

**(CCC) Health and Safety reports relating to Cambridge Market.**

This is a request under the Freedom of Information Act for copies of all health and safety reports relating to Cambridge market that were produced in 2020 or 2021.

In particular, I would like copies of the health and safety reports relating to the closure of the market from 31 December 2020, and its reopening in January 2021.

**Response:**

Cambridge City Council undertook a risk assessment of the city centre re-opening at the end of November 2020, in preparation for the lifting of national restrictions on 2 December. This was followed up by a site visit and review on 12 December, in which further recommendations were made. These risk assessments were of the wider City Centre, including the market.

Following the decision to close the market a further risk assessment was carried out in January 2021 focusing on the reopening of the market specifically

Copies of these risk assessments and review are attached.

You will note in all the attachments that information has been redacted where it relates to either junior members of staff or third parties. This information constitutes personal information, disclosure of which would be in breach of Data Protection. Therefore, this information is withheld under section 40(2) of the Freedom of Information Act. Where possible staff positions are identified. Senior staff such as Heads of Service names have been disclosed, in line with their increased expectation of scrutiny due to their position within the council.

Further queries on this matter should be directed to <a href="mailto:foi@cambridge.gov.uk">foi@cambridge.gov.uk</a>
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# **THE FAIR**

## **Cambridge City Centre COVID 19 Review**

**Produced by**

**[REDACTED] – Safety Advisor – We are the Fair**

## Overview

A review of the current risk assessment and existing control measures has been conducted. This has informed 7 recommendations as outlined below.

The review took into consideration;

- Consultation regarding current measures with [REDACTED]
- City walkaround (Please see photo log provided)- Including a general assessment of congestion, queue management and pedestrian flows.
- Conversations with significant stakeholders including security supervisor and market manager)

## General Impressions

Walking around the centre, the general impression is that the city feels safe. Measures seem proportionate and practical. During peak hours the crowd density does increase however there is significant compliance, with mask usage both indoors and outdoors, which helps mitigate transmission risk. Primary mode of transport into the city seems to be by car.

## Recommendations

1. Signage to request the use of masks whilst in the market footprint. This will help mitigate the potential issues with distancing.
2. Sanitizer points around the market to encourage good practise.
3. The VMS signage on Christ's Pieces to be moved into a prominent position capturing the largest footfall heading towards the grand arcade providing maximum exposure and effect
4. A system of health declarations, temperature screening and clear messaging for marshals (security team) in order to mitigate the risk of the entire team being required to isolate in the event of a confirmed case. A draft template health declaration has been provided.
5. Daily security briefing should take place in a larger space than the current location in order to ensure effective distancing.
6. Implementation of a circular one-way system between Regents street/St Andrews and Park terrace/St Andrews minimising competing footfall and crowd density issues and crossing point (Park terrace/St Andrews). This can be achieved through the use of marshals and directional signage.
7. Ensure marshal contractors have appropriate H&S documentation and proof of insurance.

## **Review of Current Risk Assessment and Control Measures**

**HQ hub** – Operational and appropriate central location

**Regent Street Closure** - Not currently deemed proportionate given current footfall and primary transport methods.

**Wheeler Street Closure** – Not currently deemed proportionate given current footfall and primary transport methods.

**Grafton - Increase footpath width** – Not implemented as not currently deemed necessary due to manageable footfall even during peak periods.

**Additional bike racks in the park** - Not implemented currently, available should they be required.

**Relocation of Hot food markets** - Currently being managed through a rota system in existing market footprint.

**Public Address System** – Available to use as necessary but not currently being used for messaging.

**VMS Signage** – Signage is operational, however locations flagged as potentially inappropriate, please see recommendations

**Marshals** – Issue have been flagged regarding the effectiveness and COVID compliance (including distancing) of the marshalling team. This has been rectified through simplified and strengthened briefings. Additional advice around health declarations and screening to avoid continuity issues has been provided.

**Bus's and bus stops** – No pressure of buses or bus stops, feedback for the bus company has been that they have seen an increase in footfall but no concerns. The bus station and bus stops has very little crowd density.

**Road closures** – Non have been put in place as on balance it has been deemed disproportionate/unreasonable in terms of the wider impact versus in effect on mitigating COVID 19.

**Communication with stakeholders** - Weekly meeting take place on a Monday with a wider stakeholder meeting taking place on a Wednesday. A Silver/Bronze meeting takes place on Fridays. This process seems to be well organised and an appropriate way to ensure effective communication between stakeholders.

# **THE FAIR**



WATF

## **COVID 19 REVIEW - CAMBRIDGE CITY CENTRE 12/12/2020**

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Saturday, 12 December 2020

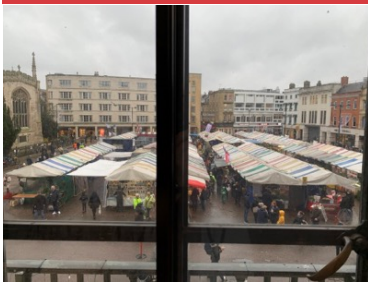
Prepared For Cambridge Council

13 Points Identified



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## HQ - SET UP AND OPERATIONAL



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## MARKET

Spoke with market manager, [REDACTED]. Market seems to be operating well.

Recommendation - signage 'masks to be worn' within market footprint to mitigate potential distancing issues

Recommendation - sanitiser points around market footprint



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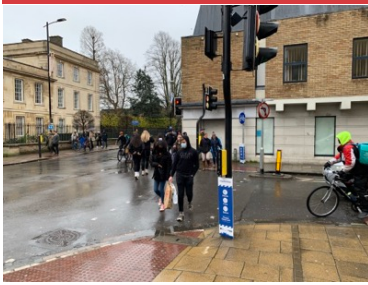
## PREACHER - DRAWING A CROWD

Managed proportionately with safety marshals



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## KINGS PARADE - CLEAR NO ISSUES



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## **DOWNING STREET/ST ANDREW'S JUNCTION**

Recommendation - signage to create circular one way system to avoid crowd density issues , this is more proportionate and quicker than road closures - to be managed with signage and marshals



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## **VMS SIGNAGE**

Recommendation - movement to prominent area in line with primary direction of travel towards grand arcade



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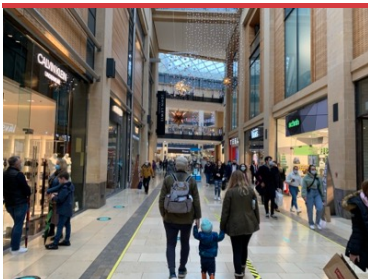
## **PROMINENT GUIDANCE ON WALKING ROUTES**



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## **BUS STATION**

No overcrowding issues , managed well



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## **GRAND ARCADE**

Crowd density is high at peak but high compliance with masks and queue management



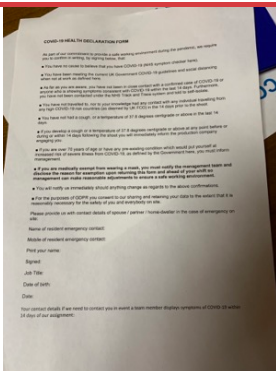
## BUS STOPS NO PRESSURE



## SAFETY MARSHALS SUPPORTING PUBLIC



## PROTESTS NOT CAUSING DENSITY ISSUES - MANAGED WELL



## BRIEFINGS SPACE, HEALTH DECLARATIONS AND SCREENING

Recommendation - Health declarations and screening for security to ensure continuity

Briefing to be undertaken in larger space to allow for distancing



## GENERAL RISK ASSESSMENT

Cambridge City Centre  
Cambridge

This document is designed to assess the health & safety risks associated with the proposed COVID-19 mitigation measures (see COVID-19 RA) and possible risks to the

1. Employees of Cambridge City working in the City Centre including public services
2. Contractors working on behalf of Cambridge City Council
3. Local businesses and stakeholders
4. Members of the public visiting the City Centre for shopping and hospitality
- 5: Users of the night time economy

This risk assessment represents the proposals that will be adopted by the Council in order to ensure that the necessary COVID secure, health & safety and environmental precautions associated with the reopening of the City Centre are in place.

The evolving pandemic and rapid changes to Government guidelines has meant that this risk assessment has been produced within a short time frame and as a result it may not cover all pertinent risks. The COVID-19 pandemic is relatively new and processes and guidelines for managing it are fluid in nature.

As such this risk assessment should be treated as a living document. It should also be reviewed weekly in order to ensure the information contained within it remains accurate.

The risk assessment gives both primary and residual risks. The primary risk is the risk associated with the identified hazard assuming that the risk associated remains completely uncontrolled. The residual risk is the level of the remaining risk produced when proposed control measures have been applied. The figures given may be interpreted using the matrix on the final page.

Management should ensure that the risk control measures are fully implemented to achieve these levels. For the avoidance of confusion - the columns of the risk rating sections are headed "Likelihood" and "Severity".  $S \times L = R$ . S is for "severity" and is given in the first column. L is for "likelihood" and is indicated in the second column.

The control measures, indicated within the assessment, are considered to be reasonably practicable measures, to control the risks identified based on multiple experiences with similar venues.

A review of the assessment should be made, if further information is received which suggests that the control measures suggested are no longer sufficient to control

risks, or are inappropriate, or if additional hazards are identified.

