

Heston Community School COVID 19 Risk Assessment

People at Risk:	Students, Staff, Visitors and Contractors				
Assessment carried out by:	SLT, ABM, FPM	Date:	30.08.20	Date of Review:	18.09.20
Hazard:	Contracting Covid-19: High temperature or a new, continuous cough, or a loss of taste/smell through poor hygiene, physical contact, not obeying social distancing measures.				

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
1. Prevention of spread						
1.1 Minimising contact with individuals who are unwell by ensuring that those who have coronavirus (COVID-19) symptoms, or who have someone in their household who does, do not attend school	5	2	10	<ul style="list-style-type: none"> All students and staff should not come to School if they have coronavirus symptoms or have tested positive in the last 7 days Any student or staff member developing symptoms in the day will be isolated and sent home and required to isolate for 7 days, unless a negative test is provided Members of the same household must self-isolate for 14 days from when the symptomatic person first had symptoms If a member of staff or student becomes unwell during the school day they will be placed in an isolation room and given access to a separate bathroom whilst awaiting collection A reserve isolation room has been allocated in the event that more than one student needs to be isolated Parents/carers and staff will receive clear communication on these guidelines in July and September prior to the School reopening Students will have a full induction in September to ensure they are fully informed 	SLT 26.08.20	5
1.2 Ensuring staff and students clean hands thoroughly	5	2	10	<ul style="list-style-type: none"> Staff and students will be required to sanitise hands before entering every classroom Sanitiser will be made available in every classroom Additionally, wall mounted sanitisers will be placed at entrance points to buildings Two 30- minute lunch breaks provide ample time for students and staff to wash or sanitise hands before and after eating or drinking Posters will be put up to remind staff and students of the important of washing hands 	DJO 26.08.20	5
1.3 Ensuring good respiratory hygiene	5	2	10	<ul style="list-style-type: none"> Catch it, Kill it, Bin it will be promoted through posters and screen savers Tissues will be available in every classroom and this will be checked as part of the cleaning regime. If stock need replenishing this should be reported to the site team Double bagged, lidded bins will be placed in the corridor of each zone Bins will be emptied and sanitised, as part of the enhanced cleaning regime and the contents taken directly to the skip area Classroom windows will be kept open when possible to aid ventilation The air conditioning in Hogarth has been confirmed as safe to use due to filtration system The mechanical ventilation systems will be run continuously, with air recirculation switched off Staff will be provided with PPE should they wish to wear it 	DJO 26.08.20	5

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
				<ul style="list-style-type: none"> Students and staff will be provided with guidance on the removal of face covering following their use on public transport in September Students and staff will be instructed to not touch the front of their face covering during use or when removing them. They must dispose of the face covering in a plastic bag that they can take home with them or place in the waste bin Air dryers in toilets will not be disconnected as misuse of paper towels by students provides a greater risk to hygiene. Windows will be kept open to ventilate the areas and the enhanced cleaning regime will apply 		
1.4 Ensuring enhanced cleaning, including cleaning frequently touched surfaces often using detergents and bleach	5	2	10	<ul style="list-style-type: none"> An enhanced cleaning plan is agreed and implemented which minimises the spread of infection to include enhanced cleaning of classrooms, canteen and toilets Shared areas, used by different groups, including toilets and the canteen will be prioritised To ensure high standards of hygiene are maintained, there will be extra capacity and reconfiguration of the Cleaning Rota Cleaning will be focused on surfaces that are regularly touched such as door handles, light switches, stair rails, desks etc. Cleaners will follow the PHE revised guidance on COVID-19: Cleaning of non-healthcare settings Antiviral wipes, or equivalent alternative, will be provided in every workspace Staff will be asked to wipe down the teacher's desk, computer and mouse, before and after use Extensive supplies of hand sanitiser and disinfectants will be purchased Should the isolation room and toilet be required, this will be extensively cleaned by designated cleaning staff. Waste from this area will be placed in additional bag and taken directly to the skip area 	DJO 26.08.20	5
1.5 Minimising contact and mixing between individuals and maintaining social distancing	5	2	10	<ul style="list-style-type: none"> Each year group will be in a separate "Bubble" as far as possible Each year group will be allocated a teaching zone for all subjects except PE, DART, Dance and Drama and Computer Science [Appendix A] As per DFE guidance, teachers can operate across different classes and year groups and will move between the teaching zones Staff should maintain social distancing with other adults and students Communications on social distancing arrangements will take place regularly to reinforce key messages with translation into the preferred language of employees for whom English is not the first language All authorised visitors to site, including supply teachers, will be given an induction to outline the importance of social distancing and hygiene Unauthorised visitors will not be allowed on site Students will have a full induction in September to ensure they are fully informed of the importance of social distancing and this will be regularly reinforced through an updated PSHE programme 	SLT 26.08.20	5
1.6 Ensuring classroom measures limit the spread of disease	5	2	10	<ul style="list-style-type: none"> Classrooms will be arranged so that students are facing forward, where possible Teachers should teach from the front and not circulate Classroom spaces will be modified to ensure teachers can keep a 2m distance from students Unnecessary furniture will be removed from classrooms to increase space availability Windows should be opened to improve ventilation 	DJO 26.08.20 CL 07.09.20	5

