between classes and year groups, they should try and keep their distance from pupils and other staff as much as they can, ideally 2 metres from other adults.</li> <li>• Face to face contact will be avoided if possible and the time spent in close contact (within 1 metre of anyone) will be minimised</li> <li>• The provision for a child with complex needs who require close contact care can be delivered as normal</li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li>• Years 7-9 will be taught in groups streamed by maths ability. This will result in mixed ability teaching for all other subjects</li> <li>• Years 7-9 will not move classrooms throughout the day.</li> <li>• The changeover of lessons will be facilitated by the behaviour team who will be allocated to specific buildings.</li> <li>• Specialist teachers will move to the classes</li> <li>• Years 10 &amp; 11 have been allocated the classroom blocks with the most classrooms to allow movement to 'option subject groups'. Outside of the option subjects there will be no movement for teaching sets.</li> </ul>	<p>L</p>
<p><b>The size and configuration of classrooms and teaching spaces does not support compliance with social distancing measures</b></p>	<p>L</p>	<ul style="list-style-type: none"> <li>• Net capacity assessment is completed, with each classroom and teaching space compliant with social distancing measures and in line with local and government guidance</li> <li>• Where possible all pupil desks are forward facing and the teacher maintains a 2 metre distance at the front of the class.</li> <li>• All furniture not in use has been removed from classrooms and teaching spaces into safe storage</li> <li>• Arrangements are reviewed regularly.</li> <li>• Photocopiers are mainly accessed through Reprographic staff who provide a service to staff. – email communication as default and process in place for collection to adhere to social distancing rules</li> </ul>	<p>Y</p>		<p>L</p>

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>4.4 Management of movement in corridors</b>					
Social distancing guidance is breached when pupils circulate in corridors	M	<ul style="list-style-type: none"> <li>• Circulation plans have been reviewed and amended.</li> <li>• One-way systems are in operation where feasible.</li> <li>• Corridors are divided where feasible with black tape (many already in place and part of usual practice in pupil movement of site)</li> <li>• Circulation routes are clearly marked with appropriate signage.</li> <li>• Any pinch points/bottle necks are identified and managed accordingly.</li> <li>• The movement of pupils around school is minimised as much as possible.</li> <li>• Where possible, pupils and staff stay in classrooms or in designated external areas</li> <li>• Pupils are reminded regularly to observe social distancing guidance whilst circulating, supported by signage</li> <li>• Appropriate supervision levels are in place.</li> </ul>	Y	<ul style="list-style-type: none"> <li>• The allocation of specific blocks for each year group removes the need for pupils to move between classes in corridors.</li> <li>• Year groups have been allocated three separate spaces for lunch and break, all of which can be accessed external without the need to move around the large internal corridors.</li> </ul>	L
<b>4.5 Management of social distancing at break times</b>					
Pupils may not observe social distancing at break times	M	<ul style="list-style-type: none"> <li>• Break times are staggered if possible</li> <li>• External areas are designated for different groups.</li> <li>• Pupils are reminded about social distancing as break times begin.</li> <li>• Social distancing signage is in place around the school and in key areas.</li> <li>• Supervision levels have been enhanced, especially with younger pupils, to support social distancing.</li> </ul>	Y	<ul style="list-style-type: none"> <li>• Pupils will only be allowed to circulate in their year group bubbles at lunch and break time.</li> <li>• Groups of pupils will access their social spaces using different external 'corridors' to avoid mixing. For example Yr 9 will access the main hall via the quad rather than external doors to St Peters to avoid meeting other year groups.</li> </ul>	L

