

Reference : Anfield M&T 0	06 (External copy)												
Operation/Activity Descri	Operation/Activity Description: Stadium Tour Route (Free Flow & Guided) - including operation of the Museum.												
Latest review - March 2022 - following government announcement for 'living with COVID'.													
Department: Liverpool F.C> Anfield -> Hospitality, Tourism and Events -> Museum and Tours													
Persons at Risk													
Employee													
Visitor	✓	Disabled Person	✓										
Young Person	✓	Lone Workers	✓										
General Public	✓	Others											
Assessed by:	Jack Fox	Date:	29/08/2019										
Approved by: Date:													

Risk Severity (S)	Risk Likelihood (L)	Risk Rating (RR)
1 Negligible	1 Unlikely	1 - 6 Low
2 Minor	2 Possible	7 - 14 Medium
3 Significant	3 Quite Possible	15 - 25 High
4 Major	4 Likely	
5 Catastrophic	5 Very Likely	



Hazar	ds Associated with Activity/Operation	Without Controls	3			Risk Control Measures	Residual Risk			
lo.	Description	s	L	R	RR	Controls	s	L	R	RR
	Health Threats - COVID-19 Staff / Visitors attending Anfield Stadium while infected with COVID-19. Potential for persons to come to site against government advice for self-isolation. Potential for outbreak following a positive case. LFC can assist Local Authority and PHE to analyse outbreaks through test and trace system for: - Staff - Visitors	4 - Major	3 - Quite Possible	12	Medium	All Visitors made aware of LFC policy for those who test positive / are unwell, on booking and before participation on the Tour. If unable to join for this reason, their tour will be re-scheduled. Staff instructed they must not attend site if any of the following applies: -Recently tested positive for COVID-19Have experienced symptoms of COVIDHave any other reason to believe they have the virus. Any members of staff who are identified as at higher risk of COVID - risk assessment for their activities will be carried out in line with latest NHS Direct Guidance. LFC Suspected / Confirmed Case Protocol in place. Management / H&S Team will conduct necessary follow up following confirmed positive case of COVID-19 to determine probable cause of infection. Mitigation measures in place to prevent asymptomatic transmission through COVID secure measures - in compliance with Government Guidance (below).		1 - Unlikely	4	Low
						- Club keeps records of staff rotas and activities - will assist track and trace if necessary.				
!	Health Threats - COVID-19 Transmission of COVID-19 between visitors and Club Staff (including Tour Guides) - during the checking in process.	4 - Major	3 - Quite Possible	12	Medium	This reception area has a maximum capacity to comfortably accommodate visitors. This capacity will not be exceeded.	4 - Major	1 - Unlikely	4	Low



To be used by all sites and departments within Liverpool Football Club

Staff or Guests may have COVID-19 infection but be asymptomatic (show no symptoms).

Check In Process involves going into the indoor Reception area.

Bag checks are performed before entry - may involve close contact.

Visitors who have pre-booked are given specific time-slot for check-in and advised not to attend before that time to prevent overcrowding of visitors

Visitors who have arrived early or have already checked in are asked to wait outside if possible, ahead of tour beginning.

Staff to advise visitors to wait outdoors should the area show signs of becoming overcrowded.

Designated Entry and Exit points to prevent cross-over of visitors - with tensa barrier to separate.

Social distancing requirement is in line with latest government requirements - However - it is strongly recommended that Staff and Visitors maintain distancing where at all possible.

Wearing of face coverings will be in line with latest government requirements - However - it is strongly recommended that Staff and Visitors wear face coverings in indoor areas, particularly in crowded / enclosed areas.

Till / Check in points have control mitigation measures in place to reduce transmission risk:
- Perspex screens at check in point.

Floor Markings and signage will be in place to encourage guests to maintain distancing.

Staff are issued with face masks (3 ply) - worn according to safe use guidance.

Stadium is subject to regular cleaning, including anti-viral fogging.

Any touch-points used in the route will be cleaned frequently using substances with anti-bacterial properties.