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
				<ul style="list-style-type: none"> • Students must bring their own resources such as pens, pencils, rulers, calculators • Students should take their books home with them so that they do not need to store in classrooms • Textbooks and mini whiteboards can be shared within Bubbles but should be cleaned regularly • Textbooks must not be used between Bubbles and instead pages should be photocopied • Resources shared between Bubbles such as sports, art and science equipment will be cleaned frequently and meticulously and always between Bubbles or rotated to allow them to be left unused for 48 hours [72 hours for plastic] • Practical subjects must adopt suitable arrangements, in line with their subject association guidance and the CLEAPSS Back to School guidance. Arrangements will be shared and discussed with curriculum teams • Teachers should distribute materials in advance of the lesson when possible, handle all learning materials with gloves when disseminating to students and if required request a student to circulate documents, rather than circulating themselves • Where possible students should submit work electronically • Any work that is collected in for marking should be handled with gloves and quarantined for 48 hours, prior to marking and returning to the students. Teachers must always be mindful of social distancing and appropriate handling 		
1.7 Ensuring outside of classroom measures limit the spread of disease	5	2	10	<ul style="list-style-type: none"> • Assemblies will only take place within Bubbles • The School will investigate the use of technology to limit the number of Assemblies • Movement around the site is being kept to a minimum through the use of Bubble zones • Staggered school start and finish times will minimise risk [Appendix A] • Entry points to the school will be adapted to support different Bubbles • Sufficient staff will be on duty to monitor safe arrival and departure, and lunch breaks • Zoned areas for each year group during Lunchtime will minimise risk [Appendix A] • Allocated time slots for canteen use will minimise risk [Appendix A] • New protocols for use of Welfare Team will limit movement of students around the site • New protocols for the SEND Inclusion provision will minimise risk • Fountains will not be made available to students • The LRC will be recommissioned as a sixth form study area, so that the current area can be used as two classrooms. The LRC would not have been able to have been used for the sharing of books. Instead each tutor group will be given access to book boxes or book trolleys to allow access to the library books • The Librarian will ensure that books are quarantined for 72 hours between Bubbles • Lifts should only be used in exceptional circumstances. Only one person may use the lift at any one time. Lifts will be disinfected during the day • The Behaviour policy will be amended to ensure students can be removed from lessons if required, whilst maintaining the Bubbles or social distance • Students will not be allowed out of lessons in exceptional circumstances to limit the movement around the School 	DJO 26.08.20	5
1.8 Ensuring parental behaviour limits spread of disease	5	2	10	<ul style="list-style-type: none"> • Parents will be asked to wait for children away on the other side of Heston Road • Technology will be used to limit the number of parental meetings on site • All parents will need to arrange an appointment to come on site • This will be communicated to parents before September 	SLT 26.08.20	5

