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AIR Studios COVID-19 Health & Safety Policy

Context

This document was first produced in the summer of 2020. As of August 2021, the UK has moved to Stage 4 of the Government Roadmap, all legal restrictions have been removed. However, AIR continues to implement the following actions:

- In every workplace, increasing the frequency of handwashing and surface cleaning.
- Businesses and workplaces should make every reasonable effort to enable working from home as a first option.
- Further mitigating actions include:
 - Increased ventilation.
 - Increasing the frequency of hand washing and surface cleaning.
 - Keeping the activity time involved as short as possible.
 - Using screens or barriers to separate people from each other.
 - Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
 - 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).
- If people must work face-to-face for a sustained period with more than a small group of fixed partners, then you will need to assess whether the activity can safely go ahead. No one is obliged to work in an unsafe work environment.
- You should have regard to whether the people doing the work are especially vulnerable to COVID-19

Definitions

Personnel – all persons that are present at the premises.

Staff – all employees of AIR Studios

Clients – all client of AIR Studios and for the purpose of this documentation this includes the client's employees, contractors, representatives, composers, conductors, music editors, etc

Musicians – all musician's whether part of a "fixed" orchestra, booked by a contractor or otherwise contracted by the client.

Contractors – third parties providing services to AIR Studios directly, in general facility services such as air-conditioning engineers, pest control. (Note this does not include Musician Contractors)



Risk Management

To reduce risk to the lowest reasonably practicable level by taking preventative measures.

AIR Studios has implemented continuous assessment of our workplace and operations considering the risks posed by COVID-19. This will be weekly.

All projects at AIR Studios will be individually risk assessed, in advance, for each session that they operate in the studio.

The assessments have and will be prepared in consultation with all staff members and external contractors e.g., orchestral fixers. They have been subject to review by appropriate independent bodies e.g., Musicians Union.

Communicating the Results

AIR Studios COVID-19 Risk Assessments are published on the AIR Studios Coronavirus Hub intranet site. Copies have been sent individually to each staff member and will be shared with clients, musicians and contractors via the Hub and publicly at:

<https://www.airstudios.com/coronavirus>

Who Should Be At Lyndhurst Hall

Everyone should work from home unless they cannot work from home.

Staff will work from home if possible. This will be all staff other than those required to run that day's session plus appropriate numbers of security and S&E staff.

Only the minimum number of staff, clients and musicians will be allowed on site at any time that allows for functioning of that day's session.

Each studio space has been assessed as to the maximum occupancy that will be permitted at one time. See Air Studios COVID-19 Capacity for further details.

Home-workers are regularly monitored for wellbeing and to help them stay connected. This is by one-to-one methods and group meetings. This primarily takes place via video conferencing.

Off-site working arrangements are assessed for the workers welfare, mental and physical health and personal security. This includes ensuring they have the correct equipment and systems. Line Managers are responsible for this in the first instance. If any employee has concerns regarding their health and safety working at home, then they should raise the matter with their Line Manager promptly.

Protecting people who are at higher risk

Clinically extremely vulnerable staff and clinically vulnerable staff who are at higher risk of severe illness (those with pre-existing conditions) are required to work from home. We will provide additional support to such staff regarding their mental health and wellbeing.

Clinically extremely vulnerable clients/musicians and clinically vulnerable clients/musicians who are at higher risk of severe illness (those with pre-existing conditions) are strongly advised not to visit the studio. AIR Studios reserve the right to refuse admission where it would be appropriate for health and safety reasons.

Any personnel that are exhibiting symptoms of COVID-19 or are self-isolating for any reason will be required to stay at home. Where possible staff will be enabled to work from home.

Clinically Extremely Vulnerable

Clinically extremely vulnerable people will have received a letter telling them they are in this group or will have been told by their GP. Guidance on who is in this group can be found here:

<https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19>

Clinically Vulnerable

Clinically vulnerable people include those aged 70 or over and those with underlying health conditions, all members of this group are listed in the 'clinically vulnerable' section here:

<https://www.gov.uk/government/publications/full-guidance-on-staying-at-home-and-away-from-others/full-guidance-on-staying-at-home-and-away-from-others>

Equality in the workplace

AIR Studios treats everybody in the workplace equally. We will review and continuously monitor our guidelines and their implementation to ensure that we do not discriminate, directly or indirectly, against anybody with a protected characteristic.

