

**HOSPITALITY INDUSTRY-
PLANNING TO RE-OPEN
GUIDANCE-
CORONAVIRUS (Covid-19)
RELATED**

Risk Management Guide

Introduction

The Covid-19 pandemic has introduced a range of challenges for businesses with many restrictions on normal operations. While all sectors of United Kingdom economy are affected, the hotel, leisure, retail and travel industries have been hit particular hard.

We are hoping that this document will offer direction on how you may plan to re-open your business without placing staff and guests at further risk of illness.

This is a guidance document and must be treated as such, especially as the current situation within the hospitality industry is likely undergo a number of changes influenced by the government guidance.

Planning

Use this guidance to help create your plan. Some hotels may be able to embrace many of the ideas put forward, whilst for others it may not be so practical, and you will need to consider alternative solutions.

Identify the space that you have and the key areas that you must access to successfully operate; are you able to manage social distancing, could you install physical barriers or offer one-way routing within corridors?

Consider the type of food and beverage service that you intend to offer, and whether the menu will be stripped back to aid service within the kitchen, as well as front of house delivery. Look at how drinks can be safely delivered from the bar to the table, possibly via transfer points to manage the 2-metre distance ruling.

You will also need to review how you deal with deliveries, contractor visits, back of house areas, use of the passenger lifts, toilets and other amenities.

Re-opening Team

Make sure you don't take on this planning task alone, create a team who will be able to offer practical solutions as they may understand certain tasks in far more detail. In addition, it is essential that the whole workforce is on-board, and the more they influence the plan then the greater the application.



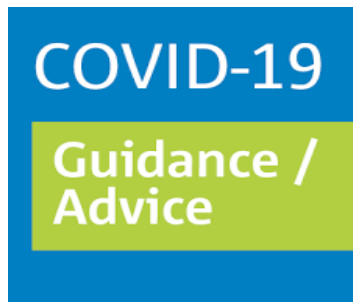
- 1 CREATE YOUR TEAM
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Team could include:

- General Manager
- Food & Beverage Manager
- Head Chef
- Maintenance
- Housekeeping



Seek Guidance from:

- Local Environmental Health Officer
- Government Websites
- UK Hospitality Website
- Local Trade Associations
- James Hallam Hospitality & Leisure

Workforce

It is essential that the workforce is adequately trained and comfortable with the new working environment, and the rules and procedures that have to be applied. It is essential that they receive formal training and be required to sign a declaration to confirm that they accept the new conditions.

Also make sure all food handlers sign an updated 'food handlers declaration'.

Employees will need to be reminded of the need to manage their health, look out for symptoms, and practice exemplary personal hygiene measures. It is important to make sure staff stagger their breaks to avoid them congregating within the canteen or break rooms.

Guest Experience

Be sure to tell your guests what you are doing and inform them of the measures taken to ensure their safety is being maintained, this is likely to include:

- Working with government and all professional bodies to implement their guidance
- Ensuring that all staff are adequately trained and provided with guidance on COVID-19
- Increased focus on cleaning throughout the hotel
- Regular disinfection of exposed surfaces, door handles, card terminals, passenger lift buttons, switches, TV remote controls with anti-bacterial liquids
- Provision of hand sanitisers within public areas
- The need to minimise person-to-person contact
- Manage and implement social distancing measures
- Monitoring guest surface temperatures at entry
- Ensure that signage is provided explaining the changes

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Social Distancing- Key Points To Consider

It is expected that businesses will be required to manage social distancing in order to prevent any further increase in infections. This will not be an easy process and will involve changes to how you operate, possibly resulting in the removal of some of your services.



Checking In & Checking Out

Can you offer virtual check-in and check-out procedures using pre-payment measures, emails or one of the many apps that are currently available? If this is not feasible then are you able to install screens at the reception area or provide a designated area where this may take place.

Would it be feasible to complete check-outs over the phone with the guest in their room allowing the key to be dropped or even left in the room.

If these measures are not practical for your operation then ensure that staff are provided with suitable personal protective equipment, gloves, face covering and hand sanitiser. Remove non-essential items from the reception desk areas, especially phones that may normally be used by others. Protective “supermarket” type plastic barriers could also be considered.

