
Title: COVID-19 London Transport Museum Operations risk assessment

Date Updated: 14 August 2020

Date Written: 1 July 2020

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1. Introduction:

As part of our response to the COVID-19 pandemic, we have had to change the way our teams work as well as how we welcome our customers. In order to protect our people and customers from exposure to the virus, a significant proportion of our teams started to work at home and we closed the Museum from 17 March 2020 following Government advice.

London Transport Museum is a medium-sized museum with two sites, based in Covent Garden and Acton, and offices in Albany House in St. James, London. There are approximately 115 permanent staff that can be increased with contractors depending on project work or peak trading time. The Museum also have a large volunteer team and a non-permanent labour workforce that can increase depending on the season.

The Museum primarily welcomes visitors to come and see the collection and the story of how transport has shaped London and includes a shop and cafe on site. We also host corporate clients in our Cubic Theatre and for evening events in the gallery. The Museum cares for approximately 450,000 items in the collection, most of which are at the Acton Depot. At Covent Garden, many objects are in cases or cabinets, but there are also buses, trains and trams on open display. Visitors are allowed onto many of the vehicles. The Museum has 3 floors as public spaces including a shop, cafe and theatre and a reception and office space for staff.

The Museum closed on the 17 March 2020 following government advice to the public. However, we will open safely to the public following government advice that Museums and Galleries could open again on 4 July 2020.

We have identified four key hazards we need to address so we are ready to open and ensure public and patron confidence. These principles are:

- 1) NUMBERS – Staff/Visitor numbers and social distancing guidelines
 - *Maximum capacity (e.g. What is our revised maximum capacity?)*
 - *Timed tickets and longer/adjusted hours (e.g. How do we manage the capacity?)*
- 2) CLEANLINESS - Safe for staff and visitors – meeting hygiene expectations and requirements
 - *Safe for staff and visitors – meeting hygiene expectations and requirements (Is it clean? New protocols/extra cleaning)*
 - *Additional safety equipment, e.g. barriers, screens*
 - *Enhanced cleaning or approved cleaning standards - What new materials we use, increased visibility and what we provide, e.g. hand-sanitising stations.*
- 3) SOCIAL DISTANCING - The 'new' Visitor Experience
 - *The 'new' Visitor Experience (How will it work?)*
 - *Reopening guidelines*

- *PPE – will we have a policy on coverings for staff and visitors? Does this differ for staff working with the public and staff working with colleagues in a ‘bubble’ in back offices?*
 - *New ways of working, e.g. contactless only.*
 - *One-way route for staff and visitors to follow (e.g. in the shop for queues, in the museum for the narrative, in back office areas.*
 - *How do we get staff to work safely and ensure their safety while at work?*
 - *Staff training to manage the new working environment with confidence and able to answer all questions and resolve possible conflict.*
- 4) REASSURANCE - including industry standard mark `We're Good to Go`, signage, comms, PPE
- Communication to staff and visitors, especially in advance of visit
 - Industry standards met and signage as guidance on route and behaviours
 - Blog and comms
 - Transport guidance on active options and off-peak transport availability
 - Guidelines and new ways of working for staff

2. Risk Assessment Scope, Affected Employees and Guidance Covered:

This document sets out the health and safety risks to LTM Staff, Visitors, Customers, Contractors and Volunteers.

The specific risk which has been considered is, exposure to infectious diseases (COVID-19) leading to illness.

The actions we will take to manage the health risks are set out in this risk assessment below. There will be specific risk assessments for business areas and there will be local risk assessments carried out for activities. This is the overarching business assessment for opening the Museum.

The risk assessment will be updated as UK government plans and advice change in response to the pandemic in the UK. The risk assessment will follow government guidance on how to operate safely in [shops, offices & contact centres](#) and the [Visitor Economy](#). The industry standard `We're Good to Go` has also been followed to support consumer confidence and develop our plans. TfL, Safety, Health and Environment (SHE) team have offered support and their COVID-19 risk assessments and [SHE](#) share point site were consulted in the development of this paper.

[The British Retail Consortium](#), [Public Health England](#), [Health and Safety Executive](#) websites and guidance has been reviewed and Trade Union and staff support has also been sought.

3. Communication of the output of this risk assessment

This risk assessment will be shared online for visitors and customers to review and shared with all staff, volunteers and contractors who work at any Museum site. The Risk Assessment will be sent out fortnightly in communications and discussed between line managers and staff prior to returning to work.