Covid-19 Testing/Health Check Policy

Health monitoring, isolation and return-to-work protocols

1. There will be pre-session screening for all personnel, including anyone replacing an existing crew member during a session.
 - a. All personnel will be required to complete an online health questionnaire 24 hours before the start of a project.
 - b. Line Managers will need to ensure that staff reporting to them are compliant with the protocol.
2. OPTIONAL A designated a medic or trained marshal will take all personnel temperatures twice daily.
 - a. Anyone with a high temperature¹ will not be allowed to work
 - b. A high temperature will be treated as a possible Covid-19 symptom
 - c. Temperature-taking will be by infrared thermometer or thermal imaging camera.
3. All personnel present at on-site will be asked to complete an online questionnaire as to whether they are experiencing Covid-19 symptoms.

Symptom/Emergency Response Plan

1. If a person shows Covid-19 symptoms:
 - a. If they are on-site, they will be sent home or to their accommodation by private transport and instructed to seek medical advice from the NHS and keep their supervisor updated.
 - b. If suitable transport is not immediately available, the Green Room is designated as an isolation space in which to place them (this will be deep cleaned immediately after each use)
 - c. If they are at home, they should, seek medical advice from the NHS as appropriate and inform their supervisor/fixer, in line with the normal sickness absence reporting procedure, should they be unfit for work.
2. Personnel who have been in close contact (within 2m for more than 15 mins) with a suspected or known case of Covid-19 while that individual was displaying symptoms should follow UK Government guidelines on self-isolating.
3. In certain cases, where reasonably practicable, AIR may arrange private testing for any staff member if they or members of their household show symptoms of Covid-19. This will then avoid the possibility of unnecessary self-quarantine and delays in diagnosis

¹ *UK Government denotes a temperature over 37.8C as risk of fever associated with Covid-19

Social Distancing at Lyndhurst Hall

Maintaining social distancing where possible.

Following the UK Gov move to stage 4 we no longer mandate social distancing in the studio. However where a social distanced session is requested the following rules apply:

Where the musicians are seated such that there is a 2.5m distance between each player then to reach their seat (e.g. to go to the toilet) it may be necessary to pass other seated musicians at a distance of 1m. This will be subject to the following conditions.

- a. Only one musician will be in motion at any one time
 - b. The shortest route will be taken to the nearest exit
 - c. The motion will be taken promptly
 - d. Seated musicians should face away from anyone passing near them.
2. When there is an equipment fault that requires rectifying for the session to continue a member of staff may need to come within 2m of a musician. This will be subject to the following conditions:
- a. The musician will face away from the staff member or face coverings may be worn.
 - b. The member of staff will attempt to rectify the issue as quickly as possible.
 - c. The member of staff will be equipped with appropriate PPE.

Travel

We recommend use of public transport in line with the current guidance issued by the government and the Mayor of London.

Arrival and Departure

Maintaining social distancing wherever possible, on arrival and departure and to ensure handwashing upon arrival.

- Utilising fire exits as multiple entry points to reduce pressure on reception area.
- Limit personal effects allowed on session
- Hand sanitiser will be provided at entry points
- All signing in procedures to be digital and non-contact

Moving Around the Premises

Maintaining social distancing wherever possible while people travel through the workplace.

- All areas have their own risk assessed policy, with restrictions and personnel designations
- Personnel will only be permitted access to certain areas.
- Teams and cohorts are stationed in separate physical spaces with separate air supply/extraction.
- Existing telecoms, 2-way radios, talkback and CCTV systems will be the first choice for communication with on-site. Physical presence will be a last resort.
- Comms equipment designated users and regularly cleaned with IPA provided, by the user
- Lift occupancy is reduced to one person, and only authorised users are to use the lift.

Workplaces and Workstations

Maintaining social distancing between individuals when they are at their workstations.