Version:	Created by:	Date:
DRAFT v1		30/11/2020
Review Date:		07/12/2020

Notes:

SUBJECT AREA	HAZARDS	AT RISK?	PRIMARY RISK FACTOR			CONTROL MEASURES	RESIDUAL RISK FACTOR		
			S x	L =	R	S x L = R			
Installation of COVID-19 infrastructure - VMS Screens at The Guildhall, Parker's Piece and Regent Street & signage / Environmental factors	Hypothermia/Hyperthermia >Injury from carelessly discarded litter >Potential for the public to tamper with equipment	STAFF, CONTRACTORS, PUBLIC	3	3	9	Crew to have access to foul weather clothing (PPE) >Facilities to be available for hot & cold drinks and shelter from foul weather >Suitable gloves (PPE) to be available for disposal of litter >VMS Signs to be positioned in areas that will not obstruct public acces or present a trip hazard. VMS Signs to be barred off to prevent access by the public	3	1	3
Barriers	Slips, trips and falls	ALL	3	3	9	All barriers will be positioned away from busy public areas so as not to present a trip hazard >Barriers will only be used in the event of an emergency.	3	2	6
Installation of new bike racks in Cambridge City Parks	Theft/vandalism Park opening hours Inadequate lighting	PUBLIC	3	3	9	Suitable locations for bike ranks to be identified with sufficient lighting > Cambridge City Council to consult with relevant stakeholders > signage to advise cyclists of the Park opening and closing times as Parks close earlier than shops & hospitality.	3	1	3

ACTION REQUIRED	COMMENTS
All contractors to provide their own employees with suitable, appropriate and sufficient PPE and environmental protection measures >PED barrier to be provided to create a safe cordon around VMS Signage	

Appropriate training and information for COVID-19 Marshals	COVID-19 Marshals not familiar with safe systems/methods of working	COVID-19 Marshals	5	3	15	All staff will receive a full briefing on their role, in addition to a health & safety briefing. The briefings will cover safe systems of work/ working methods > Supervisor / HQ HUB to monitor activities >COVID-19 Marshals aware of their role in an emergency situation and how to escalate	5	2	10
COVID-19 Marshals Welfare & Social Distancing	COVID-19 Marshals do not have appropriate PPE and are not able to socially distance while working.	COVID-19 Marshals	5	3	15	COVID-19 Marshals are required to wear a face covering at all times whilst on duty. This forms part of the Health & Safety briefing >During the daytime COVID-19 Marshals may work alone. At night there should be a no Lone Working Policy to promote safety and Marshals should always work in pairs. At all times Marshals are on duty they should remain a 2m distance from colleagues and the public and ensure they are wearing a face covering over their nose and mouth. >Briefings for Marshals shall take place in an adequately sized and well ventilated area (ideally outdoors) to ensure social distancing.	5	1	5
COVID-19 Marshals dealing with public unrest and abusive behaviour	Abuse, disregard for the rules, Street Drinking	COVID-19 Marshals	4	4	16	COVID-19 Marshals appropriately briefed and understand their role is to advise and offer guidance rather than to enforce. > Marshals aware of the escalation process and can report back to supervisors on any issues. >Marshals must maintain social distancing and their own safety rather than engaging in dispute or conflict with members of the public.	4	2	8

<p>Staff acting in this role should sign a disclaimer to confirm their understanding of their roles and responsibilities</p> <p>Staff to be made aware of the Government Guidance for COVID-19 Marshals- <a href="https://www.gov.uk/government/publications/covid-19-local-authority-compliance-and-enforcement-grant/guidance-to-support-local-authority-compliance-and-enforcement-activity-including-covid-19-secure-marshals-or-">https://www.gov.uk/government/publications/covid-19-local-authority-compliance-and-enforcement-grant/guidance-to-support-local-authority-compliance-and-enforcement-activity-including-covid-19-secure-marshals-or-</a></p>	
<p>COVID-19 Marshals to provide their own face covering and ensure this is worn correctly at all times they are on duty.</p> <p>COVID-19 Marshals to sign to confirm they have received a briefing and understand what is required of the role.</p> <p>HQ HUB to have a supply of single use face coverings in the event that staff do not have this.</p>	
<p>Supervisors and HQ HUB to escalate to Police if deemed necessary.</p> <p>Cambridge City Council to discuss whether a PSPO for street drinking can be implemented.</p>	

Personal Protective Equipment (PPE)	Exposure to weather conditions, hazards associated with the work activities on site	Cambridge City Council, Staff, COVID-19 Marshals, Public	5	3	15	>Cambridge City Council and employees (including COVID-19 Marshals) will be responsible for their own health and safety, including provision and use of PPE >The public are also responsible for their own face covering to enter shops, hospitality and transport services >High visibility clothing is compulsory for all persons who may be exposed to risks of vehicle movement - relevant to staff operating the road closures > COVID-19 Marshals will also wear hi-vis to ensure they are easily identifiable as Marshals and maintain a strong visible presence throughout the city centre.	5	1	5
Widening pedestrian footway from Grafton to the City Centre to facilitate social distancing	Uneven surfaces resulting in slip, trips and falls and slowing down emergency evacuation	ALL	4	3	12	Cambridge City Council to consider whether installing trackway is necessary. The existing ground surface may present less of a risk.> If using trackway Cambridge City Council to ensure this does not cause a trip hazard. Signage in place to notify pedestrians of the risk.	4	2	8

COVID-19 Marshals to have face coverings available for members of the public who may not have theirs. Especially pertinent for COVID-19 Marshals active within the night time economy. At night a higher number of people will be using taxi services and this presents a high risk factor for COVID-19 transmission.	
Ensure the route is wheelchair accessible The risk should be reassessed if trackway is implemented.	



Communication	Poor communication - confusion/distress etc	ALL	3	3	9	Radio communications to be made available to COVID-19 Marshals, HQ HUB and Security at all times >Contact lists with 24hr emergency contact numbers to be distributed in advance to key staff >All staff to receive briefing and to be made aware of emergency and escalation procedures relevant to their role.	3	2	6
Working Hours	Prolonged working hours, working at night - fatigue / lack of concentration	Cambridge City Council employees, COVID-19 Marshals	3	3	9	Management schedule to be generated indicating extent of working hours >Appropriate numbers of staff to suit anticipated working hours > No Lone Working at night. COVID-19 Marshals to work in pairs but maintain social distancing. >Adequate breaks to be given.	3	1	3
Interaction with other persons on site	Collisions- pedestrians etc	ALL	6	2	12	Advance signage to be in place with information about Road Closures >Signage for drivers and pedestrians > COVID-19 Marshals to be briefed on the prevalence of cyclists in Cambridge	6	1	6

Gold, Silver, Bronze Command heirarchy to be in operation and assessed after the first weekend	
Cambridge City Council to review their working hours for Command Team following the first weekend	

Overcrowding	Closure of busy areas within the City Centre due to overcrowding	ALL	6	2	12	The City Centre is open to all and free flowing with no specific maximum capacity. >Individual zones within the City, for example Market Square and Regents Street are to be monitored by Marshals to avoid overcrowding in particular areas > Additional bus stops and marshals have already agreed with Stagecoach. > Additional Taxi ranks have already been established > >Marshals briefed to encourage movement and maintain crowd flow in order to prevent bottle necks. >Marshalls to advise the public of the current capacity in an area and to advise whether it is safe to enter. Soft touch approach. >Closure of areas is an absolute last resort as this may cause overcrowding elsewhere and lead to unrest	6	1	6
Road closures - various	See separate RA	ALL							
COVID-19 HUB	Risk of transmission of COVID-19 inside the Central HUB for Cambridge Council Gold, Silver, Bronze Command and Head of Security	Cambridge City Council employees, Head of Security	3	3	9	All staff working within the HUB to have their own PPE (face coverings)> HUB to be located within the Guildhall in the daytime and at Hops Pavillion in the evening > Both locations are suitably sized to ensure social distancing > Both locations can be well ventilated and staff to practice social distancing at all times and to wear face coverings when working more closely together	3	2	1

<p>&gt; Marshals are aware of the emergency procedures and those in very high footfall areas have access to barriers. If they become very concerned about overcrowding and need to restrict access to certain areas they are able to use barriers in order to do so &gt; Marshals are aware of the escalation process and must report concerns to their supervisor prior to taking any action. The Police may be required to assist in temporarily closing an area.</p> <p>&gt; Discussions are ongoing around the relocation of hot food market this may need to be reassessed once the location is confirmed.</p> <p>&gt; As Cambridge is now in Tier 2 this may result in hospitality venues being less busy than expected</p> <p>&gt; Ensure additional taxi ranks and bus stops are well advertised so that the public are aware and able to make use of these facilities.</p>	

Criminal Activity / Terrorist Threat	Personal injury >Property damage	ALL	6	3	18	All planning and COVID-9 measures to be carried out in consultation with SAG >Experienced, professional and SIA accredited security contractor to provide licenced security staff >Crowd movement to be monitored >Site to be monitored	6	1	6
Police Resources	Personal injury >Property damage, Civil Unrest	ALL	4	4	16				

**Probability  
Severity**

**1 Very unlikely**  
**1 Very minor injury**

**2 Unlikely**  
**2 Minor injury**

**3 May occur**  
**3 Lost time to injury**

**4 Likely**  
**4 Major injury**

**5 Very likely**  
**5 Single fatality**

**6 Will occur**  
**6 Multiple fatality**

**Risk Factor 0-6 Low**

Level of risk is acceptable

**Risk Factor 7-17 Medium**

Tolerable - improve if possible

**Risk Factor 18-36 High**

Unacceptable - Immediate action required

**Definition of Likelihood classes:**

**1 Very unlikely** - Has never happened before and there are no reasons to believe it will happen on this occasion

**2 Unlikely** - Has been known to occur before, but no reason to suggest it will happen on this occasion

**3 May occur** - Has been known to occur before and it may happen on this occasion

**4 Likely** - Has been known to occur before and is likely to happen on this occasion

**5 Very likely** - Has happened before and is very likely to happen on this occasion

All staff advised to read the latest guidance on protecting crowded spaces - <a href="https://www.gov.uk/government/publications/crowded-places-guidance">https://www.gov.uk/government/publications/crowded-places-guidance</a> and report anything suspicious. Note the current threat level to the UK is Severe. Cambridge City Council to investigate whether there is likely to be an increase in policing throughout the Christmas period.	
Cambridge City Council to investigate whether additional Police resources are available in the City Centre in the lead up to Christmas.	

