

## GENERAL HEALTH AND SAFETY RISK ASSESSMENT FORM

Site	Edgbaston Park Hotel and Conference Centre	Department	Campus Services	Version / Ref No.	2										
Activity Location	Edgbaston Park Hotel and Conference Centre	Activity Description	Return to commercial hotel operations risk assessment  60 Staff are currently actively working for Edgbaston Park Hotel since the Coronavirus Lockdown began. They are a mix of Managers and operational staff. 8 of these are regularly working from home.												
Assessor	Tracey Whyte	Assessment Date	08.01.2021	Date of Assessment Review	08.06.2021										
Academic / Manager Name	Richard Metcalfe	Academic / Manager Signature	Richard Metcalfe												
Hazard Assessment				Control Assessment					Actions						
Hazard Category	Hazards Identified	Who might be harmed? Staff Students Contractors Others	How might people be harmed?	Existing Control Measures	Initial Risk Rating			Are these adequate? Yes/No	Changes to/ Additional Controls	Residual Risk Rating			Owner	Due Date	Action Complete
					S	L	R			S	L	R			
Organisational	Psychological well being	Staff	Anxiety and stress caused by concerns around returning to work and studies on Campus	<p>Regular communication is in place (individual and group) via team meetings, the health and safety committee and informal 121's to ensure staff are not ill-informed about returning to work safely.</p> <p>Advice is shared with staff members and staff have been fully briefed and kept up to date with current advice on staying protected through the Hotels lines of communications and shared with staff via online teams meetings, 121's and the hotels Coronavirus FAQ's</p> <p>Risk assessment shared with staff and an electronic copy is available on the hotel website</p> <p>New workplace/controls put in place to reduce risk of exposure to COVID 19 are documented in procedures and policies and disseminated to employees through Line Managers and the return to work induction. These include:</p> <ul style="list-style-type: none"> <li>• <b>On-line induction materials for returning to the hotel:</b> combination of the induction pack and training via FLOW.</li> <li>• <b>Return to the hotel COVID-19: Building Risk Assessment (This completed Risk Assessment)</b></li> </ul>	3	3	9	y	n	3	3	9			

				Line managers are aware of how big changes to working arrangements may cause additional work-related stress and affect their employees' mental health and wellbeing.														
Organisational	Psychological well being	Staff	Anxiety and stress caused by concerns around returning to work on Campus	<p>Managers hold regular informal discussions with their team and look at ways to reduce causes of stress.</p> <p>Concerns on workload issues or support needs are escalated to line manager.</p> <p>Staff who are in vulnerable groups themselves or caring for others are encouraged to contact their line manager to discuss their support needs</p> <p>Existing risk assessments including those for new or expectant mothers reviewed and revised to reflect new working arrangements.</p> <p>Reasonable adjustments made, including those needed for PEEPs especially in relation to who will assist with their evacuation in an emergency, to avoid staff that require them including disabled workers being put at a disadvantage.</p> <p>Employees are made aware of supportive mechanisms available to them (e.g. counselling, occupational health, HR, etc) through line managers, internal communications and FLOW, the hotels online training solution</p>	3	3	9	y	n	3	3	9						
Biological	Virus transmission in the workplace	Staff and guests	Exposure to respiratory droplets carrying COVID-19 from an infectious individual transmitted via sneezing, coughing or speaking.	<p><b>Specific individual worker risk assessment</b> undertaken for those who have a self-declared health condition which could increase their risk profile.</p> <p><b>Social distancing: Edgbaston Park Hotel checklist</b> has been completed to identify the control measures to consider reducing the risk of workplace infections.</p> <p>Staff continue to work remotely where possible.</p> <p>This risk assessment will be shared with all staff and guests. Staff will be emailed a copy and updates and guests will be able to review it on the hotel website.</p> <p>The hotels on line FLOW training modules specific to Covid-19 have been provided and completed for all staff returning to work in the hotel.</p> <p>To help with consistency and adherence to building specific measures such as access routes, occupancy limits etc. staff from other departments accessing the building (such as cleaning and Estates) have received a building specific induction including information and inductions.</p>	4	2	8	y		4	2	8						