- All workstations are individually assigned
- When there is a change of personnel workstation will be cleaned
- There is no hot desking and no sharing of equipment.

Meetings

Reducing transmission due to face-to-face.

Meetings will be conducted via video conferencing where possible

Common Areas & Breaks

Maintaining social distancing while using common areas.

- Breaks will be staggered and/or orchestras will be required to take their break at their seated location.
- Toilet access will be limited to one person at a time.
- All personnel are required to bring their own food for consumption at their seat or in a safe outdoor space
- Canteen remains closed. Tea and coffee facilities remain closed. Water fountain is closed.
- All personnel should bring enough food/drink to sustain them through the sessions.
- There is no access to the shower facilities.
- Cyclists will always need to lock their bike outside and keep all their belongings with them or at their seated location .

Accidents, Security and other Incidents

Prioritising safety during incidents.

- People involved in the provision of assistance to others should pay attention to sanitation measures immediately afterwards including washing hands.



Managing customers, visitors, and contractors

Minimising the number of unnecessary visits to the premises.

- There will be limited to the studio for customers or visitors where they are not one of the designated, essential personnel for a session.
- Schedules for essential services and contractor visits are revised to reduce interaction and overlap between people. Including scheduling when no session is present – minimum occupancy.
- All access to the building is logged digitally with no physical contact.
- All policy is conveyed to the necessary parties in advance of access.

Managing clients and musicians

- All access to the building is logged digitally or by receptionist with no physical contact.
- Our COVID-19 policy will be conveyed to the necessary parties in advance of access.
- Pre-registration health checks are a requirement of studio admission,

AIR has a set of policy documents that will be supplied to clients and musicians as appropriate including:

- AIR Studios COVID-19 Booking Policy
- AIR Studios COVID-19 Capacity
- AIR Studios COVID-19 Health and Safety Policy Overview

Additionally, we will supply information tailored to given roles where appropriate on a session-by-session basis. We will also be working on a session-by-session basis to minimise the risk by organising the session numbers, times and plan in conjunction with the requirements of each project.

Inbound Clients/Musicians from Outside the UK

We will require international clients/musicians arriving in the UK to follow the latest UK Government Guidelines before they can access the studio premises.

Cleaning the Workplace

Before Reopening

Making sure that any site or location that has been closed or partially operated is clean and ready to restart.

- All areas cleaned by contract cleaners
- All air-conditioning systems set to 100% fresh air where available
- All extract systems checked for correct, continuous operation
- All locations will be provided with hand sanitiser

Keeping the Workplace Clean

Working in conjunction with our cleaning contractors, Greenzest, we will ensure the studio and equipment is disinfected daily. For both day to day hygiene and to aid contact tracing. If we do have an instance where a positive case is present at the studio, even asymptotically, we require the reassurance that the studio is clean the following day.

- Frequently disinfect common touch areas, such as door handles, light switches, handrails, taps & dispensers, using appropriate cleaning products and methods
- Perform deep cleaning and (optional) anti-viral “misting” of the studio between projects and sessions
- Particular attention paid to sanitising keyboards/mice, phones, door handles and toilets
- High-touch equipment, such as printers, will have restricted use policies.
- Specific cleaning measures will be in-place to ensure session to session disinfection of studio equipment such as: chairs, headphones, music stands
- Specific cleaning protocols for personnel responsible for studio specific equipment

Daily Cleaning

AIR Studios cleaners will be performing their usual, early morning, daily cleaning routine for the entire studio. This will involve specific additional deep cleaning measures as detailed in this policy. The cleaning process has been risk assessed by GreenZest, our cleaning contractor.

Nightly Disinfecting

Where requested/required GreenZest will perform an anti-viral misting of all occupied studio spaces. This system treats all surfaces and equipment. It will be performed in the evening for best results.

Studio Equipment

Of the equipment present in the live area (where musicians/performers are present) this has been categorised into two groups, studio equipment and musician equipment.

Only a limited number of designated staff permitted to handle studio equipment.