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>4.6 Management of social distancing at lunch times</b>					
Pupils may not observe social distancing at lunch times	M	<ul style="list-style-type: none"> <li>Pupils are reminded about social distancing as lunch times begin.</li> <li>Pupils wash their hands using the 20 second routine, before and after eating.</li> <li>Dining area layouts have been configured to ensure social distancing. Three separate dining spaces have been designated in the dining hall, main hall and the sixth form centre.</li> <li>Floor markings are used to manage queues and enable social distancing.</li> <li>Additional arrangements are in place, such as staggering lunch times, pupils eating or other spaces.</li> <li>Guidance has been issued to parents and pupils on packed lunches (e.g. the use of disposable bags instead of lunch boxes).</li> <li>Eating areas are cleaned in-between group usage and after lunch has ended.</li> <li>Staggered lunchtimes are in place to reduce congestion providing this does not impact on the delivery of teaching time <b>See September Structure for Staff</b> for details of when the year groups are accessing a staggered lunch in the Canteen.</li> <li>Only where necessary, the pupils will receive 'Grab bags' lunches in their classrooms to ease congestion in the dining halls</li> </ul>	Y	<ul style="list-style-type: none"> <li>In the first instance the 'Grab bags' on offer will be predominantly cold food as we gain capacity to upscale offer</li> </ul>	L
<b>4.7 Management of social distancing and hygiene in the toilets</b>					
Queues for toilets and handwashing risk non-compliance with social distancing measures	L	<ul style="list-style-type: none"> <li>Queuing zones for toilets and hand washing have been established and are monitored. These do not have to be segregated for different groups, but should not be used by members of different groups at the same time</li> <li>Floor markings are in place to enable social distancing.</li> <li>Pupils know that they can only use the toilet one at a time.</li> <li>Pupils are encouraged to access the toilet during class/throughout the day to help avoid queues.</li> <li>The toilets are cleaned frequently.</li> <li>Monitoring ensures a constant supply of soap and paper towels.</li> <li>Bins are emptied regularly.</li> <li>Pupils are reminded regularly on how to wash hands and are supervised in doing so. Signage is in place</li> </ul>	Y	<ul style="list-style-type: none"> <li>Each year group has been allocated a separate toilet block which they will use throughout the day</li> <li>The behaviour team will ensure that staggered use of the toilets is in place to avoid congregating</li> </ul>	L
<b>4.8 Safety Arrangements for the use of Medical Rooms</b>					
The configuration of medical rooms may compromise social distancing measures	L	<ul style="list-style-type: none"> <li>Social distancing provisions are in place for medical rooms behind a closed door if possible</li> <li>Additional rooms are designated for pupils with suspected COVID-19 whilst collection is arranged.</li> </ul>	Y	<ul style="list-style-type: none"> <li>An emergency first aid space will be established in the swimming pool changing area with separate toilets.</li> </ul>	L

