







## Covid-19 Response Plan Summary

Below is a summary of the areas that need to be considered in order to open your venue safely to staff, visiting workers and the public. Further details on these steps are discussed in detail in this document. This list can be used as a checklist to aid planning.

Detail	Tick
Appoint Covid-19 Working Group (management and staff representatives)	
Appoint Covid-19 Health & Safety Supervisor	
Carry out a Covid-19 Specific Risk Assessment	
Update existing occupational health and safety risk assessments and safety statement.	
Update relevant HR policies and procedures	
Revise emergency procedures	
Create a communication plan for all relevant stakeholders including: <ul style="list-style-type: none"> <li>▶ Staff</li> <li>▶ Visiting workers</li> <li>▶ Contractors</li> <li>▶ Venue users</li> <li>▶ Public</li> <li>▶ Funders</li> </ul>	
Provide appropriate training for staff	
Address environmental health issues arising from reopening buildings e.g. pest control, legionella.	
Implement your Covid-19 safe operating procedures as identified in your risk assessment and check lists including: <ul style="list-style-type: none"> <li>▶ Cleaning regime</li> <li>▶ Hygiene and hand washing procedures and facilities</li> <li>▶ Social distancing protocols incl. Signage, floor markers etc.</li> <li>▶ Identifying and planning for areas where social distancing can't be maintained – physical barriers, screens, PPE</li> <li>▶ First aid and provision of isolation area</li> <li>▶ Controls in place for movement of people entering/ leaving and moving around the venue.</li> <li>▶ Entry conditions</li> <li>▶ Allowed capacity calculated for each area within the venue</li> <li>▶ Analysed physical layout of working/public areas to ensure social distancing is maintained.</li> </ul>	
Develop Covid-19 Response Plan	
System for recording contact details to assist PHA with contact tracing if requested	
Consider needs of specific groups that visit/work in the performance venue including: <ul style="list-style-type: none"> <li>▶ Children</li> <li>▶ People with disabilities</li> <li>▶ Vulnerable/high risk groups</li> </ul>	

### Acronyms

<b>BOH</b>	Back of House	<b>NI</b>	Northern Ireland
<b>BSL</b>	British Sign Language	<b>OSH</b>	Occupational Safety & Health
<b>DCMS</b>	Department of Digital, Culture, Media and Sport	<b>PD</b>	Physical Distancing
<b>F&amp;B</b>	Food and Beverages	<b>PHA</b>	Public Health Agency
<b>FOH</b>	Front of House	<b>PHE</b>	Public Health England
<b>GDPR</b>	General Data Protection Regulation	<b>PPE</b>	Personal Protective Equipment
<b>HSC</b>	Health and Social Care	<b>RA</b>	Risk Assessment
<b>HSENI</b>	Health and Safety Executive Northern Ireland	<b>SD</b>	Social Distancing
<b>HVAC</b>	Heating, Ventilation and Air Conditioning	<b>RIDDOR</b>	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
<b>ISL</b>	Irish Sign Language		
<b>NHS</b>	National Health Service		

