

COVID-19: Operational Risk Assessment for Full School Reopening September 2020

SCHOOL NAME:

Member of Staff and Job Title:	Date of Assessment:	Date of Review:	Covered by this assessment:
Eileen Bhavsar	07/07/2020	25/02/21	Staff, pupils, parents, visitors, volunteers, contractors

Purpose of this document:

This COVID19: Risk Assessment and Action Plan document sets out the decisions taken and measures put in place to prepare for the Full re-opening of the school and ensure the school continues to operate in a safe way.

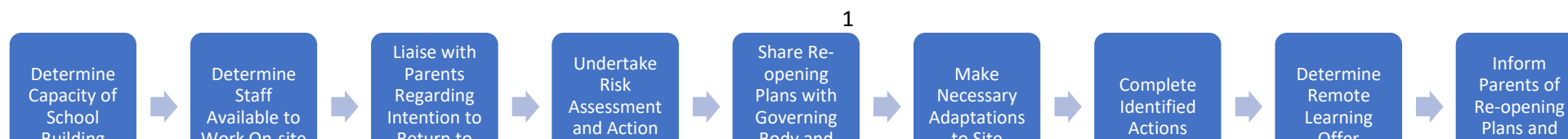
This risk assessment should be undertaken in conjunction with the guidance on school reopening issued by the Department for Education:

<https://www.gov.uk/government/publications/actions-for-schools-during-the-coronavirus-outbreak/guidance-for-full-opening-schools>

Other Related Documents:

Relevant Existing Policies	Local Authority/Trust documents	Recent Government Guidance:
Health and Safety Policy First Aid Policy Child Protection and Safeguarding Policies Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2012 The Health Protection (Notification Regulations) 2010 Public Health England (PHE) (2017) 'Health protection in schools and other childcare facilities' Existing Risk Assessment for school phased re-opening	Covid19 Education and Skills Service Strategy (April 2020) Education and Skills Service Recovery Planning support for schools (May 2020)	https://www.gov.uk/government/publications/coronavirus-covid-19-early-years-and-childcare-closures/coronavirus-covid-19-early-years-and-childcare-closures https://www.gov.uk/government/publications/guidance-for-full-opening-special-schools-and-other-specialist-settings/guidance-for-full-opening-special-schools-and-other-specialist-settings https://www.gov.uk/government/publications/what-parents-and-carers-need-to-know-about-early-years-providers-schools-and-colleges-during-the-coronavirus-covid-19-outbreak/what-parents-and-carers-need-to-know-about-early-years-providers-schools-and-colleges-during-the-coronavirus-covid-19-outbreak https://www.gov.uk/government/publications/protective-measures-for-holiday-or-after-school-clubs-and-other-out-of-school-settings-for-children-during-the-coronavirus-covid-19-outbreak/protective-measures-for-out-of-school-settings-during-the-coronavirus-covid-19-outbreak Safe working in education, childcare and children's social care settings, including the use of personal protective equipment (PPE)

Suggested Steps of Re-opening Preparation:



Risk matrix

Impact risk rating:	Probability risk rating:	Overall risk rating:
5. Catastrophic	5. Almost certain to happen	16 or more - red
4. Major – e.g. likely to result in school closure	4. Likely	12 to 15 - amber
3. Moderate – e.g. likely to result in one or more classes having to close	3. Possible	9 to 11 – amber
2. Minor	2. Unlikely	Below 9 – green
1. Negligible	1. Negligible	Below 9 – green

Specific Concern/ Risk	Impact score (a)	Probability score (b)	Current Risk Rating (a) x (b)	Control Measures	In Place (Y/N)	Implications for opening the school and further action proposed	Risk rating following controls (1-25)
A. Staffing Resources							
1. Risk that there are Insufficient staff to support all the pupils to be in school in all the year groups proposed by the DfE	4	4	16	<ul style="list-style-type: none"> Audit staff availability and which staff will be available, through RAG rating (extremely critically vulnerable staff/those fit for work). Carry out individual Staff Risk Assessments where appropriate (see guidance distributed previously) 	yes	Risk assessment sent to all staff Jan 2021 2 members of staff remain on long term sick 2 pregnant members of staff have individual risk assessments	4x3=12
				<ul style="list-style-type: none"> Establish how many and which staff will be available, through RAG rating (vulnerable staff/those fit for work) 	In progress	As of Jan 2021 All Class teachers will be available to work in March.	
				<ul style="list-style-type: none"> Based on available staffing and any cover you are able to secure, decide how many pupils and how many classes can be supported at any one 	yes	All class teachers will be available for work	

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				time. Organise home learning (education off site) for pupils who are not attending school due to authorised absence.			
				• Flexible and responsive use of teaching assistants (note DfE guidance on one teacher per group or one TA supervised by a teacher)	Yes		
				• Ensure there are sufficient support staff available to support those pupils who need a high level of support, including those with SEND whilst minimising changes in contact. For pupils who need a high level of adult support for example those with Autism will need to be supported by the same adults, where possible	Yes		
				• Full use is made of testing test and trace to inform staff deployment i.e. ensure staff are able to attend work and should not be self isolating due to test and trace	Yes	Details in staff Covid Handbook	
				• Ensure there is adequate delegation of roles to staff to deliver on site learning (for those attending school) and home learning (for those who are learning at home)	yes	Home learning Monitored by: Y3 – DL/HJ Y4 - KM Y5 - JD Y6 – LB Release time may have to be provided for YTL to resource on site/home learning	
2. Risk that the number of staff who are available is lower than that required to teach classes in school and operate	4	3	12	• The health status and availability of every member of staff is known and is regularly updated so that deployment can be planned.	Yes	All staff have completed questionnaire	4x3=12
				• Full use is made of all qualified teachers	Yes		
				• Flexible and responsive use of teaching assistants and pastoral staff to supervise classes is in place.	Yes		