Musicians Equipment

Each musician will be assigned a set of musician's equipment for the duration of their session(s) at AIR. This will be station at the seated position and not be moved or touched by any other person.

Specifically

- Chair
- Headphones
- Music Stand

- Sheet Music
- Instrument

Musicians must not touch any items of studio equipment. All microphones, mic stands, cables, electronic equipment etc must not be touched. This includes plugging in their own phone chargers.

Chair

Musicians should avoid touching their chair with their hands if possible.

Headphones

Each seat will have a pair of disinfected headphones provided. In case of headphone failure where possible a backup set will be provided at the seat to prevent staff needing to enter the live area.

Music Stand

Musicians should avoid touching the music stand if possible.

Sheet Music

The copyists will be responsible for the distribution and collection of sheet music. This may involve the musician collecting their music from a “drop-zone”. The exact process will be decided on a session by session basis to minimise the risk.

Instrument

Musicians use their own instruments – the studio will not provide any instruments and using hired instruments should be avoided if possible. Musicians will be responsible for the cleaning of their own instruments.

Pre-Session

If there is a different musician at the seat the from the previous day then all hard surfaces will be disinfected with IPA-based cleaner or anti-viral spray where appropriate. This includes: chair, headphones, music stand. If supplies allow then we will quarantine the previous days equipment and use a fresh set for the following session. The personnel performing the cleaning will wear nitrile gloves to avoid cross contamination.

Specific Methods

Chairs – the cleaning team will be instructed to clean the metal work of each chair with anti-bacterial spray

Music Stands - the cleaning team will be instructed to clean the metal work of each music stand with anti-bacterial spray

Headphones – the stage assistant will clean the headphones each day with IPA based wipes

Piano – the pianos are to be cleaned with methylated spirits as advised by our piano technician. This will be performed by the piano tuner after daily piano tuning.

Post-Session

If the session the following day requires a different setup, then the stage assistant will clean the microphone bodies and other studio equipment as it is handled for the purposes of moving or exchanging. The personnel performing the cleaning will wear nitrile gloves to avoid cross contamination.

Specific Methods

Microphones – the stage assistant will clean the microphone with IPA wipes. All microphones will be cleaned before they are put in the mic cupboard or case.

Pop shields – we will only use all metal pop shields that allow for surface cleaning they should be treated with the utmost care and cleaned thoroughly with IPA wipes.

Mic Stands and Cables – the stage assistant will clean the stand and cable with IPA wipes when adjustments to position are made.

Hired Equipment/Instruments

We will work with our regular hire companies, primarily FX Rentals and Bell Percussion to ensure that all cleaning guidelines and policies for any rental equipment or instruments is followed.

Hygiene – handwashing & sanitation facilities

- Signs and posters throughout the building to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.
- Provide regular reminders and signage to maintain personal hygiene standards.
- Provide hand sanitiser in multiple locations in addition to toilets.
- Provide more waste facilities and more frequent rubbish collection.
- Paper towels are provided at all hand washing stations and hand dryers are turned off.

Hygiene – Toilets

Procedure for use of toilets will be clearly signed and communicated:

- **Entry:** Sanitising station provided, outside WC, used before opening door.
- **Hand Washing:** Use soap and water provided to wash hands before and after using the facilities.
- **Toilet Flushing:** Flush with lid closed.
- **Hand Drying:** Single use paper towels provided. All air dryers turned off.
- **Waste Disposal:** Pedal bins provided inside and outside WC. Waste disposed frequently.

Changing Rooms and Showers

To minimise the risk of transmission in changing rooms and showers.

- Our shower room is no longer available for use.
- We will not have any clothing changing facilities available.

Handling goods, merchandise and other materials, and onsite vehicles

Reducing transmission through contact with objects that come into the workplace and vehicles at the worksite

- Cleaning procedures for goods and merchandise entering the site (instruments?)



- Hand sanitiser is provided for reception staff to be used when handling deliveries
- Staff are not to touch client/musician vehicles in the car park.
- Staff are not allowed to have personal deliveries sent to the premises.

Cleaning company to use nebulising anti-viral spray system in all locations that were in operation. This will disinfect all chairs, stands and other studio equipment.

