

QF Schools

School/ Center	Qatar Academy Msheireb	Date of Assessment	9/09/2020
Assessment Completed By	Belinda Holland, Director		

Staying COVID Secure – Our Commitment

- ✓ We recognise the risk posed by Coronavirus (COVID-19) to our staff, students and their families. Control measures to minimise the risk of infection and the transmission of the virus are provided in this Risk Assessment.
- ✓ We will ensure, as far as is reasonably practicable, the Health, Safety and Wellbeing of our staff and students.
- ✓ We will share this Risk Assessment and its findings with employees and consult on its contents.
- ✓ We will continue to comply with all relevant MOPH & MOEHE instructions and guidelines.

Our Employees

Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
01	All Clinically Extremely Vulnerable employees are required to self-isolate and must not attend school/ center. Where possible they are required to work from home.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>HC will provide details of staff in the vulnerable category due to age</p> <p>For health vulnerabilities staff will be required to complete Health Status self-declaration (HC & HSSE to develop).</p> <ul style="list-style-type: none"> - verification may be requested of a staff member if concerns are apparent, via medical services <p>If there are immediate concerns staff are encouraged to contact the doctors at the QF Clinic, phone the 16000 help-line for advice or follow the information on the MOPH web site https://covid19.moph.gov.qa/</p>

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02	All employees who live with a person who is Clinically Extremely Vulnerable must also not attend school/ center and where possible work from home.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff will be supported to work from home and will be required to provide supporting evidence on return to campus: Ehteraz green and no symptoms of the illness, temperature below 37.8C.
03	All employees, themselves or persons within their household have COVID-19 symptoms, should not attend school/ center..	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff will be supported to work from home and will be required to provide supporting evidence on return to campus: Ehteraz green and no symptoms of the illness, temperature below 37.8C.
04	We regularly contact / keep in touch with colleagues who are self- isolating/ working from home and monitor / support both their Physical and Mental Health & Wellbeing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Well-being Coach in collaboration with Team members will establish check in system to ensure and support the well-being of colleagues not able to be on campus.
05	We provide suitable information and equipment to work at home safely and effectively including those staff who require additional aids and adaptations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff will use the resource request system in place to register equipment needed to leave the campus. (Principal to approve, FM to oversee and inform Security)

Our Students

Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
06	All Clinically Extremely Vulnerable students are required to self-isolate and must not attend school/ center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The school will enforce an 'if unwell stay at home' policy. Students will be supported to work virtually, parents will be required to inform the school and provide documentation to support the non-attendance.
07	All students who live with a person who is Clinically Extremely Vulnerable must also not attend school/ center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Students will be supported to work virtually, parents will be required to inform the school and provide documentation to support the non-attendance.
08	All students, or persons within their household that have COVID 19 symptoms should not attend school/ center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Any person displaying symptoms of the illness, including temperature of 37.8C and above will not be permitted to enter the campus. All adults will be required to display Ehteraz green to gain access to the campus.

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09	We provide on-line/distance learning for all students who are not in school/ center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Regular protocols for extended absence will be followed, and learning provided via Seesaw and Google, including live check-ins with students.
10	All students in school/ center are required to be in cohort of no more than prescribed by the current National guidance, led by one Teacher (or IA working under the direction of a teacher).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM will adhere to National guidance in relation to staff - student ratios and physical distancing.

Our School

Capacity, Access and Egress					
Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
11	Designated Entrance and Exit Points to the Building (for each cohort of students where possible).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There will be three entrance points to the school, and signage for entry and exit posted. It is not possible to designate by cohort, but physical distancing signage and protocols will be in place. On arrival to school and on departure, students will move in family bubbles.
12	Increased number of Entrance and Exit Points to the Building (external classroom doors should be used where possible).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Due to building constraints, this is not possible. But each entrance will be clearly signed to promote physical distancing, and keep right to be right.
13	Develop, share and display drop off/ collection protocols e.g. one-way system and one parent/carer only to drop off/ collect child.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Drop and off and pick up protocols will be shared with all members for the community. Visual maps, and live footage will be used. Arrows on the floor at all access points will streamline movement around the campus: 'Keep right to be right'.
14	Restrictions on access to school/center by third parties (parents, members of the public, visitors etc).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Encourage students to access school independently, with exception of EY students. Limit of one adult only, and the same adult, to accompany younger students.