Environmental	Virus transmission in the workplace due to lack of social distancing		Exposure to respiratory droplets carrying COVID-19 from an infectious individual transmitted via sneezing, coughing or speaking.	<ul style="list-style-type: none"> <li>• Headcount capacity to ensure social distances standards have been achieved have been set and displayed in shared rooms e.g. open plan offices and meeting rooms.</li> <li>• Capacity limits have been set for common facility areas (e.g. toilets, welfare areas etc.) These capacities are displayed on the entrance doors.</li> <li>• Staff encouraged to remain on-site and, when not possible, maintaining social distancing while off-site.</li> <li>• Where available safe outside areas used for break.</li> <li>• Welfare areas for serving hot food or drinks have been assessed in accordance with government guidance these will be in takeaway bags and collected from the kitchen area in Garth. This kitchen area will be one in one out with a sign on the door to explain.</li> <li>• Social distancing is marked on the corridor floor prior to entry to the WCs (toilets). Smaller facilities has a one out one in policy. Additional signage has been placed on facilities doors to announce people's presence and to ensure hands are washed via correct method for handwashing prior to and after use. Building users are reminded to leave the facilities in a respectable condition.</li> </ul> <p>Clear method of socially distancing of staff and guests in reception areas defined and implemented including:</p> <ul style="list-style-type: none"> <li>• Queuing systems or processes</li> <li>• 2m spacing in waiting and reception areas</li> </ul> <p>Visits from people outside of the building are managed via remote connection/working where this is an option. Where this is not an option visitor arrangements have been revised to ensure social distancing and hygiene at all times.</p> <p>All corridors are :</p> <ul style="list-style-type: none"> <li>• Marked in areas to ensure social distancing is adhered to (lines on floor 2m apart).</li> <li>• Have a one way system around the building.</li> <li>• Corridors that are 2 m wide have a two way system of use, people using the corridor must stay to their left.</li> <li>• Where this is not possible, keep left signs are displayed</li> </ul> <p>Additional signage in corridors reminding staff about social distancing</p>																				
Environmental	Virus transmission in the workplace due to lack of social distancing		Exposure to respiratory droplets carrying COVID-19 from an infectious individual transmitted via sneezing, coughing or speaking.	<p>Information provided and signs displayed informing people to use the stairwells rather than lifts unless they have difficulty using the stairs. The maximum occupancy of the lift has been reduced.</p> <p>Lifts are still to be used to move heavier / larger / hazardous goods as a planned operation ensuring the lift cannot be stopped on each floor or staff placed on each floor to prevent access to lift until equipment moved.</p> <p>Additional signage in stairwells reminding staff about social distancing. Wash hand / use hand sanitiser on exit from stairwell.</p>																				

Environmental	Virus transmission in the workplace due to lack of social distancing		Exposure to respiratory droplets carrying COVID-19 from an infectious individual transmitted via sneezing, coughing or speaking.	<p>Social gathering amongst employees have been discouraged whilst at work including meetings where alternative arrangements have been provided e.g. virtual meetings. Large gatherings have been cancelled or postponed or alternative IT solutions provided. (Critical Training courses may still be performed but only following the Covid-19 guidance.)</p> <p>The Duty Manager performs a daily evaluation against social distances controls. Staff are reminded on a daily basis of the importance of social distancing both in the workplace and outside of it via visual aids.</p> <p>Where the social distancing guidelines cannot be followed in full in relation to a particular activity (for example handling linen cages during a linen delivery), consideration has been given to whether that activity needs to continue, and, if so, all the mitigating actions possible to reduce the risk of transmission between staff have been included in a task specific risk assessment and are being taken. Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Further increasing the frequency of hand washing and surface cleaning.</li> <li>• Keeping the activity time involved as short as possible.</li> <li>• Using screens or barriers to separate people from each other.</li> <li>• Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.</li> <li>• Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).</li> <li>• Re-engineering the technical activity.</li> </ul> <p>Hygiene guidance given such as avoiding touching eyes, nose, mouth and unwashed hands, cover your cough or sneeze with a tissue, and throw it away in a bin and wash your hands is given to all staff via the flow training modules prior to their return from furlough or before July 4<sup>th</sup>, whichever is soonest.</p> <p>Adequate training has been made on what PPE is required (i.e. gloves, masks,, the correct donning/doffing of PPE and face fit testing. Government advice is followed: <a href="https://www.gov.uk/government/collections/coronavirus-covid-19-personal-protective-equipment-ppe">https://www.gov.uk/government/collections/coronavirus-covid-19-personal-protective-equipment-ppe</a> <a href="https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings">https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings</a></p>																				
Biological	Suspected case of COVID-19	Staff	Exposure to respiratory droplets carrying and contact with an object that	<p>Response plan in place in the event a confirmed or suspected case of COVID-19 and communicated and includes:</p> <ul style="list-style-type: none"> <li>• If a person becomes unwell in the workplace with suspected COVID-19, they will be sent home in accordance to the Hotel guidance. Managers will follow the NHS Test and Trace workplace</li> </ul>	4	2	8	yes		A sanitising fogging machine will be used to sterilise any work area or room that	4	2	8											

