



Global Best Practice Guidelines

'REUSABLES' HYGIENE AT EVENTS

Health and Safety need not come at a cost to our environment

1st Edition

Last Update: October 2020

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This document is the result of an industry working group coming together to produce these guidelines for the events sector. The Ocean Race supported the development of these guidelines alongside our Premier Partner 11th Hour Racing.

These guidelines can be freely shared, but should not be modified.

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ACKNOWLEDGMENTS

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PREFACE

Sustainable event advocates have anticipated the global Covid-19 pandemic may result in pressure on events to revert to single-use plastic in food and beverage serviceware, due to a perception of this being more hygienic and safe.

These guidelines have been created in response, to provide information on globally applicable hygiene practices that will ensure consistent, safe and hygienic reusable food and beverage serviceware ('reusables') in event settings.

We encourage event organisers to adopt the existing hygiene standards and practices to their reusables systems at events, which are already rigorous and adequate. Our guidelines contained in this document summarise the globally accepted best-practice systems and were peer reviewed by health and safety experts.

In this era of heightened focus on ensuring protection for event attendees and staff, examples of the additional precautions that can be taken are included in Appendix B of this document. These have been gathered from Covid-19 resources developed by the various governing bodies around the world.

Whilst these guidelines are not legally binding or enforceable, the laws and enforceable directions it references and seeks to address often are. All users of these guidelines should consider any new or specific requirements that local authorities may have advised in exceptional circumstances in addition to regular best practice hygiene safety advice and incorporate them into their reusables implementation and operational plans.



SURVEY REVEALS UNCERTAINTY ON BEST-PRACTICES

A survey of 70 event industry representatives from 13 countries showed that increased confidence is needed that reusables arrive from suppliers readily hygienic and sanitised.

A quarter of respondents revealed they don't know which hygiene standards apply to reusables at events.

Results also highlighted the need for increased transparency and communication on hygiene standards and practices, and steps are needed to increase the overall confidence in reuse particularly while an event is taking place.

See results of the survey



SCOPE

These guidelines focus on best-practice hygiene of the most commonly used reusable items at events that were identified:

- **Cups** (for both hot and cold beverages)
- Food serviceware (plates and bowls etc)
- Water bottles

These reusable items can be made of a variety of materials but are not explicitly specified or identified in these guidelines, as the best-practice hygiene principles are the same to meet strict food standards.

There can also be a number of other considerations and choices when implementing reusables at events such as whether or not to use a deposit system, cost and environmental benefits analysis, buying or renting items, to name a few, but these are intentionally excluded from these guidelines, as they have been discussed, analysed and published by others in the industry.

You can find examples of those resources <u>here</u>.



BACKGROUND

The reusables hygiene (RH) project was born out of the Sustainable Event Alliance's global hackathon held in April 2020 where 800 event industry representatives gathered to look at risks and opportunities for sustainable events to #buildbackbetter as we emerge from the global crisis.

The COVID-19 pandemic triggered discussions around the world of how to ensure the safety of reusable food and beverage serviceware systems ('reusables') during and post this public health crisis.

In response to an onslaught of propaganda from the **plastics industry**, causing rising consumer concerns, many industries and governing bodies paused or restricted the use of reusable serviceware items, undoing much of the positive work and innovative systems that had been steadily progressing towards becoming the norm in event settings. But despite the haphazard arguments from plastics industry lobbyists, the science and health experts are clear:

Reusables are <u>safe</u>¹ to use, including in the midst of a pandemic, with best-practice hygiene systems in place.

The RH project's mission is to support the ongoing successful implementation of reusables in event settings, by developing best-practice hygiene guidelines which are based on existing standards and evidence. These guidelines will assist in driving assurance, transparency and accountability for the event industry, consumers and governing bodies alike.

The guidelines are intended to be flexible, adaptable and scalable to meet the varying implementation requirements of various event or venue settings, with safety and environmental benefit at its core.

We know the best waste is waste that isn't created in the first place. Reusing items saves on **costs and materials**, while keeping waste and pollution out of the environment. Historically, events have generated huge volumes of single-use waste, and single-use food and beverage serviceware have been a major contributor to high waste volumes. Once soiled, recycling of plastic cups and food serviceware is inherently problematic.

Compostable serviceware has its own unique challenges, often due to the lack of separate collection and treatment infrastructure, and where systems are available, it is difficult to prevent contamination and compliance by event attendees and staff.

¹ Statement coordinated and released by Greenpeace and UPSTREAM 22 June 2020 - https://www.greenpeace.org/international/press-release/43730/reusables-safety-covid-19-health-experts-statement/

PURPOSE OF THE GUIDELINES

These guidelines provide practical advice for informed decision-making about how to implement reusable systems in a consistent, safe and hygienic manner. While existing health and food safety standards continue to be best practice, as well as onsite handling of reusables, there are a number of onsite and offsite washing options for reusables at events which can be implemented. This document outlines how to evaluate the options and provides best-practice details for each.

These guidelines are intended to be:

- Flexible, adaptable and scalable to various event settings and constraints.
- Evidence-based, utilising existing hygiene standards and bestpractices from around the world.
- Guides the user to focus on areas where there are needed changes in practices i.e assists with identifying the gaps.

Who are these guidelines for?

- Organisers of events in various settings who may or may not have implemented a reusable system at their event or venue and would like to ensure a best-practice hygiene approach that will meet strict health and safety standards, and give confidence to attendees.
- Suppliers of reusable items in various event and venue settings to continue to support their customers with successful reusables implementation and ensure best-practice hygiene standards are in place to meet strict health and safety standards, and give confidence to event industry customers.

What are the assumptions and limitations of these guidelines?

- These guidelines assume the reader already has a basic understanding of food and beverage service hygiene processes in event settings.
- These guidelines focus on the best-practice hygienic handling and washing of reusable items for event and venue settings to address any potential challenges or hygiene uncertainty. It is not intended to completely address all staff and patron touch points onsite, outside of the reuse systems or all of the end-to-end considerations when implementing a reusables solution at an event or venue.
- These guidelines maintain an unbiased approach and do not seek to champion or endorse any particular reusable material, reusables supplier or reusable system over another.
- These guidelines do not replace health and safety laws or local authority specific requirements for event, hospitality, mobile trading or workers.