Hand sanitiser will be readily available for all



						staff and visitors to use. Revised bag check procedures in place to				
Tran the co	ealth Threats - COVID-19 ansmission of COVID-19 between visitors of Club Staff (including Tour Guides) during e walking tour, due to close proximity or intaminated surfaces. aff or Guests may have COVID-19 infection at be asymptomatic (show no symptoms). compliance with Government Guidance. uides may be asked to take photos of sitors with visitors phones or cameras.	4 - Major	3 - Quite Possible	12	Medium	negate close contact. Tour will revert to free flow model during busy periods to enable guests to practice social distancing and reduce congestion in pinch points. Guided tours will be divided into manageable groups. Second guide will be allocated to the group to assist. Tour Route is largely made up of open spaces where staff and visitors can maintain distancing (see hazard below for other areas). Social distancing requirement is in line with latest government requirements - However - it is strongly recommended that Staff and Visitors maintain distancing where at all possible. Wearing of face coverings will be in line with latest government requirements - However - it is strongly recommended that Staff and Visitors wear face coverings in indoor areas, particularly crowded or enclosed areas. Tour Guides will brief all visitors on the processes in place relating to social distancing and face coverings at beginning of tour. Hand sanitiser stations positioned at appropriate locations along tour route. Site subject to robust cleaning procedures Including anti-viral spray treatment by Genica. Any touch-points used in the route will be cleaned frequently. Signage in place to remind guests of safety measures.	4 - Major	1 - Unlikely	4	Low



						Staff to monitor for compliance with the COVID measures in place. LFC Protocols for Suspected / Confirmed Cases of COVID-19.				
4	Health Threats - COVID-19 Transmission of COVID-19 due to overcrowding in certain areas of the Tour route such as Home Dressing Room, and also in the Museum. - Social distancing measures between staff and visitors who are not in the same household.	4 - Major	4 - Likely	16	High	Tour - 2 Tour Guides are allocated to each tour departure to assist with the groups. Tour group numbers capped to suitable level, considering any pinch points. Access to areas such as Home Dressing Room are staggered to ensure visitors have enough space to practice social distancing. Museum - Guests from tours who are also entering museum are held at final point of tour (Shankly Statue) - guides communicate with staff in Museum - each visiting party is staggered to allow to social distancing. One way systems in place in the Museum. Exit gate is used to prevent crossover between guests entering and those exiting the Museum.	4 - Major	1 - Unlikely	4	Low



5	Hazardous Conditions Customer and Staff anxiety due to personal expectations of level of control measures not being met (including wearing of face coverings and social distancing) - potential for	3 - Significant	3 - Quite Possible	9	Medium	Club to fully comply with latest Government Guidance and Regulations for the industry as COVID-secure venues.	3 - Significant	1 - Unlikely	3	Low
	confrontation with staff / other visitors. This is likely to be more prominent in customer facing locations for Museum and Tours					The tour route and museum have been reconfigured to help accommodate social distancing requirements - including operation of free flow tours to allow guests freedom to exercise social distancing.				
						Customers are afforded opportunity to wear masks and socially distance in line with their personal preference.				
						Assess risks to customers by reviewing all high- traffic areas and high-traffic points and take steps to ensure that these are adjusted to reduce any crowding.				
						Should any areas become overcrowded - staff to limit numbers of visitors in the areas at any one time to ensure that customers are able to keep their distance.				
						Signs should be widely displayed encouraging customers to participate with social distancing and wearing face coverings.				
						Positive engagement with customers - Greeters in place to assist.				
						Where LFC is required to enforce national and local statutory requirements (eg face covering) for entry to the venue - this will be complied with.				
						Public facing staff will be strongly recommended to wear face coverings to assist in the consistent messaging.				
						Liaise with security or police in cases of local difficulties - ie high volumes of customers/non-compliance and confrontation.				



6	First Aid Potential for injuries or ill-health to be sustained to Staff / Visitors.	5 - Catastrophic	3 - Quite Possible	15	High	Suitable number of First Aiders available to respond to incidents during operating hours.	5 - Catastrophic	2 - Possible	10	Medium
	During COVID-19 pandemic - there is a risk of transmission of COVID-19 between first aider and injured person.					Tour Staff have radios to summon help if needed Radios to be checked at beginning of each tour to ensure they are in working order.				
						First Aid kits are fully stocked - checked at regular intervals.				
						AEDs are in place at different locations throughout Stadium - subject to regular checks.				
						Staff provided with training and instruction on incident response and reporting procedures. This includes: - Process for getting first aid support Latest locations of AEDs throughout Stadium - Basic CPR guidance				
						First Aiders briefed on amended procedures during COVID-19, in accordance with HSE and Resuscitation Council Guidance.				
						PPE will be worn by First Aider: - FFP2 mask - Disposable Apron - Disposable Gloves - Eye Protection				