Bar Areas



You will need to avoid congestions in these areas and seek to avoid customers breaking social distancing with each other, or members of staff. Look at how you intend to operate the bar, offer a transfer point where drinks can be taken to a table that the customer can collect from without breaching social distancing.

Mark out a route on the floor; is it possible to create lanes or a one-way route? Consider installing Perspex screens if practical to do so.

Adopt online / app style ordering if the bar service is critical to your business, therefore limiting and person-to-person contact. Provide hand sanitisers within the areas where guests will come into contact with items that have been touched by others.

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Dining- Social distancing within the dining room will involve the loss of covers as it is unlikely that you will be able to maintain safe spacing around the seating areas. The government has yet to provide instruction for dining areas, however, if you work using the 2 metre rule then this will greatly restrict your numbers. Look at your floor plan, measure out what would be achievable, whether any temporary or fixed items could be removed or even turned into separation screens.

Avoid buffets and salad bars as this will bring guests and staff into contact with each other and would be difficult to manage successfully.

Review how you communicate with guests, provide increased signage, explain the new rules, and apologise for any inconvenience. To avoid cross-contamination, look at providing single-use condiments to avoid the need to sanitise each time, and provide chalk board menus or even single-use printed menus.

Room Service- Consider whether it would be feasible to provide a 'Room Service' only offering, this would reduce the movement of guests and staff and aid with social distancing. Strict regimes of tray delivery and collection would need to be created, only providing disposable condiments unless you have strict washing provisions.



Guest Bedrooms- Review how guests use the bedroom, can you remove items that may place the housekeeping staff at risk. Room attendant must never be in the room at the same time as the guests, strict communication must be made with signs placed on the door; do not enter, keep locked if possible, to do so.

Consider removing mini bars, magazines, or any items that may be seen as multiple contact points.

Passenger Lifts- Review what restrictions will need to be placed on the use of lifts, provide hand towels and sanitisers so that the guest does not need to have direct contact with the buttons. Guests from the same households will be able to use the lift together, with others being required to travel alone if you cannot provide social distancing.

Staff Areas- The back of house areas within your hotel may well be the hardest to manage, these are often smaller and crammed with staff or unused furniture meaning that social distancing will be difficult. Look at clearing these areas, restricting staff numbers, spacing desks and seating and creating strict allotted timeslots for use, especially for breaks.

Place signage on the entrance doors, keep unauthorised people, including staff, out of certain areas. Communicate via radio or phone rather than face-to-face, as this will be far safer.

Deliveries – Create set procedures for receiving deliveries and foodstuff, this may include set times, set delivery areas, try to avoid contact, reduce transfer areas, signage detailing set procedures. Do not allow delivery staff into kitchens etc.

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Cleaning and Cross-Contamination

The importance of cleaning to manage any viral outbreak is clear and increased focus must be given during these current times. All hotels must already have formal cleaning regimes, these will include all areas of the business, but they must now be reviewed with consideration given to increasing the cleaning frequencies of areas where there will be people movements.

Before re-opening instigate a comprehensive deep clean of the property, using adequately trained staff or a third party company. Ongoing cleaning using sanitisers must be adopted, ensuring that tables, seating switches, bars, etc., are cleaned after use.

Increased cleaning of toilet areas must be adopted. Make sure hand sanitisers are provided within toilet areas, as well as near receptions, bars, lift lobbies, etc.

Emergency Procedures



Ensure that you have a set of procedures to deal with emergency situations, this could be involving a staff member, guest or visitor, and it may be that someone is displaying symptoms, or that there has been an incident involving an area that has been contaminated due to a cough or a sneeze.

As a hotel you are in a position where you will be able to quarantine the affected person, if necessary, before contacting the NHS Helpline or emergency services.

Any affected areas will need to undergo a full deep clean and must be sectioned off to prevent others becoming affected.

Re-opening Checklist

We have created a checklist that will aid in the creation of a plan, this can then be adapted to become part of your due-diligence regime. The list covers a range of areas; however, your property is likely to be different and it will have its own issues that you will need to include.