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15	Stagger drop off and collection times, lunch and break times for each cohort/group.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Lunch breaks will be staggered by grade level, and students will sit in designated seats in the cafeteria. Physical distancing protocols in place.
Physical / Social Distancing in the Building					
Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
16	Classrooms organised maintaining space between seats/ desks where possible.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM has mapped all learning spaces out to accommodate physical distancing of 1.5 meters between students for the blended model. The school will be mapped into bubbles by family, and students will be organized to sit in bubbles in learning spaces. The school will follow guidelines from the MOPH and MOEHE.
17	Social distancing message is re-enforced to students at regular intervals.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Campus will be clearly signed, and 'keep space' will be encouraged as the new norm.
18	Outside space is used wherever possible for learning.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Limited outdoor space on campus, and climate not conducive.
19	Reduced movement around school- ensure group/ cohort move around school together and limit contact with other groups/ cohorts within the school/ center.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Class groups will become bubbles, teachers will push into classrooms.
20	Communal spaces such as dining room, assembly hall to be used at half capacity.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Cafeteria will be used at half capacity, seating signage to support physical distancing. Lunch sittings will be organized by student cohort, and seating plans for students will be implemented. Learning Lounge: carpet squares will be used to ensure physical distancing during grade level gatherings. Break-time play: students will eat and play with the same bubble cohort.
21	Stagger the use and limit the occupancy of staff room and offices by employees.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Signage to be placed on doors to staff lounge with maximum number of occupants.
22	Kitchen staff maintain social distancing of 2 metres in the kitchen where possible.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Kitchen staff will follow protocols set out by Food Services and adhere to physical distancing of 2 meters where possible. Pre-plated lunch system to be implemented rather than a buffet style lunch for all students. Snack in bag concept introduced - snack delivered to classrooms.

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23	Use of Small Meeting Rooms and Confined Areas (including Photocopier / Printer/ Storage areas) by more than one person prohibited.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All meeting rooms, confined spaces will be appropriately signed with maximum number of occupants permitted to use the space, and furniture will be set up to support this.
24	Non-Essential repair / contracted works in buildings to be carried-out outside school hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FM is the focal point for managing campus access for contractors. Access to be granted after 3.00 pm daily, or on Saturdays. All contractors will be required to present a COVID-19 risk assessment, present a green Ehteraz reading, and pass the thermal reading scanner with temperature below 37.8C. The wearing of a face covering mandatory.
25	Reduction in lift use with priority given to employees with disabilities, relevant existing health conditions or those who are pregnant. Staff encouraged to use stairs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Physical distancing signage in elevators, all students and staff to use stairways, and parents encouraged to do so. Exception: those with health /physical conditions, expectant moms.

Additional Physical / Social Distancing Measures applied (Please detail below)

As an inner city school campus it is not possible to stagger arrival beyond the regular soft start for the Early Years students. On arrival students will remain in family bubbles adhering to physical distance markings on the ground. All arrivals will hand sanitize before entering the campus learning spaces.

Sanitizing mats will be placed at all three entrances.

Health Self-declaration Survey: HC and HSSE to create for all QF staff.

Food Services: 'snack in bag' to be delivered to the classrooms for snack break, and pre-plated lunch provision versus buffet for lunch provision for all students.

Ehteraz App should be shown for children 12 years and older for campus access.

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Infection Control, Cleaning and Hygiene Arrangements					
Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
26	Staff and/or students who are experiencing symptoms associated with COVID-19 are instructed not to attend the school/ center and to refer to current advice and guidance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM will enforce an 'stay at home if unwell' policy for all community members.
27	Staff who experience symptoms as above whilst at work should immediately go home and follow the published guidance.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff who present with or develop symptoms of the illness will be isolated and sent home immediately with appropriate guidance as per the MOPH.
28	Students who experience COVID-19 symptoms should be collected from school/ center as soon as possible. They should be kept 2m apart from all other students and staff whilst on site. If pupil needs direct personal care until they can return home, staff should wear gloves, an apron and a face mask. Eye protection should also be worn if deemed risk from coughing/spitting/ vomiting.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Students displaying COVID-19 symptoms will be cared for by the school nurse in the QAM isolation room until collected by a parent. The nurse will wear PPE when in the isolation room attending to patients.
29	Provision of handwashing / hand-hygiene facilities at entrances and throughout school/center. (regularly monitored & maintained).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Sanitizer will be available at all entry points to the school, and outside elevators. Hand held sanitizers will be available at all printer locations. Sanitizers will be monitored and maintained by the QAM Cleaning Supervisor. Refillable hand soap dispensers placed in all classrooms.
30	All staff and students are encouraged to regularly wash their hands with soap and water, especially upon arrival at school/center, prior to eating, following break/lunch time and any other time deemed necessary (after coughs/sneezes).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff and students will use hand sanitizer on arrival to campus. Hand washing routines will be established across the school and visual images encouraging appropriate practices will be posted throughout the campus.
31	Different hand wash facilities should be available for each cohort/group within school/center where possible.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Hand wash placed at sinks inside all classrooms in addition to handwash provisions inside washrooms.