All sheet music to be disposed if a different musician will be at that seat for on the following day.

Personal Protective Equipment (PPE) and Face Coverings

Staff Protection

Disposable face masks and gloves will be available for use by staff whenever they are directed to use it or if they feel the need to.

Staff will be trained in the following usage guidelines:

- Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face mask on, and after removing it.
- When wearing a face mask avoid touching your face or face mask, as you could contaminate them with germs from your hands.
- Change your face mask if it becomes damp or if you've touched it.
- Continue to wash your hands regularly.
- Change your mask daily.
- Dispose of it carefully in designated waste bins
- Practise social distancing wherever possible.

We will install a plexiglass screen to isolate reception area from the foyer

Staff acting as marshals provided with additional eye protection.

UK Government Guidance on PPE

PPE protects the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment, such as face masks. We will continue to do this.

Additional PPE beyond what you usually wear is not beneficial. This is because COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering, not through the use of PPE.

If our risk assessment does show that PPE is required, then this will be provided for free.

Face Coverings

We will support personnel in using face coverings safely if they choose to wear one. Correct usage is as follows:

- Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it.
- When wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands.
- Change your face covering if it becomes damp or if you have touched it.
- Continue to wash your hands regularly.
- Change and wash your face covering daily.
- 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.
- Practise social distancing wherever possible.

UK Government Guidance on Face Coverings

A face covering can be very simple and may be worn in enclosed spaces where social distancing is not possible. It just needs to cover your mouth and nose. It is not the same as a face mask, such as



the surgical masks or respirators used by health and care workers. Similarly, face coverings are not the same as the PPE used to manage risks like dust and spray in an industrial context.

Wearing a face covering is optional and is not required by law, including in the workplace. If you choose to wear one, it is important to use face coverings properly and wash your hands before putting them on and taking them off.

Workforce Management

Shift Patterns and Working Groups

To change the way work is organised to create distinct groups and reduce the number of contacts each employee has.

Clients, staff and musicians are split into teams and cohort groups. Social distancing will still be maintained within these groups. Each team will be isolated from the others by location. Where items need to be passed between members of the group there are designated drop-off points.

Work-related Travel

AIR operates from a sole premises and there is no work-related travel for staff or deliveries to other sites.

Communications and Training

Making sure all personnel understand COVID-19 related safety procedures.

Training & Awareness

- Covid-19 Safer Working induction training must be undertaken by all staff at least 2 days prior to returning to the studio. This covers best practice in general principles, (including safe use of PPE such as masks and gloves, handwashing, cleaning of surfaces, handling of equipment and disposal of waste) and department-specific needs (including particular instances of close-proximity working)
- Covid-19 Supervision & Enforcement (S&E) training is given to designated S&E staff. Our HODs will also undertake this training to help keep their department safe. This will include guidance on:
 - Mandatory and recommended workplace requirements, including use of PPE, as set out by UK Government
 - Personnel health-checks, symptom response planning and mental health in the workplace
 - Setting supervision and enforcement processes
 - Safeguarding those defined by UK Government as most vulnerable or at risk of Covid-19
- All First Aiders will familiarise themselves with safe practice during this period of Covid-19 risk with guidance is published by St. John Ambulance, NHS and Public Health England.

Supervision, Enforcement & Communication Policy

AIR Studios will appoint Covid-19 S&E Supervisors to be responsible for daily operational implementation and with the authority to stop unsafe working practices

Where required AIR will hire staff, or train designated crew members, to carry out Covid-19 health and symptom checking both on arrival and during the day.

Pre-registration with for all personnel 24-hours before attendance at the studio will be mandatory for access to be granted.