Biological	Suspected case of COVID-19		<p>has been contaminated with COVID-19.</p> <p>Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.</p>	<p>guidance: <a href="https://www.gov.uk/guidance/nhs-test-and-trace-workplace-guidance">https://www.gov.uk/guidance/nhs-test-and-trace-workplace-guidance</a></p> <ul style="list-style-type: none"> <li>• The area will be cleaned in accordance with the specific Government <a href="#">guidance</a> and includes: <ul style="list-style-type: none"> <li>○ Cleaning an area with sanitiser after someone with suspected COVID-19 has left will reduce the risk of passing the infection on to other people</li> <li>○ Where possible the area will be closed and secure for 72 hours, before cleaning as the amount of virus living on surfaces will have reduced significantly by 72 hours</li> <li>○ Disposable gloves, masks and aprons will be worn for cleaning. These will be double bagged, then stored securely for 72 hours then thrown away in the regular rubbish after cleaning is finished</li> <li>○ Once symptomatic, all surfaces that the person has come into contact with will be cleaned (including touchpoints)</li> </ul> </li> <li>• Provision and monitoring of adequate supplies of cleaning materials are in place.</li> <li>• Team briefed via the sharing of this risk assessment and supplementary information on actions to be taken in the event of someone being suspected of having COVID-19.</li> <li>• Staff must tell their line manager if they develop symptoms. Absence will be managed in accordance to the hotel guidance provided.</li> <li>• Employees to follow the Government advice: <a href="https://www.gov.uk/coronavirus">https://www.gov.uk/coronavirus</a></li> <li>• Line managers will maintain regular contact with staff members during this time and monitor for signs of symptoms in the remaining workforce and keep Senior Managers informed of the situation whilst following the Government's guidance for contact tracing: contact with co-workers: <a href="https://www.gov.uk/guidance/nhs-test-and-trace-workplace-guidance">https://www.gov.uk/guidance/nhs-test-and-trace-workplace-guidance</a></li> <li>• If multiple cases of coronavirus appear in a workplace, an outbreak control team from either the local authority or Public Health England will, if necessary, be assigned to help the Hotel manage the outbreak. The Hotel will seek advice from the local authority in the first instance.</li> <li>• Staff will be told to isolate because they: <ul style="list-style-type: none"> <li>○ have coronavirus symptoms and are awaiting a test result</li> <li>○ have tested positive for coronavirus</li> <li>○ are a member of the same household as someone who has symptoms or has tested positive for coronavirus</li> <li>○ have been in close recent contact with someone who has tested positive and received a notification to self-isolate from NHS test and trace.</li> </ul> </li> <li>• Line managers hold discussions with their staff to identify those considered in 'at risk' groups - which include those who are 70 or over, have a long-term condition, are pregnant or have a weakened immune system, or are living/caring for someone in</li> </ul>			has been frequented by someone with a suspected case of COVID-19									
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			<p>&amp; safety arrangements affected by COVID-19 measures</p> <ul style="list-style-type: none"> <li>• <b>First Aid:</b> First aid needs assessment reviewed to take into account any new Guidelines issued by the <a href="#">HSE</a>, and first aid information including the location of first aid kits and first aider contact information up to date.</li> <li>• <b>Hygiene:</b> Washing facilities with soap/gel available (see Cleaning below). People involved in the provision of assistance to others have been informed to pay particular attention to sanitation measures immediately afterwards including washing hands.</li> </ul> <p>Safety critical roles will remain in place to aid safe operation. In the event of safety critical roles not being available then a dynamic risk assessment shall be performed to ensure measures are introduced to mitigate risk (for example, another area within the building or campus could have a critical role such as first aider that could cover as a temporary solution).</p> <p>Business continuity and disaster recovery plans updated based on COVID-19 implications including Contingency plan in place for possible switch back to lockdown.</p> <p>Life-saving rules, will continue to be governed, enforced and communicated during COVID-19 in particular “speaking up” if they witness any unsafe behaviours, conditions or symptoms related to COVID-19.</p>													
Environmental	Inbound & Outbound Goods including Post	Staff and suppliers	<p>Exposure to contact with an object that has been contaminated with COVID-19.</p>	<p>Logistics for the deliveries to the unit so that social distancing can be maintained at all times has been considered and include:</p> <ul style="list-style-type: none"> <li>• Pick-up and drop-off collection points, procedures, signage and markings revised.</li> <li>• Unnecessary contact at delivery bay has been minimised e.g. non-contact deliveries where the nature of the product allows for use of electronic pre-booking.</li> <li>• Methods to reduce frequency of deliveries in place - ordering larger quantities less often.</li> <li>• Where possible and safe, single workers load or unload vehicles or if not possible the same pairs of people are used for loads where more than one is needed.</li> <li>• Drivers encouraged to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-ways.</li> <li>• Electronic paperwork is used where possible, and procedures reviewed to enable safe exchange of paper copies where needed, for example, required transport documents.</li> <li>• Delivery and receipt confirmation made contactless and physical contact when handing goods over to the customer has been avoided.</li> <li>• Where possible all deliveries are stripped of all packaging (which is disposed of).</li> <li>• Strict hand washing procedure in place after handling all deliveries.</li> <li>• Where possible deliveries to remain isolated and untouched for a minimum of 48 hours.</li> </ul>	4	3	12	No	Deliveries arriving at goods in will be fogged with a sterilising machine prior to being opened	4	2	8				

