

HYGIENE & CLEANING

The risk to staff and customers from being infected with COVID-19 through touching surfaces contaminated with the virus by a previous contact has been recognised within the risk assessment. These risks fall into a number of activities. In order to minimise this risk a number of controls have been implemented. They are:

High Contact Areas

- ▶ Through an audit of the facility, the likely high contact areas have been identified. A cleaning schedule has been drawn up of these surfaces, detailing their cleaning at least hourly. This cleaning is recorded to ensure all areas are cleaned appropriately.
- ▶ Appropriate cleaning products have been identified for the safe cleaning of these surfaces which have suitable efficiency against the COVID-19 virus. Manufacturer's instructions are followed to ensure that the cleaning process remains safe and effective.
- ▶ Cleaning staff issued with PPE appropriate to both the products being used as well as the activity where social contact may be a risk.
- ▶ Staff are properly trained in the use of the cleaning products being used to improve efficiency of cleaning as well as reducing the waste of cleaning products which may be in short supply.
- ▶ Bins within the facility and around the course have been taken out of commission and customers are asked to take their rubbish home with them, removing the need for staff to handle potentially contaminated waste.
- ▶ All doors on entrance and exit routes through out the facilities are propped open to reduce the number of common contact points.
- ▶ Rakes have been removed from bunkers to minimise common contact areas.
- ▶ Modified cups have been used in the holes to allow easier ball removal without touching the flag.

Hand Hygiene

- ▶ Handwashing facilities are readily available within the toilet areas. Soap in these facilities is checked regularly to ensure there is always sufficient available for hand sanitising.
- ▶ Sanitising stations have been installed at the start and finish of both the 18 and 9-hole courses. These stations are filled with suitable hand sanitiser effective against the COVID-19 virus. These sanitising stations are checked regularly to ensure there is always sufficient for hand sanitising.
- ▶ Appropriate signage is displayed, in relevant locations, identifying the importance of hand hygiene and outlining proper hand cleaning method.

Cash Handling

- ▶ No cash payments will be accepted, only payments made by debit or credit card.
 - ▶ Online booking is 'book and pay' reducing the need for transactions on site.
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Tools & Equipment

- ▶ No sharing of PPE is allowed including work gloves, visors, ear defenders or respirators.
 - ▶ All shared equipment is cleaned between users.
 - ▶ Equipment being jointly used by more than 1 member of staff is left in socially distanced 'Transfer Zone' rather than passed from hand to hand.
 - ▶ Contact areas of all equipment is thoroughly cleaned on a daily basis.
 - ▶ Card payment machines are sanitised between customer uses to avoid cross contamination between customers and staff.
 - ▶ No club hire is available, all users must bring their own clubs
 - ▶ Golf professionals are responsible for the sanitisation of the balls and ball baskets they use during any golf lessons they teach
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Post & Deliveries

- ▶ Where possible post and deliveries are left in a designated 'Drop-off Point' by deliverer.
 - ▶ Where possible deliveries are moved to a quarantine area and left for 72 hours before being handled.
 - ▶ Where post requires immediate handling, proper hand hygiene controls are observed with the handler washing their hands immediately after handling post.
 - ▶ Only essential deliveries are accepted.
 - ▶ Where possible correspondence with customers, suppliers, contractors and other contacts is undertaken by electronic means.
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Cleaning & Sanitising Products

- ▶ Appropriate cleaning products for all cleaning tasks have been identified including suitable alternatives should preferred product not be available. Alternative suppliers have also been sought in case preferred supplier has a limited stock of products required.
 - ▶ A bulk stock of chemicals has been ordered from preferred suppliers and minimum stock re-order levels have been set to ensure existing stock will last during period between ordering and delivery of new supplies. Potential delays in delivery due to product shortage have also been considered in setting these re-order levels.
 - ▶ Products are over ordered where possible to maintain supply.
 - ▶ Staff are trained in the proper use of products to improve efficiency of cleaning and minimise waste.
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SOCIAL DISTANCING

In taking the decision to re-open, consideration has been given to how social distancing will be maintained during operation of the facility. A review of the facility layout was undertaken to identify any pinch points within facilities and controls developed to minimise the risk to staff and public. These controls were identified in the risk assessment and are documented here by facility area and activity. Where an area is not specifically mentioned there is an expectation that customers and staff will observe 2m distancing at all times.