## Contents

<b>Introduction.....</b>	<b>12</b>	<b>Production.....</b>	<b>27</b>
<b>Organisational Impact of Covid-19.....</b>	<b>12</b>	<b>Technical .....</b>	<b>28</b>
<b>Areas of Consideration .....</b>	<b>12</b>	<b>Stage Management and Back-stage .....</b>	<b>28</b>
<b>Covid-19 Working Group.....</b>	<b>13</b>	<b>Singing and Playing Wind and Brass Instruments... 29</b>	
<b>Communication Channels.....</b>	<b>13</b>	<b>Playing Music (Excluding Singing, Wind and</b>	
<b>Revision Plan and How the Plan Will Be Tested ...</b>	<b>14</b>	<b>Brass) .....</b>	<b>30</b>
<b>Staffing .....</b>	<b>15</b>	<b>Orchestra Pits and Band Areas.....</b>	<b>31</b>
<b>Equality in the Workplace.....</b>	<b>15</b>	<b>Touring.....</b>	<b>31</b>
<b>Staff Welfare and Well-being .....</b>	<b>15</b>	<b>Response Plan If Somebody Presents</b>	
<b>Training Returning Staff.....</b>	<b>15</b>	<b>with Symptoms .....</b>	<b>32</b>
<b>Vulnerable Groups .....</b>	<b>16</b>	<b>Reporting Requirements .....</b>	<b>32</b>
<b>Roles and Responsibilities .....</b>	<b>16</b>	<b>Isolation Area .....</b>	<b>32</b>
<b>Venue Manager.....</b>	<b>16</b>	<b>Covid-19 Log for Suspected Case .....</b>	<b>34</b>
<b>Covid-19 Health and Safety Supervisor.....</b>	<b>17</b>	<b>First Aid/Medical Provision.....</b>	<b>34</b>
<b>Occupational Safety .....</b>	<b>18</b>	<b>Cleaning Protocol and Procedures .....</b>	<b>37</b>
<b>Covid-19 Risk Assessment.....</b>	<b>18</b>	<b>Cleaning Guidelines after the Presence of a</b>	
<b>How is Covid-19 Spread?.....</b>	<b>18</b>	<b>Suspected Case of Covid-19.....</b>	<b>39</b>
<b>Symptoms.....</b>	<b>19</b>	<b>Visiting Contractors/Others .....</b>	<b>39</b>
<b>Close Contact Definitions .....</b>	<b>19</b>	<b>Restriction of Visitors.....</b>	<b>39</b>
<b>Contact Tracing and Testing .....</b>	<b>19</b>	<b>Environmental Health .....</b>	<b>39</b>
<b>Hand Hygiene/Hand Sanitising .....</b>	<b>20</b>	<b>Legionella.....</b>	<b>40</b>
<b>Alcohol-Based Hand Sanitiser Dispenser Units ...</b>	<b>20</b>	<b>Pest Control .....</b>	<b>40</b>
<b>Respiratory Hygiene .....</b>	<b>21</b>	<b>Emergency Plans .....</b>	<b>40</b>
<b>Face Coverings .....</b>	<b>21</b>	<b>Opening to the Public .....</b>	<b>40</b>
<b>Personal Protective Equipment (PPE) ....</b>	<b>21</b>	<b>Critical Action Points for Opening Performance</b>	
<b>Social (Physical) Distancing .....</b>	<b>22</b>	<b>Venues .....</b>	<b>40</b>
<b>Signage .....</b>	<b>23</b>	<b>Preparation Planning .....</b>	<b>41</b>
<b>Creating Work.....</b>	<b>23</b>	<b>Front of House Staff .....</b>	<b>41</b>
<b>Show Creation and Development .....</b>	<b>23</b>	<b>Front of House Public Access Considerations ....</b>	<b>42</b>
<b>Pods/Fixed Teams .....</b>	<b>24</b>	<b>Admissions Policy .....</b>	<b>42</b>
<b>Casting and Recruitment .....</b>	<b>25</b>	<b>Temperature Checks.....</b>	<b>42</b>
<b>Rehearsal Prep .....</b>	<b>25</b>	<b>Capacity Considerations .....</b>	<b>42</b>
<b>Rehearsals and Performance .....</b>	<b>25</b>	<b>Adapting the Flow of Visitors .....</b>	<b>43</b>
<b>Costumes .....</b>	<b>26</b>	<b>Disabled Needs Provisions .....</b>	<b>43</b>
<b>Props.....</b>	<b>27</b>	<b>Children.....</b>	<b>44</b>
<b>Hair and Make-up.....</b>	<b>27</b>	<b>Visiting Public – Vulnerable Patrons.....</b>	<b>44</b>
		<b>Venue Public Areas.....</b>	<b>44</b>
		<b>Galleries and Exhibition Spaces.....</b>	<b>44</b>
		<b>Workshops .....</b>	<b>46</b>
		<b>Auditoriums.....</b>	<b>46</b>
		<b>Outdoor Performance .....</b>	<b>48</b>
		<b>Food &amp; Beverage Areas.....</b>	<b>48</b>

<b>Communication Strategy .....</b>	<b>48</b>
Advance Communication to Visiting Public.....	49
Ticketing Communication.....	49
<b>Appendices.....</b>	<b>51</b>
Employer Covid-19 Policy (Sample) .....	51
Occupational Health and Safety Responsibilities..	52
Physical Journey for Audience or Staff .....	62
Cleaning Checklist (Sample).....	66
Opening/Closing Doors Check List (Sample).....	67
Outdoor Performance .....	69
Performance Venue Covid-19 Log for Suspect Case (Sample).....	73
Accessibility Resources .....	74
References .....	75

## IN THE BUBBLE OF OUR MAKING

Reopening the arts in Northern Ireland

“ *We exist  
In the bubble of our making, our souls glistening like celluloid  
By turns rock bottom and on fire.*<sup>1</sup>”

This document is a guide for everyone involved in the arts. It aims to provide guidance and reassurance for the reopening of a vibrant and proactive sector. The advice is for creatives, staff and audience alike. It aims to assist the reopening of the arts in the places where they are made and occur and how this could be achieved safely and with some style.

It also hopes to provide a pointer to re-opening in other ways. Moving forward, it has been recognised that there has to be a change in the delivery of the arts and new ways for the public to enjoy the arts. Arts workers will need to re-engage safely with all aspects of the arts-working experience. The artists will need to look at new ways in making the creative work that fuels the system. The very many arts professionals and creative practitioners are so critical to the ecosystem of the arts and require assurance in planning to return to this most rewarding profession.

Never have the arts been more needed and more appreciated.

Our artists, arts professionals and creatives have provided a shining example of determination, resourcefulness and leadership in the most challenging of times. They have provided a model example of how to adapt to circumstances and find new ways of reaching audiences.

We know that public confidence at returning to indoor events and performances is low – we have all seen the statistics on the low appetite for booking for future arts events, and the alarming time-lag there may be before even bookings are considered.