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Planning To Re-open Checklists / Important Considerations Checklist

Planning To Re-open Checklists / Important Considerations				Site Name:		Site Location:	
Date of Completion:		Completed By				Manager on Duty	
Re-opening Task							
COVID-19 SPECIFIC	✓	Completed By	Comments				
Planning – know it inside out / review and rehearse							
Layout – test the layout / customer route / seating							
PPE – supplies / replacement procedures							
Chemicals – what / where / how – re-fill bottles							
Cleaning – appoint specialists / obtain certificates							
Inspect – carry out torch checks, internal audits							
Transition points – emphasis on cleaning							
One way routing- is this achievable							
Queue control – how will this be done							
Floor markings – social distancing / chalk pavement							
Training – train, re-train and train again – cultural							
Sickness – no sick staff / set procedures enforced							
Customer temperature monitoring – possible inclusion							
Face coverings – take a view, customers may expect this							
Social distancing – how will this be implemented / enforced							
Physical barriers – around tills and bars – not ideal							
Handwashing – training / signage							
Signs – explain / apologise / contactless payment only							

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COVID-19 SPECIFIC	✓	Completed By	Comments
Hand sanitisers – provide / keep secure			
Deliveries – how they will be received			
Table service – consider to allow distancing			
Condiments – remove from the tables / provide single use			
Menus – paper disposable / chalkboard / wipe clean			
DEEP CLEAN AND SWITCH ON ALL EQUIPMENT			
Property deep clean and sanitise – whole area			
Boilers – check and run			
Electrics – check for faults			
Legionella – flush through all taps, sinks and showers			
Ice machine / scoop (thoroughly clean/sanitise)			
Coffee machine / grinders – deep clean			
Carry out a deep clean in the toilets			
Blenders / Mixers			
Fridges – bar / kitchen / still rooms – deep clean all			
Ovens – clean and check that they are fully operational			
Deep fat fryers – clean and replace oil, check thermostat			
Microwave oven – cleanliness – in / out			
Small items – panini / toasters			
Kitchen extraction – canopy & filter clean / check it works			
Utensils – deep clean / inspect for damage			
Baby chairs - clean and sanitise, document inspection			
Tables and chairs – inspect and clean			

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DEEP CLEAN AND SWITCH ON ALL EQUIPMENT	✓	Completed By	Comments
Signage – add best practice signs, i.e. hand washing			
Cellars – check beer lines, FOB's, gas bottles, storage			
FOOD SAFETY	✓	Completed By	Comments
Running water – check for hot water			
Pest control – initiate inspections			
Use by dates – check fridges, freezers, dry stores			
Deep cleans – all areas, fridges, walk-ins, etc			
Sanitise – all surfaces post-deep clean			
Soap – provide hand soap and nail brushes			
Utensils – deep clean / inspect for damage			
Kitchen extraction – clean canopy and filters			
Gas interlock – check that it is working			
Review EHO reports – any issues o/s			
Complete temperature checks			
Check bin area - cleanliness			
HEALTH & SAFETY	✓	Completed By	Comments
Training – are staff adequately trained			
PPE – type / correct use / removal / storage			
Entrance points – any new or existing trip hazards			
Lighting – check all areas			
Handrails and steps - check in all areas			
Ladders and steps - check			
Candles and tealights – check or remove			
Statutory Inspections – required, i.e. lifts, dumb waiters, etc			

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FIRE SAFETY	✓	Completed By	Comments
Fire Extinguishers – service must be in date			
Fire Alarm – carry out a bell test / check remote response			
Emergency lighting – check that it is working			
Automatic extinguishing – check that they are working			
Exit doors – check that they are clear, doors open			
Fire evacuation – undertake a new one if layout changes			
Fire blanket – in the kitchen			
Fire training – keep up to date			
Smoking area – review to accommodate distancing			
Gas oven anchor cables – check that they are fitted			
ANY OTHER SITE SPECIFIC ISSUES TO CONSIDER	✓	Completed By	Comments

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Speak to your Designated James Hallam Hospitality & Leisure Account Executive

This advice provides good risk management guidance for unoccupied properties; however, it is important that all businesses discuss this subject with your designated James Hallam Hospitality & Leisure Account Executive, as their advice may differ. Insurance requirements should be checked carefully in addition to this advice.

About Us

James Hallam Hospitality and Leisure remain open during these unprecedented times, we provide advice to business small and large across the length and breadth of the UK. Whilst we are large enough to provide extensive range of risk management related services, we are small enough to provide a friendly and personal service that meets your company specific needs.

Please feel free to contact us to discuss the contents of this guidance document or discuss any other business risk management support or advice you may require.

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