Pro Shop, Foyer, Entrance & Office

- ▶ All tee times must be booked in advance of attendance. Customers are not allowed to enter facility from car park until 15 minutes before their tee time. If they arrive earlier than that they are encouraged to return to their cars and to observe social distancing while they are waiting.
- ▶ A one-way queueing system has been implemented both within the Pro Shop and outside to avoid customer contact at pinch points.
- ▶ 'Sneeze screens' installed on Pro Shop desk to protect staff serving in shop.
- ▶ Clear signage installed to detail use of queueing system and need for customers to observe social distancing both within the building and on the course.
- ▶ Customer numbers limited in Pro Shop and Foyer:
 - ▶ 2 in Pro Shop.
 - ▶ 1 in queue in Foyer.
 - ▶ 1 leaving Pro Shop in Foyer.
- ▶ Staff numbers limited in clubhouse facilities:
 - ▶ 1 in Pro Shop.
 - ▶ 2 in office.
- ▶ In order to reduce the risk of people gathering the following steps have been taken:
 - ▶ Tables and chairs have been removed from the foyer areas.
 - ▶ The drinks vending machine in Pro Shop foyer has been taken out of operation.
 - ▶ No public access is allowed to the balcony terrace area.

Golf Course (18-Hole & 9-Hole)

- ▶ Golf play is limited to 2-ball only in order to reduce number of people playing together and minimise the risk of gathering on the course.
- ▶ Tee times have been extended to 10 minutes to allow more time between playing pairs to minimise the risk of gathering on course.
- ▶ A member of staff is present close to the 1st tee of both the 18 and 9-hole courses to manage users as they wait for their tee time. Staff will re-enforce the social distancing requirements for using the course with customers while they wait.
- ▶ In order to reduce the risk of people gathering on the course all course furniture has either been removed or covered to prevent use.

Toilets

- ▶ The urinal area within the Male Toilets has been closed off from use as there is insufficient space to social distance in that area.
 - ▶ Central hand wash basins have been taken out of use to allow for greater distance between users.
 - ▶ Due to restricted usage numbers imposed on the facility it is considered unlikely that gathering in the toilet areas will occur.
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PPE

- ▶ Where staff cannot maintain social distance during facility operations, or where they feel it necessary, appropriate PPE will be provided.
 - ▶ Staff trained in the proper use of PPE to ensure it is only used where necessary and to prevent undue waste.
 - ▶ Appropriate PPE has been identified for all activities that require it, including suitable alternatives should preferred product not be available. Alternative suppliers have also been sought in case preferred supplier has a limited stock of products required.
 - ▶ A bulk stock of chemicals has been ordered from preferred suppliers and minimum stock re-order levels have been set to ensure existing stock will last during period between ordering and delivery of new supplies. Potential delays in delivery due to product shortage have also been considered in setting these re-order levels.
 - ▶ Products are over ordered where possible to maintain supply.
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Customer Behaviour

- ▶ Clear signage is in place detailing the need for customers to social distance at all times whilst using the facilities, both in the club house and on the course.
 - ▶ Staff re-iterate the need for appropriate social distancing during the tee time booking, payment processes and whilst waiting for their tee times.
 - ▶ Staff numbers allow for supervision of social distancing in the club house, by the 1st tees on both courses and by wardens on the course.
 - ▶ Staff will challenge customer behaviour contravening social distancing guidance.
 - ▶ Persistent contravention by a customer will result in the customer being asked to leave the facility and potentially removing their ongoing booking rights.
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Golf Tuition

- ▶ Lessons are carried out on a 1 to 1 basis only to allow for proper social distancing
 - ▶ The driving range is open for golf tuition only
 - ▶ 2 Driving range bays are allocated for each golf lesson to allow room for both the student and the instructor to keep 2m apart at all time
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Golf Tuition (Contd.)

- ▶ All lessons must be paid for in advance and students are met by their instructor in the overflow car park by the driving range to minimise the number of people within the club house facility.
- ▶ All students attending lessons are sent email in advance detailing the meeting arrangements as well as the social distancing rules in place during teaching

Precluded Activities

- ▶ All activities within the facility have been considered in line with current government guidance.
- ▶ No activities deemed to offer greater risk due to impaired social distancing or precluded by guidance are undertaken.
- ▶ Currently activities not being undertaken are:
 - ▶ Use of driving range
 - ▶ Golf tuition in groups
 - ▶ Use of the squash courts
 - ▶ Use of bar and restaurant facilities
 - ▶ Use of workshop
 - ▶ Non-essential retail

HIGH RISK STAFF & CUSTOMERS

The risk assessment considers those staff and customers attending the facility who may be recognised as part of a vulnerable group. This could be due to their age or having an underlying medical condition that would make them more susceptible to the virus or be more seriously affected should they contract it.