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effective home learning				<ul style="list-style-type: none"> Full use is made of test and trace to inform staff deployment i.e. ensure staff are able to attend work and should not be self-isolating due to test and trace 	Yes	Testing information to be added to Covid Handbook	
				<ul style="list-style-type: none"> A clear rationale is in place for which pupils will be in school and at home each day and a blended model of home learning and attendance at school is utilised until staffing levels improve. 	Yes	Home learning Monitored by: Y3 – DL/HJ Y4 - KM Y5 - JD Y6 – LB Release time may have to be provided for YTL to resource on site/home learning	
				<ul style="list-style-type: none"> Where possible ensure pupils with SEND are prioritised to be in school 	Yes	JG– to risk assess SEND pupils and coordinate if necessary (All EHCP pupils attend Key worker provision in Spring term)	
3. Risk of infection from use of supply teachers, temporary teachers, peripatetic teachers and deployment of ITT trainees.				<ul style="list-style-type: none"> Where possible, minimise the number of different supply teachers visiting the school through longer contracts with agencies. 	Yes		
				<ul style="list-style-type: none"> Ensure visiting staff are aware of and adhere to distancing and hygiene measure and minimise contact to only pupils who need to be taught. 	Yes	Covid handbook / leaflet for visitors	
				<ul style="list-style-type: none"> Carry out individual risk assessments for all visiting teachers and ITT trainees and ensure these are shared with the visitor. 	In progress	Supply Agency has conducted risk assessments regarding health and travel of staff BEAT (MUSIC Teachers) will also be required to	

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						conduct risk assessments	
4. Risk of infection of extremely clinically vulnerable members of the household of a member of staff.	4	4	16	<ul style="list-style-type: none"> Individual risk assessment carried out with staff members to put measures in place to prioritise reduction of contacts and maximising distance from others, as far as is reasonably possible 	In place	Staff completed individual risk assessment	3x2=6
5. Risk of not covering essential functions (first-aid, DSL, SENCo).	3	3	9	<ul style="list-style-type: none"> Provide cover for the role from within available staffing 	Yes	All staff now working in school. Key functions are covered	3x3=9
				<ul style="list-style-type: none"> Or remote support via another school, Academy Trust or the LA 	Yes	Liaison with Infant school for First Aid if necessary	
				<ul style="list-style-type: none"> Ensure First Aid certificates are up to date (previously extended for 3 months) 	Yes	Welfare officer has confirmed they are all up-to-date	
				<ul style="list-style-type: none"> Follow Covid19-First responders guidance and public health guidance on use of PPE when administering emergency first aid as maximising distance may not be possible to maintain while attending to individuals. 	Yes	Procedures in place for dealing with unwell children.	
				<ul style="list-style-type: none"> Programme of training for additional staff in place (e.g. Safeguarding) 	Yes	All Staff now working in school	
6. Risks to health and safety because staff are not trained in new procedures.	3	2	6	<ul style="list-style-type: none"> A revised staff handbook is issued to all staff prior to reopening. 	In progre ss	Covid Handbook for staff available	3x2=6
				<ul style="list-style-type: none"> Induction and CPD programmes are in operation for all staff prior to reopening, (inc breakfast club and after school activities) and include: <ul style="list-style-type: none"> Infection control Fire safety and evacuation procedures 	Yes	Fire evacuation needs confirming	

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				<ul style="list-style-type: none"> ○ Constructive behaviour management ○ Safeguarding ○ Risk management 			
7. Risk that staff who are extremely clinically vulnerable are not identified and so measures have not been put in place to protect them.	4	4	16	<ul style="list-style-type: none"> • An individual risk assessment and suitable controls must be in place before they return to the workplace. The controls must enable the ability to reduce the number of different contacts and keep a safe distance, and they must not be employed in any role where high-risk activities may be carried out, for example personal care. • All members of staff with underlying health issues have been instructed to make their condition or circumstances known to the school if it could put them at risk. Staff are made aware that they have a duty to inform the school if their health circumstances change which puts them at risk. Records are kept of this and regularly updated 	Yes	<p>Staff survey has identified all staff with health issues.</p> <p>All clinically/extremely vulnerable identified</p> <p>Ensure all staff are following safe working procedures</p> <p>Review face shields/PPE for staff in close contact with SEND children.</p> <p>Alert staff to new Feb 21 guidance about face coverings and the wearing of shields</p>	4x2=8
				<ul style="list-style-type: none"> • Members of staff with underlying health conditions have been asked to seek and act on the advice of their GP/consultant/midwife or current government advice 	Yes	<p>All staff invited to complete a risk assessment.</p> <p>2 pregnant members of staff have completed individual risk assessments</p>	
				<ul style="list-style-type: none"> • Staff are clear about the definitions and associated mitigating strategies in relation to people who are classed as clinically vulnerable and clinically extremely vulnerable 	Yes	<p>Staff were provided with guidance from DfE and NHS</p>	

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				care, education and care support should be provided as normal.			
				<ul style="list-style-type: none"> Clear signage displayed in classrooms promoting reduction of contact and maximising distance 	Yes	Posters to be displayed in main corridors and each room	
				<ul style="list-style-type: none"> Children stay with their own teacher/teaching assistant and where possible do not mix with other children ('bubble' model). This is particularly the case for pupils with SEND and younger children who are unable to adhere to reduction of contacts and maximising distance Where younger children are unable to reduce contact and maximise distance adults should avoid close face to face contact and minimise time spent within 1 metre of anyone. For breakfast and after school clubs schools should carefully consider how they can make such provision work alongside their wider protective measures, including keeping children within their year groups or bubbles where possible. If it is not possible to maintain the bubbles being used during the school day then schools should use small, consistent groups Schools should consult the guidance produced for summer holiday childcare, available at Protective measures for out-of-school settings during the coronavirus (COVID-19) outbreak as much of this will be useful in planning extra-curricular provision. This includes schools advising parents to limit the number of different wraparound providers they access, as far as possible. Where parents use childcare providers or out of school activities for their children, schools should encourage them to seek assurance that the providers are carefully considering their own protective 	Yes	<p>LSAs deployed within year group bubbles to reduce contact across bubbles, where possible</p> <p>Review face shields/PPE for staff Alert staff to new Feb 21 guidance about face coverings and the wearing of shields</p> <p>Club leaders to meet with leadership to consider how to set up protective measures.</p> <p>Sports will be reviewed with the view to have in place for summer term</p>	