## Covid-19 Risk Assessment

**Company name:** We Are The Fair on behalf (WATF) of Cambridge Council

**Assessment carried out by:** xxxxxxxxxx TechIOSH, xxxxxxxxxx

**Consultation with:** Joel Carre – Head of Environment Services CCC, xxxxxxxxxxxxxxxxxxxx –Environmental Health Manager CCC, xxxxxxxxxx – Senior Operations Manager – Streets & Opens Spaces CCC, xxxxxxxxxxxxxxxxxxxx - Markets Management CCC, xxxxxxxxxx – Police, xxxxxxxxxxxxxxxxxxxx – CCC, xxxxxxxxxxxx – Public Health, xxxxxxxxxxxx– NMTF, xxxxxxxxxxxx– NMTF, xxxxxxxxxx – CMTA, xxxxxxxxxx – CMTA, xxxxxxxxxx – CN Security (Covid Marshals)

**Date assessment was carried out:** 09/01/2021

**Event:** Market Reopening

**Assessment reviewed:** 10/01/2021, 11/01/2021, 12/01/2021, xxxxxxxxxxxxxxxxxxxx, 13/01/2021 Joel Carre, xxxxxxxxxxxxxxxxxxxx, xxxxxxxxxxxxxxxxxxxx, 14/01/2021, xxxxxxxxxxxxxxxxxxxx, 15/01/2021

This document has been prepared by We Are The Fair Limited, (hereafter referred to as The Fair/WATF) and is specific to the project identified above. Whilst every precaution has been taken in the preparation of this document, WATF assumes no responsibility for errors or omissions resulting from the client's failure to disclose relevant information. This document should be reviewed in conjunction with all other relevant documentation.

This assessment has been drafted against a message of Stay at Home (a new national lockdown). Prior to the new lockdown coming in to effect, Cambridge was under Tier 4 restrictions.

*From 6 January, a national lockdown applies in all of England. You can only leave home for work purposes where it is unreasonable for you to do your job from home.*

*Non-essential retail is required to close, such as clothing and homeware stores, vehicle showrooms (other than for rental), betting shops, tailors, tobacco and vape shops, electronic goods and mobile phone shops, auction houses (except for auctions of livestock or agricultural equipment) and market stalls selling non-essential goods.*

*Businesses providing essential goods and services can stay open. Essential retail includes food shops, supermarkets, pharmacies, garden centres, building merchants and suppliers of building products and off-licences, as well as market stalls selling essential retail.*

**Priority actions to take - what businesses need to do to protect staff and customers - Eight steps to protect yourself, your staff and your customers during coronavirus**

1. **Complete a COVID-19 risk assessment.** Share it with all your staff
2. **Clean more often.** Increase how often you clean surfaces, especially those that are being touched a lot. Ask your staff and your customers to use hand sanitiser and wash their hands frequently.
3. **Remind your customers and staff to wear face coverings** in any indoor space or where required to do so by law. You are not responsible for enforcing customer face covering law; however, you should take reasonable steps to ensure customers are aware they are required to wear a face covering – such as by displaying a notice. This is an important reminder to help mitigate transmission. It is especially important if your customers are likely to be around people they do not normally meet. Some exemptions apply
4. **Make sure everyone is social distancing.** Make it easy for everyone to do so by putting up signs or introducing a one way system that your customers can follow.
5. **Consider ventilation.**
6. **Take part in NHS Test and Trace.** Retail businesses should keep a record of all staff and contractors (not customers) for 21 days.
7. **Turn people with coronavirus symptoms away.** If a staff member (or someone in their household) or a customer has a persistent cough, a high temperature or has lost their sense of taste or smell, they should be isolating. Employers must not require someone who is being required to self-isolate to come to work. Any employer asking an employee to break self-isolation to work is committing an offence.
8. **Consider the mental health and wellbeing aspects of COVID-19**



## Virus Status

In Cambridge there is a rising number of both cases, local hospital admissions and deaths. It is understood that currently 40% of all local hospital beds are filled with Covid patients with an expectation of that figure increasing to 60% in the coming days/weeks. There is a subsequent knock on effect for other treatments and patients, such as the cancellation of operations and other non-covid treatments.

Current rates of infection in Cambridge are 514 per 100,000, with an expectation that this may increase in the near future. It is thought that the new variant may be up to 70% more transmissible than the previous version of the virus.

There is also now community spread of the virus, rather than it being isolated to the student population.

There is a time lag of people becoming infected, becoming ill, becoming seriously ill and then requiring hospital treatment which means that the peak of this current wave may not yet be reached for a further 3 or 4 weeks.

1 in 3 people who have the virus are thought to be asymptomatic, meaning that they may have the virus (and therefore have the potential to spread the virus) without realising it. This could be leading to complacency amongst the public and helping the virus spread.

Despite the vaccine rollout being ramped up, this is not anticipated to have a significant effect on the seriousness of the current situation until Mar/Apr.

The current situation really does represent a public health emergency and messaging to enforce the need to abide by the regulations (stay home) needs to be clear, stark and powerful to encourage public adherence.

The tone and content of the news (both locally and nationally) currently is focused on the strain on the NHS, the rise in case numbers and deaths as well as the potential requirement to increase the effectiveness of the current lockdown rules or to enhance the restrictions further.

Prof. Chris Whitty has just announced (11<sup>th</sup> Jan 2021) that the next few weeks will be worst of the epidemic and we are not yet at the peak of this second wave and he spoke in direct reference to market operations, stating; "But much longer contacts in close proximity if people are crowded together outdoors in a queue or something or really huddled together around a market stall that is a risk with this virus and in that situation there might be some logic for people to think about wearing masks. But the much better thing to do is to minimise going out for an unnecessary trip in the first place."

Prof. Stephen Powis has also stated that; "We're still to see the full impact of the Christmas loosening of restrictions. Hospitals throughout the country are now seeing significant and sustained pressure from rising numbers of Covid-19 patients."

The focus of the Govt messaging remains Stay Home and the public are now being implored to follow this guidance, reduce their number of unnecessary contacts and to act as though they have the virus, only leaving their home for the few essential permitted reasons.

A common theme in topical news conversation relates to this current lockdown being 'too lenient and confusing', allowing what can be reasonably assessed as "non-essential" shops to trade, attracting non-essential visits out of the home by the public; and so fueling unnecessary contacts and associated risk of increased spread of infection." Key workers and members of the public have been calling in to national radio talk shows comment that the current lock down does not feel like a lockdown, in comparison to last March, due to the revised guidance on what is now considered 'essential.'

BBC News have been reporting that supermarket staff are subject to abuse by non-mask wearing customers and that according to some supermarket staff 'social distancing has gone out of the window'.

In the last day or so, both Morrisons and Sainsburys have made announcements that they will ban non-mask wearing customers (other than those with a valid medical exemption) and challenge people shopping in groups.

London's Borough Market has used its own bylaws to make it a legal requirement for both traders and customers to wear a mask whilst working or shopping at the market.

<https://boroughmarket.org.uk/articles/borough-market-makes-face-masks-compulsory>

London Mayor Sadiq Khan commented on Borough Market's decision: "Face masks need to be worn in all public settings, including busy outdoor spaces. I hope more markets put this important precaution in place. The new variant spreads easily – so further measures are needed to keep people safe. Please wear your face mask in any public space".

## Reopening Cambridge Market

*Note that this risk assessment and associated recommendations have not been assessed in terms of Cambridge City Council's legal ability to implement these measures.*

Cambridge Market (when open previously) presumably operated in a Covid secure way, yet it is understood that an urgent decision had to be taken, on the grounds of unacceptable public health risks, to close it. The key contributory risk identified at the time the decision was made, was the 'take away' food and drink stalls acting as a visitor attraction, resulting in large queues at these stalls coupled with associated increased dwell time (having bought take-away product) and unsafe group gatherings in and around the market.

This was under Tier 4 restrictions ("Stay at Home", non-essential retail closed) and as such, similar in principle to the current lockdown. Therefore, if it is deemed safe to re-open in some way, shape or form then it will obviously need to be much improved from the previous iteration, both from the point of reducing the potential risk to public health as well as the public perception of the safety of the market operation.

It is understood that when the market operated under Tier 4 restrictions that the majority of stalls in use were around the perimeter of the market. There were some stalls still operating within the interior of the market (subject to individual trading days). Around the perimeter, on some days, all of the stalls were in use, with no gaps between them. With all stalls/pitches being IRO 2.5m – 3m W, this arrangement is not considered suitable to provide sufficient space for increased social distancing and practical queue management. Therefore, for the market to reopen in a more Covid secure manner than previously it would be beneficial to operate with a reduced number of stalls.