		<ul style="list-style-type: none"> <li>• Procedures are in place for medical rooms to be cleaned after suspected COVID-19 cases, along with other affected areas, including toilets. It is advised that <b>household bleach</b> is used after the room is vacated.</li> <li>• Covid-19 first aid packs are available to ensure appropriate PPE for supervising staff</li> <li>• Medical room will be in the Swimming Pool Building.</li> <li>• A barrier will be placed by SSO to block access to the pool.</li> <li>• PPE available and telephone and PC to aid communication.</li> <li>• Any member of staff providing assistance to someone with symptoms and any pupils who have been in close contact with them must wash their hands thoroughly for at least 20 seconds with soap and running water or use hand sanitiser after any contact with someone who is unwell</li> </ul>		<ul style="list-style-type: none"> <li>• If required, this space can be easily hosed down and completely disinfected between use.</li> </ul>	
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Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>5. Securing and sustaining robust hygiene systems and procedures</b>					
<b>5.1 Cleaning</b>					
<b>Cleaning capacity is reduced so that an initial deep-clean and ongoing cleaning of surfaces are not undertaken to the standards required</b>	L	<ul style="list-style-type: none"> <li>An enhanced cleaning plan is agreed and implemented which minimises the spread of infection.</li> <li>Working hours for cleaning staff are increased to secure sufficient capacity to undertake an enhanced cleaning regime throughout the day</li> <li>Sufficient supplies of soap/handwash, paper towels, tissues and cleaning products are procured to ensure constant supplies are available in every teaching and washing space and this reflects increased demand in September when all pupils and staff return</li> <li>Cleaning Policy has been signed off and circulated.</li> <li>Checklists for cleaning in place</li> </ul>	Y		L
<b>5.2 Hygiene and Handwashing</b>					
<b>Inadequate supplies of soap and hand sanitiser mean that pupils and staff do not wash their hands with sufficient frequency</b>	M	<ul style="list-style-type: none"> <li>An audit of handwashing facilities and sanitiser dispensers is undertaken before the school reopens and additional supplies are ordered</li> <li>Monitoring arrangements are in place to ensure that supplies of soap, hand towels and sanitiser are maintained throughout the day.</li> </ul>	Y		L
<b>Pupils forget to wash their hands regularly and frequently</b>	M	<ul style="list-style-type: none"> <li>Staff training includes the need to remind pupils of the need to wash their hands regularly and frequently.</li> <li>Posters and electronic messaging boards reinforce the need to wash hands regularly and frequently.</li> <li>School leaders monitor the extent to which handwashing is taking place on a regular and frequent basis.</li> <li>Pupils and staff are taught how to effectively wash their hands especially before and after eating, going to the toilet, or following direct contact with another person</li> </ul>	Y		L
<b>Equipment and resources</b>	L	<ul style="list-style-type: none"> <li>Individual and very frequently used equipment such as pencils and pens should not be shared</li> <li>Classroom based resources including books and games can be shared within the designated group but must be cleaned regularly</li> <li>Resources shared between groups such as sports, art and science equipment must be cleaned between group usage or decontaminated by leaving them out of reach for 48 hours (72 hours for plastics)</li> <li>Outdoor play equipment will be cleaned more frequently</li> <li>Pupils will be limited to what they can bring into school to: bags, lunch boxes, hats, coats, books, stationary and mobile 'phones when permitted</li> </ul>	Y	<ul style="list-style-type: none"> <li>The use of specialist facilities such as science labs, PE, art and photography rooms will be suspended</li> <li>All teaching will be classroom and theory based</li> <li>Teachers will be encouraged use electronic resources to avoid transportation of books across site</li> </ul>	L

5.3 Personal Protection Equipment (PPE)					
Pupils and teachers can take books and other shared resources homes, but unnecessary sharing should be avoided					
<p><b>Provision of PPE for staff where required is not in line with government guidelines</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>• Government guidance on wearing PPE is understood, communicated and sufficient PPE has been procured.</li> <li>• Those staff required to wear PPE (e.g. SEND intimate care; receiving/handling deliveries; cleaning staff) have been instructed on how to put on and how to remove PPE carefully to reduce contamination and also how to dispose of them safely).</li> <li>• Staff are reminded that wearing of gloves is not a substitute for good handwashing.</li> <li>• PPE training completed by Julie Fulea (Senior Matron) 3<sup>rd</sup> June 2020 for all First Aiders and relevant staff; there will be further training made available ahead of September opening</li> <li>• General training resources from session above circulated to all staff</li> <li>• Face coverings are not ordinarily required in school. Children over 11 years are required to wear face coverings in or out of school including public transport unless exempt</li> </ul>	<p>Y</p>		<p>L</p>