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32	Remove unnecessary items from classrooms and soft toys/ toys that are hard to clean.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Shared seating will be removed from classrooms and any toys that are hard to clean.
33	Sharing of pencils/ pens and other items of stationery is avoided where possible. (Students have their own stationery in their own pencil case).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Students will be supplied with a personal stationary pack that remains at school. Students will be issued with a personal device to use, with the exception of Early Years students where devices will be sanitized before use.

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Ref	Control Measure	Yes	No	N/a	Actions Taken Details / Further Information
34	Equipment that may need to be shared (laminators, guillotines etc.) should be cleaned and sanitised before and after use.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff Workroom focal point will be the sole user of laminators and guillotines, and will be provided with sanitizer, and briefed on the appropriate protocols to be followed before and after use.
35	All staff and students are encouraged to cough / sneeze into tissues and dispose of these in appropriate waste disposal bins. (Catch it, Kill it, Bin it)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The practice of sneezing into elbows will be modeled and encouraged. Graphic representations will be posted around the campus. The use of waste disposal bins will be reinforced for the disposal of tissues after being used.
36	Additional lidded bins and increased emptying / replacement are provided / in-place.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional bins will be placed strategically around the campus, and emptying rotation increased, especially for bins in classrooms.
37	All working areas within the building should be well-ventilated (Windows and Doors open) where safe and appropriate to do so.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	As an inner-city campus this will be difficult to achieve, however classroom windows will be opened after departure of staff and students, during evening cleaning rotation.
38	Increased frequency of cleaning of communal areas and locations / high contact points (using detergent and hot water followed by a chlorine based disinfectant solution) including: <ul style="list-style-type: none"> ● Toilets ● Door Handles/ Access Buttons ● Kitchen areas and associated equipment ● Water dispensers/ coolers ● Printers/ Photocopiers ● White Boards ● Play Equipment 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The QAM cleaning team will follow an enhanced cleaning rota and protocol as per the guidelines set out by General Services. Water dispensers will be removed. Bubblers will be disabled. Hand sanitizers will be available to use at all printer locations. Play equipment, including PE equipment, will be sprayed with disinfecting agent recommended by General Services. Playground equipment will be cordoned off.
39	If staff bring in their own food this should be food which does not require heating or additional preparation in kitchen / canteen/ staff room areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Toasted sandwich makers to be removed from staff lounges.

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40	Use of kitchen areas to be limited to preparation of hot drinks, cleaning of cups / mugs etc. Employees to use own / designated cup or mug.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All staff will use a personal cup/ mug, and be responsible for washing it. All staff lounges will be marked for physical distancing, and maximum numbers per space posted on entry to each room.
41	Employees to store, where possible, coats, bags and non-work essential items in personal lockers. Where lockers are not provided, employees will not use shared coat racks / stands and will store coats on the back of their chairs and bags safely under their desks.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff will continue to store personal belongings in their own classroom, either in cabinets, and/or over their chair.

Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
42	Staff and students are provided with instructions on how to achieve effective handwashing; for example in the form of posters, written guidance and videos clips etc.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Video clip to posted to Seesaw, correct protocol reinforced during Morning Meeting for younger grades. Graphics posted around the campus, in both languages.
43	Office staff who receive deliveries, post etc. are encouraged to wash their hands more frequently and are provided with sanitiser.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	All classrooms will have bottles of hand sanitizer for staff, and essential agreements will be shared with all staff regarding the importance of washing hands.
44	Increased frequency of toilet inspections and checks to ensure sufficient supplies of liquid soap and paper towels are maintained. Staff to report shortages to site staff.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM will adhere to the increased frequency of toilet inspections plan provided by General Services. All members of the school community will accept the responsibility to report any shortages of liquid soap/ paper towels to the QAM Cleaning Supervisor.
45	Suppliers and Contractors advised if attending premises of infection control arrangements, no-access areas and expectations around personal hygiene.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Suppliers and contractors will access the campus outside school hours, and will receive an access confirmation email from the FM outlining requirements for entry and whilst on campus. Security will be copied in on all supplier/contractor campus access arrangements and will ensure that protocols are followed before granting access.

Additional Infection Control, Cleaning and Hygiene Measures applied (Please detail below)

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Extra Security Personnel will be required at drop-off and pick-up times.