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
1.9 Ensuring PPE is worn when necessary	5	2	10	<ul style="list-style-type: none"> If a student becomes ill with Coronavirus symptoms while at school and if the 2m distance cannot be maintained, staff should wear the PPE provided If a student requires emergency, intimate attention and the 2m distance cannot be maintained, staff should wear the PPE provided Each First Aider will be provided with PPE and trained on its use and disposal New Welfare protocols will be communicated with all staff 	SLT 26.08.20	5
1.10 Ensuring staff, parents/carers and visitors, engage with the NHS Test and Trace Process	5	2	10	<ul style="list-style-type: none"> Staff and parents/carers will be fully briefed on the NHS Test and Trace process and members of SLT briefed on how to contact the local Public Health Protection Team Staff and parents/carers will be required to immediately inform the school if they or their child test positive Main office staff will collect names and contact details of all visitors to support NHS Test and Trace process 	SLT 26.08.20	5
1.11 Ensuring staff manage confirmed cases of coronavirus amongst the school community effectively	5	2	10	<ul style="list-style-type: none"> Once a member of staff or a student has tested positive for coronavirus, senior staff will contact the local Public Health Protection Team If staff or students test positive, the School will follow all guidance from the local Public Health Protection Team following their risk assessment. The School will send home those people who have been in close contact with the person who has tested positive, advising them to self-isolate for 14 days. Household members of those contacts do not need to self-isolate themselves In the event of 2 or more confirmed cases within 14 days, a suspected outbreak, the School will follow the advice of the public health protection team and instruct larger groups of students to self-isolate as recommended. Staff will be informed as early as possible in this situation 	SLT 26.08.20	5
1.12 Ensuring shared staff spaces are safe	5	2	5	<ul style="list-style-type: none"> As teachers will be moving between classrooms, they will be asked to disinfect the teacher's desk, computer and mouse, before and after use, using the individual cleaning kits provided Social distancing must be maintained at all times in shared working spaces such as conference rooms, reception, staff rooms and reprographics areas – instructions will be placed on the external doors to advise how many members of staff can safely be in these shared areas If social distancing is not possible, staff should wear the PPE provided Photocopiers should be disinfected before and after use, using the antiviral wipes provided Kettles, Microwaves and Fridges should all be disinfected by the user, before and after use Additional fridges will be placed around the School to limit the use of the fridge in the staffroom Staff should bring their own cutlery and crockery The staff room will be available but limited to 8 staff members. OG03 will also be available as a quiet working space for staff 	SLT 26.08.20	5
1.13 Application of Tiers of Restriction	5	2	10	<ul style="list-style-type: none"> In the event of national intervention and local restrictions the School will follow the Tiers of Restriction guidance e.g. Tier 1- enforced wearing of face coverings in communal areas, Tier 2 – Rota model, combining on-site provision with remote education, Tier 3 – vulnerable and critical workers children and selected year groups only on site [identified by DfE], Tier 4 – vulnerable and critical workers children only on-site 	SLT ongoing	5

2. School Operations

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
2.1 Minimising risk on public transport	5	2	10	<ul style="list-style-type: none"> Staggered start and finish times will ease the pressure on public transport [Appendix A] Parents/carers, students and staff will be encouraged to cycle or walk to school Parents/carers, students and staff will be signposted to the TFL guidance on safe use of public transport 	SLT 26.08.20	5
2.2 Ensuring attendance remains high	2	2	4	<ul style="list-style-type: none"> The student services team will work with LCs and MOH to support families in ensuring their child comes to school, minimising the impact on their child's education, well-being and wider development Clear and consistent expectations of school attendance will be communicated with families before the start of school in September 	SLT 26.08.20	2
2.3 Ensuring that students that are self-isolating, or shielding in the event of a local rise in the disease, have access to remote provision	2	3	6	<ul style="list-style-type: none"> Where students are unable to attend school, because they are complying with clinical and/or public health advice teachers will provide remote education. This will be coordinated by Learning Coordinators 	SLT 26.08.20	3