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>6. Curriculum Organisation</b>					
Children may need to re-socialise and familiarise with new routines	M	<ul style="list-style-type: none"> <li>Consideration should be given on planning what to teach and how</li> </ul>	Y		L
Children may have fallen behind in their learning during the school closure and achievement gaps will have widened	M	<ul style="list-style-type: none"> <li>Gaps in learning are assessed and addressed in teachers' planning.</li> <li>Home and remote learning is continuing and is calibrated to complement in-school learning and address any gaps identified to minimise inequality</li> <li>Plans for intervention are in place for those pupils who have fallen behind in their learning.</li> </ul>	Y	<ul style="list-style-type: none"> <li>Cardinal Wiseman has commissioned PetXI to run a series of catch up courses for Yr11 in the Autumn term. These will be targeted for specific pupils and will take place at the weekend.</li> </ul>	L
Pupils moving on to the next phase in their education do not feel prepared for the transition	M	<ul style="list-style-type: none"> <li>A plan is in place for pastoral staff to speak with pupils and their parents about the next stage in their education and resolve any issues.</li> </ul>	Y		L
Resuming full support for pupils with SEND (SEND Support and EHC Plans)	L	<ul style="list-style-type: none"> <li>All children with SEND will return full-time to school in September 2020 and receive their full entitlement to support</li> <li>Small children and children with complex needs will continue to be helped to wash their hands properly</li> <li>Vulnerable children risk assessments will be completed for children with additional needs who are unable to regulate their behaviour e.g. involuntary spitting using the Las vulnerable children risk assessment template</li> <li>External specialists will resume direct contact in schools for assessment, training, advice and support purposes observing the schools visitors policy and mirroring expectations on staffing behaviours in terms of hygiene and social distancing</li> </ul>	Y	<ul style="list-style-type: none"> <li>Each year group block has a specified classroom which will become the SEN intervention room for that year group</li> <li>HLTAs will remain with that year group to work in that 'bubble' for the foreseeable future to avoid mixing</li> <li>SEN pupils will be able to access these classrooms at any point throughout the day.</li> </ul>	L
Risk of infection from singing, chanting, playing wind or brass instruments and shouting	L	<ul style="list-style-type: none"> <li>Music lessons will be held outside when practicable, participants will be physically distanced and taught in groups of no more than 15 for wind/brass/singing, positioning children back-to-back or side -by-side (not face to face)</li> <li>Instruments will not be shared</li> <li>Delay music groups/choirs for the first half term/full term to be reviewed at Christmas</li> </ul>	Y		L

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>7. Enhancing Mental Health Support for Pupils and Staff</b>					
<b>7.1 Mental health concerns – pupils</b>					
Pupils' mental health has been adversely affected during the period that the school has been closed and by the COVID-19 crisis in general	M	<ul style="list-style-type: none"> <li>There are sufficient numbers of trained staff available to support pupils with mental health issues.</li> <li>There is access to designated staff for all pupils who wish to talk to someone about wellbeing/mental health.</li> <li>Wellbeing/mental health is discussed regularly in PSHE/pupil briefings (stories/toy characters are used for younger pupils to help talk about feelings).</li> <li>Resources/websites to support the mental health of pupils are provided.</li> <li>Trained staff to be sourced from across the MAC or externally (Sarah Shirley leading)</li> </ul>	Y	<ul style="list-style-type: none"> <li>Ten Ten resources to be used to support well being of pupils through tutor time</li> <li>Additional resources used in Assemblies and Tutor time to be used to support well being of pupils</li> </ul>	L
<b>7.2 Mental health concerns – staff</b>					
The mental health of staff has been adversely affected during the period that the school has been closed and by the COVID-19 crisis in general	M	<ul style="list-style-type: none"> <li>Staff are encouraged to focus on their wellbeing.</li> <li>Line managers are proactive in discussing wellbeing with the staff that they manage, including their workload.</li> <li>Staff briefings and training have included content on wellbeing.</li> <li>Staff briefings/training on wellbeing are provided.</li> <li>Staff have been signposted to useful websites and resources.</li> </ul>	Y	<ul style="list-style-type: none"> <li>BHSF can be used as a source for other agencies or counselling <a href="https://www.bhsf.co.uk/">https://www.bhsf.co.uk/</a> Where possible reminder to staff regarding, Hays online sessions to be continued for staff (if not previously accessed)</li> </ul>	L
<b>7.3 Bereavement Support</b>					
Pupils and staff are grieving because of loss of friends or family	M	<ul style="list-style-type: none"> <li>The school has access to trained staff who can deliver bereavement counselling and support. This includes the Council's critical incident team</li> <li>Support is requested from other organisations when necessary.</li> <li>If needed, support sought from Romero MAC from other staff trained in bereavement</li> </ul>	Y	<ul style="list-style-type: none"> <li>TRCA Bereavement Policy</li> <li>BHSF Support via the Employee benefit scheme <a href="https://www.bhsf.co.uk/">https://www.bhsf.co.uk/</a> Occupational Health where appropriate</li> </ul>	M