All staff, volunteers or contractors must confirm via email they have read the risk assessment before returning to work and site. It is important everyone coming to site understands the risks and mitigations to help control the virus.

The Trade Unions (TUs) have seen the risk assessment and their feedback has been taken into account.

The Risk Assessment will also be shared with the Museum Trustees and has been approved by the Museum's Senior Leadership Team.

4. Review of this risk assessment and the adequacy of the controls

This risk assessment should be reviewed regularly with staff and the TU reps and agreed at the compliance committee to capture any changes in Government advice or the cultural sector's approach. The review will add any COVID-19 risks and mitigations which emerge in the coming weeks/months. The review should also consider the adequacy of the controls which LTM currently have in place.

The controls are also relevant to the R Number and how many cases are in the general population. If the R Number increases, measures and controls will be reviewed as the likelihood of catching COVID-19 is higher when more people in the population have it.

The reviews will take place at SLT weekly and at Compliance Committee.

Appendix 1: COVID-19 London Transport Museum Operations risk assessment, outlining the risks and mitigations the Museum have put in place.

Appendix 1: COVID-19 London Transport Museum Operations risk assessment

Risk	Hazard and Mitigation	Risk Rating	Accountable Person
Risks Associated with the Health Welfare or work environment: Infectious disease or common cold. COVID-19			
<p>Exposure to infectious diseases (COVID-19) for staff/visitors/customers/contractor or volunteer illness.</p> <p>Covent Garden Acton Albany House</p>	<p><u>Numbers</u></p> <ul style="list-style-type: none"> ▪ The shop will now have a max customer capacity of 18 customers at any one time and 6 staff. Total capacity of 24. This is based on floor space of 674m² and social distancing guidance of 10m². The café – Canteen will have a max capacity of 18 following reconfigured seating. ▪ The Museum will now have a reduced max visitor capacity of 179 visitors per hour at any one time. Total daily capacity of 1432. This is based on a distance on 10m². ▪ Visitors will be scanned in and out to monitor capacity in real time and stop admission to the shop or Museum if the maximum capacity is reached. Dwell time is estimated at 2.5 hours for the Museum. ▪ Tickets are to be booked in advance ▪ Timed tickets are in operation and details of visitors will be taken to support track and trace if necessary. 	4	Ed Rudder – Head of Operations and Resourcing
	<p><u>Cleanliness</u></p> <ul style="list-style-type: none"> ▪ Hand sanitiser stations (minimum 60% alcohol) are placed strategically throughout the estate for staff and visitors ▪ Anti-bacterial soap provided in all toilets FOH & BOH ▪ Staff, visitors, volunteers and contractors are to wash their hands regularly as per gov't guidelines ▪ Increased daily cleaning in place for high level touch points, such as doors, till areas, hand and rails. across 	6	Ed Rudder – Head of Operations and Resourcing

FOH and BOH. This will take place with high performance anti-bacterial spray, that is proven to kill COVID-19.

- Dedicated multi-skilled operative staff for the toilets at Covent Garden during public opening hours
- A visible cleaning schedule in all toilets across the estate
- Hand dryers have been turned off and paper towels provided for everyone to dry their hands
- Extra bins and collections of rubbish in the toilets
- Fogging regime in place on high level touch points every 21 days across the estate. The Museum use a new antiviral disinfectant that lasts and kills COVID-19 for 28 days.
- There will be a trained cleaner on site to clean the shop daily with support from CSA's.
- Posters and guidance are BOH and FOH areas promoting hand washing and good hygiene
- Equipment will not be shared amongst staff to reduce the transfer risk and promote good hygiene. However, in the case of shared equipment, adequate cleaning will be used between uses
- Some interactives will be out of action due to the nature of play with the materials however all efforts will be made to preserve the interactive 'experience' for visitors
- Antibacterial wipes will be available in canteens and BOH for cleaning surfaces and high contact touch points such as tables, keyboards and tills
Staff are instructed to keep face coverings in bags or safe when not in use.
- PPM regime for all air handling units FOH and BOH. Condensers are cleaned quarterly and the Split Systems/Heat Pumps every 6 months. All have been cleaned for e-opening