TRUTH SUMMARY

1. REUSABLES ARE SAFE TO USE.

A <u>statement</u> released in June 2020 during the Covid-19 global pandemic was signed by over 125 health experts from 19 countries addressing the safety of reusables

"Based on the best available science and guidance from public health professionals, it is clear that reusables systems can be used safely by employing basic hygiene"

(GREENPEACE INTERNATIONAL, 2020)

2. SINGLE-USE, DISPOSABLE ITEMS ARE <u>NOT SAFER</u> THAN REUSABLES.

Single-use is not inherently safer than reusables (including plastics, wood, paper and other composite materials) and causes additional public health concerns once it is discarded.

Viruses and bacteria can exist on various surfaces regardless of whether they are single-use disposable or reusable.

Research has shown that the Covid-19 virus in particular can last up to 24 hours on paper and cardboard, and between 2-3 days on plastic and stainless steel.

Single-use items and packaging are not sanitisation measures in themselves and are still dependent on best-practice hygienic handling due to the various touch points they encounter.

The benefit of reusable products is that, unlike single-use items, they are cleaned and sanitised according to strict food safety standards and can continue to be used, eliminating unnecessary waste and generating a positive outcome for our environment.

Regardless of what material a reusable item is made from, the principles and standards are the same when it comes to best-practice hygienic handling, washing and sanitising.

3. SINGLE-USE DISPOSABLE ITEMS ARE NOT SPECIFICALLY PROMOTED BY REGULATORY BODIES AS HYGIENE-SAFE SOLUTIONS.

All around the world, during the global pandemic the focus has been on hygiene practices and increased sanitation but there has been no ² active promotion or mandate regarding using single-use items such as cups or serviceware.

Food safety standards are among the strictest and regulated in terms of public health, and meeting those levels of hygiene means no additional threat is posed by using reusable cups or serviceware in event settings.

4. HEAT AND DETERGENTS ARE EFFECTIVE MEASURES TO INACTIVATE VIRUSES.

This can be achieved in all event settings, including with manual (by hand) dishwashing techniques. World Health Organization data shows that temperatures of 60°C - 66°C/140°F - 150°F will kill most viruses.

5. REUSABLES PLAY AN IMPORTANT ROLE IN REDUCING WASTE AT EVENTS AND VENUES.

Reusables are an essential tactic to address the plastic pollution crisis and reduce our reliance on a fossil-fuel based economy.

Disposable cups and food serviceware can typically make up to 70% of front-of-house ³ waste volume (<u>Jones, 2017</u>). Studies show that compared with reusables, single-use (including compostables) generates a significantly higher environmental impact due to the cumulative impact of <u>manufacturing</u>, including being recycled or composted at end-of-life.

Although each event and scenario is different and produces different results, with ever-increasing uptake of reusables at events, there is robust research and evidence that demonstrates that a reusable item with the appropriate supporting systems is a better alternative to disposables.

Coronavirus:

Coronaviruses are susceptible to traditional heat treatments, such as cooking at $158^{\circ}F / 70^{\circ}C$ and the viral survival is highly reduced with temperatures > $20^{\circ}C/60^{\circ}F$ (Carraturo et al., 2020).

Can be efficiently inactivated by surface disinfection procedures with 62–71% ethanol, 0.5% hydrogen peroxide or 0.1% sodium hypochlorite within 1 minute (<u>Kampf et al., 2020</u>).

Hot water can be used in place of chemicals to sanitise equipment and utensils for manual serviceware-washing.

- ² As at 1 Sep 2020, the only exceptions are in the U.S. and Queensland, Australia: the CDC and the National Restaurant Association in the U.S. lead with a recommendation to use disposables, however they also acknowledge that reusables are an option with proper <u>sanitisation</u>; whereas the Queensland State Government in Australia disallows the use of 'BYO or keep cups' in its <u>Stage 3 restrictions</u> but does not explicitly recommend disposables.
- ³ Public area of an event or venue, sometimes called 'frontstage'

CASE STUDIES



The Ocean Race

During the 2017-18 edition of <u>The Ocean Race</u> (formally Volvo Ocean Race) reusable cup systems were deployed at many of the stopovers. In Itajai, Brazil, an estimated 200 000 single-use cups were avoided. Cups were accessed with a deposit system, and analysis showed that each cup was used an average of 2.5 times. Only 17% of cups were returned, with the remainder being souvenired. Read the <u>Sustainability Report</u>.

Womadelaide, Australia

Following research commissioned by <u>Green Music Australia</u>,
WOMADelaide in March 2020 implemented a reusables system.
This included a portable, purposebuilt onsite washing solution, reusable <u>Bettercup</u> branded cups across the entire site, <u>B-Alternative</u> serviceware back-of-house, and a BYO water bottle campaign. Post the four day event, 106,000 singleuse compostable cups were replaced and over 10,000 single-use plastic bottles were avoided.

The Anthem, USA

In October 2019 <u>RCup</u> implemented a reusable solution at The Anthem live music venue in Washington, DC.

At the 6,000 pax event, over 10,000 disposable cups were replaced with RCup branded reusables which prevented 720 lbs (327 kg) of waste and saved \$2100 USD.



Leidens Ontzet, Netherlands

Leidens Ontzet 2019 was the first event in the Netherlands that used reusable cups with a city-wide deposit system. No less than 98.2% of the cups were returned. In total, more than 500,000 disposable plastic cups were replaced by the introduction of the deposit cups.

Queens Day, Netherlands

Amsterdam Queensday 2005 was the first city-wide deposit system using reusable cups. At 180 outlet selling points (events organisers, caterers and bar owners were all working together across the entire city. In total 450,000 reusable cups were used saving the normal usage of about 2 million disposable cups. From 2005 until now, reusable cups have been used each year.

A study in the UK on bar cups found that over 100 million+ single-use plastic cups were used every year in the UK festival and live event industry alone.

Another recent UK study found that the generic hard plastic PP cups used by UK based company Green Goblet, had been used 75 times which demonstrates the potential longevity of the material.



IMPLEMENTATION

IMPLEMENTATION PLANNING

These implementation recommendations should be seen as complementary to existing event planning processes. The strategies recommended within these guidelines should be considered on a case-by-case basis for suitability to the unique circumstances of individual events or venues.

Recommended Approach

The likelihood of success for ensuring safe and hygienic implementation of reusables increases when a systematic process is used. These guidelines recommend the following steps, which are expanded on in the following pages:

Step 1. An assessment of key considerations is conducted

Step 2. A review of which reusable solutions are available and viable

Step 3. Best-practice operational processes are used

Step 4. Ensuring effective engagement and communication with stakeholders

Step 5. A post-event evaluation is planned and conducted



Step 1: Assessing reusable solutions

When planning which reusable system may work best for an event or venue, evaluate the barriers or facilitators to different implementation strategies. Considering and documenting these key factors will assist with determining which solution best suits the unique requirements.