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>8. Governance and Policy</b>					
<b>8.1 The role of Governors</b>					
Lack of governor oversight during the COVID-19 crisis leads to the school failing to meet statutory requirements.	L	<ul style="list-style-type: none"> <li>The Academy Committee continues to meet regularly via online platforms.</li> <li>The Academy Committee agendas are structured to ensure all statutory requirements are discussed and school leaders are held to account for their implementation.</li> <li>The Principal's report to governors includes content and updates on how the school is continuing to meet its statutory obligations in addition to covering the school's response to COVID-19.</li> <li>Regular dialogue with the Chair of the Academy Committee and the Board of Directors with designated responsibilities is in place.</li> <li>Minutes of Academy Committee meetings are reviewed to ensure that they accurately record governors' oversight and holding leaders to account for areas of statutory responsibility.</li> </ul>	Y	<ul style="list-style-type: none"> <li>All LAC meetings for Autumn 1 and 2 set up on Teams</li> <li>Tom to report to both Cardinal Wiseman and Trinity with regards to implementation of arrangements for September.</li> </ul>	L
Governors are not fully informed or involved in making key decisions	L	<ul style="list-style-type: none"> <li>Online meetings are held regularly with governors.</li> <li>Board of Directors in consultation with Local Academy Committees are involved in key decisions on reopening.</li> <li>Board of Directors and Academy Committees are briefed regularly on the latest government guidance and its implications for the school.</li> </ul>	Y	<ul style="list-style-type: none"> <li>All CC1 2 3 meetings for Autumn 1 and 2 set up on Teams</li> </ul>	L
<b>8.2 Policy Review</b>					
Existing policies on safeguarding, health and safety, fire evacuation, medical, behaviour, attendance and other policies are no longer fit for purpose in the current circumstances	L	<ul style="list-style-type: none"> <li>All relevant policies have been revised to take account of government guidance on social distancing and COVID-19 and its implications for the school.</li> <li>Behaviour policies recognise that adverse experiences of lockdown and or lack of routine and regular attendance at school may lead to levels of disengagement, anxiety and behavioural responses setting reasonable and proportionate expectations of behaviour and make appropriate provision to support</li> <li>Staff, pupils, parents and governors have been briefed accordingly.</li> <li>Board of Directors and Academy Committees have approved revisions</li> </ul>	Y		L
Covid 19 outbreak in group, whole school or area lockdown will further disrupt learning	L	<ul style="list-style-type: none"> <li>A remote education plan is in place that covers continuing education provision at a group, whole school and local area lockdown level</li> <li>High quality online and offline resources and teaching videos have been sourced, quality assured and approved – these will be applied consistently across all groups</li> <li>Remote education is integrated into the school's curriculum planning</li> </ul>	Y	<ul style="list-style-type: none"> <li>Google classrooms will be used for virtual online learning.</li> </ul>	L