	<p><u>Social Distancing</u></p> <ul style="list-style-type: none"> ▪ Follow government's social distancing principles where possible (including adapting the Museum environment, changing working practices, rearranging working environments, etc.) and communicate these clearly with our teams and visitors ▪ 1-way route in place around the museum and BOH to reduce pinch points and ▪ The Museum is operating on a 10m2 distancing ratio, which informed of capacity numbers and will be reviewed daily <p>Since 8 August all visitors to museums and indoor visitor attractions must wear face coverings. All staff working in public facing roles must wear face coverings.</p> <p>Staff working BOH are not required to wear face coverings as other social distancing measures are in place to ensure the work place is safe.</p> <ul style="list-style-type: none"> ▪ Shop display cabinets have been removed from the floor to support social distancing and flow ▪ There will only be reduced staff numbers tills to support social distancing. Tickets are advised to be bought online ▪ There will be signage inside and outside to support and remind visitors about social distancing and face coverings. ▪ Where social distancing is not possible, such as making a transaction to buy, screens will be in place to protect staff and customers, from airborne particles. ▪ Some toilets may be out of action to support social distancing ▪ CPNI signage has been used BOH to ensure that in communal areas, such as meeting rooms mess areas, 	4	Ed Rudder – Head of Operations and Resourcing
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stock rooms and cash office numbers are limited to a capacity size per m2 space.

- Breaks are staggered and there is only 1 person per table allowed in staff areas.
- Staff are advised where possible to remain on site, with travel between buildings kept to a minimum for those who must be in the office.
- Where feasible positions will be set for the day and rotation will be stopped until further notice. This will allow a complete clean of the work station when breaks are taken or when the shop is closing.
- Staff who can work from home are working from home and will do until further notice. Teams will develop new working schedules for the return to BOH offices which will be aligned and coordinated overall.

-BOH offices at Albany House will be reconfigured to allow for new ways of working and the safe sharing and/or alternating use of groups of desks

The shift to digital tools will continue and the reduction of paper and printing materials will be encouraged

-Staff will be asked to remove personal items from the offices to assist cleaning and shared use of working spaces when required

- Meetings will continue to be online and virtual where feasible and non-essential meetings postponed

Any in-person meetings will follow social distancing guidelines and not exceed the maximum allowed in any designated space

- All jobs and tasks are to be reviewed and risk assessed (if necessary).
- Where feasible workers will work back to back or side by side.
- First aid – LTM will have a risk assessment for how it will be conducted in the new environment. The

	<p>Museum do have a COVID isolation plan, should someone become ill while visiting the Museum.</p>		
	<p><u>Reassurance</u></p> <ul style="list-style-type: none"> ▪ LTM will follow Government and Public Health England advice which is reviewed regularly by TfL’s Health & Wellbeing and LTMs Operations team. Appropriate elements of this guidance are shared, implemented and updated as required. ▪ Guidance regularly issued to managers and our teams on how to manage the risks associated with COVID-19, including good hygiene, social distancing, working from home where possible, dealing with colleagues/visitors, displaying symptoms, only travelling if necessary, etc. ▪ Visitors (11+) will be urged to wear face coverings (this will change as and when government advice changes) ▪ Staff are told that if they have any symptoms they are not to attend work ▪ Emergency cleaning response to any COVID-19 cases ▪ The Museum team will be wearing visors as the preferred form of face covering while working ▪ Face masks (IIR) will be available for staff FOH and they will be trained on their proper use <p>The shop will be taking contactless payment only.</p> <ul style="list-style-type: none"> ▪ Posters and guidance are BOH and FOH areas promoting hand washing and good hygiene ▪ There is an online message supporting the Museums position on social distancing and advising customers what to expect before coming. The online message also advises customers how to comply with the risk assessment. 	2	Ed Rudder – Head of Operations and Resourcing

- New Customer Service training is to be written and delivered before opening. How do we welcome at a distance wearing PPE? The new COVID customer Service.
- Amended opening hours so our team and visitors so all can get into work/shop and go home safely.
- The Museum risk assessment is online for viewing.
- Building contractors on site are asked to provide COVID-19 site risk assessment and briefing notes on how to minimise transmission risk.
- There will be signage on floors pre and post entry, lifts stairs and at counters for staff and customers.
- Customers and visitors are encouraged to visit in their bubble groups only
- Customers who are accompanied by children are reminded that they are responsible for their children at all times and should follow social distancing guidelines.
- BOH advisory signage for safe working practises are up around our buildings. Advising of one-way routes and social distancing. This is the CPNI signage. There are also signs outlining how to wash hands and other public information.
- All bathrooms FOH and BOH have handwashing and Catch it Bin it Kill it signs. Picture 1 & 2
- Appointed H&S advisor responsible for checking, understanding and implementing the relevant guidance
- Louvers will be open, and fans turned on to increase airflow and ventilation in the Museum.
- Staff working from home are kept up to date with effective communication.
- Staff home-working equipment risk assessments are completed (DSE – TfL Workstation Safety Plus online tutorial and assessments) by all members of staff