Definitions:

- Barrier potential factors that may interfere with a particular solution
- Facilitator potential factors that would promote or help with a particular solution

Barrier/Facilitator	Consideration Examples	Potential Strategies
Attitudes and beliefs	What is the current attitude to reusables by the general public in your region overall?	Highlight positive and successful experiences with reusables at previous or other events.
	Have any local or national governing bodies or experts released a statement supporting reusables?	Promote key messages and safety evidence through communication channels (refer to Step 4).
Culture	What is the existing sustainability culture like within the event or venue for both staff and customers?	Create a vision for changes by making it short, clear, relevant, easy to understand and communicate through channels both internally and externally.
	When other changes have been made to processes for patrons, what change management strategies worked well?	Anticipate areas of potential concern and identify ways to reduce obstacles, both physical and emotional.
	What local organisations can provide expert information and support with reusables and/or sustainability initiatives?	Team up with local zero waste / plastic free initiatives for support in messaging/outreach/signage, implementing small-step solutions, and raising the public profile of your efforts.
Venue/Location	Is the event at an established venue or a greenfield site?	Find out what onsite or offsite options are available to you to assess which options reusable systems may suit your requirements best.
	Is the event in a metro or rural area and are there any limitations on transport options?	Chat to your reusable items supplier about which options are available to you as they are best placed to provide advice and guidance.

Barrier/Facilitator	Consideration Examples	Potential Strategies
Quantities Required	Will you have enough reusable item stock on hand to cover the total quantity required for the duration of the event?	Based on what quantities and facilities are available to you; decide whether washing could occur during or post an event.
	Or	
	Would you rather use less stock and wash during the course of the event?	Evaluate the existing or required capacity for onsite washing that will be required to meet the demand of those reusable items.
People Power	What are the staff and/or volunteer requirements and what is available to the event?	Based on what staff or volunteers are or can be available, this will influence which options are available to you.
	Will there be a dedicated team or manager overseeing the planning and implementation?	Identify roles and responsibilities e.g. different teams or suppliers will be working together to ensure there is a shared understanding and cohesiveness.
Infrastructure	Does the existing infrastructure support requirements to wash reusables hygienically onsite or will there be additional requirements? e.g. weather cover, water and power	Confirm any power/water/site requirements for commercial washers, particularly for anything hired.
	Are there any legal considerations or permits required?	Check what your local requirements are and what approvals are required.

Barrier/Facilitator	Consideration Examples	Potential Strategies
Storage and Space	Where can reusables that are unused and used be stored separately, safely and securely?	Examine possible solutions to create a storage system and spaces that are clearly marked and the possibility of having dedicated zones for collections/drop offs
	Is there enough space to ensure logical and practical workflows for staff/volunteers?	Plan the amount of space that is required that will reduce chances of cross contamination between clean and dirty items and areas.
Cleaning Products	How will the chemicals used and grey water be disposed of safely at your event?	Have a discussion with your waste team about the best way to do this safely. Consider what environmentally friendly chemical options may be available that meet food hygiene standards.
Costs	What financial resources are available?	Consider whether there are any grants or other support options available in your area.
	Which reuse system approach is more financially viable for the event or venue?	Examine all reuse supplier and implementation options and conduct a cost assessment prior to beginning implementation efforts.

Step 2. Review which reusable solutions are available and viable

What are the options?

There are a number of reusables suppliers specific to events all around the world but the products and services supplied can vary widely. Suppliers of reusable items can usually include any of the following:

- Reusable cups (cold and hot drinks)
- Reusable serviceware e.g. plates, bowls, cutlery
- · Reusable water bottles

Reusables suppliers typically offer either purchase or rental options (or both) and the items supplied can come in a range of materials e.g. plastic, stainless steel. Regardless of whether an item is rented, purchased or the material it is made out of, the principle is the same when it comes to best-practice hygienic handling and washing practices.

Options available to events and venues for safe and hygienic washing of reusable items, typically fall into six categories:

ONSITE

- MANUAL SOAKING AND HANDWASHING
- EXISTING BUILT-IN FACILITIES/COMMERCIAL KITCHEN
- TEMPORARY SET UP WITH COMMERCIAL WASHERS
- PURPOSE-BUILT;
 PORTABLE WASHING
 SOLUTION E.G PORTABLE
 CONTAINER OR TRAILER

OFFSITE

- HIRED FACILITIES
 E.G COMMERCIAL
 KITCHEN SPACE
- SUPPLIER'S PURPOSE-BUILT KITCHEN HQ

Reusable Supplier Categories

The categories on this page are specific to the washing services provided by a reusables supplier.

For details on all services provided by a reusables supplier in your region it is recommended you reach out to them directly for more information. Here is a helpful table highlighting the key differences between suppliers, which will assist with decision-making based on your specific event or venue context. Use this along with the corresponding map to find a suitable supplier in your region.

Note: For more detailed information regarding patron BYO reusables items please refer to Appendix B.

		Colour Key		
Category	Description	Reusable Cup Supplier	Reusable Serviceware	
Product Only	Supplies reusable items only.			
Onsite Solutions	Supplies reusable items and provides onsite washing services and/or support.			
Offsite Solutions	Supplies reusable items and provides offsite washing services and/or support.			
Complete Solutions	Supplies reusable items and provides onsite and offsite washing services and/or support.			



Step 3. Operational Best-Practice and Recommendations

HAND HYGIENE IS KEY

Proper handwashing is the simplest way to protect yourself and others from viruses and bacteria. Handwashing is a greater protective barrier to any illnesses than wearing disposable gloves.

Key Times to Wash Hands

- Before, during, and after preparing food.
- Before eating food.
- Before and after treating a cut or wound.
- After using the toilet.
- After blowing your nose, coughing, or sneezing.
- After touching rubbish.
- After you have been in a public place and touched an item or surface that may be frequently touched by other people, such as door handles, tables or electronic cashier registers/screens, etc.
- Before touching your eyes, nose, or mouth because that's how germs enter our bodies.



Wash Hands the Right Way

- Wet your hands with clean, running water (warm or cold) and apply soap.
- Lather soap by rubbing hands together ensuring to get the back of your hands, between fingers and under nails.
- Lather and rub soap in hands for at least 20 seconds. Need a timer? Hum Happy Birthday from start to finish twice.
- Rinse hands under clean, running water.
- Dry your hands using a clean towel or air dry them.

Step 3.1 Best-Practice Handling

The table on this and the following pages outlines best-practices related to activities for handling reusable items at events and venues as per existing food and health safety standards. However there are additional precautions that can be taken when utilising reusables during circumstances of heightened health concerns. These additional precautions are addressed in Appendix B.