		<ul style="list-style-type: none"> <li>Printed resources are available for those that cannot access the internet physically or cognitively</li> <li>The curriculum is planned to ensure that knowledge and skills are built incrementally and clear explanations of content are delivered by a teacher in school through high quality curriculum resources and/or videos with face to face virtual contact as appropriate – ideally daily</li> </ul>			
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Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
<b>9. Other operational issues</b>					
<b>9.1 Review of fire procedures</b>					
Fire procedures are not appropriate to cover new arrangements	L	<ul style="list-style-type: none"> <li>Fire procedures have been reviewed and revised where required, due to:               <ul style="list-style-type: none"> <li>Reduced numbers of pupils/staff</li> <li>Social distancing rules during evacuation and at muster points</li> <li>Possible need for additional muster point(s) to enable social distancing where possible</li> <li>Staff and pupils have been briefed on any new evacuation procedures.</li> <li>Incident controller and fire marshals have been trained and briefed appropriately.</li> </ul> </li> </ul>	Y	<ul style="list-style-type: none"> <li>Fire drills to be in place for year groups to ensure that they are familiar with new arrangements in place</li> </ul>	L
Fire evacuation drills - unable to apply social distancing effectively	L	<ul style="list-style-type: none"> <li>Plans for fire evacuation drills are in place which are in line with social distancing measures.</li> </ul>	Y		L
Fire marshals absent due to self-isolation	L	<ul style="list-style-type: none"> <li>An additional staff rota is in place for fire marshals to cover any absences and staff have been briefed accordingly.</li> </ul>	Y		L
<b>9.2 Contractors working on school site</b>					
Contractors on-site whilst school is in operation may pose a risk to social distancing and infection control	L	<ul style="list-style-type: none"> <li>Ongoing works and scheduled inspections for schools (e.g. estates related) have been designated as essential work by the government and so are set to continue. These will be organised outside of school hours wherever reasonably practicable</li> <li>An assessment has been carried out to see if any additional control measures are required to keep staff, pupils and contractors safe.</li> <li>Assurances have been sought from the contractors that all staff attending the setting will be in good health (symptom-free) and that contractors have procedures in place to ensure effective social distancing is maintained at all times.</li> <li>Alternative arrangements have been considered such as using a different entrance for contractors and organising classes so that contractors and staff/pupils are kept apart.</li> <li>Social distancing is being maintained throughout any such works and where this is not possible arrangements are reviewed.</li> <li>In addition to arrangements for COVID-19, normal contractor procedures are being applied and have been updated in light of COVID-19 (including contractor risk assessments and method statements, and contractor induction).</li> </ul>	Y	<ul style="list-style-type: none"> <li>External visitors should still be minimised with the exception of specialist peripatetic staff and health professionals</li> <li>Saint Joseph Block refurbishment</li> <li>There is a document that details arrangements with First Project Maintenance – <a href="#">click here for full details of RA for project</a></li> </ul>	L

## 10. Additional site-specific issues and risks

Schools to add any site-specific issues/arrangements here and ensure mitigation strategies are in place to address them

### Shared Services Team on Site

Activity	Risk rating prior to action (H,M,L)	Control measures	In place? (Yes/No)	Additional Controls	Residual Risk Rating (H/M/L)
The movement of staff through the Executive Leadership of Cardinal Wiseman and Trinity compromises community bubbles	M	<ul style="list-style-type: none"> <li>The Executive Principal will be working across two sites; The Executive Principal has oversight of both schools so that standards in adhering to DfE Guidance is consistent in both communities. Executive Principal to continue to quality assure both sites are consistent in Risk assessment review</li> <li>Restricted to three staff (Leanne, Gosia and Richard) in addition to Tom movement across Trinity and Cardinal Wiseman is minimised and consistent process in place for social distancing and adherence to guidance.</li> </ul>	Y	<ul style="list-style-type: none"> <li>Tom to ensure that both schools are following Risk Assessment in place and reporting mechanisms in place to both Academy Committees</li> </ul>	M
Movement of Shared Services Team to support schools on central function leads to non-essential travel	L	<ul style="list-style-type: none"> <li>On site/ home working in place for a period of time as we transition back to the office</li> <li>Continued use of Teams for face to face meetings where possible</li> <li>Use of Teams for training alongside on site training</li> <li>Shared Services Team to be timetabled in using the office and staff to limit the number of schools visited on any one day and where possible movements restricted from home to school sites. If needed, SST to work at school following site visit or meeting in a safe place in that school (or go home) not necessarily returning to Cardinal Wiseman base.</li> <li>SLT SST to review position 24<sup>th</sup> August 2020</li> </ul>	Y	<ul style="list-style-type: none"> <li>Reference Home Working Policy and Addendum for COVID - 19</li> </ul>	L
Social distancing in the office when all are attending is compromised in communal areas	M	<ul style="list-style-type: none"> <li>Movement back to onsite working for the majority of the week; with option for home working for remainder of week. For example, a full time employee will be on site three days and the option of home working for up to two days. Part time employees to assimilate to this pattern. This will be reviewed towards the end of September.</li> <li>There will be assigned days for larger job families (HR and Finance) and then the days are flexible around this subject to the line manager</li> <li>Office use: <ul style="list-style-type: none"> <li>Main Office PT; desks on the left and where possible up to six can be used in the Finance and HR section depending on who is in and when.</li> <li>Second Office – four desks are available for use</li> <li>Board room – no more than eight chairs well spaced out to be used only; door open to outside for ventilation where possible.</li> <li>Other offices across the schools can be utilised when available (e.g. HQ/ CON office)</li> <li>Meeting room to be used by HR for confidential and sensitive Teams or telephone call when on site working.</li> </ul> </li> <li>No more than two people to access the Kitchen/ Toilet area at any one time. This is so that the toilet can be accessed at all times.</li> </ul>	Y	<ul style="list-style-type: none"> <li>Review end of September</li> <li>Staff will return to a designated desk so they are solely using their own equipment.</li> <li>Lunchtime – the Board room will be booked out for slots at lunchtime. Where there are more than six in Shared Services Team on one day to take lunch, two slots will be offered.</li> <li>VERA offered to staff (Vulnerable Employee Risk Assessment) completed by PT/ HR</li> <li>Fire Drill – Patrick to get update on any changes to arrangements in light of COVID.</li> <li>Safeguarding training level 1 – all staff to attend on site 1<sup>st</sup></li> </ul>	L