Environmental	Virus transmission outside of the workplace	Staff	Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.	<p>On the outside / approach to the building there is signage to warn all prior to entering this building social distancing is in place (keep 2m apart).</p> <p>There is signage advising staff to wash their hands regularly and not to touch their face.</p> <p>There is one door for access and one door for egress and one way systems are in force in the building.</p> <p>Building access control is used during busy spells in the building i.e. one out one in and this is managed by the Duty manager via the main entrance.</p> <p>Controlled access and egress is monitored to ensure it is followed.</p>	4	2	8	Yes	No	4	2	8			
Organisational	Travelling to work	Staff	Exposure to respiratory droplets carrying COVID-19.	<p>Facilities such as bike-racks are provided to help people walk, run or cycle to work where possible.</p> <p>Workers told to avoid public transport where applicable and using alternatives e.g. cycling, walking to work etc. Where staff are not able to avoid public transport they do so in accordance with Government Guidance: <a href="https://www.gov.uk/coronavirus">https://www.gov.uk/coronavirus</a></p>	4	2	8	Yes	No	4	2	8			
Organisational	Driving at work	Staff	Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.	<p>Non-essential travel is minimised – remote options considered first.</p> <p>Job and location rotation has been reduced.</p> <p>Journeys have been scheduled and delivery/collection times to reduce contact with others.</p> <p>The hotel delivery van is frequently cleaned including between shifts or on handover. This includes cleaning of objects and surfaces that are touched regularly, such as door handles and vehicle keys, and adequate disposal arrangements are in place.</p> <p>Sufficient quantities of hand sanitiser /wipes are retained within vehicles to enable workers to clean hands after each delivery / drop-off.</p> <p>Staff are encouraged to wash hands before boarding vehicles.</p>	4	2	8	Yes	No	4	2	8			
Mechanical	Machinery & Equipment	Staff	Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.	<p>Equipment and surfaces that are touched regularly will be frequently cleaned and disinfected.</p> <p>Sterilising chemicals and cloths are provided in the area to clean machines and equipment prior to the commencement of work and upon completion. If machines and equipment are shared, sterilising will be carried out between operations.</p>	4	2	8	Yes	No	4	2	8			