The breakdown of traders eligible under current national Government restrictions and associated guidance (essential goods and services only) are understood to be:

Fresh produce – 7

Processed goods – 9

Takeaways (hot food/street food) – 20

Other - 7

**Fresh produce (7):**

Fresh Fruit x 1

Fresh Fruit & Vegetables x 3

Fresh Fish x 1

Butcher x 1

Preserved nuts, tea, coffee etc x 1

**Processed goods (9):**

Cakes & Cookies x 3

Breads & Cakes x 2

Cheese x 1

Sauces & condiments x 1

Artisanal cheeses, meats, olives x 1

Artisanal preserves, oils & jarred goods x 1

**Takeaways (20):**

Asian Cuisine x 1

Belgium Waffles x 1

**Other (7):**

Takeaway Tea & Coffee x 2

Takeaway Bubble Tea x 1

Brazilian Cakes x 1  
Burgers & Sausages x 1  
Chicken Wraps x 1  
Chinese Pancakes x 1  
Eastern European Cuisine x 1  
Falafel Wraps x 2  
German Sausage x 2  
Haloumi based x 1  
Italian x 1  
Kebabs x 1  
Macaroni & Cheese x 1  
Merguez Wraps x 1  
Nigerian Cuisine x 1  
Paella x 1  
South American Cuisine x 2

Bicycle Repairs x 2  
Houseplants x 1  
Florist x 1

It is also fair to state that the guidance is not explicitly clear, so open to interpretation around 'take-away market stall retail'

<https://nabma.com/lockdown-2-markets-guidance-and-proposed-legislation-nabma-and-nmtf-revised-statement/>

<https://www.nmtf.co.uk/newscv/>

Although the definition of 'essential' from the Government does seem to include hot food from market stalls (street food/takeaways), it is understood that it was this element of the previous market operation that led to concern (and is still the primary cause for concern when discussing the market operation with key stakeholders). Essentially, people purchasing food and then consuming it on or near the market premises and thus prolonging their visit to the city centre, in some cases being a factor in visiting the area in the first place. The 'day to day / business as usual' operation for street food traders can often create queues as a matter of course.

During discussions with stakeholders the phrases 'attraction', 'focal point', 'honey-pot' and 'moths to a flame' have all been used to describe the market and the takeaway food element of the market.

Cambridge City Council have themselves further refined 'essential' from the list of eligible traders and have established two distinct groupings:

**Priority 1** – Fresh produce and Processed goods (this equates to 16 traders)

**Priority 2** – Takeaways and Other (this equates to 27 traders)

Within the 7 traders under the term 'Other' the breakdown is:

Takeaway tea/coffee/bubble tea – 3

Bicycle repairs – 2

Florist – 1

Houseplants – 1

Despite all of these seeming to be permitted under the guidance, an argument could be made that some of these are not as essential as fresh produce such as fruit and vegetables etc, due to the lack of clarity on the guidance and the issues with interpretation as mentioned previously. A consideration could be made that of these traders, those selling takeaway tea and coffee could be impacting on both the attractiveness of the market as a destination as well as potentially increasing the dwell time of the public in the vicinity of the market. Additionally, the florist are not permitted to trade and the houseplant trader would potentially only be able to operate on a 'click and collect' basis and the same argument about how essential they are could be made\*.

We therefore think that a blended approach to the identified priority groups is sensible and would effectively be as follows:

*Note – 15/01/2021 Following further discussion with CCC and NMTF it has been agreed that Houseplants are permitted to trade without having to operate on a click and collect basis.*

**Priority 1**

Fresh produce – 7

Processed goods – 9

Other – 3

**Priority 2**

Takeaways (hot food/street food) – 20

Other – 4

The breakdown of other being:

**Priority 1**

Other – Bicycle repairs x 2, Houseplants x 1

**Priority 2**

Other – Tea/Coffee takeaway x 2, Bubble tea takeaway x 1, Florist x 1

If the market operation is reduced such that there is only the option to purchase fresh produce or processed goods, then the risk of the public dwelling in the area is subsequently reduced. It also reduces the attractiveness of the market and therefore helps to discourage people from not complying with the Stay at Home message.

*Note that the rationale behind permitting bicycle repairs to trade is based on the popularity of cycling in Cambridge and that there is a high likelihood of local critical and key workers relying on bicycles to get to and from work, thus reducing their need to use public transport.*

Anecdotally, this preceding weekend (9<sup>th</sup> & 10<sup>th</sup> Jan 2021) was busy for the city centre – it was stated that the city appeared to be as busy as usual, despite the market and all other non-essential shops being closed.

Whilst the market has traditionally experienced its busiest periods between Friday – Sunday, the new arrangements (combined with the lockdown measures and enhanced messaging) of a reduced number of stalls and no hot food and takeaway stalls in operation, these busy periods may well change (although it is likely that the weekend will be busier than weekdays).

*Footfall data and a comparison from pre-pandemic as well as previous lockdowns would be useful to corroborate this information.*

Members of the public would appear to be bending or pushing the boundaries of the current rules by using their 'daily exercise' as an excuse to visit the city centre for coffees, socialising and window shopping. The Covid Marshals on duty have attempted to engage with the public and are often told that people are 'exercising', when really, they are simply buying a coffee.

If well managed (hands, face, space) there is less risk of shopping outside than inside so the essential food stalls of the market are of benefit to the community. The risk of transmission is lower outside, unless in a crowded environment. Therefore, if the market can operate without crowds, then the risk of transmission is greatly reduced and the public are not being forced indoors to do their shopping.

The NMTF have mentioned that some of their members have told them that they feel that they have a duty to provide hot food to local residents who do not have the ability or facilities to cook for themselves. However, there are already numerous restaurants and takeaways that provide a variety of hot food options in the city centre, presumably some of these will be at a lower price point than the market traders.

Traditionally for market traders, this time of the year is the quietest trading months with some traders choosing not to operate in January and February.

With the increased national 'Stay at Home' message and more pro-active Police enforcement of the lockdown legislation, the secondary footfall in the city centre will possibly drop to a point that becomes economically unviable for hot food take away stall holders to trade. It is understood that in March 2020 (Lockdown 1) that although eligible to trade, none of the hot food stall holders operated because of this reason.

The previous one-way system that was implemented during the previous incarnations of the market have been criticised for being confusing and not assisting with social distancing.

The use of the perimeter stalls only (despite restricting the number of stalls available) has been seen as beneficial and there is a desire from Traders to establish a safe maximum number of stalls and work to a set layout, to avoid having to reconfigure their stalls on a daily basis. It is worth noting that the suggested layout of the market that accompanies



The traders themselves have produced a sensible 11-point plan for reopening the market and we have incorporated many of these in to our considerations and recommendations below.

*Note that the measures outlined in the column “**What are you already doing to control the risks?**” represent the actions and measures that will be implemented either before or from day 1 of the market reopening.*

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>1: Spread of Covid-19 Coronavirus due to a lack of a centralised planning</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Staff</li> <li>Cambridge Council – Reputational Damage</li> <li>Vulnerable groups – young, elderly, pregnant, those with existing underlying health conditions</li> </ul>	<p><b>Central HQ HUB</b> A central HQ Hub should be established (at least initially) to monitor activity in the Market Square. The Hub team should manage and review the measures detailed within this Risk Assessment in order to mitigate the risk of Covid-19 Coronavirus transmission should the Market Square be reopened during the National Lockdown.</p> <p>Hub should follow a Gold, Silver, Bronze Command structure. At all times the Market is open the Hub should operate from the Guildhall Building overlooking the Market Square.</p> <p>Ensure clear methods of communication and escalation are established between the Hub and Market Management, external staff, Marshals and other key stakeholders.</p> <p><b>Market Management</b> Market Management to work closely with the Hub and to offer a visible presence in</p>	<p><b>Central HQ HUB</b> The Hub will need to closely monitor the numbers of people using the market at different times of the day and different days of the week (as these may well now be different to the traditional busy periods) and make decisions as to whether or not measures need to be amended to reflect the market usage.</p> <p>Footfall data will be assessed weekly</p>	CCC, HQ, MM	Day 1	Week 1
				HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>the Market during set up and break down of the market as well as at peak times of the market operation.</p> <p><b>Communication with Stakeholders</b> Daily Bronze briefings should take place with Covid Marshals and Market Management.</p> <p>A HUB meeting and wider stakeholder meeting should take place on weekly basis. These meetings are an appropriate way to ensure effective communication between stakeholders.</p> <p><b>Communication with Traders</b> Market Management to brief traders on the revised operation of the Market prior to the Market reopening with an opportunity for traders to ask questions.</p> <p>A briefing to be scheduled with essential traders and either PHE or EH to reinforce the seriousness of the situation and the</p>		<p>HQ, MM, CM</p> <p>MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Daily</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>need to follow the rules prior to re-opening (to include NMTF and CMTA etc).</p> <p><b>Communication with the public</b>            Notify the public that the Market will be reopening. Communicate the policies that will be put in place to ensure the market can operate in a COVID-secure manner during a National Lockdown. Use the Market and Cambridge City Council website and Social Media channels.</p> <p>Put posters up on the fencing currently closing the market.</p> <p><b>Include the following key messages:</b>            The market is open for essential shopping only. Takeaway hot food and takeaway tea/coffee etc will not be available at this stage.            Visits to the market should be limited and after shopping you should go straight home.</p>		<p>CCC, HQ, MM</p> <p>CCC, HQ, MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Weekly</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>2: Contact with persons who may have been exposed to Coronavirus</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Staff</li> <li>Contractors</li> <li>Cambridge Council – Reputational Damage</li> <li>Vulnerable groups – young, elderly, pregnant, those with existing underlying</li> </ul>	<p>Shopping should be completed by 1 adult wherever possible.</p> <p>You will be required to wear a face covering while shopping on the market square.</p> <p><b>Health Declarations</b> Traders and staff asked in advance whether they are in a high risk group from coronavirus (clinically extremely vulnerable) or whether they have a condition that may put them at an increased risk of coronavirus.</p> <p>Upon arrival at the Market traders and staff will be requested to complete a declaration stating: They are not suffering from any coronavirus symptoms* and have not had any symptoms within the previous 7 days.</p> <p><i>*The main symptoms of coronavirus are:</i></p>	<p><b>Health Declarations</b> Consider temperature screening for staff and traders.</p> <p>It is worth exploring whether or not it would be practicable to conduct lateral flow tests for Hub Staff, Market Management, Covid Marshals and Traders</p>	MM, EH	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
	health conditions	<ul style="list-style-type: none"> <li>• <i>a high temperature – this means you feel hot to touch on your chest or back (you do not need to measure your temperature, but a temperature of 38°C or over is considered high)</i></li> <li>• <i>a new, continuous cough – this means coughing a lot for more than an hour, or 3 or more coughing episodes in 24 hours (if you usually have a cough, it may be worse than usual)</i></li> <li>• <i>a loss or change to your sense of smell or taste – this means you've noticed you cannot smell or taste anything, or things smell or taste different to normal.</i></li> </ul> <p><i>Any traders or staff with at least one of these symptoms should self-isolate and book a test as per government guidance.</i></p> <p>They have not (as far as they are aware) been in contact with anyone with</p>				