Staff and Volunteers

- Any workers should be 'fit for work'.
 - Aside from Covid-19 symptoms, standard health advice states that if staff or volunteers have any symptoms such as diarrhea and vomiting, stomach pain (that is not menstrual pain), a fever, nausea, infected skin, nose or throat they should not be working with reusable items and not return until 24 hours after symptoms stop.
 - Develop policies and processes that prevent staff/volunteers from working when they are sick in accordance with local health and safety regulations.
- Ensure all staff and volunteers who will handle reusable items have access to an immediate location where they can wash hands to a best-practice standard. Provide alcohol-based hand sanitisers and rubber reusable or latex-free disposable gloves if required (refer to PPE section below for more detail).

Training

- Ensure staff are trained on processes and methods that will be used document these processes and have this readily available for reference. Have signage at bars, near equipment and near key points (e.g. entry, exit, near handwashing facilities) for reference and reminders.
- Ensure proactive monitoring is in place to ensure staff and volunteers are following processes assign responsibility to supervisors, managers or a dedicated person as appropriate. Long time habits can be hard to break.

DID YOU KNOW?

CLEANING VS SANITISING

THESE TERMS ARE OFTEN USED INTERCHANGEABLY BUT DO MEAN DIFFERENT THINGS.

CLEANING REMOVES GENERAL DIRT, FOOD WASTE AND GREASE FROM REUSABLE ITEMS. CLEANING IS OFTEN ACHIEVED WITH DETERGENTS, WATER AND AGITATION THEN RINSED AND REMOVED WITH CLEAN WATER.

DESTROYS MICROORGANISMS
TO A SAFE LEVEL AND IS USUALLY
ACHIEVED BY HEAT AND HOT WATER
BUT CAN ALSO BE DONE USING
CHEMICAL SANITISERS.

Personal Protective Equipment (PPE)

Gloves

It is not a mandatory requirement (at time of writing) to wear gloves in all food and beverage settings or when handling reusable items. It is recommended to use gloves only when necessary such as sorting through dirty reusable items, emptying bins or needing to protect hands from hot water (e.g. reusable rubber gloves). Only wear a pair of gloves for a single task.

Bacteria and viruses can contaminate gloves in the same way it can on hands, can give a false sense of security and may result in staff or volunteers not washing hands as frequently.

Reusable kitchen gloves are recommended when conducting manual washing or in other instances where protection from hot water is needed. These should not be shared during a shift and always thoroughly cleaned by turning them inside out and washing with hot soapy water or immersed in a <u>sanitising solution</u> per the manufacturer instructions and then dried completely.

Staff and volunteers should avoid touching their mouth and eyes when wearing gloves.

If gloves have holes or tears they need to be safely disposed of.

Read more on gloves versus no gloves

Aprons

Aprons are not mandatory in all food and beverage settings. Please confirm with local food safety requirements.

In settings where aprons are required, a change of aprons should take place when changing from handling clean or dirty reusable items or changing between front and back of house.

Aprons should not be shared between workers during shifts and must be laundered after every shift to prevent cross contamination.

Masks

Aside from COVID-19, masks are not explicitly required in best-practice food safety under normal circumstances (as at time of writing), but if desired (to demonstrate safety) or recommended as an additional precaution by governing bodies, reusable masks are suitable but do need to be laundered before each daily use.

If masks are mandatory while serving food or beverages (e.g. bar or waitstaff) the same rule should be applied in any situations where staff or workers are handling any clean reusables.

Proper disposal of PPE is as important as proper use; ensure a safe disposal and removal process is in place. Check what options for potential recycling or waste management are available in your event region.

Read more from the FDA

Supply Chain and Transportation	Collection/Returns	Food and Beverage Service
Suppliers to provide clients with detailed information about their hygiene practices and the health & safety regulations to which they adhere. Event organisers, request this information from your suppliers. Advise delivery/shipping company of any pickup or drop off processes in advance to reduce chances of handling errors.	Self Return - Drop Off If the scale of the operation allows, provide a reusable item return area that is separate from the areas where food and beverages are served. If completely separate areas are not possible, have a separate queue for the drop off of items. Staff Pick Up Have assigned staff to collect dirty items. Once dirty items are touched and staff are required to touch clean items, thorough hand washing should take place. Note: If the scale of the event operations allows, collection and service staff should be different teams. This further reduces the handling of clean and dirty items.	Bar Service Provide a clean cup for each new drink unless using a contactless pour method. Find video resources here. Self Service and Plated Service Stack/arrange reusable items (dishes, glassware, utensils, etc.) so it is easy for patrons and/or staff to pick up one item without touching other items. Train staff to refill beverages with no contact between pitchers/bottles and cups. BYO Reusable Water Bottle Refills Investigate the possibility of touchless water station options or employ regular cleaning of taps, handles and other water receptacles such as self service jugs or coolers.
Distribution	Storage	Waste and Recycling
Do not open containers or boxes of reusable items until needed. Unpack reusable items as close to where and when they are needed as possible and keep them covered or packed when not in use.	Have clearly marked and assigned areas for clean and dirty reusable items. Do not allow used reusable items to accumulate or overflow into clean areas. Have clearly marked used reusable item receptacles for collection e.g. tubs or wheelie bins. If storing used items onsite before washing or returning them, fully pack the items according to supplier-based instructions.	Keep any PPE waste, general waste or recycling separate and away from clean reusable items to reduce any risk of contamination. Keep the area and any waste or recycling bins tidy and regularly emptied. Any damaged reusable items should be kept separate to general waste or recycling for post event review. Some reusables suppliers may recollect these items for recycling.

Step 3.2 Best-Practice Washing and Drying

What are the options?

The following chart outlines the most common reusable washing and drying solutions either implemented and managed by event organisers or implemented and managed by reusable item suppliers. All options can be implemented safely and hygienically following a best-practice approach and carefully considering which option best suits the event or venue. A combination of options could also be implemented.

Note: The hygiene risk noted below is an assessment based on the consistency of the system implemented and only means that particular solution will require more stringent planning and monitoring.