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				measures, and only use those providers that can demonstrate this. <ul style="list-style-type: none"> As with physical activity during the school day, contact sports should not take place. 			
9. Risk of transmission in large spaces used as classrooms/teaching spaces	3	3	9	<ul style="list-style-type: none"> Limits are set for large spaces e.g. dining hall, school hall, sports hall to facilitate the reduction of contacts and maximise distance, minimising face to face contact 	yes	Staggered start/ breaks/ lunch	3x3=9
				<ul style="list-style-type: none"> Large gatherings of more than one bubble should be avoided 	Yes	Hall to be used for staff training	
				<ul style="list-style-type: none"> Timetable design and layout arrangements in place to allow for the reduction of contacts and maximising distance whilst also keeping groups/bubbles apart. 	Yes	Tables in classrooms have been arranged to enable reduction of contact and maximising distance and face to face contact New timetable allows for regular hand washing and sanitising	
10. Risks of transmission during use of the outdoor learning environment for young children	3	2	6	<ul style="list-style-type: none"> Leadership are realistic about reduction of contacts and maximise distance, for young children in outside spaces 	Yes	Group/bubbles allocated playing area Staggered playtimes	3x2=6
				<ul style="list-style-type: none"> Arrangements for handwashing, hand sanitiser, tissues, bins are in place in classrooms and outside 	Yes	Bins for toilets for paper towels to be ordered. Classrooms bins to be emptied after lunch	
				<ul style="list-style-type: none"> Close down drinking fountains and make arrangements for individual water bottles for children 	Yes	Taped off	
				<ul style="list-style-type: none"> Large climbing equipment will be difficult to clean and might need to be shut down in the current circumstances if shared between bubbles 	Yes	Year group rota in place – no year group bubbles will use the same climbing frame within a 72 hour period	

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						Fridays – no equipment will be used	
				<ul style="list-style-type: none"> Consider filtering out hard to clean small apparatus and keeping easier to clean options such as plastic balls rather than felt or foam 	Yes	Year group boxes of equipment Personalised packs of resources /trays to be available	
				<ul style="list-style-type: none"> Games and activities which allow children's heart rate to raise and avoid the sharing of equipment are available 	Yes	Physical activity to be offered in timetable 2 hours per week	
				<ul style="list-style-type: none"> Outside spaces are divided and demarked for year groups of children to use to facilitate children staying in their groups. 	Yes	New Barriers purchased to section off the playground for different groups to play in	
				<ul style="list-style-type: none"> Resources are limited to facilitate effective cleaning daily 	Yes		
				<ul style="list-style-type: none"> Bike and wheeled toy play: dependent on numbers – either name labels or label bikes, scooter etc for individual children to use, with their names or arrange for bikes to be wiped down by an adult, between use by the children 	NA		
				<ul style="list-style-type: none"> Consider the removal or covering of areas which are difficult to clean such as mailable materials and planting areas. Consider replacing with individual resources which can be replaced when each child has finished using them 	Yes	E.g. Book shelves covered and cushions removed	
11. Risk of staff having to move between groups	3	2	6	<ul style="list-style-type: none"> Where staff have to move between bubbles to deliver the school timetable they should try to reduce contact and maximise distance, keeping an ideal distance of 2 metres from pupils and staff where possible. 	Yes	PPA staff, LSAs, Peripatetic staff, Breakfast and after school club staff and kitchen staff given guidance	3x2=6

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12. Risks of transmission due to movement around the school.	4	4	16	• Arrange for corridors to be one-way where possible	Yes	Children will be supervised by adults	4x3=12
				• Clear signage and markers for children	Yes	Signs up <ul style="list-style-type: none"> - Social distance - Washing hands - Touching face 	
				• Corridors are divided where feasible	Yes	Corridors marked Adult supervision of children on site at all times	
				• Pinch points and bottle necks are identified and managed. Movement of groups is staggered where possible	Yes	Groups have been assigned different doors stairs and parts of the playground to use	
				• Movement of pupils and staff around the school is minimised	Yes		
				• Pupils are reminded regularly of reduction of contacts and maximising distance protocols	Yes	Every week children reminded in class PSHE lessons	
				• Appropriate duty rota and levels of supervision in place reducing of contacts and maximising distance	Yes	LSAs, caretakers and teachers to support with supervision	
13. Risk of transmission due to number of people near entrances and exits at the start and end of the school day.	4	4	16	• Start and departure times are staggered where possible	Yes	Soft start in morning Different doors, stairs and areas of playground identified	4x3=12
				• Procedures in place to hold children to reduce family waiting time due to staggering and increase turnover of parking spaces	Yes	Parents' entry to be monitored by SLT. Holding areas in the playground identified for parents and children/groups.	
				• Stagger time for SEN Transport drop offs and pick ups	NA		

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				<ul style="list-style-type: none"> Number of entrances and exits used is maximised where appropriate measures in place, in consultation with the council's Highways Department 	Yes	All doors to be used and allocated to groups	
				<ul style="list-style-type: none"> Determine a queuing system and a process for staff to greet each child, ensure they wash their hands immediately on arrival, and then go straight to their classroom 	Yes	As children enter through defined door. Staff will monitor entrance to toilets and class room for hand washing etc. Queuing system will be in place using tape on floor to enable social distancing. Handwashing can also take place in classrooms	
				<ul style="list-style-type: none"> Unless essential Do not allow parent/carers to enter the buildings to drop off or collect children. If parents do need to enter the building ensure they have an understanding of the procedures in order to keep everyone safe. Do not allow gathering at the school gates to talk to other parents. Consider special arrangements for settling children who are new to the school to enable the reduction of contacts and maximising of distance from parents where possible 	Yes	This has been made clear to parents and will be monitored.	
				<ul style="list-style-type: none"> Identify drop off and pick up waiting areas that can reduce contacts and maximise distance 	Yes	Identified areas in playground	
				<ul style="list-style-type: none"> Extend gate/entrance opening times to prevent queueing 	Yes	SLT to monitor collection and pick up every day. Children and staff to stay in playground until all children collected.	