7	Violence Physical or verbal abuse from unhappy visitors. Potential for visitors to be under the influence of Alcohol / Drugs	4 - Major	2 - Possible	8	Medium	Entry will not be permitted if it is suspected that a guest is under the influence of alcohol or drugs. Tours Staff provided with instruction on how to deal with these situations. Guides will take polite approach to any disputes. Tour Guides will contact a supervisor and/or Security should they be concerned about the behaviour of a visitor(s) Supervisors have conflict resolution training Security on site available by Radios will eject persons if deemed necessary. All areas (exception of toilets / Dressing rooms) are monitored by CCTV.	2 - Minor	2 - Possible	4	Low
8	Hygiene & Welfare Risk of illness due to bad weather (including cold working conditions)- Tour guides are stationed outdoors for prolonged periods of time. - Indoor areas of the Stadium (concourses) can become cold during colder months. Outside working - exposure to cold, wet conditions (rain, snow, etc). Working outdoors can be hazardous during hot weather - i.e sun stroke. Exposure to the sun can cause damage to skin - which can have severe impact on health - skin conditions and cancer.	4 - Major	4 - Likely	16	High	Staff to be provided with training and instruction on the control measures: Cold Weather: Staff to be allocated uniform which is suitable for working conditions during different seasons of the year. Hat and gloves to be provided if necessary. Staff working outside i.e at managers' dugout to wear more durable waterproof coats in addition to existing uniform during constant rain. Tasks to be rotated where possible to prevent prolonged exposure to cold, wet conditions. Staff to take regular breaks from the exposure to rain / cold in order to dry off and warm up. In severe weather - tour activity will be modified or cancelled as appropriate.	4 - Major	2 - Possible	8	Medium



						Hot Weather: Tour Guides to wear appropriate clothing for working in hot weather Appropriate clothing includes clothing which covers the skin - Long sleeve clothing to be worn where at all possible. Where skin is exposed to the sun - sun protection (SPF 30+) to be worn as directed by product labels. Hats to be provided for staff working outdoors during sunny periods to prevent exposure to the sun Sun glasses may be provided to protect eyes from sun. Staff to be rotated to prevent prolonged exposure to the sun. Staff to take comfort breaks to rehydrate with cold water.				
9	Manual Handling Transportation of replica Champion's League trophy from museum to Level 2 concourse on tour route - risk of injury to back and other body parts	4 - Major	3 - Quite Possible	12	Medium	2 persons to place onto tours trolley to transport - not to be carried manually. Use of the lift between Level 2 and Ground Floor. Staff provided with instruction on safe movement techniques for manual handling. Staff not to take part in activity if they have any pre-existing conditions or injuries which may affect their ability to carry out task.	2 - Minor	2 - Possible	4	Low
10	Security Slight alteration to tour route and reduced staffing levels. Visitors wandering off tour route	3 - Significant	3 - Quite Possible	9	Medium	Block off the concourses etc to reduce the area where visitors can walk. Staff to be placed in the optimum positions to allow view of visitors. For groups involving children - responsible persons (parents/guardians/school staff) to supervise.	3 - Significant	2 - Possible	6	Low



11	Manual Handling Risk of injury to back and other body parts when lifting tensa barriers, partition boards, boxes etc	3 - Significant	4 - Likely	12	Medium	Manual handling training has been given to staff who would be tasked with carrying out these activities	2 - Minor	2 - Possible	4	Low
	Moving and replacing the disabled ramp situated in front of main stand pitch-side.					Movement of ramp is a team lift only carried out by persons who are physically fit and have had the relevant training in the safe lifting practice.				
						Task carried out by 2 staff members if necessary.				