		<ul style="list-style-type: none"> <li>• Door is wedged open to the kitchen and toilet area, main office and library to aid ventilation and to also minimise the use of the door handle.</li> <li>• Second set of toilets off the library to be used wherever possible</li> <li>• Communication to all staff but particularly Cardinal Wiseman staff to default to email or telephone for main mode of contact reducing access to the Office.</li> <li>• Signage to the Office reminds staff of using email and telephone as first point of contact rather than visiting the office in person.</li> </ul>		<ul style="list-style-type: none"> <li>• September over five sessions offered through the day.</li> <li>• Equipment to be returned from home and if required IT can provide spares for home.</li> <li>• TRCA Home Working policy circulated.</li> </ul>	
Meetings taking place in Boardroom or SST Aquinas Meeting room	M	<ul style="list-style-type: none"> <li>• Boardroom – <b>Maximum of 8-10 people</b> if social distancing of at least 1 metre plus is possible</li> <li>• SST Aquinas Meeting Room – <b>Maximum of 3 people</b> due to limited space</li> <li>• Doors and windows (where applicable) must be open for ventilation and to minimise use of the door handle</li> <li>• The meeting rooms will be booked out via SST and if the room is used outside of hours or when SST are not available, SST must be informed in order to thoroughly clean down the meeting room/s for the next use</li> <li>• If a room is to be used in an emergency, <b>a face covering must be worn</b> if capacity is above maximum and social distancing is limited</li> </ul>		<ul style="list-style-type: none"> <li>• Email requests in place for room bookings</li> <li>• Sanitising products available on request</li> </ul>	L
Children who routinely attend more than one setting (e.g. dual registered, KEYS intervention programme or alternative provision)	H	<ul style="list-style-type: none"> <li>• The school, working with the setting will ensure that all risks are addressed collaboratively to jointly deliver a broad and balanced full-time curriculum</li> </ul>	Y		L
Immunisation and Vaccinations 2020/2021 – Year 8/Year 9 (HPV Programme)	M	<ul style="list-style-type: none"> <li>• Vaccinations will take place in year groups to prevent cross contamination with other year group 'bubbles'</li> <li>• Vaccinations will be facilitated in the designated lunch and break spaces (Hall, Dining Hall or Sixth form centre) for each year group. These spaces will be accessed externally to avoid movement in the internal corridors</li> </ul>	Y		L
Higher risk in communal areas with poorer circulation at time of change over.	M	<ul style="list-style-type: none"> <li>• Staff and pupils given the option to wear facemasks whilst moving around site in line with guidance provided by Coventry LA</li> <li>• Staff given the option to wear facemasks whilst on bus duty in line with guidance provided by Coventry LA</li> <li>• External corridor doors kept open (weather permitting) to improve circulation</li> </ul>	Y		L