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				<ul style="list-style-type: none"> Staff, pupils and parents are briefed and signage provided to identify entrances, exits and circulation routes 	Yes	Covid Handbook Parent newsletter SLT monitoring drop off and pick up every day	
				<ul style="list-style-type: none"> A plan is in place for managing the movement of people on arrival to avoid groups of people congregating 	Yes	See re-opening plan	
				<ul style="list-style-type: none"> Floor markings visible to all to avoid queuing 	Yes		
				<ul style="list-style-type: none"> Parents given advice on walking/cycling to school, avoiding public transport and minimising driving 	Yes	Reminder to parents to advise about social distancing and safety at drop off and pick up	
				<ul style="list-style-type: none"> Advice given on suitability of pupils scooting/cycling on the pavement and availability of storage 	Yes	This is currently in place but reminders will be given	
				<ul style="list-style-type: none"> Liaise with the council's Highways department over the possibility of traffic lanes being reduced close to the school to allow more pedestrian space 	Yes	This system has been suspended	
14. Increased risk of slips, trips and falls and collisions between vehicles and pedestrians due to unfamiliarity with changes to layout measures and procedures and the need for social distancing.	3	2	6	<ul style="list-style-type: none"> Advice to pupils and families on maintaining road safety procedures despite changes. 	Yes	Parents to be advised in a letter	3x2=6
				<ul style="list-style-type: none"> For those that have to drive, advice on places they should and should not pick up, drop off and park 	Yes	Parents to be advised in a letter to park and stride	
				<ul style="list-style-type: none"> Arrangements for kiss and drop, if deemed appropriate, in consultation with Highways, promoted to staff, children and families. 	N/A		
				<ul style="list-style-type: none"> Suitability of operation of School Crossing Patrol site considered in consultation with Highways and, if deemed suitable, temporary measures/procedures implemented. 	N/A		

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				<ul style="list-style-type: none"> Liaise with Highways re: markings outside of the school on pavements and on key routes to school- pinch points, crossing points etc. 	N/A	To be reviewed as school re-opening expands.	
				<ul style="list-style-type: none"> Liaise with Highways if widened pavements, suspension of parking bays, changes to school keep clear markings and signage /enforcement are required. 	N/A	To be reviewed as school re-opening expands.	
15. Risk of transmission because pupils do not observe agreed protocols of the reduction of contacts and maximising distance at playtimes	4	4	16	<ul style="list-style-type: none"> Playtimes and lunch are staggered 	Yes	areas in playground identified to play in	4x3=12
				<ul style="list-style-type: none"> Outside spaces are used by one bubble at a time or space is divided with clear demarcations 	Yes		
				<ul style="list-style-type: none"> Pupils are reminded about reduction of contacts and maximising distance before every playtime 	Yes		
				<ul style="list-style-type: none"> Supervision levels have been enhanced to support all pupils, including those pupils needing a high level of adult support. 	Yes	Where needed.	
16. Risk of transmission because pupils do not observe agreed protocols of reduction of contacts and maximising distance at lunchtimes	4	4	16	<ul style="list-style-type: none"> Pupils are reminded about the protocols the reduction of contacts and maximising distance before every lunchtime 	Yes	In place already	4x3=12
				<ul style="list-style-type: none"> Pupils wash their hands before and after eating on leaving and returning to the classrooms after outdoor play, break and lunch times or any activity away from their designated learning area. 	Yes	In place already	
				<ul style="list-style-type: none"> Dining room areas and other spaces are configured to ensure the reduction of contacts and maximising distance are in place when the children eat. Where possible children will be front facing and facing the same direction i.e. not face to face. 	Yes	Additional tables purchased Hall to be used for packed lunch Year group sittings to avoid year group bubbles mixing.	

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				<ul style="list-style-type: none"> Floor markings are clear to avoid queues 	Yes	Floor markings are in place with tape across school site including dining hall	
				<ul style="list-style-type: none"> Other arrangements may be in place e.g. delivering packed lunches/grab bags to classrooms, pupils eating own packed lunches in classroom, pupils eating in outdoor spaces 	Yes		
				<ul style="list-style-type: none"> If children bring in own packed lunch, parents are given very clear guidance and protocols and children do not 'share' food 	Yes	EB- to include guidance in letter to parents Letter to be included in Covid Staff Handbook	
				<ul style="list-style-type: none"> Eating areas are thoroughly cleaned after lunchtime 	Yes	MTS/Caretaker	

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17. Staff rooms and offices do not allow for reduction of contact and maximising distance guidelines	4	4	16	<ul style="list-style-type: none"> Staff rooms and offices have been reviewed and appropriate configurations of furniture and workstations have been put in place to allow reduction of contacts and maximising distance 	In progre ss	<p>Staff room too small to accommodate all staff. New Rota for staff room to enable staff social distancing at lunch time</p> <p>Lack of space for staff to mix safely</p> <p>Staff have agreed that support staff have priority to use the staff room as teachers have their classrooms</p> <p>Staff to be reminded regularly of the risks if not maximising distance</p> <p>Wet play time is a risk to staff as classrooms used by children</p>	4x3=12
				<ul style="list-style-type: none"> Staff have been briefed on the use of these rooms 	Yes	Re- opening plan	
18. The configuration of medical rooms may compromise reduction of contact and maximising distance guidelines	3	4	12	<ul style="list-style-type: none"> Reduction of contacts and maximising distance provisions are in place for medical rooms 	Yes	<p>Queuing system to be marked outside of room. Pupils to be supervised by an adult if in need of medical attention. PPE to be worn.</p>	3x2=6
				<ul style="list-style-type: none"> Additional rooms are designated for pupils with suspect COVID-19 whilst collection is arranged 	In progre ss	<p>Group room/sensory room</p> <p>Outdoor area identified</p>	

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				<ul style="list-style-type: none"> PPE available if staff dealing with pupil with symptoms Procedures are in place for medical rooms to be cleaned after suspected cases, along with other affected areas 	Yes Yes		
19. Groups of people gather in reception areas which may contravene reduction of contact and maximising distance guidelines	3	4	12	<ul style="list-style-type: none"> Parents are made aware of new school procedures prior to their children starting back at school and to those families who are new to the school Social distancing floor markings are clearly in place Social distancing protocols and guidance are clearly displayed to protect those staff on reception duty Non-essential visitors to school and deliveries are minimised Arrangements are in place for visitors to stay apart 	Yes Yes yes Yes Yes	<p>Included in letter to parents</p> <p>Visitors are not allowed on site unless for essential meetings – face coverings to be worn</p> <p>Essential contractors escorted on the premises. Designated areas for parents/carers</p> <p>Visitors are escorted, at a social distance, from the gate</p>	3x2=6