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
2.4 Ensuring high levels of staff well-being	2	3	6	<ul style="list-style-type: none"> All aspects of the risk assessment and reopening procedures will be shared with staff, allowing for instruction, training and feedback in the September inset days Three additional inset days have been allocated in July and an additional September inset day has been allocated to support staff in preparing for reopening procedures Any deficiencies in the risk assessment should be raised with Line Managers so that these issues can be addressed Members of staff with significant risk factors, BAME staff, pregnant women, disabled, new mothers and older staff, or those that live with a clinically extremely vulnerable person may request a meeting with their Line Manager to discuss their concerns and explain the measures the school is putting in place to reduce risks An individual risk assessment will take place if required and the School will endeavour to accommodate additional measures Whole staff briefing will take place over Zoom The staggering of the School day will not extend beyond 15:10 [Appendix A] A workload impact assessment will take place in the Autumn term to analyse workload and working time demands, including remote education requirements and directed time arrangements. The Staff Well-being committee will be consulted on improvements Newly Qualified Teachers will have extensive support, mindful of the fact their ITT was cut short The School will investigate alternative arrangements with ITT providers to minimise physical visits Staff experiencing anxiety or effects of trauma will be supported and signposted to the Validium Counselling service and/or given access to bereavement services if required Pay Progression will not be linked to pupil progress in 2020-2021 	SLT 26.08.20	3
2.5 Ensuring support staff are deployed effectively	2	5	10	<ul style="list-style-type: none"> SEND Inclusion provision will be modified to maintain Bubbles and to ensure social distancing takes place, where possible If social distancing is not possible, support staff must wear the PPE provided Individual risk assessments will be completed if requested Classroom support staff will not be expected to teach whole classes IT Technicians will socially distance from students and colleagues Support staff will carry out their normal role as per their job description Additional hours will be paid accordingly 	MSN 26.08.20	5
2.6 Minimising the use of Supply Teachers	2	2	4	<ul style="list-style-type: none"> An additional Cover Supervisor will be employed to limit the use of supply teachers All supply teachers will be fully briefed on the social distancing and hygiene requirements 	SLT 26.08.20	2

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
2.7 Ensuring high levels of student well-being	2	2	4	<ul style="list-style-type: none"> Students will be allowed to wear PPE equipment in lessons Students will be encouraged to wear masks in all corridors. In the event of Tier 1-3 Local Restrictions the use of masks will be enforced Students will wear PE kit on days that they have PE to avoid the use of the changing rooms Students at greater risk will have an individual risk assessment SEND students will have consistent support, as much as possible SEND students requiring timeout will be given the opportunity to use corridors or outside space PPG Students will receive food parcels as part of the breakfast club provision 	SLT 26.08.20	2
2.8 Ensuring students have access to catering and Free School Meals	3	2	6	<ul style="list-style-type: none"> Each Bubble will have access to the canteen at different time slots [Appendix A] The canteen will be disinfected between each Bubbles use Innovate will be required to provide evidence of a review of HACCP procedures and FSA Guidance for Food Businesses to ensure adaptations have taken place Students will be encouraged to eat outside Students will not be able to “top up” using cash points – but instead parents must use their online parent pay accounts. This will be communicated to parents prior to September 	SLT 26.08.20	3
2.9 Ensuring the School site is safe	3	2	3	<ul style="list-style-type: none"> The usual pre-term building checks will be undertaken, following guidance form the Chartered Institute of Building Services Engineers guidance “emerging from lockdown” 	DJO 26.08.20	3
2.10 Minimising the risk from educational visits	5	2	10	<ul style="list-style-type: none"> Educational visits will be limited to those required by the curriculum such as Geography Field Trips in the first term All educational visits will be fully risk assessed, including assurances that locations are Covid secure 	SLT 26.08.20	5
2.11 Minimising the risk from extracurricular provision	5	2	10	<ul style="list-style-type: none"> Extracurricular clubs will be required to maintain the student Bubbles 	SLT 26.08.20	5
2.12 Minimising the risk from external contractors	5	2	10	<ul style="list-style-type: none"> Social distancing is being maintained throughout any building works and where this is not possible, contractors must wear PPE All contractors will be briefed on the Schools Risk Assessment and the social distancing and hygiene requirements Contractors will be provided with external toilets to minimise contact with staff and students 	SLT 26.08.20	5