12	Slips, Trips or Falls Movement around the Stadium including perimeter of the Stadium and some areas of the Stadium Bowl.	4 - Major	3 - Quite Possible	12	Medium	- Member of Museum and Tours staff to carry out inspection of full route at beginning of each day to make sure all walkways are kept clear.	4 - Major	1 - Unlikely	4	Low
	Potential for injuries caused by slip, trip or falls.					Any issues to be reported to relevant person (i.e maintenance / cleanevent).				
	This may be due to: - Inadequate lighting					- Tour Guides to be alert to any hazards identified on the route throughout the day.				
	Tripping hazards - including due to poor housekeeping or where flooring is not properly maintained. Inappropriate footwear Adverse weather (separate hazard listed)					Wide, level walkways are to be used as part of route to ensure suitability for pushchairs / wheelchairs.				
	below) Access requirements of wheelchairs /push chairs.					Suitable lighting conditions for all times during the tour. Tour activities will take place during daylight hours / well-lit areas (artificial lighting).				
						Electrical cables will be properly managed by correct routing and use of matting and hazard tape where required.				
						LFC spillage procedures in place for areas of LFC premises. Spillages are to be reported to the cleaning team, cleaned up and wet floor signs in place where necessary.				
						- Guides to wear appropriate footwear and advise of visitors' footwear.				
						- Guides to advise visitors not to leave children unsupervised and for visitors to take care.				
						- Black/yellow anti slip tape to be adhered to ramp on walkway to the Kop from Dugout, and also metal grill at camera position to reduce risk in wet weather.				
						Safety briefing at the beginning of the tour to ask guests to be careful along the route - including along lower Main Stand.				
						Use of signage to warn guests of slip hazards.				



13	Slips, Trips or Falls Impact of severe adverse weather on the potential for slip, trip and fall incidents to occur during the tour. Presence of ice, snow or rain water can cause slip hazard.	4 - Major	4 - Likely	16	High	Inspection of all outside areas to ensure that all areas are suitable for use. Tour activity will be cancelled or modified in event of severe ice or snow. Areas may be closed off in the event that the flooring conditions are unsuitable. Alternative route may be used if one area is problematic. Stadium Operations gritting procedures in place to proactively prevent and also react to such weather. Guests are asked to wear appropriate footwear for the tour. Supervision of guests by tour guides.	4 - Major	1 - Unlikely	4	Low
14	Slips, Trips or Falls Press Conference Room – steps up to stage and wires for camera equipment. Visitors have tendency to climb onto press conference podium, as shortcut from stairs provided.	3 - Significant	3 - Quite Possible	9	Medium	Front step will be blocked off by LFC barrier rope. Guides to verbally instruct visitors to take care when accessing steps, and monitor. TV camera set up for interaction, black & yellow tape around to highlight, cable taped down. All spillages are cleaned up immediately, wet floors will be cordoned off and signs displayed until dry.	3 - Significant	2 - Possible	6	Low



15	Slips, Trips or Falls -On the same level whilst walking along concourses and other areas -On different levels whilst walking up and down staircases and ramps - Due to spillages or wet floors	3 - Significant	3 - Quite Possible	9	Medium	-Make sure all walkways are kept clear, spillages are to be reported to the cleaning team, cleaned up and wet floor signs in place where necessary. A walk of the route before tours start to establish what may be required. -Guides to wear appropriate footwear.	3 - Significant	2 - Possible	6	Low
	Due to spinlages of wet needs					-Stadium regime of cleaning in place. Gritting procedures in place for areas of the stadium to be accessed during the tour that may be affected by ice or snow.				
						Some areas may not be in use during severe adverse weather.				
						- Black/yellow anti slip tape to be adhered to ramp on walkway to the Kop from Dugout, and also metal grill at camera position to reduce risk in wet weather.				



16	Slips, Trips or Falls Falls from height Level 6 disabled gantry.	4 - Major	3 - Quite Possible	12	Medium	Installation of a lockable fence at 1.2m to raise to the required safety height.	4 - Major	1 - Unlikely	4	Low
	Guests may attempt to climb on or be lifted above the barrier for photo opportunity.					Tour guides to be present to monitor and control to prevent guests climbing on seats/barrier.				
	- Climbing on seats.					Staff to confirm that the barrier has been raised before beginning of each day.				
						Minimise numbers of visitors on the gantry and keep to manageable level by way of a holding area on Level 6 concourse.				
						Children to remain on ground level and not lifted up by parent/carers.				
						For groups involving children - responsible persons (parents/guardians/school staff) to supervise.				
						All spillages are cleaned up immediately, wet floors will be cordoned off and signs displayed until dry.				
						Tape to be used around seats next to the barrier to prevent climbing on seats.				
17	Slips, Trips or Falls Falls from height - Stair railings on all floors leading to Level 6 and to Level 2 and then	4 - Major	3 - Quite Possible	12	Medium	Railings in place to prevent fall.	4 - Major	2 - Possible	8	Medium
	Level 2 - Level 0.					Tour guides to instruct visitors to refrain from leaning over railings.				
						Tour guides to keep all visitors within eye line whilst in the area				
						All spillages are cleaned up immediately, wet floors will be cordoned off and signs displayed until dry.				
						For groups involving children - responsible persons (parents/guardians/school staff) to supervise.				