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C. Hygiene and protective controls							
20. Risk that reduction of contact and maximising distance is difficult or impossible to maintain, leading to a risk of transmission.	3	5	15	• Ensure frequent hand cleaning and good respiratory hygiene practices	Yes		3x3=9
				• Regular cleaning	Yes		
				• Minimise contact and mixing (see above)	Yes		
				• See sections above re start and end of day arrangements, playtimes and break times	Yes		
21. Risk of staff or children with the virus coming into school with symptoms or when symptoms are not clear.	4	4	16	<ul style="list-style-type: none"> • LFT tests issued to staff to be carried out (Sunday/Wednesday) All results reported online. • Testing of staff or pupils - if school has home testing kits - give to any symptomatic staff or pupils when they are sent home. If not, ensure the staff/parents/pupils know the process to get tested. • Ensure that pupils, staff and other adults do not come into the school if they have coronavirus (COVID-19) symptoms, or have tested positive in the last 7 days, and ensuring anyone developing those symptoms during the school day is sent home 	Yes	<p>Included in staff handbook and letter to parents</p> <p>Included in staff handbook and letter to parents</p>	4x4=12
				• Make arrangements to isolate anyone with symptoms and have clear guidance and protocols	Yes	See handbook for allocated areas for staff to work in	
				• PPE on hand.	Yes	Hygiene station in each room, face shields provided for every staff	

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						member and PPE in medical room	
22. Risk of the virus spreading via surfaces in the school unless there is regular cleaning	4	4	16	<ul style="list-style-type: none"> Consideration should be given regarding the continued use of items that are frequently used by multiple children that are not essential and difficult to keep clean, for example outdoor play equipment. 	Yes	Limited amount of resources are shared and only within a bubble. If resources are shared across bubbles cleaning takes place or after 72 hours	4x3=12
				Establish arrangements for all frequently touched surfaces and equipment e.g. <ul style="list-style-type: none"> door handles handrails tabletops play equipment toys electronic devices (such as phones) specialist equipment, including equipment used by pupils with SEN 	Yes	Cleaning equipment in each classroom	
				<ul style="list-style-type: none"> When cleaning, use the usual products, like detergents and bleach, as these will be very effective at getting rid of the virus on surfaces. 	Yes	Hygiene station in each classroom and designated staff work areas	
				<ul style="list-style-type: none"> Limit the number of shared resources that are taken home by staff and pupils and limit the exchange of such resources. 	Yes	Limited amount of resources are shared and only within a bubble.	

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						If resources are shared across bubbles cleaning takes place or used after 72 hours	
				<ul style="list-style-type: none"> Limit the number of shared resources (such as pencils, arts equipment, etc.) between pupils in the same classroom. 	Yes	Limited amount of resources are shared and only within a bubble.	
				<ul style="list-style-type: none"> Teachers and children should make sure they wash their hands and surfaces, before and after handling pupils' books 	Yes	Protocol added to staff handbook	
				<ul style="list-style-type: none"> Teachers and children should make sure they wash their hands before and after handling shared equipment (such as printers, touch screen computer etc.) and provide hand sanitisers at appropriate locations. 	Yes	Hygiene station in each classroom. Soap and antibacterial hand washes provided for staff and children	
				<ul style="list-style-type: none"> There is no need for anything other than normal personal hygiene and washing of clothes following a day in a school. Uniform that cannot be machine washed should be avoided. Ensure Parents and carers are aware of this 	Yes	Parents to be informed in letter	
23. Risk of virus spreading because the school has insufficient materials and equipment	4	4	16	<ul style="list-style-type: none"> Establish clear plan to ensure the school has an ongoing supply of soap and hot water in every toilet and in classrooms 	Yes	Caretaker to check before school and during lunch time	4x3=12
				<ul style="list-style-type: none"> Use of hand sanitisers at appropriate locations 	Yes	All rooms have hand sanitiser	
				<ul style="list-style-type: none"> Bins provided in classrooms, playground and in other designated staff work areas. All bins inside to be emptied after am and pm sessions and outdoor bins to be emptied daily. 	Yes	Caretaker briefed on bins to be changed.	

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				<ul style="list-style-type: none"> Bins to be double bagged and emptied 	No	Protocol needs to be established – cleaning company and Caretaker to be met with	
				<ul style="list-style-type: none"> Disposable tissues to implement the 'catch it, bin it, kill it' approach in each classroom 	Yes	Reminders for children each day	
24. Provision and use of PPE for staff where required is not in line with government guidelines	3	3	9	<ul style="list-style-type: none"> Government guidance on wearing PPE is understood, communicated and sufficient PPE has been procured. 	Yes	Necessary PPE procured	3x2=6
				<ul style="list-style-type: none"> Those staff required to wear PPE (e.g. SEND intimate care, cleaning staff, receiving and handling deliveries) 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 	Yes		
				<ul style="list-style-type: none"> Staff are reminded that the wearing of gloves is not a substitute for good handwashing 	Yes		
25. Pupils forget to wash their hands regularly and frequently	4	4	16	<ul style="list-style-type: none"> Staff training includes the need to remind pupils of the need to wash their hands regularly and frequently. 	Yes		4x3=12
				<ul style="list-style-type: none"> Posters and electronic messaging boards reinforce the need to wash hands regularly and frequently. Pupils regularly reminded about this in class. 	Yes	Washing of hands is timetabled and supervised	
				<ul style="list-style-type: none"> School leaders monitor the extent to which handwashing is taking place on a regular and frequent basis. 	Yes		
26. Pupils' behaviour on return to school does not comply with reduction of contact and maximising distance guidance	3	4	12	<ul style="list-style-type: none"> Clear messaging to pupils on the importance and reasons for reduction of contact and maximising distance is reinforced throughout the school day by staff and through posters, electronic boards, and floor markings. For young children this is done through age-appropriate methods such as stories and games. For pupils with SEN, including those 	Yes	Reminders at the beginning of each day	3x3=12

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				with Autism, use appropriate methods such as pictures/PECS and modelling			
				• Staff model reduction of contact and maximising distance consistently.	Yes		
				• The movement of pupils around the school is minimised.	Yes	Detailed in staff handbook	
				• Large gatherings are avoided. Inc assemblies	Yes	Staff meetings will take place in the main hall Assemblies – year group only for no more than 15 mins. Class kept apart	
				• Break times and lunch times are structured to support reduction of contact and maximising distance and are closely supervised	Yes	Designated areas for each group to play. Key workers have a different playtime	
				• The school's behaviour policy has been revised clearly the consequences for poor behaviour and deliberately breaking the rules and how the school will enforce those rules including any sanctions. This is particularly the case when considering restrictions on movement within school and new hygiene rules. This has been communicated to staff, pupils and parents.	Yes	Added to Covid hand book and included on the school website Parents to be reminded of changes	
				• Senior leaders monitor areas where there are breaches of reduction of contact and maximising distance measures and arrangements are reviewed.	Yes		
				• Messages to parents reinforce the importance of reduction of contact and maximising distance.	Yes		
				• Arrangements for reduction of contact and maximising distance of younger primary school children have been agreed and staff are clear on expectations.	Yes		