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>coronavirus symptoms within the previous 14 days.</p> <p>That they are not 'shielded' or have any underlying health condition which might make them particularly vulnerable to coronavirus.</p> <p>That they undertake to declare immediately any onset of symptoms or contact with anyone who has symptoms of coronavirus.</p> <p>Anyone developing symptoms while at the Market should be sent home (by private transport) and told to seek medical advice from the NHS.</p> <p>Traders and staff who have returned from foreign travel to countries not on the exempt list should quarantine themselves, even if they do not show any symptoms.</p> <p>People who may have been exposed to coronavirus are instructed by the</p>				

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>government guidance to quarantine themselves.</p> <p>Traders and organisers who fall into the clinically vulnerable and clinically extremely vulnerable categories will be advised not to attend the market.</p> <p>Remind traders and staff to catch coughs and sneezes in tissues – Follow <b>CATCH IT, BIN IT, KILL IT</b> and to avoid touching face, eyes, nose or mouth with unclean hands</p> <p>To help reduce the spread of coronavirus (COVID-19) reminding everyone of the public health advice - <a href="https://www.gov.uk/coronavirus">https://www.gov.uk/coronavirus</a></p> <p><b>Traders/Staff Travel to/From Work</b></p> <p>All traders and staff are encouraged to avoid public transport where possible and travel by private vehicle, bike, walking with car sharing being actively discouraged</p> <p><b>Test &amp; Trace</b></p>				



What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>3: Contact with persons who may have been exposed to Coronavirus</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Vulnerable groups – elderly, pregnant, those with</li> </ul>	<p>Contact details for all traders and staff who are working at the Market will be maintained by Market Management and Cambridge City Council for a minimum of 21 days.</p> <p>NHS Test and Trace QR code posters should be created and displayed and the public requested to participate.</p>		MM	Day 1	Daily
		<p><b>Number of Traders</b></p> <p>Reducing the number of traders in the market to only those selling “essential goods/services.” The breakdown of traders eligible to trade under the current restrictions (essential goods and services only) are:</p>		CCC, HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>(Staffing Levels and Trader numbers)</b>	<p>underlying health conditions</p> <ul style="list-style-type: none"> <li>Cambridge City Council – reputational damage</li> </ul>	<p>Fresh produce – 7 Processed goods – 9 Takeaways (hot food/street food) – 20 Other – 7</p> <p>To further reduce the number of staff and traders operating within the Market and to reduce the number of customers there should be a phased reopening of the Market Square.</p> <p><i>Phase 1</i> reopening - Fresh produce and processed goods traders should return to trade first along with 2 traders from the 'Other' category – 2 x Bicycle repair traders. This gives a total of 18 traders.</p> <p>Hot food traders and takeaway tea/coffee traders (as well as the florist) should not trade during Phase 1 reopening. Historically these traders attract greater numbers of customers within short time frames leading to increased queuing and dwell time, thus</p>	<p>the Market is considered by Market Management, the HUB and all relevant stakeholders to be operating safely and successfully in <i>Phase 1</i> and the status of the virus (number of cases, hospital admissions, deaths) is considered to be improving. This would need approval and sign off from Public Health before any action taken.</p> <p>Hot food – Initially, this may need to be in lower numbers than the total amount of traders (possibly utilising a rota system) or a separation of traders between the market location and another suitable location (TBC).</p> <p>Consideration of hot food stalls being 'click and collect' only – customers encouraged to order and pay online and then arrive at a collection only point (no browsing of menus at the stall).</p>			

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>present a heightened risk of Coronavirus transmission.</p> <p>HQ Hub Team and Market Management to continually review the operation of the Market while it is open to the public. Key areas to monitor include public and trader compliance, queue management, adherence to social distancing guidelines and the appropriate use of face coverings.</p> <p>Risk Assessment to be reviewed daily and more thoroughly weekly.</p> <p><b>Staffing numbers</b> Numbers will be kept to an absolute minimum. Only essential Market Traders and staff will be permitted to work on site.</p> <p><b>Creating more space/Social distancing</b> Increasing the amount of space between traders - leaving a minimum of 2 empty stalls/pitches between each trader (where possible) to facilitate social distancing and provide additional space for queuing.</p>	<p><b>Staffing numbers</b> Traders and staff should try to maintain dedicated work teams (cohorting) and keep the number of members as small as possible.</p>	<p>CCC, HQ, MM, CS, CM</p> <p>CCC, MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Weekly</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>Where possible staff will work side by side/back to back rather than face to face. Traders and staff to be reminded of the importance of social distancing during the event through regular announcements and reinforcement of messaging by marshals and Market Management.</p> <p>Wherever possible a physical separation of 2m will be maintained. This to be aided by semi-permanent chalk paint markings on the floor</p> <p><b>Face coverings</b> All traders and staff will be required to wear a face covering over their nose and mouth at all times they are on site at the Market aside from when taking breaks outside of the Market Square.</p> <p>Signage will be in place around the Market to advise customers that they should wear a face covering while shopping in the Market.</p>	<p><b>Face coverings</b> Marshals and Market Management to have a supply of face coverings should a member of the public require one. If traders are lone working and unable to leave their pitch, they may be permitted to take a break from wearing their mask at quiet times when they have no customers at their stall. This will need to be monitored by Market Management. Traders in this situation should seriously consider installing 'sneeze screens'</p>	CCC, HQ, MM	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>4: Spread of Covid-19 Coronavirus due to overcrowding in the Market Square</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Vulnerable groups – elderly, pregnant, those with underlying health conditions</li> <li>Cambridge City Council – reputational damage</li> </ul>	<p>Bins to be provided for the safe disposal of face coverings.</p> <p><b>Reduce the number of people working at and using the Market – Essential shopping only</b> Limiting the number of traders in Phase 1 of the re-opening. This also allows for more space between traders enabling customers to shop and queue safely while maintaining social distancing.</p> <p>If there is only the option to purchase fresh produce or processed goods, then the risk of the public dwelling in the area is reduced.</p> <p>Reopen the market on a week day, not Fri, Sat or Sun, to allow for any teething problems to be resolved during the traditionally quieter days</p>	<p><b>Reduce the number of people working at and using the Market – Essential shopping only</b> Marshals to discourage groups and families from entering the Market with only the minimum required to shop admitted.</p> <p><b>Reviewing the layout of the Market and repositioning the Market Stalls</b></p>	<p>CCC, HQ, MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Daily</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p><b>Reviewing the layout of the Market and repositioning the Market Stalls</b> In Phase 1 all traders will trade from stalls on the perimeter of the Market. There will be a minimum of 2 empty stalls left between each active trader to allow for social distancing between traders themselves and customers who may be queuing. Traders are to remain sheeted off with impermeable sheets from neighbouring stalls.</p> <p>Stalls to display signage reinforcing the 'Hands/Face/Space' message Consider fencing off the central fountain to prevent access/people sitting etc Prominent signage to be displayed encouraging members of the public not to loiter in the market square and not to consume food or drink in the market square.</p> <p>Unused stalls to be fenced off (Heras) to prevent access (not just from market</p>	Market management and the HUB to review the layout of the Market after the first few days/week of reopening and revise as required.	CCC, HQ, MM		