Solution	Offsite Supplier's HQ	Onsite Existing built-in facilities	Onsite Purpose-built; portable washing set up	Offsite Hired washing facilities	Onsite Temporary set-up with commercial washers	Onsite Manual soaking and hand washing
Event Size Recommendation	All	All	All (confirm capacity with supplier)	Small to Medium	Small to Medium	Small (<5,000)
Description	Purpose-built washing/drying facilities at a supplier's offsite headquarters	Purpose-built washing/drying area that exists onsite within a venue	A portable, specialised solution that is brought in e.g. container, caravan	Hired washing and drying facilities in a commercial kitchen or venue space with existing commercial washers/dryers.	A temporary set-up put together with hired commercial dishwasher/dryer equipment.	A temporary set-up with sinks, tubs or similar for washing items by hand.
Hygiene Consistency Risk	Low	Low	Medium	Medium	Medium	High
Risk Reasoning	Reusable item suppliers frequently wash and dry these items and have specialised equipment and set-ups to do so safely and hygienically at varying scale.	A purpose-built setup has a high likelihood of meeting already stringent food safety standards. The equipment is highly likely to be properly installed and serviced.	The purpose-built, portable setup if not completely self-sufficient will rely on event supplied resources and infrastructure. Be sure to clearly understand and have available what is required to implement effectively.	Hired facilities should be visited prior to use to obtain a full understanding of the equipment, facilities and resources to ensure that a safe and effective work process can be established.	A temporary set-up with hired equipment means that the temperatures can fluctuate if the power/water is not set up correctly. There also needs to be adequate waste water disposal and a structure that meets food and health safety standards.	Manual hand-washing in sinks or tubs means that the consistency in temperatures can be more difficult to maintain. There also needs to be adequate waste water disposal and a structure that meets food safety and health safety standards.

The below outlines best-practice for activities related to washing of reusable items at events and venues as per existing food and health safety standards. However there are additional precautions that can be taken when utilising reusables during circumstances of heightened health concerns. These additional precautions are addressed in <u>Appendix B</u>.

Staff and Volunteers	Equipment	Space and Workflow
Sensible, enclosed footwear should be worn at all times in any washing or sorting of reusables areas. Ensure staff are trained on washing and drying processes - document the processes and have this readily available for reference.	Confirm dishwashing/drying machines work properly and have the proper inputs to run effectively. The equipment set up should be checked by an electrician and plumber and that there is a connection to water - hot water if possible - and a waste water disposal drain.	Have dedicated dirty and clean zones and use one- way workflows to manage the areas and minimise interactions with the different areas. Ensure these areas are clearly marked using simple, clear messages.
A safety data sheet on any cleaning chemicals should be available on site and read before use by workers who will be required to use them. This will include information on safe and appropriate storage, use and poisoning information. There	Fixtures, fittings and equipment need to be kept clean and sanitary, they should look clean, feel clean and smell clean. Ensure there are adequate reusable spray bottles, preferably filled with environmentally-sound cleaning products that	Staff or volunteers should be assigned to areas and not switched during a shift without undergoing a thorough hand washing process. Prioritise having fixed teams during shifts as much as possible.
should be a safety data sheet for each chemical.	are food safe.	Ensure there is adequate air and ventilation to ensure good air quality.
Have signage near equipment and near key points (e.g. entry, exit, on equipment, near handwashing facilities) for reference and reminders.	Consider how much counter space and items such as racks will be needed.	Note: If implementing a temporary solution in an outdoor setting ensure the area is weather
	If hiring equipment or facilities, request instructions on how to use the equipment and facilities safely.	proof from both sun, rain, dust and dirt that could contaminate clean surfaces and reusables.

Cleaning and Sanitising

Display a cleaning log in workspaces that is signed off by the relevant supervisor at the end of shifts.

Surfaces

- Ensure there is allocated time for cleaning up at the end of any washing shift.
- Ensure the surface is free from any visible debris. Use non-toxic <u>disinfectant</u> in a reusable spray bottle to thoroughly wipe down frequently touched surfaces. Surfaces should air dry as towels can become contaminated.
- Clean minimally-touched surfaces such as floors or walls (if applicable) when visibility soiled and after any spillages.
- Using reusable cloths is recommended to avoid unnecessary disposable
 waste, just make sure they are thoroughly washed, disinfected and dried
 properly between tasks (not just when they look dirty). Wash and dry in
 a laundry machine and dryer or if you wash and disinfect cloths by hand,
 make sure all the food and dirt has been removed by rinsing, then by
 washing in hot soapy water. After washing, you can disinfect by using boiling
 water or a disinfectant, following the manufacturer's instructions. Leave to
 air dry completely.
- Colour code cloths specific to different areas and/or tasks.
- · Have an assigned and clearly marked receptacle for dirty cloths.
- Alternative methods to sanitise surfaces can include dry steam cleaning and ultraviolet <u>irradiation</u>.

WHO⁵ NOTES THAT TEMPERATURES OF 60-66°C(140 -150°F) WILL KILL MOST VIRUSES IN LESS THAN A MINUTE.

⁴ <u>Disinfectants are different from standard cleaning products.</u> It's important to clean before disinfecting because dirt and grime can reduce the ability of disinfectants to kill germs. These chemicals will be labeled as 'disinfectant' on the packaging and must be diluted or used following the instructions on the packaging to be effective.

⁵Information sourced from WHO Technical Brief 'Boil Water' https://www.who.int/water-sanitation-health/dwq/Boiling-water-01-15.pdf

Washing Reusables - Manual Handwashing

Serviceware

Pre-clean items such as bowls, plates or utensils by scraping food scraps off into a designated and clearly marked receptacle.

Then ideally compost plate scrapings.

Manual Handwashing

Minimum of two sinks or tubs required. One for cleaning and one for sanitising.

A third tub/sink is suggested for rinsing if available and is recommended if required for sanitising (refer section below).

- Use temperature measuring devices and have these readily available to monitor the water temperature of the tubs/sinks
- Use commercial manual dishwashing detergents that are specific to manual hand washing of dishes and not household detergents.

Cleaning and Rinsing - 54c/130f or above Sanitising - 77c/171f or above for at least 30 seconds

Refer to the <u>'Sanitising Reusables Manually - No Commercial Washers or Hot Water'</u> section on the next page if high hot water temperatures will not be available.

Read more on washing temperatures

Washing Reusables – Commercial Equipment

Serviceware

Pre-clean items such as bowls, plates or utensils by scraping food scraps off into a designated and clearly marked receptacle.

Then ideally compost plate scrapings.

Commercial Machines

Use machines that indicate water temperatures.

If this is not available use a laser thermometer.

Verify that the washing machines are operating at the required wash and rinse temperatures and with the appropriate detergents and <u>sanitisers</u>. Ensure all items are placed in a way that water can reach all surfaces.