18	Location of Activity / Event - Escalators from Level 0 – Level 6. Potential for: -Trips and falls -Trapping in moving parts	3 - Significant	3 - Quite Possible	9	Medium	Escalators subject to inspection by competent person to ensure safe equipment. Process in place for reporting of LFC Maintenance Team if any issues become apparent. Tours Staff to report any issues found. Tour Staff to monitor visitors' behaviour. Tour guides to give verbal instruction to be mindful of taking care when boarding the escalators. Safety signage is present on the escalators. Emergency stop buttons are in place for use if necessary. -Tour groups to be managed and instructed not to run on escalators. -No pushchairs permitted on -escalators. -Visitors to supervise young children on escalators. -Children must not be carried onto escalators. -Visitors who misuse escalators to be removed from tours.	3 - Significant	2 - Possible	6	Low
						from tours.				
						All Spillages are cleaned up immediately, wet floors will be cordoned off and signs displayed until dry.				
19	Location of Activity / Event Access issues for guests in wheelchairs and with pushchairs in areas above ground level in the Stadium.	3 - Significant	4 - Likely	12	Medium	Guests to be directed to the lift and be accompanied by a tour guide until on the appropriate part of the tour route. An alternative plan must be in place in the event that the lift is out of action.	3 - Significant	1 - Unlikely	3	Low
						Guides not to lift occupied prams up/down steps				



20	Slips, Trips or Falls Managers' Dugout Area – step down into dugout. This area can be problematic due to	4 - Major	3 - Quite Possible	12	Medium	Guides must emphasise the need to take care when entering the managers' dugout seats, children encouraged not to run about in this area.	2 - Minor	2 - Possible	4	Low
	configuration of the steps - Visitors can be careless in stepping into the dugout, especially young children. The area can sometimes have standing water following heavy rain - causing the steps to become slippery.					Visitors instructed not to step on to the raised part of the steps. Appropriate footwear must be worn. Parents/Guardians are asked to supervise children in this area. All spillages are cleaned up immediately, wet floors will be cordoned off and signs displayed until dry. Tours Staff to report any standing water within this area to Management and Maintenance to be resolved.				
						Tour guides to supervise the area and monitor closely.				
21	Location of Activity / Event Technical Area – Interaction between groundsmen grass cutting operation.	3 - Significant	3 - Quite Possible	9	Medium	Guides to move tensa barriers closer to dugout and advise visitors to keep well away from barriers when groundsmen are cutting pitch sideways close to dugout. Guides to be extra vigilant whilst this is taking place. Grounds staff briefed on this process. No use of strimmers or other equipment in vicinity of others.	3 - Significant	2 - Possible	6	Low
22	Location of Activity / Event Stairway down to Level 2 concourse – low ceiling, danger of bumping head.	3 - Significant	3 - Quite Possible	9	Medium	Guides to make customers aware of lower ceiling, place yellow & black tape to highlight.	3 - Significant	2 - Possible	6	Low



23	Hazardous Activity	3 - Quite Possible	9	Medium		3 - Significant	2 - Possible	6	Low
	Level 2 concourse green screen operation for photo opportunity with trophy.				Staff to ensure replica cup is secure on plinth, children are supervised when having pictures taken.				
					Staggered arrivals to ensure no crossover between tour groups.				