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>attendees but from customers from other local businesses such as McDonalds/Costa/Café Nero etc).</p> <p>The internal Market space and stalls should not be used due to the narrow passageways between these stalls. This internal area will be cordoned off using Heras fence to prevent traders and customers from accessing this area and to reduce loitering within the Market.</p> <p><b>Signage</b> All traders required to have signs on social distancing, face coverings, sanitizer and queueing.</p> <p>Appropriate signage to be displayed around the market with the messages; '1 adult per shopping trip' 'do not loiter' 'do not sit in the market' 'do not consume food in the market' should be deployed.</p>	<b>Marshals</b>	CCC, HQ, MM, SH	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p><b>Marshals</b> Marshals will operate throughout the Market Square. They will be positioned at each entry point to the Market Square to monitor capacity and flow rates in and out and roam within the Market</p> <p>Marshals will promote social distancing messaging: Shop Safe - Stay 2m Apart Hands, Face, Space</p> <p>Marshals to encourage the public to wear a face covering while shopping</p> <p>Assist traders with managing queues Marshals have radios and they are in constant communication with each other and the central HQ Hub.</p> <p>Marshals to advise the public of the current capacity in the Market and to advise whether it is safe to enter. Soft touch</p>	<p>Marshals to have barriers available for use in an emergency situation. In the event of an emergency marshals will communicate with the HQ Hub and Head of Security (Alex West) and a decision will be made about whether it is necessary to restrict access into the Market Square. This will only be implemented as a last resort. Marshalls will put barriers in place and encourage people not to enter the Square. They will assist in directing those already in the Square of the best routes to exit the area. In the instance that HQ and Head of Security agree Marshals to deploy barriers and await support from the Police.</p>	CCC, HQ, MM, CM	Day 1	Daily



What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>approach and do not prevent access unless we are in an emergency situation.</p> <p>Marshalls to encourage movement around the market, assist with queue management at busy stalls, support traders and the public, maintain crowd flow to prevent bottle necks.</p> <p>Marshals to be requested to take photos at various times of their shift to help document the operational conditions of the market.</p> <p>Covid marshals to be active/vocal in encouraging social distancing amongst market attendees when queuing at individual stalls.</p> <p>Create a revised brief for Marshals on their roles, responsibilities and powers – note that Marshals break times <i>must not</i> coincide with the peak times of the Market.</p>				

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<b>Public Address System</b> Use of Tannoy system from 12:00 – 15:00 (the busiest times for the Market) to relay messages to the public and Market traders to promote social distancing and the use of face coverings.	<b>Public Address System</b> Consider extending timings for the use of the Tannoy system as this may be required throughout the day. In <i>Phase 1</i> the busy times may shift as hot food and takeaway tea/coffee will not be available.  <b>VMS System</b> A VMS Screen(s) could be installed in a suitable location(s) to relay important messages to the public. This could be reintroduced to communicate the current situation in Market Square. For Example: MARKET SQ CONGESTED – PLEASE AVOID MARKET SQ CLOSED DUE TO CONGESTION Messaging to remind the public to social distance. For example: 2M – MAINTAIN SOCIAL DISTANCING SHOP SAFE – STAY 2M APART SHOP SAFE - WEAR A FACE COVERING  Messages to be constantly monitored and updated in real time to ensure information	HQ          CCC, HQ, MM	Day 1	Daily          Week 1

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>5: Spread of Coronavirus in the Market resulting from poor hygiene</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Vulnerable groups – elderly, pregnant, those with underlying health conditions</li> <li>Cambridge City Council – reputational damage</li> </ul>	<p><b>Cleaning</b> The Market is jet washed 2-3 times a week</p> <p>Advise all traders to pay particular attention to frequently touched area or surfaces and to regularly disinfect these surfaces with cleaning product as appropriate</p> <p>Traders to be advised to increase the frequency of cleaning of their stalls and equipment</p> <p><b>Sanitiser and Hand Washing</b> All traders are required to provide sanitiser at their stall for staff and customers to use. Announcements</p> <p>Using the Tannoy system to make regular announcements reminding the public of</p>	<p>is accurate. Messages to be pre-recorded to enable a quick change over.</p> <p><b>Cleaning</b> If practicable, the Market (perimeter area in use) to be jet washed daily while National Lockdown restrictions are in place and cases continue to rise rapidly. <i>Note that this will mean that semi-permanent chalk markings need to be reapplied regularly</i></p> <p><b>Sanitiser and Hand Washing</b> Providing hand sanitisers at certain locations in the Market and on entry and exit from the Market.</p> <p>Consider requesting that all traders provide their own hand wash facilities on their stalls – <i>consider power requirement</i></p>	<p>CCC, MM, CS</p> <p>CCC, MM, SH</p>	<p>Day 1</p> <p>Day 1</p>	<p>Daily</p> <p>Daily</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>social distancing requirements and hand hygiene.</p> <p>Traders have access to sinks in the toilet block</p> <p><b>Face Coverings</b> Traders and staff are requested to wear a face covering at all times in the Market.</p> <p>Customers are requested to wear a face covering while shopping in the Market.</p> <p>Signage in place to remind customers to wear a face covering and this message will be reinforced by marshals and Market Management.</p> <p>When using face coverings the advice is:</p> <ul style="list-style-type: none"> <li>• Wash their hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it.</li> <li>• When wearing a face covering, avoid touching their face or face covering</li> </ul>	<p>Increase the frequency of cleaning (and confirm the task description to ensure it is sufficient) of the traders' toilets</p> <p><b>Toilets</b> Confirm there is an adequate number of toilet facilities for the number of traders working</p>	CCC, HQ, MM, SH	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<b>6. Spread of COVID-19 Coronavirus between traders and their customers</b>	<ul style="list-style-type: none"> <li>Market Traders</li> <li>Customers</li> <li>Vulnerable groups – elderly, pregnant, those with underlying</li> </ul>	<ul style="list-style-type: none"> <li>Change their face covering if it becomes damp or if they have touched it.</li> <li>Continue to wash their hands regularly.</li> <li>Change and wash face coverings daily.</li> <li>If the material is washable, wash in line with manufacturer's instructions. If it is not washable, dispose of it carefully in your usual waste.</li> <li>Continue to follow social distancing guidelines at all times.</li> </ul> <p><b>Reduce contact between traders and customers</b> Floor markings/semi-permanent chalk paint to be installed to show customers where to stand and queue while maintaining a safe distance.</p>	<p><b>Reduce contact between traders and customers</b> If practicable, advise traders to install a 'sneeze screen'/barrier between the till area and customers.</p> <p>Ideally all traders to operate card payments only (contactless preferable)</p>	<p>CCC, HQ, MM, SH</p>	<p>Day 1</p>	<p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
	<p>health conditions</p> <ul style="list-style-type: none"> <li>Cambridge City Council – reputational damage</li> </ul>	<p>Traders will be advised to avoid passing products to customers hand to hand, but to place products on the market stall for customers to pick up.</p> <p>Traders to create an exclusion zone around the till area with a customer notice 'Please stand behind the line while being served'.</p> <p>With a reduction in the number of the traders in Phase 1 we have created more space for customers to queue and shop safely.</p> <p><b>Face Coverings</b> Traders and staff to wear face coverings at all times while in the Market Square. Signage to remind customers that they must wear a face covering at all times while shopping in the Market Square. Marshals and Market Management to lead by example and reinforce the message about face coverings for traders, staff and customers.</p>	<p>and reduce the amount of cash transactions</p> <p>Any traders using cash to have enhanced hand hygiene measures in place</p> <p>Encourage traders to provide/display signage for stalls explaining the policy about not touching goods and payment by card.</p>	CCC, HQ, MM, SH	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
7: Spread of Covid-19 Coronavirus due to a lack of understanding	<ul style="list-style-type: none"> <li>Public</li> <li>Traders</li> <li>Staff</li> <li>Vulnerable groups – elderly, pregnant, those with underlying</li> </ul>	<p><b>Stallholder Risk Assessments</b> Stallholders to create their own Covid Risk Assessment for their individual operations.</p> <p><b>Marshals</b> Use marshals to monitor footfall within the Market and ensure traders and customers are practicing social distancing.</p> <p><b>Market Management</b> Market management to be a visible, on the ground presence to assist with the daily operation of the market and to support traders during set up and at busy times.</p>	<p><b>Stallholder Risk Assessments</b> These to be reviewed on a regular basis by Market Management and EH.</p>	MM, EH	Day 1	As required
		<p><b>Communication through multiple channels</b></p> <p><b>Signage</b> Floor markings in the Market Square</p> <p>Public Announcements: Tannoy system, Marshals.</p>	<p><b>Communication through multiple channels</b> VMS Signage at the Guildhall, signs up in and around the market to convey key COVID-safety messaging.</p> <p>Consider local radio as well as social networks and websites.</p>	CCC, HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
by Traders and the public	<p>health conditions</p> <ul style="list-style-type: none"> <li>Cambridge City Council</li> </ul> <p>– Reputational Damage</p>	<p>Marshals: Reinforce messaging through example – wearing face coverings and keeping their distance, interact with people on a one to one basis.</p> <p>Cambridge City Council, Market Management and HUB Team to review and update messaging regularly to ensure effectiveness and to reflect any changes to Government guidance.</p> <p>Social Media &amp; Council/Market website: Cambridge City Council to use all available avenues of public messaging to inform the public of the ‘Stay Home’ message and that the Market is open for essential shopping for local residents only.</p> <p>Update website and social channels regularly with information about the Market and a summary of the COVID-Safety measures that are in place.</p> <p>Advance and ongoing communications</p>	<p>Consider developing signs and messages in different formats (e.g., large print, Braille, Sign Language) for people who have low vision.</p> <p>Consider adding signs in other languages commonly spoken in the community and visuals tailored for low literacy audiences.</p>			