Cleaning Cycle - 66-71c/150-160f or above Sanitising/Rinsing Cycle - 80c/176f or above

- If the machine is single temperature it should be at least set to the sanitising temperature minimum.
- Clean and regularly check the equipment after periods of heavy use, including the filters.
- Visually check all items are clean once cycles are complete.
- Use clean hands (<u>refer to best-practice hygiene handling</u>) only to unpack the items from the machines.

Read more sanitisation in food service during Covid by the FDA

Sanitising Reusables Manually – No Commercial Washers or Hot Water

The primary methods of sanitising are heat and /or chemicals.

In the instance where a machine wash or hot water is not available for sanitising, use food standard chemical sanitisers⁶ and ensure to follow the manufacturer's instructions for safe use. Some chemical sanitising solutions can be used with <u>cold water</u> but this should be confirmed by reading the manufacturers instructions thoroughly.

Always check what the sanitiser's intended use is and confirm the following:

- What the sanitiser can achieve in destroying microorganisms as per the bottle directions.
- The contact time required for effective sanitation (this can vary between seconds and minutes to be effective). Have dedicated timers to monitor the length of time the items have been sanitising in the tubs/sinks.
- The dilution rate and whether items need to be rinsed once sanitised.

Disinfectants and cleaning agents used for floors and toilets are not suitable food safety sanitisers.

Drying

Drying is a critical step in the process to avoid 'wet nesting' which provides an opportunity for bacteria to grow. Complete cloth drying of items is not recommended (with the exception of utensils).

Machine Drying

Any drying agents/rinse aid⁷ used in conjunction with sanitising cycles should be used per the manufacturer's instructions.

Use the manufacturer recommended air drying cycle, check items are completely dry before stacking into containers or boxes.

Air Drying

Use trays, racking, stacking methods to ensure adequate airflow and a self draining position of items.

Packing

Clean, dry hands should be used for packing clean items into boxes or containers.

Check items are clean and free from mold and any damage.

Plastic film or wrapping is not a sanisation measure and unnecessary.

Environmentally-friendly hygiene indicators such as tape or hygiene stickers could be a useful tool to note that this was packed to best-practice standards and has yet to be opened.

Clearly mark on outside of containers/boxes what reusable items are inside and how many to avoid unnecessary opening.

⁶ The most environmentally friendly option is to reduce reliance on chemicals and adopt heat methods by using hot water if this is readily available.

A rinse aid, or drying agent, is a surfactant — it reduces the surface tension of the liquid it's dissolved in. Choose a drying agent/rinse aid with environmentally friendly credentials if possible. If you're not seeing water spots and the washer/washing processes seem to be drying your dishes competently with residual heat, skip it altogether.

Step 4. Communication and Engagement

Best-practice communication strategies should be transparent, proactive, consistent, evidence based and inclusive. The following are some examples to assist with planning the communications strategy.

REUSABLES SUPPLIERS			
From Suppliers >>> Event Organisers	From Suppliers >>> Public		
 What Provide these guidelines as a reference point, share the declaration and have specific examples of hygiene processes for offsite and onsite solutions (if applicable) readily available to provide upon request. How Proactively communicate now to build confidence in reusable systems and combat misinformation Establish any hygiene concerns or potential barriers with events early Provide this document to support an event with best-practice implementation Channel examples Website Social media Blogs Newsletters Direct email 	 What Utilise information provided in the truth summary. How Use short, clear, consistent messaging. Link to evidence. Demonstrate the steps taken to assure safe and hygienic reusable items and systems specific to your products and processes. Channel examples Website Social media Blogs Newsletters Onsite signage/equipment messaging 		

EVENT ORGANISERS

Event Organisers >>> Operations Stakeholders*

What

- Roles and responsibilities.
- · Training and inductions.
- What to expect onsite pre, during and post-event e.g. tasks, items to bring i.e closed footwear.

How

- Involve the appropriate stakeholders in the roles and responsibilities
 process to reduce the chances of gaps and risk. Obtain clear agreement
 on roles and responsibilities, reporting and working arrangements
 between different teams/suppliers.
- Training materials and best-practice information. Provide information to relevant suppliers, staff and volunteers pre-event.
- Include best-practice information in any inductions.

Channel examples

- Direct email
- Downloadable resources on website
- Online induction portals
- * **Operational stakeholder examples:** Reusables Suppliers, Waste and Cleaning Teams, Contractors, Bar Managers, Volunteers etc

What

- Utilise information provided in the truth summary.
- Build communication around what the reusables and reusable system that will be used into the communications strategy, provide clarity on what to expect.

Event Organisers >>> Event Attendees

How

- Use short, clear, consistent messaging. Link to evidence.
- Create a campaign with a slogan to help everyone understand the process and participation needed that is specific to the event and audience.
- Infographics and photos are the most effective tools for sharing preevent and during an event.
- Demonstrate steps taken to assure of safe and hygienic reusables.

Channel examples

- Website
- Social media
- Ticket purchasing sites
- Direct email and push notifications
- Mobile apps
- Signage
- Check in

Step 4.1 Global Reusables at Events Hygiene Declaration

Health and safety need not come at a cost to our environment

The declaration is designed to demonstrate that the guidelines have been read, acknowledged and endorsed by reusables suppliers, events and venues, event industry professionals, service providers and sustainability experts around the world.

By demonstrating a commitment to best-practices collectively and adopting a global consistent standard when implementing reusables in event settings, we can increase safety awareness and confidence in reusable systems around the world.

Join event industry peers in acknowledgment and endorsement of the guidelines by joining the declaration here:



Step 5. Evaluation

Step 5.1 Self Assessment Checklist - Reusables Implementation

This checklist will assist with assessing the implementation of best-practice safety and hygienic use of reusables at your event. Don't forget to check your local food safety website for any additional precautions that may be recommended. For further information and suggested template please see Appendix D..

Step 5.2 Gap Analysis - A how to guide

To assist with examining the difference between the current state and where you'd like to be (best-practice), a gap analysis can be conducted post event. For further information and suggested template please see Appendix E.





APPENDIX

APPENDIX A: Resources

Reusables Suppliers:

• <u>Sustainable Event Alliance Supplier Database</u>

Information and Guidelines:

- Oceanic Global COVID-19 Plastic-Free Reopening Guidelines
- Oceanic Global COVID-19 Fact Sheet
- Takeaway Throwaways Guide to Reusable Serviceware under Alert Level 2 or 3 for New Zealand
- A Greener Festival Preventing Plastic Pollution Post Pandemic
- Julie's Bicycle Resource Hub

Environmentally Friendly Detergents:

• Oceanic Global COVID-19 Plastic-Free Reopening Guidelines (page 11)

Training:

- American Rental Association "Clean. Safe. Essential" training program
- https://www.cdc.gov/coronavrus/2019-ncov/community/large-events/considerations-for-events-gatherings.html

Reusables Information and Studies:

- Hope Solutions: It doesn't stack up disposables vs reusables
- Raw Foundation: Making Waves Reusable Bar Cup Guide
- Green Events International: Toolkit waste free festivals
- Powerful Thinking: Using Reusable Bar-Cups at Outdoor Events

APPENDIX B: Additional Precautions

These additional precautions can be utilised when implementing reusables for event settings during circumstances of heightened health and sanitation concerns.