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				<ul style="list-style-type: none"> Arrangements for reduction of contact and maximising distance for pupils with SEND have been agreed and staff are clear on expectations. 	Yes	Risk assessments for each SEND child shared with LSAs	
D. Premises and Buildings							
27. Risk that regular enhanced cleaning capacity is at a reduced level so that any deep-clean and ongoing enhanced cleaning of classrooms, shared areas, surfaces and toilets are not undertaken to the standards required	4	4	16	<ul style="list-style-type: none"> A plan for cleaning staff on return to school A return-to-work plan for cleaning staff (including any deep cleans) is agreed with contracting agencies prior to opening. 	Yes	Cleaning company has arranged training for staff	4x3=12
				<ul style="list-style-type: none"> An enhanced cleaning plan is agreed and implemented which minimises the spread of infection. <ul style="list-style-type: none"> more frequent cleaning of rooms / shared areas that are used by different groups frequently touched surfaces being cleaned more often than normal, using standard products such as detergents and bleach the regular cleaning of toilets 	Yes	Cleaning company staff have had training on protocols for Covid-19. Discussion with cleaning company has taken place. SOP has been provided. Caretakers clean touch points throughout the day.	
				<ul style="list-style-type: none"> Working hours for cleaning staff are increased 	Yes	Cleaning during lunch time to take place	
28. The use of fabric chairs may increase the risk of the virus spreading	3	4	16	<ul style="list-style-type: none"> Take fabric chairs out of use where possible. 	Yes	Removed from all communal areas and designated staff working areas.	3x3=12
				<ul style="list-style-type: none"> Where that is not possible then ensure chairs are limited to single person use. 	Yes	Teacher chairs only remain with fabric on	
29. Queues for toilets and handwashing risk non-compliance reduction of contact and maximising distance measures.	4	4	16	<ul style="list-style-type: none"> Follow DfE guidelines for number of pupils per toilet Queuing zones for toilets and hand washing have been established and are monitored. 	Yes	Tape on floor outside toilets for queuing	4x3=12
				<ul style="list-style-type: none"> Floor markings are in place to enable reduction of contact and maximising distance measures. social distancing. 	Yes	Tape on floor outside toilets for queuing	

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				<ul style="list-style-type: none"> Pupils know that they can only use the toilet one at a time. 	Yes	Staff and pupils need to be reminded.	
				<ul style="list-style-type: none"> Pupils are encouraged to access the toilet during class/throughout the day to help avoid queues. 	Yes	Staff to monitor	
				<ul style="list-style-type: none"> The toilets are cleaned frequently. 	Yes		
				<ul style="list-style-type: none"> Monitoring ensures a constant supply of soap and paper towels 	Yes	Caretaker to monitor	
				<ul style="list-style-type: none"> Bins are emptied regularly. 	Yes	Caretaker to monitor	
				<ul style="list-style-type: none"> Pupils are reminded regularly on how to wash hands and young children are supervised in doing so. 	Yes	Reminders in class by class teachers	
30. Fire procedures are not appropriate to cover new arrangements	4	4	16	<ul style="list-style-type: none"> Fire procedures have been reviewed and revised where required, due to: <ul style="list-style-type: none"> Reduced numbers of pupils/staff Possible absence of fire marshals The need to apply reduction of contact and maximising distance measures during evacuation and at muster points to enable reduction of contact and maximising distance measures. A possible need for additional muster point(s) to enable social distancing where possible 	Yes	Fire evacuation to be reviewed and social distance meeting point established as the same location as arrival and dismissal	4x3=12
				<ul style="list-style-type: none"> Staff and pupils have been briefed on any new evacuation procedures 	Yes	To be included in Covid Staff Handbook and fire drill for whole school site during first week back in March	

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				<ul style="list-style-type: none"> Incident controller and fire marshals have been trained and briefed appropriately. 	In progre ss		
31. Fire evacuation drills - unable to apply contact and maximising distance measures effectively	4	4	16	<ul style="list-style-type: none"> Plans for fire evacuation drills are in place which are in line with reduction of contact and maximising distance measures. 	Yes	To be discussed in staff meeting 1 st March	4x3=12
				<ul style="list-style-type: none"> Review Personal Emergency Evacuation Plans – buddies are assigned or reassigned according to available persons. 			
				<ul style="list-style-type: none"> Consider access route for teachers and pupils with mobility issues, as social distancing measures may not be possible during an emergency 			
32. Fire marshals absent due to self-isolation	4	4	16	<ul style="list-style-type: none"> An additional staff rota is in place for fire marshals to cover any absences and staff have been briefed accordingly. 	Yes	Addition fire marshal roles to be allocated	4x3=12
33. All systems may not be operational	3	2	6	<ul style="list-style-type: none"> Government guidance is being implemented where appropriate. see following link: https://www.cibse.org/coronavirus-covid-19/emerging-from-lockdown 	Yes	Guidance used and re-opening model checked with LA	3x2=6
				<ul style="list-style-type: none"> All systems have been recommissioned. Water systems (particularly legionella testing and controls in place) Electrical and gas safety checks Emergency escapes, lighting and fire detection systems Security systems Lifts and escalators Heating Ventilation systems 	Yes	Guidance used and re-opening model checked by LA	
34. Statutory compliance has not been completed due to the reduced availability	4	2	8	<ul style="list-style-type: none"> All statutory compliance is up to date. 	Yes	Yes	
				<ul style="list-style-type: none"> Where water systems have not been maintained throughout lockdown, chlorination, 	Yes	All water testing is up to date.	4x2=8