	<p>working from home, actions are followed up by the TfL DSE department, local DSE assessors, and line managers.</p>		
<p>Biological health hazard– contact with COVID-19 leading to staff/visitor/customers/contractor or volunteer illness – specifically for TfL employees who are vulnerable</p> <p>Covent Garden Acton Albany House</p>	<ul style="list-style-type: none"> ▪ Any member of staff who is vulnerable, should tell their line manager that they or a member of their family is vulnerable. ▪ A specific risk assessment will be created for any member of staff who is vulnerable. ▪ NHS advice followed, and HR advice issued on managing vulnerable staff and/or those with pre-existing medical conditions ▪ Working from home arrangements have been made for staff who can work from home and DSE assessment reminders have been sent to staff to complete. ▪ Social distancing has been implemented in offices across the estate. ▪ Meetings will continue to be online and virtual where feasible and non-essential meetings postponed ▪ If you are visiting the offices and are vulnerable, we advise a face covering is worn throughout your visit. ▪ Face coverings (IIR) will be available for employees who are vulnerable, especially those who work FOH 	4	Ed Rudder – Head of Operations and Resourcing
<p>Work-related violence, for staff/customers/volunteers/contractors.</p> <p>The site has a shop and charges admission, so there can be large amounts of money on site, which could lead to robbery</p> <p>Visitor habits are changing, and people can become aggressive if they</p>	<ul style="list-style-type: none"> ▪ The Museum has a zero tolerance to abuse of staff, volunteers and contractors. If anyone is abused across our estate, they will be asked to leave. ▪ The Museum will promote the procedure to staff for if they feel threatened ▪ The Museum have managers on hand to support staff and defuse situations if anyone is upset ▪ Customer Service training will be delivered to all staff before re-opening to help, our teams de-escalate situations 	4	

<p>have a poor experience or feel they are wronged in any way</p> <p>Covent Garden Acton</p>	<ul style="list-style-type: none"> ▪ All visitors will be sent pre-visit information and are asked to observe social distancing while on site and reminded of any requirements for face coverings. Staff and visitors are also asked to ensure that they work within their bubble to ensure safe use of our buildings ▪ The Museum have an SIA security officers to support staff on site ▪ All staff have radios to call for assistance if required ▪ Panic alarms are fitted at all cash points ▪ Screens are up at all desks to act as a barrier in case of airborne particle distribution. 		
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Picture 1 - Hand Washing



Picture 2 – Catch it



Picture 3 – LTM Welcome back signage

Appendix 2: Risk Rating Matrix

		Likelihood			
		Probable 4	Reasonably Probable 3	Remote 2	Extremely Remote 1
Severity	Fatal 4	16 High	12 High	8 High	4 Medium
	Severe 3	12 High	9 High	6 Medium	3 Medium
	Major 2	8 High	6 Medium	4 Medium	2 Low
	Minor 1	4 Medium	3 Medium	2 Low	1 Low

Appendix 3: Guidance Followed

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/the-visitor-economy>

<https://transportforlondon.sharepoint.com/sites/hse>

<https://www.gov.uk/government/news/new-government-guidance-supports-reopening-of-tourism-and-visitor-attractions-on-july-4>

<https://www.gov.scot/publications/coronavirus-covid-19-guidance-for-museums-galleries-and-heritage-attractions/>

<https://www.gov.scot/publications/coronavirus-covid-19-guidance-for-museums-galleries-and-heritage-attractions/>

<https://www.hse.gov.uk/coronavirus/index.htm>

<https://www.gov.uk/government/organisations/public-health-england>

<https://brc.org.uk/news/corporate-affairs/social-distancing-in-retail-stores-and-warehouses/>

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches>

<https://goodtogo.visitbritain.com/frequently-asked-questions>