It is important to note that not attending work when sick, social distancing and hygiene are the most effective recommended protections for workers and patrons <u>alike</u> against illnesses. Covid-19 resources, sourced from governing bodies around the world were used for the development of these additional precautions. Consult the latest Covid-19 recommendations in your region as these can change.

Staff and Volunteers	Personal Protective Equipment (PPE)
Ensure adequate procedures and information is in place to ensure individuals can inform of any illness by phone. They must not attend the worksite or if already onsite, leave the location immediately.	Glove requirements generally do not change due to already stringent food safety requirements. Gloves are not a substitute for hand washing or hand hygiene.
Conduct a small sign-in or online questionnaire, obviously nothing too invasive or personal but as they sign in for work they also have to sign that they have not been unwell in the last 24 hours, have shown no symptoms of being unwell or had exposure to anyone who is ill. It is good practice to prompt people and remind them that it's not appropriate to be working if they are sick or could potentially become ill during the shift. Staff and volunteers should work in the same shift groups of people.	Ensure all staff working in or passing through an area that is serving, handling or washing reusable items, have face coverings to reduce airborne droplets. These do not need to be medical grade single-use , but should be washed daily. Masks should be worn by workers who are unable to maintain recommended social distances.
Contact Tracing For workers, volunteers and deliveries. These should include names, a phone number and times for ease of tracing should it be necessary.	

APPENDIX B: Additional Precautions

Food & Beverage Service	Space and Workflow
Staff who handle clean reusable items should not handle items that patrons have used at all. Whenever it is necessary to alternate between tasks, workers should undergo a thorough hand washing process.	Ensure there is adequate space to maintain social distancing and meet any applicable density requirements. Note that social distancing and density requirements vary globally, please refer to your relevant governing body to determine explicit details.
If service staff handle a patron used item they should wash their hands before continuing service.	
before continuing service.	Supply Chain and Transportation
For eating utensils either a) have a food service worker provide individual utensils to patrons or b) provide utensils pre-rolled in a cloth or paper napkin instead of a grab your own station.	Confirm that any delivery/shipping companies have additional precautions in place for physical distancing during pick up/drop off and hygienic handling. Advise them of any onsite processes that apply when dropping off items in advance to reduce risk.
Condiments should be provided directly onto plates or into reusable ramekins instead of self-serve	Cleaning
For any pre-plated items, these should be handed to the patron by the worker (placed on tray if applicable)	Review existing processes to ensure extra stringency and frequency as needed, ensure that these are well documented and explained to workers and increase frequency and thoroughness of cleaning surfaces.
If patrons must grab their own items, these should be placed far enough apart to be picked up without touching other items.	Distribution and Collection
	Only uncover and unpack reusable items in limited quantities at a time and on an as needed basis.
	Create a collection area that is designed in such a way that allows social distancing if required (entry and exit, no chance of cross contamination by touching other's items).
	Use floor markings to provide minimum physical distance guides.

Note: BYO Reusables - Additional Precautions

Where event-supplied (to attendees) items for reusables may not be practical or financially feasible to implement at scale, BYO items are the preferred option to anything single-use. BYO Bottles and Hot Drink Cups should be encouraged to reduce unnecessary single-use disposable waste. Below are some recommendations on how to safely implement both BYO water bottle refill stations and allowing reusable coffee cups and serviceware provided by patrons:

BYO Reusable Water Bottles

- Have clearly marked and designated refill areas, social distancing markers and clear entry and exit points
- Investigate the possibility of touchless water station options or employ regular cleaning of taps, handles and other water receptacles such as self service jugs or coolers.
- Water spouts/receptacles should not touch the top of the drink bottle. If refilling on behalf of a patron over the counter, ask them to remove their lid and use a jug to pour into the water bottle without the jug touching the top of the bottle.

Check out the #BYOBottle Campaign to find out why BYO bottles have such an important role to play in reducing waste at events

Contactless methods for **BYO Reusable Hot Drink Cups** & Food Serviceware

Implement a contactless pour method for coffee

- Pour coffee shot into an in-house vessel
- Have the patron set the cup on the counter
- Pour the shot into the cup without touching it
- Pour steamed milk on top
- · Have the patron place their own lid

Similar contactless methods can also be applied for food serviceware where it is possible to do so with the food being served.

- Patron orders food and states they would like the food in their BYO reusable container.
- Patron leaves their reusable container on the counter. The patron holds onto the container lid.
- Food is prepared and then transferred directly into the patron's container (without touching the container).
- OR use tongs to put deli/counter food directly into the patron's container (without touching the container).
- Patron places the lid on themselves.
- The surface the container was placed on is cleaned and sanitised.

APPENDIX C: Sources

Summary of governing and regulatory bodies researched Links: and referenced in this document:

World Health Organisation: https://www.who.int/

Centers For Disease Control and Prevention: https://www.cdc.gov/

Food and Drug Administration: https://www.fda.gov/home

Food Standards Australia and New Zealand: https://www.foodstandards.gov.

au/Pages/default.aspx

European Food Safety Authority: http://www.efsa.europa.eu/

Food Standards Agency UK: https://www.food.gov.uk/

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Greenpeace International. (2020, June). Health Expert Statement Addressing Safety of Reusables and COVID-19, https://www.greenpeace.org/international/pressrelease/43730/reusables-safety-covid-19-health-experts-statement/

Jones, M. (2017). Sustainable Event Management: A Practical Guide (3rd Edition). Taylor & Francis Ltd.