Environmental	Ventilation		Exposure to respiratory droplets carrying COVID-19.	<p>Recirculation of unfiltered air within the workplace and public areas has been avoided or reduced as far as possible.</p> <p>All ventilation has been serviced as required. All filters have been changed as required.</p> <p>Building users are encouraged where possible to ensure windows are open.</p>	4	2	8	Yes	No	4	2	8			
Environmental	Virus transmission in the hotel related to the guest population.	Staff/ Guests	Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.	<p>The hotels pre stay email to guests will inform them of the actions the hotel is taking in regards to COVID-19 and the risk assessment will be shared with guests on the hotels website.</p> <p>Marking points on the floors; a physical rope barrier will be used to ensure social distancing can be observed where queues are possible.</p> <p>The Duty manager will ensure that the maximum capacities in the public areas are not exceeded on each shift.</p> <p>The Duty Manager will monitor social distancing in the public areas to ensure it is being followed by guests.</p> <p>Signage encouraging the use of hand sanitiser, along with hand sanitising stations, are available in all public areas and immediately visible upon entry.</p> <p>A one way entry and exit system for guests will be enforced, with separate check in and out desks. When checking in guest will be encourage to follow the one way system around hotel. The use of a separate check out desk will be considered when check outs reach 80 in a given day.</p> <p>Screens will be present at the reception desks between guests and staff.</p> <p>All Guest Key cards will be sterilised after use.</p> <p>Staff will be advised to sterilise the credit card reader after use.</p> <p>Guests will be asked to confirm they have been Symptom free for 14 days before check in.</p> <p>Breakfast will be operated as per the F&amp;B Standard Operating Procedure, updated post COVID019</p> <p>Social distancing floor markings will be present in the public areas.</p> <p>The frequency of cleaning guest rooms has been reviewed to take into account the different lengths of stay and the requirement for the guest to vacate their room whilst this is undertaken. Room collateral will be kept to a minimum and hand contact surfaces will be disinfected with</p>	4	2	8	Yes	No	4	2	8			

				the use of the fogging machine in the event of a suspected positive case of COVID19 from a guest.												
Environmental	A Guest presenting with Symptoms of COVID-19	Staff/ Guests	Exposure to respiratory droplets carrying and contact with an object that has been contaminated with COVID-19.	<p>If a guest presents themselves with symptoms of COVID-19 or is asymptomatic but declares the need to self-isolate, they should be advised by the Duty Manager on shift to self-isolate according to current government guidance.</p> <p>If a guest is displaying signs of the Covid-19 virus while staying in overnight accommodation in the hotel, they should immediately self-isolate where they are to minimise any risk of transmission, and request a test.</p> <p>If they are confirmed to have Covid-19, they should return home if they reasonably can. They should use private transport but only drive themselves if they can do so safely. If a guest cannot reasonably return home (for example because they are not well enough to travel or do not have the means to arrange transport), their circumstances should be discussed with NHS 111 and, if necessary, the local authority.</p> <p>This will apply to all guests that were present in the room. If the guest shows acute symptoms has breathing difficulties or their life is at potential risk, the hotel will seek medical help immediately.</p> <p><b>Hotel cleaning after a suspected contamination</b></p> <p><b>Personal protective equipment (PPE)</b></p> <p>The minimum <a href="#">PPE</a> to be worn for cleaning an area or bedroom where a person with possible or confirmed coronavirus (COVID-19) has been, is disposable gloves, a face mask and an apron. Hands should be washed with soap and water for 20 seconds after all PPE has been removed. – This will be conducted by the hotels housekeeping team.</p> <p><b>Cleaning and disinfection</b></p> <p>If the guest has stayed in a bedroom, no staff members should enter the bedroom until 72 hours have lapsed since the guest checked out.</p> <p>Public areas where a symptomatic individual has passed through and spent minimal time, such as corridors, but which are not visibly contaminated with body fluids will be cleaned thoroughly as normal. All surfaces that the symptomatic person has come into contact with will be cleaned and disinfected, including:</p> <ul style="list-style-type: none"> <li>• objects which are visibly contaminated with body fluids</li> <li>• all potentially contaminated high-contact areas such as bathrooms, door handles, telephones, lift buttons and TV remote controls.</li> </ul>	4	2	8	Yes	No	4	2	8				