AIR will communicate via:

- Online/email pre-session briefings for clients and musicians – including seating allocation and designated spaces.
- On-site daily briefings/reminders for clients/musicians
- Site signage/posters reminding personnel of required good practice



- Supplementary briefing to communicate any change in protocols and guidance

AIR will report and keep records of (but not limited to):

- health checks
- attendance logs
- non-compliance issues
- cleaning records

AIR will conduct regular reviews of guidance and protocols, including checking:

- that protocols are being adhered to
- updates from government, local authorities and regulators (e.g. Health & Safety Executive, CV19 RIDDOR)
- whether the measures in place require alternative or additional solutions

AIR procedure for non-compliance with non-staff personnel will be to advise and encourage the adherence to the correct procedures. AIR reserves the right to remove somebody from the session/premises in the event if this is the only way to prevent an unacceptable risk to the other persons present. Where appropriate, we will take disciplinary action in the event of breaches of this policy.

Inbound and Outbound Goods

Maintaining social distancing and avoid surface transmission when goods enter and leave the site.

- Revising pick-up and drop-off collection points, procedures, signage and markings.
- Minimising unnecessary contact at gatehouse security, yard and warehouse. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.
- Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.
- Where possible and safe, having single workers load or unload vehicles.
- Where possible, using the same pairs of people for loads where more than one is needed.
- Enabling drivers to access welfare facilities when required, consistent with other guidance.
- Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways

Appendices

Appendix A: UK Government Phases

Phase two: Smarter controls

Until the UK can reach phase three, the Government will gradually replace the existing social restrictions with smarter measures that balance its aims as effectively as possible.

The Government will enact measures that have the largest effect on controlling the epidemic but the lowest health, economic and social costs.

These will be developed and announced in periodic 'steps' over the coming weeks and months, seeking to maximise the pace at which restrictions are lifted, but with strict conditions to move from each step to the next. The Government will maintain options to react to a rise in transmissions, including by reimposing restrictions if required.

Over time, the Government will improve the effectiveness of these measures and introduce more reactive or localised measures through widespread, accurate monitoring of the disease. That will enable the lifting of more measures for more people, at a faster pace. Meanwhile, the Government will continue to increase NHS and social care capacity to ensure care for all COVID-19 patients while restoring 'normal' healthcare provision.

Phase three: Reliable treatment

Eradication of the virus from the UK (and globally) is very unlikely. But rolling out effective treatments and/or a vaccine will allow us to move to a phase where the effect of the virus can be reduced to manageable levels.

To bring about this phase as quickly as possible, the Government is investing in research, developing international partnerships and putting in place the infrastructure to manufacture and distribute treatments and/or a vaccine at scale.

Appendix B: Summary table: COVID-19 vulnerable groups

Group	Explanation	Current & Continuing Guidance	Government Support
<p>Clinically Extremely Vulnerable People (All in this cohort will have received communication from the NHS)</p>	<p>People defined on medical grounds as clinically extremely vulnerable, meaning they are at the greatest risk of severe illness. This group includes solid organ transplant recipients; people receiving chemotherapy; renal dialysis patients; and others.</p>	<p>Follow shielding guidance by staying at home at all times and avoiding all non essential face-to-face contact. This guidance is in place until end June.</p>	<p>Support available from the National Shielding Programme, which includes food supplies (through food boxes and priority supermarket deliveries), pharmacy deliveries and care. Support is available via the NHS Volunteer Responders app.</p>
<p>Clinically Vulnerable People</p>	<p>People considered to be at higher risk of severe illness from COVID-19.</p> <p>Clinically vulnerable people include the following: people aged 70 or older, people with liver disease; people with diabetes; pregnant women; and others.</p>	<p>Stay at <u>home</u> as much as possible. If you do go out, take particular care to minimise contact with others outside your household.</p>	<p>Range of support available while measures in place, including by local authorities and through voluntary and community groups. Support is available via the NHS Volunteer Responders app.</p>
<p>Vulnerable People (Non-clinical)</p>	<p>There are a range of people who can be classified as “vulnerable” due to non-clinical factors, such as children at risk of violence or with special educational needs; victims of domestic abuse; rough sleepers; and others.</p>	<p>People in this group will need to follow general guidance except where they are also clinically vulnerable or clinically extremely vulnerable where they should follow guidance as set out above.</p>	<p>For those who need it, a range of support and guidance across public services and the benefits system, including by central and local Government and the voluntary and community sector.</p>