Kampf, G., Todt, D., Pfaender, S., & Steinmann, E. (2020). Persistence of coronaviruses on inanimate surfaces and their inactivation with biocidal agents. Journal of Hospital Infection, 104(3), 246-251. https://doi.org/10.1016/j.jhin.2020.01.022

- https://www.greenpeace.org/usa/research/how-the-plastic-industry-exploited-anxietyabout-covid-19/
- https://storage.googleapis.com/planet4-international-stateless/2020/07/0c3a6a32-healthexpert-statement updated.pdf
- https://www.ellenmacarthurfoundation.org/our-work/activities/covid-19/policy-andinvestment-opportunities/plastic-packaging
- https://resource.co/article/what-does-future-hold-reusables-post-covid
- https://www.greenpeace.org/usa/reports/reusables-are-doable/
- https://www.covid19.qld.gov.au/government-actions/roadmap-to-easing-queenslandsrestrictions
- https://www.who.int/water sanitation health/dwq/Boiling water 01 15.pdf
- https://www.sciencedirect.com/science/article/pii/S0269749120325392?dgcid=rss sd all
- https://www.journalofhospitalinfection.com/article/S0195-6701(20)30046-3/ fulltext#secsectitle0010
- https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-foodstores-restaurants-and-food-pick-updelivery-services-during-covid-19
- https://greeneventbook.com
- https://issuu.com/hopesolutionsservices/docs/it doesn t stack up disposables v
- https://apps.who.int/iris/bitstream/handle/10665/331705/WHO-2019-nCoV-Food Safety-2020.1-eng.pdf
- https://fitforwork.org/blog/working-with-food-food-safety-and-employer-responsibilities/
- https://www.foodsafety.com.au/blog/food-safety-cleaning-and-santising
- https://www.worksafe.qld.gov.au/injury-prevention-safety/workplace-hazards/slips-tripsand-falls/footwear
- https://www.who.int/water sanitation health/dwq/Boiling water 01 15.pdf
- https://www.foodstandards.gov.au/publications/Documents/Safe%20Food%20Australia/ Appendix%206%20-%20Cleaning%20and%20sanitising%20surfaces%20and%20utensils.pdf
- https://www.safeworkaustralia.gov.au/covid-19-information-workplaces/industryinformation/general-industry-information/cleaning#heading--2--tab-toc-what is the difference between cleaning and disinfecting?
- https://www.fda.gov/food/food-safety-during-emergencies/best-practices-retail-foodstores-restaurants-and-food-pick-updelivery-services-during-covid-19
- https://www.packagingnews.co.uk/news/markets/coffee-and-paper-cups/contactlesscoffee-pilot-launched-bid-keep-reusables-menu-03-06-2020
- https://www.youtube.com/channel/UCogepglQQDRZgzUOpbKvHUQ
- https://www.cdc.gov/infectioncontrol/guidelines/disinfection/sterilization/othermethods.html
- https://www.fda.gov/food/food-safety-during-emergencies/food-safety-and-coronavirusdisease-2019-covid-19
- http://www.initial.com/blog/gloves-vs-no-gloves-the-transmission-of-pathogens/

Appendix D: Self Assessment Checklist - Reusables Implementation

Managing Safety			
Activity/Task	Yes	No	Notes
Has the 'fit for work' policies and process been communicated to all appropriate stakeholders and included in the inductions?			
Have roles and responsibilities being assigned and communicated to all appropriate stakeholders?			
Have you provided best-practice health and safety information, (including emergency and first aid procedures) hygiene handling, and PPE requirements to staff, volunteers and contractors and included this in inductions?			
Is there training available for all staff, contractors and volunteers and are there clear instructions, signage, task processes and other relevant best-practice information readily available to be referred to?			
Do supervisors know how to report health and safety issues and have access to first-aid or first-aid officers?			
Has the delivery and ingress process been communicated to suppliers and delivery companies?			

Hygienic Handling						
Activity/Task	Yes	No	Notes			
Do staff and volunteers have access to hand washing facilities and is best practice hand washing information clearly signposted near these facilities?						
Are there clearly marked locations and receptacles for storing clean reusables and collecting dirty reusables BOH?						
Is there an established and clearly communicated process for hygienic handling (e.g. at bars, BOH etc) and storing of clean and dirty reusable items?						
Environment and Equipment						
Activity/Task	Yes	No	Notes			
Is the necessary PPE available for staff and volunteers?						
Is the area weather proof, have enough light and air ventilation to work safely?						

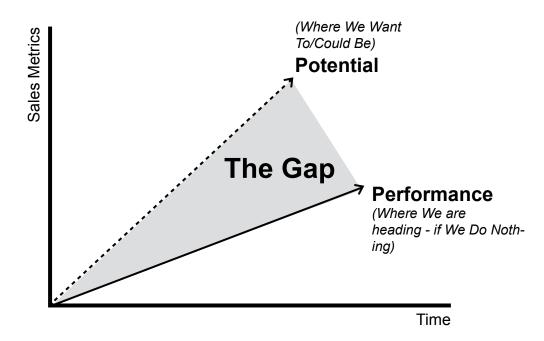
Environment and Equipment Cont.						
Activity/Task	Yes	No	Notes			
Are there clearly signposted clean and dirty zones for reusables?						
Are the areas where reusables are handled e.g bar and/or washing area have restricted access?						
Has an electrician and/or plumber approved onsite setups and equipment to confirm working correctly and safely?						
Are pathways and work areas free from trip hazards and workflows clearly signposted?						
Have all personnel involved in operating any equipment or manual hand washing received appropriate training?						

Cleaning and Sanitising					
Activity/Task	Yes	No	Notes		
Has a cleaning and sanitising process of surfaces and equipment been documented and communicated to staff and volunteers?					
Is there enough equipment for each shift and facilities to clean and sanitise surfaces to best-practice standards?					
Have all detergents, chemicals or other related sanitisers being carefully read and instructions on how to use safely clearly documented?					
Waste and Recycling					
Activity/Task	Yes	No	Notes		
Is there a clearly marked and enough receptacle for PPE waste, general waste and any recycling? Is there a regular timetable or process established to empty these so that they do not overflow?					

Appendix E: Evaluation: Gap Analysis - A how-to guide.

A gap analysis examines the difference between the current state and where you'd like to be (best-practice).

It can be a useful tool for evaluating how the implementation of the chosen reusable solution went post event, identify improvements to processes and pinpoint any 'gaps'. Once it is completed, you'll be able to better focus on any necessary changes and the resources required on those identified areas in order to make improvements.



Some helpful tips:

- Be specific
- Dig deeper and identify why the gap has occurred, not just what the gap is
- Base remedies on information you discovered while identifying gaps
- Set due dates
- Consider costs for implementing remedies

Gap Analysis Template									
Focus Area	Future State (To)	Current State (From)	Identified Gap(s)	Remedies					
What is the item or task?	What is the desired future state or outcome(s)?	What is the current state or outcome(s)?	What is the difference?	Tasks you will undertake to bridge the gap					
				Due date:					
				Due date:					
				Due date:					
				Due date:					
				Due date:					