<p><b>Face coverings to prevent spread of virus 14<sup>th</sup> Sept 2020</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>Secondary and Post 16 age students and staff advised by Coventry LA and Local PHE to wear face coverings in areas outside the classrooms where social distancing cannot easily be maintained (e.g. communal areas inside the school buildings including moving between lessons). Although this remains discretionary for schools in the Reopening guidance (unless the area is in local lockdown), as a pre-emptive measure this is to prevent a further rise in numbers which may result in tighter restrictions in Coventry. Parents are advised to wear face coverings when dropping off and picking up children and school staff monitoring school drop off/pick up are <b>also</b> to wear face coverings where possible from Monday 14th September.</li> </ul>	<p>Y</p>	<ul style="list-style-type: none"> <li>All members of SST will wear face coverings when moving around the school with particular reference to corridors and crowded areas</li> </ul>	<p>L</p>
<p><b>Social Distancing and Self-isolation</b></p>	<p>M</p>	<ul style="list-style-type: none"> <li>School staff keeping social distance from other school staff (and from pupils, as appropriate) is important.</li> </ul>	<p>Y</p>		<p>L</p>

## Useful Contacts

**Principals are responsible for their respective school including Premises, Risk assessments and implementing safety measures (Water systems etc)**

	Entity	Name	Role	Email
	Cardinal Wiseman	Tom Leverage	Principal	<a href="mailto:tlevrage@cardinalwiseman.coventry.sch.uk">tlevrage@cardinalwiseman.coventry.sch.uk</a>
	Corpus Christi	Kevin Shakespeare	Principal	<a href="mailto:k.shakespeare@romeromac.com">k.shakespeare@romeromac.com</a>
	Good Shepherd	Andy McConville	Principal	<a href="mailto:a.mcconville@romeromac.com">a.mcconville@romeromac.com</a>
	Sacred Heart	Paul Madia	Principal	<a href="mailto:p.madia@romeromac.com">p.madia@romeromac.com</a>
	SS Peter and Paul	Lorraine Stanton	Principal	<a href="mailto:l.stanton@romeromac.com">l.stanton@romeromac.com</a>
	St Gregory	Geraldine Marshall	Principal	<a href="mailto:g.marshall@romeromac.com">g.marshall@romeromac.com</a>
	St John Fisher	Dee Williams	Principal	<a href="mailto:d.williams@romeromac.com">d.williams@romeromac.com</a>
	St Patrick	Andrea Sherratt	Principal	<a href="mailto:a.sherratt@romeromac.com">a.sherratt@romeromac.com</a>
1	MAC Covid-19 Strategy	Helen Quinn	Catholic Senior Executive Leader	<a href="mailto:h.quinn@romermac.com">h.quinn@romermac.com</a>
2	MAC Personal Protective Equipment (PPE) responsibility	Nigel Bellamy	Facilities Manager	<a href="mailto:n.bellamy@romeromac.com">n.bellamy@romeromac.com</a>
3	MAC Safeguarding Management	Andrea Sherratt	St Patrick's Principal Safeguarding	<a href="mailto:a.sherratt@romeromac.com">a.sherratt@romeromac.com</a>
4	MAC Premises Management	Patrick Taggart	Academy Business Director	<a href="mailto:p.taggart@romeromac.com">p.taggart@romeromac.com</a>
5	Board of Directors	Brendan Fawcett	Chair of Board	<a href="mailto:b.fawcett@romeromac.com">b.fawcett@romeromac.com</a>

## Risk Assessment Review

This Covid-19 Risk Assessment has been checked by:

Name	Role	Signature
Brendan Fawcett	Chair of Directors	
Helen Quinn	Catholic Senior Executive Leader	
Tom Leverage	Executive Principal	
Brendan McGurran	Chair of the Academy Committee	
Patrick Taggart	Director of Operations	