What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>to go out to traders and public re-safe operation / expectations.</p> <p>Prior to the Market reopening hold a meeting discussion to determine site rules and arrangements for COVID-19</p> <p><b>Marshals</b> Marshals to be friendly and to avoid confrontation with the public. Marshals to escalate to Market Management/ HQ Hub as required.</p> <p><b>Monitor and evaluate compliance</b> Cambridge City Council, Market Management and Hub HQ to monitor effectiveness of measures on a daily basis. Liaise with marshals on the ground and other key stakeholders to understand whether measures are working.</p> <p>Review Risk Assessment daily and more thoroughly weekly.</p>	<b>Phased Reopening</b>	<p>HQ, CM</p> <p>CCC, HQ, MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Daily</p> <p>Daily</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p><b>Phased Reopening</b> A phased approach plan for the phased reopening of opening of the market and market stalls - essential stalls back up and running with a view to open hot food traders in the coming weeks if it is deemed safe to do so.</p> <p>Prior to the Market reopening hold a meeting with traders and market management to outline site rules and arrangements for COVID-19.</p> <p>New hygiene practices to be explained to the stall holders, including the use of face masks at all-time whilst operating the stall and interacting with staff and customers, not allowing customers to touch stock/produce, expectations for enhanced cleaning and hand sanitiser use.</p> <p>Stalls to display signage reinforcing the 'Hands/Face/Space' message.</p>	Cambridge City Council, Market Management and HUB to review operations within the market on a weekly basis	CCC, HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
8: Pedestrian/ Vehicle conflict resulting from poorly managed and overcrowded queues	<ul style="list-style-type: none"> <li>Public</li> <li>Traders</li> <li>Staff</li> <li>Vulnerable groups – elderly, pregnant, those with underlying health conditions</li> <li>Cambridge City Council – Reputational Damage</li> </ul>	Opening the Market on a weekday rather than a weekend so that new processes can be bedded in when the Market is expected to be quieter giving traders and customers time to adapt to the new processes in a safe environment.				
		<p><b>Phased Reopening</b> Reopening the Market Square for essential shopping only will help reduce the number of customers accessing the Market and therefore reduce the likelihood of customer's queueing.</p> <p>Reopening the Market on a weekday (Monday/Tuesday) will enable new COVID-secure measures to be bedded in when the Market is quieter.</p> <p><b>Reduction in stalls and traders</b> The essential stalls which will reopen as part of Phase 1 do not usually attract large</p>		<p>CCC, HQ, MM</p> <p>CCC, MM</p>	<p>Day 1</p> <p>Day 1</p>	<p>Weekly</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>crowds or generate long queues that may spill out into the road.</p> <p>Each trader has 2 empty stalls between them (where possible) and the next trader to allow for queueing space.</p> <p>The busiest traders to be positioned at the stalls which have the most space for queueing.</p> <p><b>Communication</b> Cambridge City Council clearly inform the public of the 'Stay Home' message – consider local radio as well as social networks and websites. The Market is open for essential shopping for local residents only. Signage to remind customers that they should reduce their visits to the Market and shop alone where possible.</p> <p><b>Cambridge City Council, HUB and Market Management</b></p>		CCC	<p>Day 1</p> <p>Day 1</p>	<p>Weekly</p> <p>Weekly</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<p><b>9: Public perception that Cambridge City Council are not doing</b></p>	<ul style="list-style-type: none"> <li>Cambridge City Council</li> </ul>	<p>To be on site during the initial Phase 1 reopening to monitor operations within the Market and to support traders and customers to move around the Market and to queue safely.</p> <p><b>Marshals</b> To monitor queues at traders and assist with queue management. In an emergency situation marshals have barrier and are able to restrict access to certain stalls or areas of the Market.</p> <p><b>Road Closure</b> There is an advisory road closure in place on Market Street for 10:00 – 16:00 every Saturday and Sunday when the Market traditionally experiences peak footfall. Cambridge City Council have commissioned an Independent Health &amp; Safety Assessment of the reopening of the Market.</p> <p>This Risk Assessment has been drafted following consultation with:</p>	<p><b>Road Closure</b> Consider extending the road closure on week days if the Market is busy.</p> <p>Review this Risk Assessment on a daily basis and more thoroughly weekly.</p> <p>Act and implement any changes that may be required in a timely manner and communicate updates to relevant individuals and groups.</p>	<p>CCC, HQ, MM</p> <p>CM</p> <p>CCC, HQ, MM</p> <p>CCC</p>	<p>Day 1</p> <p>Day 1</p> <p>Day 1</p>	<p>Daily</p> <p>Weekly</p> <p>Daily</p>

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
<p>enough to manage the risk of Covid-19 transmission in the City resulting in Reputational Damage for Cambridge City Council</p> <p><b>10: Spread of Covid-19 Coronavirus due to a lack of compliance</b></p>	<ul style="list-style-type: none"> <li>Public</li> <li>Traders</li> <li>Staff</li> <li>Vulnerable groups – elderly, pregnant, those with underlying</li> </ul>	<p>Joel Carre – Head of Environment Services xxxxxxxxxxxxxx –Environmental Health Manager xxxxxxx – Senior Operations Manager – Streets &amp; Open Space xxxxxxxxxxxxxx, Markets Management xxxxxxxxxx – Police xxxxxxxxxxxxxx xxxxxxxxxx – Public Health xxxxxxxxxxxxxx – NMTF xxxxxxxxxxxxxx - NMTF xxxxxxxxxx – CMTA xxxxxxxxxx – CMTA xxxxxxxxxx – CN Security (Covid Marshals)</p> <p><b>Marshals</b> Marshals will be briefed on covid guidance; hands/face/space, symptoms, social distancing, face coverings. They will encourage compliance amongst market visitors and traders.</p>		HQ, CM	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
by Traders and the public	<p>health conditions</p> <ul style="list-style-type: none"> <li>Cambridge City Council – Reputational Damage</li> </ul>	<p>Use the methodology of Explaining, Engaging and Encouraging compliance with guidance</p> <p>Marshals to escalate concerns to the Hub</p> <p><b>Cambridge City Council, HUB and Market Management</b></p> <p>Prevention through the use of 4 Es; Explain, Engage, Encourage, and as a last resort Enforce</p> <p>Ensure clear methods of communication and escalation are established between the Hub and Market Management, external staff, Marshals and other key stakeholders and further escalation to the Police (if required)</p> <p>Monitoring from hub and escalation to emergency service / police if required</p> <p>Using the powers of enforcement as a last resort, if required, could lead to imposing</p>		CCC, HQ, MM	Day 1	Daily

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>general restrictions on movement of people, closing a stall (and the removal or banning of an individual trader) or the whole market.</p> <p>Cambridge City Council, Market Management and HUB Team to review and update messaging regularly to ensure effectiveness and to reflect any changes to Government guidance</p> <p>Cambridge City Council, Market Management and Hub HQ to monitor effectiveness of measures on a daily basis. Liaise with marshals on the ground and other key stakeholders to understand whether measures are working.</p> <p>Review Risk Assessment daily and more thoroughly weekly.</p> <p><b>Communication through multiple channels</b> Communicate effectively with the public, traders and key stakeholders.</p>				



What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p>Floor markings in the Market Square</p> <p>Public Announcements: Tannoy system, Marshals.</p> <p>Social Media &amp; Council/Market website: Cambridge City Council to use all available avenues of public messaging to inform the public of the 'Stay Home' message and that the Market is open for essential shopping for local residents only. Update website and social channels regularly with information about the Market and a summary of the COVID-Safety measures that are in place.</p> <p>Advance and ongoing communications to go out to traders and public re-safe operation / expectations.</p> <p>Prior to the Market reopening hold a meeting discussion to determine site rules and arrangements for COVID-19</p>	<p><b>Communication through multiple channels</b> VMS Signage at the Guildhall, signs up in and around the market to convey key COVID-safety messaging.</p> <p>Consider local radio as well as social networks and websites.</p> <p>Consider developing signs and messages in different formats (e.g., large print, Braille, Sign Language) for people who have low vision.</p> <p>Consider adding signs in other languages commonly spoken in the community and visuals tailored for low literacy audiences.</p>	CCC, HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		<p><b>Phased Reopening</b> A phased approach plan for the phased reopening of opening of the market and market stalls - essential stalls back up and running with a view to open hot food traders in the coming weeks if it is deemed safe to do so.</p> <p>Prior to the Market reopening hold a meeting with traders and market management to outline site rules and arrangements for COVID-19.</p> <p>New hygiene practices to be explained to the stall holders, including the use of face masks at all-time whilst operating the stall and interacting with staff and customers, not allowing customers to touch stock/produce, expectations for enhanced cleaning and hand sanitiser use.</p> <p>Stalls to display signage reinforcing the 'Hands/Face/Space' message.</p>	<p><b>Phased Reopening</b> Cambridge City Council, Market Management and HUB to review operations within the market on a weekly basis</p>	CCC, HQ, MM	Day 1	Weekly

What are the hazards?	Who might be harmed and how?	What are you already doing to control the risks?	What further action do you need to take to control the risks?	Who needs to carry out the action?	When is the action due?	Review Date?
		Opening the Market on a weekday rather than a weekend so that new processes can be bedded in when the Market is expected to be quieter giving traders and customers time to adapt to the new processes in a safe environment.				