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of contractors during lockdown				flushing and certification by a specialist contractor has been arranged. The following guidance has been followed where appropriate: https://www.hse.gov.uk/coronavirus/legionella-risks-during-coronavirus-outbreak.htm			
35. Lack of good ventilation means that there is risk of transmission	3	3	9	<ul style="list-style-type: none"> Ensure good ventilation in classrooms and common areas e.g. through opening a window 	Yes		2x3=6
				<ul style="list-style-type: none"> Follow guidance in the following link: air conditioning and ventilation during the coronavirus outbreak 			
36. Visitors to the site (including parents) add to the risk	4	4	16	<ul style="list-style-type: none"> Signage giving routes, procedures and entrances and exit to be followed. 	Yes	Visitors to be escorted on the site from entrance gate	4x3=12
				<ul style="list-style-type: none"> Limit the external visitors to the school during school hours 	Yes		
				<ul style="list-style-type: none"> Review visitors/contractors sign in procedure to restrict use of shared equipment i.e. pen or touchscreen computer. 	Yes	Staff working in offices to sign in contractors – contractors brought to office to sign in by staff who let them onto site Hand sanitiser available	
				<ul style="list-style-type: none"> Parents should come into school buildings only when strictly necessary, by appointment, and ideally only one (unless for example, an interpreter or other support is required). Any such meetings should take place at a safe distance (and so the use of small offices may not be suitable) 	Yes		
				<ul style="list-style-type: none"> Consider holding SEN meetings such as Annual Reviews 'virtually' 	Yes		

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37. Contractors on-site whilst school is in operation may pose a risk to reduction of contacts and maximising distance and infection control	4	4	16	<ul style="list-style-type: none"> 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. 	Yes		4x3=12
				<ul style="list-style-type: none"> An assessment has been carried out to see if any additional control measures are required to keep staff, pupils and contractors safe 	Yes	We are avoiding all visitors to our school site unless absolutely necessary for the school to open. Where possible, all work to be done remotely or in school holidays.	
				<ul style="list-style-type: none"> 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. reduction of contacts and maximising distance is maintained at all times 	Yes	Administrator ensure all contractors are vigilant about the health of their employees	
				<ul style="list-style-type: none"> Temperature checks are carried out on arrival and before entering the school building 	No	This is not recommended in DfE guidance. Discussed fully at GB	
				<ul style="list-style-type: none"> Alternative arrangements have been considered such as using a different entrance and exit for contractors and organising classes so that contractors and staff/pupils are kept apart. 	Yes	Contractors are escorted on site	
				<ul style="list-style-type: none"> Reduction of contacts and maximising distance is being maintained throughout any such works and where this is not possible arrangements are reviewed. 	Yes		

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				<ul style="list-style-type: none"> 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). 	Yes	We are avoiding all visitors to our school site unless absolutely necessary for the school to open. Where possible, all work to be done remotely or in school holidays.	

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E. General							
38. 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	3	3	9	<ul style="list-style-type: none"> All relevant policies have been revised to take account of government guidance on social distancing and COVID-19 and its implications for the school. 	Yes	Covid Handbook	3x2=6
				<ul style="list-style-type: none"> The school has carried out a full Health and Safety Risk Assessment to ensure it is Covid-19 secure. (LBB will issue guidance on this shortly) 	As much as is possible	Shared with staff, parents and governors	
				<ul style="list-style-type: none"> Staff, pupils, parents and governors have been briefed accordingly. 	Yes	Ongoing – staff, pupils, parents and governors will be briefed when necessary	
39. Curriculum/Learning Environment	3	3	9	<ul style="list-style-type: none"> Consider what activity is more difficult/ not possible to be undertaken with reduction of contacts and maximising distance in place. Each activity should be risk assessed and should not be run unless the risks can be mitigated. School will ensure activities such as PE, music and practical lessons are carried out safely in line with guidance e.g.: <ul style="list-style-type: none"> in PE pupils will be kept in consistent groups, sports equipment thoroughly cleaned between each use by different individual groups, and contact sports avoided. Outdoor sports will be prioritised where possible, and large indoor spaces used where it is not, maximising distancing 	Yes	<p>Year group Assemblies</p> <p>PE coordinator has risk assessed PE and no contact sports will take place</p> <p>Music coordinator will risk assess music lessons and amend their delivery – some instruments will not be used.</p> <p>Peripatetic music lessons will be</p>	3x2=6

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				<p>between pupils and paying scrupulous attention to cleaning and hygiene.</p> <p>In music lessons physical distancing and playing outside will be done wherever possible, limiting group sizes to no more than 15, positioning pupils back-to-back or side-to-side, avoiding sharing of instruments, and ensuring good ventilation. Singing, wind and brass playing will not take place in larger groups such as school choirs and ensembles, or school assemblies.</p>		<p>delivered to no more than 15.</p> <p>Face shield and mask to be worn when necessary</p>	
				<ul style="list-style-type: none"> Ensure all staff are trained and supported in front of classroom delivery style (where appropriate) and aware of how best to provide students with additional support. 	Yes	Re-opening plan	
40. Key stakeholders are not fully informed about changes to policies and procedures due to COVID-19, resulting in risks to health	4	3	12	<ul style="list-style-type: none"> Communications strategies for the following groups are in place: <ul style="list-style-type: none"> Staff Staff (inc staff at breakfast club and after school activities) Pupils Parents Governors/Trustees Local authority Health services Regional Schools Commissioner Professional associations Other partners Neighbouring schools/EY settings Highways department 	Yes	<p>Letters to parents and risk assessment on website.</p> <p>Covid Staff Handbook</p> <p>Children reminded about changes and safety measures every day in PHSE lessons and through displays/posters</p>	3x2=6
				<ul style="list-style-type: none"> Parents are communicated with to make sure they know: 	Yes	EB- Letter to parents Reminder letter will be sent to parents week	

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				<ul style="list-style-type: none"> whether their child will be able to attend from the week commencing 2nd September what protective steps you're taking to make the school a low-risk place for their child what you need them to do (such as on drop off and collection) <ul style="list-style-type: none"> For pupils with SEN, consideration should be given to the use of the individual Re-Integration Plan 	Yes	beginning 1st March 2021 JG- support for SEND parents and pupils	
41. Pupils who are unable to attend school because they are complying with clinical and/or public health advice are not receiving access to remote education	3	3	9	<ul style="list-style-type: none"> School is aware of current guidelines for shielding Parents have been provided with clear guidance about acceptable reasons for non-attendance and this is reinforced on a regular basis. Parents have been asked to make the school aware of pupils' health conditions and the school has sought to ensure that the appropriate guidance has been acted upon. Schools have a regularly updated register of pupils with underlying health conditions. Staff are available to ensure pupils at home continue to be provided with remote education 		Supply staff may need to be used to release YTL and teachers to provide home learning for children whose absence is authorised where necessary. Online platform is running effectively. Children whose absence is unauthorised will not receive home learning	2x3=6