3 Curriculum, behaviour and pastoral support

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
3.1 Ensuring the curriculum remains broad and ambitious	2	2	4	<ul style="list-style-type: none"> Students will follow a broad and ambitious curriculum, being taught all subjects previously available KS4 and KS5 students will maintain all examination subjects, except in exceptional circumstances Curriculum Leaders will work collaboratively with their teams to identify the most important missed content to prioritise. Time will be given to do this in the July and September inset days Staff, including LCs and CL for English and Mathematics, will be consulted on the "Catch up" plan There will be drive on literacy across the curriculum Regular formative assessment will be used to identify and address the gaps in students learning Remote education provision, through SMHW and Microsoft Teams will be available or in the case of Tier 2-4 local restrictions RSHE education will be delivered throughout the year, as previously planned 	SLT 26.08.20	2
3.2 Ensuring that examination students are prepared for Summer 2021	2	2	4	<ul style="list-style-type: none"> Targeted interventions will continue to take place for students that are at risk of underachieving The School will consider engaging with the National Tutoring Programme if this proves to be in the best interest of our students 	SLT 26.08.20	2
3.3 Ensuring safe music provision	5	2	10	<ul style="list-style-type: none"> Due to the risk of singing, the school choirs will be suspended until further notice 	SLT 26.08.20	5
3.4 Ensuring safe PE provision	5	2	10	<ul style="list-style-type: none"> Students will be taught PE within their Bubbles Sports equipment will be cleaned thoroughly between Bubbles The Head of PE will design the curriculum to minimise risk following guidance from Sport England and Association for Physical Education Extra-curricular activities will be encouraged but limited to Bubbles 	SLT 26.08.20	5
3.5 Ensuring student emotional and mental well-being is supported	3	2	6	<ul style="list-style-type: none"> The Well-being Hub, with full time counsellor and learning mentor will provide support for students demonstrating anxiety, bereavement or depression Teachers will be given training on how to support student well-being in the September inset days The Pastoral Curriculum will be redesigned to support resilience, mental health and well-being including anxiety, bereavement and sleep issues 	SLT 26.08.20	3
3.6 Ensuring student behaviour minimises the spread of the disease	5	2	10	<ul style="list-style-type: none"> The School Behaviour policy will be updated to include clear, reasonable and proportionate expectations of student behaviour and sanctions These will be communicated with staff in the September inset days These will be communicated to parents/carers and students The School will work with local services to ensure that students with additional needs are supported for a smooth return to school The Behaviour policy will be amended to ensure students can be removed from lessons if required, whilst maintaining the Bubbles or social distance The Behaviour policy will be reviewed to acknowledge the increases level of trauma and anxiety experienced by students and the impacts on engagement, self-esteem and behaviours 	SLT 26.08.20	5

4 Assessment

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
4.1 Ensuring safe provision of examinations	5	2	10	<ul style="list-style-type: none"> The School will follow DFE guidance to provide the Autumn Examination series, ensuring that Bubbles are maintained and staff remain socially distanced Students, including those that have left Heston, will receive details on how to enter the Autumn Examination Series 	SLT 26.08.20	5
4.2 Ensuring assessment is used to identify and address gaps in student learning	2	3	6	<ul style="list-style-type: none"> Curriculum Leaders and the Assistant Headteacher for Teaching and Learning will provide guidance on and develop the regular use of formative assessment to identify and address the gaps in students learning, with their teams 	SLT 26.08.20	3
5 Contingency planning for outbreaks						
5.1 Application of Tiers of Restriction	5	2	10	<ul style="list-style-type: none"> In the event of national intervention and local restrictions the School will follow the Tiers of Restriction guidance e.g. Tier 1- enforced wearing of face coverings in communal areas, Tier 2 – Rota model, combining on-site provision with remote education, Tier 3 – vulnerable and critical workers children and selected year groups only on site [identified by DfE], Tier 4 – vulnerable and critical workers children only 	SLT ongoing	5
5.2 Ensuring the School has capacity to offer immediate remote education	5	2	10	<ul style="list-style-type: none"> Remote education provision, through SMHW and Microsoft Teams will be available in the case of Tier 2-4 local restrictions A Microsoft Teams Co-ordinator will be hired to lead on staff training and support curriculum teams in developing an effective blending learning model A full contingency plan will be in place by the end of September to ensure meaningful and ambitious work is set across the curriculum, with clear explanations, regular assessment and of an equivalent length to the core teaching students would receive in school, including daily contact with teachers The contingency plan will be created in consultation with Senior and Middle Leaders Computers have been issued to support disadvantaged and vulnerable students 	SLT 26.08.20	5
6 Governance						