24	Unauthorised Access Security of site - Visitors not remaining with tours	4 - Major	4 - Likely	16	High	Tour guides to be vigilant regarding visitors not keeping to designated tour route.	4 - Major	2 - Possible	8	Medium
	Security of site - Bags and packages Security of site -					For groups involving children - responsible persons (parents/guardians/school staff) to supervise - Must notify LFC staff if they suspect that any person has left the tour route.				
	Doors on Levels 0, 6, 2 left open to general public to enter.					Tour Guides to be in view of each other as much as possible, keeping tour groups close together at all times when conducting guided tours.				
						Visitors instructed to go no higher than 15 rows in Kop Stand, guides to monitor and act upon if visitors not adhering to instruction.				
						CCTV to monitor tours. Security must be informed with immediate effect if any guest is missing.				
						All bags must be checked before entering stadium and tours bag search tag applied to bags.				
						A plan must be in place for suspect packages in line with stadium security.				
						Tours staff to walk the tour route each morning to ensure all doors, tensa barriers, vomitory shutters are locked/in place, to deny general public access. Monitor this throughout the day in case another department has unlocked and left open.				
						Monitor cellars at regular intervals to ensure they are locked at all times.				
						A walk of the tour route after the last entry/visitors have exited the stadium.				
						Collaboration with other departments to ensure all demarcation lines are maintained.				



25	Hazardous Activity Partition Screens on Level 6 – Visitors accessing area behind screen.	3 - Significant	3 - Quite Possible	9	Medium	Screens in place to hide furniture stored on Level 6 concourse need to be place correctly with no gaps so visitors can't access behind. Staff on concourse to monitor this.	3 - Significant	2 - Possible	6	Low
26	Fire Fire or Emergency Situation in Stadium which requires Evacuation. Guests and Staff are likely to be spread out across the full route at any given moment. Familiarity with the emergency evacuation procedures.	5 - Catastrophic	3 - Quite Possible	15	High	Stadium subject to full fire risk assessment. All tour guides to be briefed on emergency evacuation procedures and ensure guests are accounted for in the event of an alarm activation. Sign brief sheet to acknowledge this. Staff provided with training on the evacuation procedures for site. Staff allocated specific locations along tour route to assist with evacuation for free-flow tours. Fire routes to be kept clear and unobstructed at all times. Tour guides to check routes on a regular basis and report any issues to Stadium Operations.	5 - Catastrophic	1 - Unlikely	5	Low
27	Electricity - Using Electrical Equipment Use of electrical equipment - spotlights and camera equipment - in the Level 2 concourse. This equipment may get hot following prolonged use.	5 - Catastrophic	2 - Possible	10	Medium	Tours Staff to turn off the lighting equipment when not in use. Equipment to be plugged in directly at the mains socket (not extension leads). Lighting to be configured so no flammable materials are stored nearby. Equipment subject to regular inspection by competent person, including PAT testing.	5 - Catastrophic	1 - Unlikely	5	Low



Hazardous Activity	5 - Catastrophic	3 - Quite Possible	15	High		5 - Catastrophic	1 - Unlikely	5	Low
Activities involving Mighty Red along Tour					Mighty Red risk assessment				
Route for specific days.					in place - reviewed for this activity.				
Specific hazards identified:					- Specific process in place for contacts between team members where necessary.				
- Transmission of COVID-19 due to close-					team members where necessary.				
contact between participants and Mighty Red					Designated areas to be determined along tour				
team members during interactions and for					route - allowing plenty of space for the activity				
photographic opportunities.					and others along tour route.				
- Congestion caused by activity for those who					Mighty Red interactions will take place at 2m				
are not interested in Mighty Red interaction					distance				
on route.					- No high fives, hugs or close interactions (i.e				
					handing over gifts by hand etc).				
- Slip, Trip or Fall incidents during activity.					Ouguing area to be put in place with 2m				
					Queuing area to be put in place with 2m markings.				
					markings.				
					Notice of these procedures to be displayed.				
					Face coverings will be worn for the activity as				
					required, including by assistant.				
					Face coverings may be temporarily removed for				
					photographic opportunities only, and wearing of				
					them resumed.				
					- Only when 2m distancing is achieved.				
					Activity to be supervised by Mighty's assistant.				
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					Guests will take their own photographs - tour				
					guides or team members are not permitted				
					to take photographs for guests.				
					- Staff to encourage guests to take selfies for				
					group photographs.				
					Areas for the activity are subject to slip, trip and				
					fall control measures identified below.				