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Key Roles and Responsibilities					
Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
46	Sufficient staffing / resources are in place to maintain the security of the building and its occupants.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QF HSSE will ensure that the appropriate number of security personnel are present, and that they are adequately trained regarding protocols around campus access, the recording of visitor details, and supplied with appropriate thermal reading devices where needed.
47	Sufficient staffing / resources are in place to maintain the cleanliness of the building and to carry out necessary inspections of consumables needed to maintain hygiene (including their replenishment).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The QAM Cleaning Supervisor will coordinate with the QAM FM to monitor supply of consumables. General Services will provide adequate number of staff to meet the required hygiene standards.
48	Sufficient numbers of trained staff are in place to provide Emergency First Aid.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM has emergency first aiders already trained, but will seek to have more trained to meet the current situation.
49	Sufficient numbers of staff are in place to enable safe evacuation of the building in the event of an emergency.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	QAM will adhere to its emergency evacuation planning, including manpower to safely vacate the facility.
Statutory Premises Compliance and Maintenance					
Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
50	PPM (Planned Preventative Maintenance) work continues to be delivered for critical building systems, including: <ul style="list-style-type: none"> ● Fire Alarm and Detection ● Powered Doors / Gates ● Legionella and Water Testing ● Electrical Safety ● Gas Safety ● Lift maintenance 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The QAM FM will oversee the PPM work, and following the protocols for campus access for contractors.
51	Defect Reporting arrangements are in place.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The QAM FM has appropriate systems in place.

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Additional Statutory Compliance and Maintenance issues.

Extra Security Personnel will be required at drop-off and pick-up times.

Extra cleaning staff, and increased rotations protocols, will be required from General Services.

Any Additional Information and Control Measures (Detail Below)

Ref	Control Measure	Yes	No	N/A	Actions Taken Details / Further Information
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Contact information for HSSE/City Services task force: via Scott Huyler shuyler@qf.org.qa and Greg Moncada gmoncada@qf.org.qa

School Leadership Use Only

Approved by (Director)		Date of Approval	Click here to enter a date.
Date Provided to EDSO	Click here to enter a date.	Date of Review	Click here to enter a date.

All sources are acknowledged and include:

Manchester City Council
Ellis Whittam LLP
United Kingdom NHS
United States of America CDC
World Health Organisation

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Appendix 1:

Clinically extremely vulnerable groups

Expert doctors have identified specific medical conditions that, based on what we know about the virus so far, place some people at greatest risk of severe illness from coronavirus. Disease severity, history or treatment levels will also affect who is in this group.

Clinically extremely vulnerable people may include:

1. Solid organ transplant recipients.
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary disease (COPD).
4. People with rare diseases that significantly increase the risk of infections (such as severe combined immunodeficiency (SCID), homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.
6. Women who are pregnant with significant heart disease, congenital or acquired.

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7. Other people have also been classed as clinically extremely vulnerable, based on clinical judgement and an assessment of their needs. GPs and hospital clinicians have been provided with guidance to support these decisions.

Risk criteria

High risk of developing complications from coronavirus (COVID-19) infection:

1. Solid organ transplant recipients.
2. People with specific cancers:
 - people with cancer who are undergoing active chemotherapy
 - people with lung cancer who are undergoing radical radiotherapy
 - people with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment
 - people having immunotherapy or other continuing antibody treatments for cancer
 - people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors
 - people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs
3. People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary (COPD).
4. People with rare diseases and inborn errors of metabolism that significantly increase the risk of infections (such as Severe combined immunodeficiency (SCID), homozygous sickle cell).
5. People on immunosuppression therapies sufficient to significantly increase risk of infection.

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6. Women who are pregnant with significant heart disease, congenital or acquired.

Moderate risk of developing complications from coronavirus (COVID-19) infection

People are at moderate risk of developing complications from coronavirus (COVID-19) where:

- they meet the criteria that make them eligible for the annual flu vaccination (except those aged 65 to 69-year-old inclusive who have no other qualifying conditions)
- and they do not meet the criteria for the high-risk group for COVID-19

This includes the following groups:

- aged 70 or older (regardless of medical conditions)
- under 70 with an underlying health condition listed below (for adults this is usually anyone instructed to get a flu jab as an adult each year on medical grounds):
- chronic (long-term) respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis
- chronic heart disease, such as heart failure
- chronic kidney disease
- chronic liver disease, such as hepatitis
- chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS) or cerebral palsy
- diabetes
- those with a weakened immune system caused by a medical condition or medications such as steroid tablets or chemotherapy
- being seriously overweight (a BMI of 40 or above)
- those who are pregnant

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Low risk of developing complications from coronavirus (COVID-19) infection

People are low risk if they are not in the moderate or high-risk groups.