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42. Pupils' mental health has been adversely affected during the period that the school has been closed and by the COVID-19 crisis in general	4	4	16	<ul style="list-style-type: none"> There are sufficient numbers of trained staff available to support pupils with mental health issues. 	Yes	<p>Staff are aware of how to offer support and how to access help through referrals to DSL who will refer to Early Help Team through MASH if necessary</p> <p>Staff have already been communicating with parents about wellbeing issues.</p> <p>New guidance on mental health is being followed</p> <p>SMT have met to plan PSHE lessons and strategies to support pupils</p> <p>Borough guidance has been issued to staff and governors</p>	4 x 3 = 12
				<ul style="list-style-type: none"> There is access to designated staff for all pupils who wish to talk to someone about wellbeing/mental health. 	Yes	<p>Leadership Team are the designated people</p> <p>JG- remote access who can refer to Emotional Health and Wellbeing Team for support</p>	
				<ul style="list-style-type: none"> Wellbeing/mental health is discussed regularly in PSHE/virtual assemblies/pupil briefings (stories/toy characters are used for younger pupils to help talk about feelings). 	Yes		
				<ul style="list-style-type: none"> Resources/websites to support the mental health of pupils are provided. 	Yes	<p>Mindfulness activities/PSHE activities</p>	

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43. 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	3	4	12	<ul style="list-style-type: none"> Staff are encouraged to focus on their wellbeing. 	Yes	Staff newsletter, well-being training offered and Qwell information sent out	3x3=9
				<ul style="list-style-type: none"> Line managers are proactive in discussing wellbeing with the staff that they manage, including their workload. 	Yes	Ongoing discussions between teams with team leaders and SLT Also discussed at GB	
				<ul style="list-style-type: none"> Staff briefings and training have included content on wellbeing 	Yes		
				<ul style="list-style-type: none"> Staff briefings/training on wellbeing are provided. 	Yes		
				<ul style="list-style-type: none"> Staff have been signposted to useful websites and resources. 	Yes	Qwell, posters around school, well-being board in staffroom	
44. Lack of governor oversight during the COVID-19 crisis leads to the school failing to meet statutory requirements.	2	3	6	<ul style="list-style-type: none"> The governing body continues to meet regularly via online platforms. 	Yes	Meetings taking place via Zoom.	2x2=4
				<ul style="list-style-type: none"> The governing body agendas are structured to ensure all statutory requirements are discussed and school leaders are held to account for their implementation. 	Yes		
				<ul style="list-style-type: none"> The headteacher'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. 	Yes	Governors receive all communication that goes out to parents and staff.	
				<ul style="list-style-type: none"> Regular dialogue with the Chair of Governors and those governors with designated responsibilities is in place. 	Yes	All governors included in communication with parents and staff and zoom GB meetings have taken place	
				<ul style="list-style-type: none"> Minutes of governing body meetings are reviewed to ensure that they accurately record 	Yes		

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				governors' oversight and holding leaders to account for areas of statutory responsibility.			
45. Test and trace is not used effectively to help manage staffing levels and support staff wellbeing	3	3	9	<ul style="list-style-type: none"> Guidance on getting test and trace has been published. 	Yes		3x3=9
				<ul style="list-style-type: none"> The guidance has been explained to staff 	Yes		
				<ul style="list-style-type: none"> Post-testing and tracing support is available for staff. 	Yes		
46. Infection transmission within school due to staff/pupils (or members of their household) displaying symptoms	4	4	16	<ul style="list-style-type: none"> Robust collection and monitoring of absence data, including tracking return to school dates, is in place. 	Yes		4x3=12
				<ul style="list-style-type: none"> Procedures are in place to deal with any pupil or staff displaying symptoms at school. This includes the use of test and trace for both staff and pupils and appropriate action, in line with government guidance, should the tests prove positive or negative. 	Yes		
				<ul style="list-style-type: none"> Pupils, parents and staff are aware of what steps to take if they, or any member of their household, displays symptoms. This includes an understanding of the definitions and mitigating actions to take in relation to the terms clinically vulnerable and clinically extremely vulnerable should these apply 	Yes	EB to include further reminders in letter to parents	
				<ul style="list-style-type: none"> A record of any COVID-19 symptoms in staff or pupils is reported to the local authority and, in the case of academies, the trust or local authority. 	Yes		

Specific Concern/ Risk	Impact score (a)	Probability score (b)	Current Risk Rating (a) x (b)	Control Measures	In Place (Y/N)	Implications for opening the school and further action proposed	Risk rating following controls (1-25)
47. Staff, (inc breakfast club and after school activities 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	4	4	16	<ul style="list-style-type: none"> 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. 	Yes	Guidance provided in every newsletter	4x3=12
				<ul style="list-style-type: none"> This guidance has been explained to staff and pupils as part of the induction process. 	Yes	Class teachers to provide guidance to pupils Staff handbook	
				<ul style="list-style-type: none"> Any updates or changes to this guidance are communicated in a timely and effective way to all stakeholders. 	Yes		
48. Staff, pupils and parents are not aware of the school's procedures should there be a confirmed case of COVID-19 in the school	4	4	16	<ul style="list-style-type: none"> 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. 	Yes	Letter to parents and newsletters	4x3=12
				<ul style="list-style-type: none"> This guidance has been explained to staff and pupils as part of the induction process. 	Yes	staff INSET week beginning 1 st March	
				<ul style="list-style-type: none"> Any updates or changes to this guidance are communicated in a timely and effective way to all stakeholders. 	Yes		
49. Staff, parents and carers are not aware of recommendations on transport to and from school	4	4	16	<ul style="list-style-type: none"> Reduce any unnecessary travel on buses or public transport where possible (for example, by walking or cycling to school) and avoiding peak times. (See Risks 11 and 12) Pupils, parents and staff travelling on public transport to wear face covering and to remove these safely when coming into school, following school procedures. 	Yes	Parents to be encouraged to walk/park and stride and avoid public transport	4x3=12