Hazards (Potential to cause harm & consider how a person may be hurt)	Severity	Likelihood	Risk rating	Control Measures	Target Date & By Whom	New Risk Rating**
6.1 Lack of Governor oversight leads to the school failing to meet statutory requirements	2	2	4	<ul style="list-style-type: none"> • The Governing Body continues to meet regularly • The Governing Body agendas are structured to ensure all statutory requirements are discussed and School Leaders are held to account for their implementation • 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 • Regular dialogue with the Chair of Governors and those Governors with designated responsibilities is in place • Minutes of Governing Body meetings are reviewed to ensure that they accurately record Governors' oversight and holding Leaders to account for areas of statutory responsibility 	NPH Ongoing	2
7 Risk Assessment						
7.1 Ensuring the Risk Assessment is shared with all stake holders	2	2	4	<ul style="list-style-type: none"> • The risk assessment will be created in consultation with Senior and Middle Leaders and Union Representatives • The risk assessment will be circulated to all staff and published on the School website • Staff will have the opportunity to raise concerns and deficiencies through their Line Manager in the September inset days, and as they arise, so that improvements can take place • Parents/carers will be invited to give feedback through the info@hestoncs.org email address • The risk assessment will be shared with all contractors 	SLT 26.08.20	2

RISK / PRIORITY INDICATOR KEY

SEVERITY (CONSEQUENCE)
1. Negligible (delay only)
2. Slight (minor injury / damage / interruption)
3. Moderate (Lost time injury, illness, damage, lost business)
4. High (Major injury / damage, lost time business interruption, disablement)
5. Very High (Fatality / Business closure)

LIKELIHOOD
1. Improbable / very unlikely
2. Unlikely
3. Even chance / may happen
4. Likely
5. Almost certain / imminent

RISK / PRIORITY INDICATOR MATRIX						
LIKELIHOOD	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
After measures, outlined above		1	2	3	4	5
		SEVERITY (CONSEQUENCE)				

SUMMARY		ACTIONS
12-25	High	Stop activity
6-11	Medium	Continue with caution
1-5	Low	Continue activity

Year	Start Day	Normal Start Time	End Time	Classroom Bubble Zone	Lunch Bubble Zone 10:40 – 11:10 12:50 – 13:20	Lunch Food Availability
7	Monday 07 September	08:30	14:50	Sutton	Field Quarter 1	12:50 – 13:05 Canteen
8	Wednesday 09 September	08:30	14:50	Maths	Field Quarter 2	13:05 – 13:20 Canteen
9	Thursday 10 September	08:40	15:00	Osterley West [Hall side]	Field Quarter 3	10:40 – 10:55 Canteen
10	Wednesday 09 September	08:40	15:00	Osterley East [Hogarth side]	Field Quarter 4	10:55 – 11:10 Canteen
11	Tuesday 08 September	08:50	15:10	Humanities	Quad, Courts and Astro	12:50 – 13:20 Quad
12	Monday 07 September	08:50	15:10	Hogarth	Hogarth Concourse Lunch 2 offsite	10:40 – 11:10 Hogarth
13	Tuesday 08 September					