### Considerations

In order to safely re-open the market we suggest that a gradual, phased approach that is subject to continual review is used. Start small, with appropriate additional measures in place, rather than attempting to reopen all possible stalls and run the risk of having to close the market in its entirety again.

It will be necessary to include the traders and their representatives in the process of reopening the market. Although there may be negativity from some of the traders if they are being restricted from operating, it is important that they are included in the process, so that they understand the actions that are being taken and why, as well as the new measures that will need to be implemented and their role in helping to operate the market as a Covid secure environment.

It is recommended that this Risk Assessment and these considerations and recommendations are shared with the Safety Advisory Group (to include Public Health England) for their review and comments.

A suggested layout of market stalls had been drafted which allows for all of the Priority 1 traders (as identified above) to reopen. The layout plan suggests queue directions for each stall. The choice of which trader occupies which stall (with the exception of the fish monger) will need to be decided through consultation between Market Management and the Traders. It would be advisable to communicate any changes to layout / location of stalls to the public to manage their expectations when visiting the market.

It is likely that this layout plan will need to be examined further, with consultation with all key stakeholders. Consideration will need to be given to whether or not pedestrian/crowd control barrier should be used to assist with queue management – it is understood that this was not beneficial previously and barriers can create additional H&S risks such as trip hazards.

Priority 1 traders (as defined above) to re-open, following Covid secure guidelines

Priority 2 traders to remain closed (for the time being)

**CCC** – Cambridge City Council

**MM** – Market Management

**HQ** – HQ Hub

**EH** – Environmental Health

**SH** – Stall Holders

**CM** – Covid Marshals

**CS** – Other CCC Staff

**Actions requiring immediate consideration (prior to the Market reopening or in place for Day 1 of operation):**

- Allow a sufficient amount of time to plan for the safe reopening of the market (booking of an appropriate number of Covid Marshals, producing relevant signage, reconfiguring the current fencing arrangements, marking the floor for social distancing and queue management etc) **CCC**
- A briefing to be scheduled with essential traders and either PHE or EH to reinforce the seriousness of the situation and the need to follow the rules prior to re-opening (to include NMTF and CMTA etc) **CCC**

- Re-open the market on a week day, not Fri, Sat or Sun, to allow for any teething problems to be resolved during the traditionally quieter days **CCC, MM**
- All market traders to follow Covid secure guidelines and work according to their own Covid Risk Assessment **SH, MM**
- Stallholders to create or review their own Covid Risk Assessment for their individual operations. These to be shared with CCC EH and Market Management for review **SH, MM**
- Face coverings to be worn at all times when trading **SH, MM**
- Traders who need to remove their mask for a short period and are unable to leave their stall to do so only when they have no customers **SH, MM**
- All stalls to feature sheeting to three sides **SH, MM**
- Stalls to display signage reinforcing the 'Hands/Face/Space' message **SH, MM**
- Unused stalls to be fenced off (Heras) to prevent access (not just from market attendees but from customers from other local businesses such as McDonalds/Costa/Café Nero etc) **CCC, MM**
- Initially use only the perimeter stalls – this should assist in managing numbers and preventing people gathering in the market and sitting in unused stalls **MM**
- Queues for individual stalls to be designed in such a way that they do not impact on neighbouring stalls. The use of semi-permanent chalk paint on the floor to be used to designate 2m spacing for queuing customers **CCC, MM**
- Prominent signage to be displayed encouraging members of the public not to loiter in the market square and not to consume food or drink in the market square **CCC, MM**
- NHS Test and Trace QR code posters should be created and displayed both around the market and at individual stalls and the public be requested to participate (vocal requests from Covid marshals, messages on the City Council's social platforms) **CCC, MM**
- Stallholders to inform customers not to touch produce **SH, MM**
- Stallholders to have hand hygiene measures in place – consider gloves, hand sanitiser **SH, MM**
- Sanitiser to be available at each individual stall **SH, MM**

- Consider having dedicated Covid Marshals per market block (1 per trader block, plus 2 spare – breaks/roaming) as well at the various entrances to the market (4) – this can be reduced if the market operation is deemed to be safe from a Covid / crowding point of view (14 in total) **CCC**
- Covid marshals can be on a rota system to ensure that the full contingent of staff is on duty during the peak operating times **CCC, CM**
- Covid marshals to be active/vocal in encouraging social distancing amongst market attendees when queuing at individual stalls **CM**
- Revised brief for Covid marshals to clarify their roles, responsibilities and their powers (if any) – note that Stewards/Marshals break times must not coincide with the peak times of the market **CCC, HQ, MM**
- A briefing to be scheduled for Stewards with either PHE or EH to reinforce the seriousness of the situation and how the marshals can help in keeping the market safe **CCC, HQ, MM**
- City Council to use all available avenues of public messaging to inform the public of the ‘Stay Home’ messages – consider local radio as well as social networks and websites **CCC**
- Advance notice of the market re-opening to be provided to the public (the above methods as well as posters on the fencing currently closing the market) **CCC, MM**
- Message to public if they visit the market they will only be able to do so for essential goods (highlight the fact that takeaway hot food and takeaway tea/coffee etc) will not be available at this stage **CCC, MM**
- Message for public to limit the number of their visits to the market and to go straight home when they have finished their essential shopping **CCC, MM**
- Message for public that they will be required to wear a mask when shopping at the market **CCC, MM**
- Visible presence of Market Management at set up and break down of the market as well as at peak times of the market operation **MM**
- A simple process for information flow between CMTA, stall holders, Covid Marshals and CCC Market Management should be established (use of the Hub) **CCC**

### Considerations to be actioned during the first week of operation:

- Marshals to be requested to take photos at various times of their shift to help document the operating conditions of the market **CM**
- Market Management to photo document the status of the market as well as both good and bad practices to feed in to review process **MM**
- Consider fencing off the central fountain to prevent access/people sitting – review based on how busy the market has been and if this is still considered to be an issue **CCC, MM**
- Stall holder Covid Risk Assessments - These to be reviewed on a regular basis in line with changes to the situation and Govt guidelines (if necessary during week 1) **MM, EH**
- Stallholders to be encouraged to use contactless methods for payment **MM**
- Stallholders to be encouraged to consider adding 'sneeze screen' barriers to their till area **MM**
- Discuss the possibility of stallholders providing their own hand wash facilities on their stalls **CCC, MM**
- Sanitiser to be available at various fixed points around the market – provided by CCC. Review base on how busy the market has been and if this will be a useful control measure to implement **CCC**
- Increase the frequency of cleaning/jet washing the market square (in use perimeter stall area) **CCC, MM, CS**
- Increase the frequency of cleaning the trader toilet facilities and confirm the cleaning is of a satisfactory standard **CCC, MM, CS**
- Use of the on-site Tannoy system to remind public of the Covid measures that are in place at the market **HQ**
- Consider reintroducing the VMS system that was in use prior to Christmas to display relevant messages **CCC**
- Establish whether or not there is a residual issue of members of the public purchasing coffee/takeaway food from other, non-market establishments and eating/drinking or attempting to eat/drink it in the vicinity of the market **MM, CM**
- Review the measures that are in place and current operation on a daily and weekly basis **CCC, HQ, MM, CM**
- The H&S Risk Assessment for the market should be finalised ASAP and necessary measures introduced according to the agreed timeframe **CCC, MM**
- Consider temperature screening for staff and traders **CCC, EH**
- It is worth exploring whether or not it would be practicable to conduct lateral flow tests for Hub Staff, Market Management, Covid Marshals and Traders **CCC, EH**

- Review the peak operating times and days of the market and adjust the Covid marshal numbers / rota accordingly going forward **CCC, HQ, MM, CM**

**Considerations to be actioned following a successful Phase 1 reopening** (*time frame TBC – various factors to consider such as; rates of infection, hospital admissions and deaths as well as current Govt guidance*):

- Hot food – following a safe and successful reopening of the essential fresh and processed goods stalls, the overall operation should be reviewed in order to consider allowing hot food takeaway stalls to reopen. It is considered impractical at this stage to suggest a timeframe for this to take place as the national/local situation will need to have changed significantly for this to take place.
- However, when considered appropriate, it may initially consider that the hot food/takeaway element may need to operate with lower numbers of hot food traders than the total amount of traders (possibly utilising a rota system)
- This could also consider having hot food stalls on Mon – Thu only and not have any trade on Fri, Sat and Sun for the initial period (to reflect the peak days of the market) and thus reduce the risk of congestion. Suitable messaging would need to be in place to manage public expectations.
- Consider the possibility of separating the hot food traders between the market square and another suitable alternative location
- Consider the possibility of establishing temporary markets in neighbourhood areas
- If the number of Covid Marshals has been reduced for the fresh element of the market, consider increasing this again to match the potential anticipated demand for the hot food stalls.
- Consideration of hot food stalls being ‘click and collect’ only – customers encouraged to order and pay online and then arrive at a collection only point (no browsing of menus at the stall)



Other market information:

[https://www.towerhamlets.gov.uk/ignl/business/markets/markets\\_information/markets\\_trader\\_information.aspx](https://www.towerhamlets.gov.uk/ignl/business/markets/markets_information/markets_trader_information.aspx)

<https://www.westminster.gov.uk/coronavirus-advice-markets>

<https://www.cityoflondon.gov.uk/supporting-businesses/business-support-and-advice/wholesale-markets/billingsgate-market/find-billingsgate-market>

<https://boroughmarket.org.uk/articles/borough-market-makes-face-masks-compulsory>