The hotel will use disposable cloths or paper roll and disposable mop heads, to clean all hard surfaces, floors, chairs, door handles and sanitary fittings, following one of the options below:

- a household detergent followed by disinfection with Ultra AX. .

Any cloths and mop heads used will be disposed of and should be put into waste bags as outlined below.

When items cannot be cleaned using detergents or laundered, for example, upholstered furniture and mattresses, steam cleaning should be used.

Any items that are heavily contaminated with body fluids and cannot be cleaned by washing should be disposed of

A fogging machine will be used as per its guidance during the cleaning of a room in which there has been a confirmed or suspected case.

#### **Laundry**

The hotel will wash items in accordance with the manufacturer's instructions. Use the warmest water setting and dry items completely. Dirty laundry that has been in contact with an unwell person can be washed with other people's items.

We will train the team to not shake dirty laundry, this minimises the possibility of dispersing virus through the air.

The hotel team will clean and disinfect anything used for transporting laundry with the hotels usual products, in line with the cleaning guidance above.

#### **Waste**

Waste from possible cases and cleaning of areas where possible cases have been (including disposable cloths and tissues):

1. Should be put in a plastic rubbish bag and tied when full.
2. The plastic bag should then be placed in a second bin bag and tied.



## Risk Assessment Guidance

### Risk Scoring System

The scoring system is provided as a tool to help structure thinking about assessments and to provide a framework for identifying which are the most serious risks and why.

	Consequence / Severity score (severity levels) and examples of descriptors				
	1	2	3	4	5
Domains	Negligible	Minor	Moderate	Major	Catastrophic
<b>Impact on the safety of staff, students or public (physical / psychological harm)</b>	Minimal injury not requiring first aid or requiring no/minimal intervention or treatment.  No time off work	Minor injury or illness, first aid treatment needed or requiring minor intervention.  Requiring time off work for <3 days	Moderate injury requiring professional intervention  Requiring time off work for 4-14 days  RIDDOR / MHRA / agency reportable incident	Major injury leading to long-term incapacity/ disability (loss of limb)  Requiring time off work for >14 days	Incident leading to death  Multiple permanent injuries or irreversible health effects

Likelihood score	1	2	3	4	5
Frequency	Rare	Unlikely	Possible	Likely	Almost certain
<b>Broad descriptor</b>	This will probably never happen/occur	Do not expect it to happen/occur but it is possible it may do so	Might happen or occur occasionally	Will probably happen/occur but it is not a persisting issue	Will undoubtedly happen/occur, possibly frequently
<b>Time-framed descriptor</b>	Not expected to occur for years	Expected to occur at least annually	Expected to occur at least monthly	Expected to occur at least weekly	Expected to occur at least daily
<b>Probability</b> Will it happen or not?	<0.1 per cent	0.1–1 per cent	1.1–10 per cent	11–50 per cent	>50 per cent

The overall **level of risk** is then calculated by multiplying the two scores together.

$$\text{Risk Level} = \text{Consequence / Severity} \times \text{Likelihood (C x L)}$$

	Likelihood				
Likelihood score	1	2	3	4	5
	Rare	Unlikely	Possible	Likely	Almost certain
<b>5 Catastrophic</b>	5	10	15	20	25
<b>4 Major</b>	4	8	12	16	20
<b>3 Moderate</b>	3	6	9	12	15
<b>2 Minor</b>	2	4	6	8	10
<b>1 Negligible</b>	1	2	3	4	5

The Initial Risk Rating is the level of risk before control measures have been applied or with current control measures in place.

The Residual Risk is the level of risk after further control measures are put in place.