Staff

- ▶ Where a staff member has received a Shielding letter from the NHS they are not allowed to work until instructed otherwise through medical guidance.
- ▶ Where a member of staff is considered vulnerable due to their age or underlying medical condition, they can return but must undertake only low risk operations and maintain social distancing at all times.
- ▶ High risk staff at work are not allowed to undertake activities which require them to work within 2m of another person regardless of the use of PPE.
- ▶ High risk staff are clearly informed of those activities they are not allowed to carry out. This will be part of their induction to working during a pandemic.
- ▶ High risk staff should not share tools or equipment with other staff.

Customers

- ▶ Where it is known a user has been issued with a Shielding letter, they should not be allowed to use the facilities for their own safety.
- ▶ Where vulnerable users are known to staff and their condition is known to have likely led to them receiving a Shielding letter, staff should challenge whether they have received one.
- ▶ Where a member of staff suspects a user may fall into a vulnerable user group, they should reinforce the need for the customer to observe social distancing at all times while they use the facility.

PROVISION OF FIRST AID

It is still a statutory requirement for any employer to provide first aid cover for its employees. The Trust also has a duty of care to its customers to with regard to their safety, with an implied requirement to provide first aid for facility users. The risk assessment considers how these requirements can be undertaken minimising the risk of COVID-19 to both the injured party and the person carrying out the first aid.

General First Aid

- ▶ Only trained staff undertake first aid.
- ▶ Staff have been trained in precautions to take with regard to the potential risk of COVID-19.
- ▶ Staff should wear surgical gloves, a face mask and apron when carrying out treatment. A face shield should also be considered if required. This PPE will be made available for all first aiders.
- ▶ All PPE should be disposed of safely immediately after carrying out first aid.
- ▶ Where possible minor first aid should be carried out by the injured person using supplies from an appropriate first aid kit, with a first aider coaching them as required.
- ▶ Any re-usable equipment used whilst providing first aid should be thoroughly cleaned immediately prior and after use to eliminate the risk of cross contamination between casualties.
- ▶ Where this it is not possible for the injured person to carry out the first aid on themselves, and the injured person is conscious, they should be asked to wear a face mask while the first aider carries out treatment.
- ▶ Where the casualty is not conscious and first aid is required, then the casualty's mouth and nose should be lightly covered with a cloth or towel whilst first aid is carried out.
- ▶ Where covering the mouth and nose of an unconscious casualty is not possible e.g. when dealing with a facial injury then the first aider should wear a face shield.

CPR

- ▶ If CPR is necessary for an adult, it will be carried out in line with UK Resuscitation Council guidance with regard to actions to be taken if it is not known whether casualty has COVID-19. This suggests

lightly covering the mouth and nose of the casualty with a cloth or towel and only carrying out chest compressions with no rescue breaths.

- ▶ Where the casualty is a child or infant the cause of cardiac arrest is unlikely to be a cardiac problem and is more likely to be a respiratory one, making ventilations crucial to the child's chances of survival. It is accepted that doing rescue breaths will increase the risk of transmitting the COVID-19 virus, either to the rescuer or the child/infant. However, this risk is small compared to the risk of taking no action as this will result in certain cardiac arrest and the death of the child.
 - ▶ Any rescue breaths should only be given using a suitable pocket mask or barrier with a filter adequate to protect against viral transfer.
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EMPLOYEE OR CUSTOMER WITH SUSPECTED COVID-19

It is considered unlikely that a person, whether a member of staff or a customer, will attend site while knowingly suffering from COVID-19 so the controls are aimed at those who are suspected of having the symptoms. However, the actions taken will be the same if a member of staff or public admit suffering from the illness.

Staff

- ▶ Any employee who reports that they have COVID-19 symptoms or has been tested positive for the virus is told to remain at home self-isolating for at least 7 days or until the symptoms cease.
 - ▶ Any employee who in the same household as someone who has COVID-19 symptoms or has tested positive for the virus is told to remain at home self-isolating for at least 14 days or until the symptoms cease.
 - ▶ Any employee displaying the symptoms of COVID-19 should be sent home immediately and told to self-isolate there for at least 7 days, or until the symptoms cease.
 - ▶ Where an employee with COVID-19 symptoms has attended work, any area they have worked in or occupied should be cleaned in line with government guidance **COVID-19: cleaning in non-healthcare settings**.
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Customer

- ▶ If a customer reports that they are suffering from the symptoms of COVID-19 they should be isolated away from other customers and staff. Their condition should be ascertained as to their ability to get back to their home. If their condition is too severe, or they have no practical means of finding transport without using public transport, then an ambulance should be called.
 - ▶ If a customer is displaying COVID-19 symptoms, they should be challenged by a member of staff, observing proper social distancing guidelines. Even if the customer denies having the symptoms, but continues to display them, they should be treated as if they have.
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- ▶ A customer who is known or suspected of having the symptoms of COVID-19, should be advised to self-isolate at home for at least 7 days, or until the symptoms have ceased.
 - ▶ Once a person suspected of having COVID-19 has left the building any area they have occupied should be cleaned in line with government guidance **COVID-19: cleaning in non-healthcare settings**.
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MANAGEMENT OF CONTRACTORS

It is highly likely that as part of the process of preparing a facility for opening during the COVID-19 will require the employment of specialist contractors. Also, as the requirement for social distancing controls will be in place for a potentially protracted period following facility opening then it is inevitable that contractors will be required to undertake work on site. Contractors remain responsible for the safety of their employees and anyone else who may be affected by their work. As such they need to consider the additional risks posed by COVID-19.

Social Distancing

- ▶ The requirement for social distancing should be included in any risk assessments and method statements submitted by contractors.
 - ▶ A nominated site contact will meet contractors prior to commencement of the works, who will outline any restrictions to work areas or methods.
 - ▶ All social distancing controls to be put in place will be agreed with the site contact prior to commencement of the works.
 - ▶ Work will not be permitted to start until the site contact is happy that all social distancing issues have been addressed and appropriate controls put in place by the contractor.
 - ▶ Persistent contravention of social distancing rules or mitigating controls in place where social distancing cannot be achieved during the work process, will result in the work being halted until proper controls are put in place and adhered to.
 - ▶ The site contact will periodically check the progress of contractors, observing appropriate social distancing, ensuring that all controls remain adequate.
 - ▶ Where the nature of the work dictates that normal social distancing controls cannot practically be put in place, detailed mitigating controls should be included in the risk assessment and method statements submitted by the contractor prior to the work commencing.
 - ▶ Any mitigating controls should be suitable and recognised within industry standards. The site contact should agree mitigating controls in advance of work commencing.
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- ▶ Where possible all work which precludes the use of normal social distancing guidance should be undertaken out of hours to minimise the risk to others of the work being carried out.
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Work Equipment

- ▶ Any equipment brought to site by contractors which may be left in public areas should be clean and free of contamination.
 - ▶ Contractors' risk assessments and method statements should detail controls in place to minimise the risk of contamination through sharing of equipment.
 - ▶ Contractors should supply all of the equipment required for the task they are undertaking.
 - ▶ If work lasts for more than 1 visit, all equipment should be removed from site or secured away from public areas between work visits.
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COMMUNICATION

In order for any of the controls listed in this document to be effective, they have to be adequately communicated to both staff and customers. A range of communication tools have been used to ensure the widest spread of the required information including email, websites and social media.

Staff

- ▶ Staff inducted in changes to standard procedures with regard to minimising the risk of COVID-19 including social distancing, bookings, course rules, hand sanitising and cleaning procedures.
 - ▶ First aiders updated on changes to first aid provision, including guidance from UK Resuscitation Council.
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Customers

- ▶ Comprehensive guidance on the operation of the golf course for the public published on the Trust website.
 - ▶ Copy of the guidelines has been emailed to all members.
 - ▶ Clear signage displayed at site with regard to social distancing controls and hand hygiene guidance
 - ▶ Staff re-iterate social distancing guidance at time of booking and payment.
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RISK ASSESSMENT REVIEW

As part of Tonbridge & Malling Leisure Trust's response to the COVID-19 pandemic the risk assessment will be reviewed:

- ▶ When further guidance on the operation of leisure facilities including golf courses becomes available.
- ▶ Where an incident occurs that is covered by the risk assessment
- ▶ On a monthly basis during throughout the pandemic

Any amendments to the risk assessment will be reflected in an update of this document, and publishing via the Trust's website.