We also know that the arts sector is adept at programming outdoor events in public spaces, delivering opportunities to relax and enjoy creative, inspiring performances by musicians, dancers, actors and more. The Arts Council is keen to see public performance spaces open in towns and cities across Northern Ireland, including sites for outdoor installations and exhibitions. The Arts Council will work in

co-operation with local government on licensing and safety as needed, and with the Department for Communities on identifying and programming their public spaces, key locations and opportunities.

We would look also to invest in the outdoor arts infrastructure in order to facilitate outdoor performances and events, in order to provide safe performance spaces with socially distanced audience markers, high visibility of sanitisers, and sufficient and adequately trained event staff. We would also look to support the hire of mobile branded staging solutions and performance platforms, appropriate lighting and sound. We can also work together to imagine how in-person, outdoor live performances could be commissioned.

We know that social isolation will remain a barrier to arts participation and engagement for some time to come. Bringing art to communities and people in need is essential, and in-person arts performances provide an important role for individual artists in order to increase access to the arts and improve mental health and wellbeing for those who need it most.

Happily, we have a strong history of arts organisations specialising in site-responsive work, engaging with audiences in unconventional, non-venue-based contexts, including shops, streets, care settings, even swimming pools.

We learn from this, and from their response to lockdown, that artists have a remarkable capacity for reaching out, and for reaching further. This, coupled with the real hunger for arts and creative content that we have seen readily demonstrated by audiences, old and new, tells us that, moving forward, we can't allow ourselves simply to 'dig in'; we must use the experience to enable larger numbers of different kinds of people – people from all backgrounds, circumstances and locations – to become active players in a new and encompassing relationship with the arts. This is one challenge that everyone working in the arts and creative sector will relish.

With social distancing measures, the fragile creative ecosystem of the arts has broken down. It is financially impossible for live theatre, concerts, festivals and venues to operate with audience capacity reduced to twenty or thirty percent. Paradoxically, some of Northern Ireland's most commercially effective arts organisations will now find themselves the worst affected.

<sup>1</sup> From 'On Fancying American Film Stars', by Miriam Gamble, published in *The Squirrels Are Dead* (Bloodaxe Books 2010)

Freelance creatives, contracted to deliver services either directly or indirectly to commissioning organisations, have had their contracts cancelled. A significant proportion of artists and creative practitioners have described the dire financial consequences of this, some of whom were disabled or had dependent family members. Their own mental health and wellbeing is of concern.

For a sector already in a fragile and precarious state, struggling to maintain services to local communities and make ends meet, the pandemic signals ruinous losses for individuals and organisations.

It's in this forbidding context that we are asked to reopen the arts and to do it in every possible sense.

**SOME IDEAS:** shorter, fewer, oftener, SAFER

Opening the arts, or opening a venue for and to the arts, for creatives working there, and for the visiting public, is about more than opening doors or opening roads. It is about drawing people back, irresistibly, to a public space where they feel safe, protected and at home. We all know there is a need for 'warming up' society again to the idea of public events. As society re-opens, so major state-of-the-art arts facilities in each local area, as well as the community centres, and other public amenities, need to be refreshed.

### Traditional Venues

Within existing theatre buildings, even where reopening fully can be a challenge, there are possibilities for engagement. Creativity, invention and problem-solving are the stock-in-trade of theatre: our creatives are perfectly positioned to re-invent the ways in which performance work is made, presented and staged in various, experimental and daring ways.

Conventional auditoria and stages can be adapted to accommodate performances. We have seen The Berliner Ensemble lead the way early on with the removal of seating to ensure social distancing is maintained. What else can be done?

Pod theatre could be created in the auditorium by encircling clusters of seats within bespoke, easy-to-clean plastic shields.<sup>2</sup> Household bubbles can be accommodated within one 'pod', with surrounding seating removed. Seating can be reconfigured to accommodate different numbers and sizes of clusters.

Removed seating could be re-deployed on a purpose-built mezzanine. The footprint and capacity of the auditorium would be increased without infringing social distancing.

The use of new technologies could transform and open up playing spaces. Screens dividing playing and viewing spaces would define space. With AV projections these spaces can be transformed and enlivened, whilst providing a physical barrier to help with health and safety.

Retractable auditorium seating allows the playing and audience spaces to be adapted and customized to the performance. The space can be designed around social distancing requirements. We can think beyond the traditional end-on presentation. Traverse staging has been trending recently, like in-the-round and thrust staging before it. We have the opportunity to innovate now. Such forms could be inverted, for instance, with the audience encircled by the performers.

Social distancing requirements could be satisfied with innovative approaches to the three dimensions of live performance. Stage rostra could enable social distancing on the vertical axis, rather than the horizontal. The full depth of space can be exploited with treads, rostra and trucks.

There are many interesting spaces in theatre buildings outside the auditorium. The spaces, perspectives, shapes and configurations of Front of House areas could be harnessed for performances. Balconies, mezzanines, walkways and elevated seating areas could be re-claimed for performance, with audiences located in atria, cafes and Front of House areas. Lighting, set, sound and AV design could animate these spaces and transform entire buildings into vibrant playhouses.

This leads to new *types of performance*, new forms and new ways of making work. Immersive and site-responsive work enables the piece of performance to be moulded by the space in which it happens.

Durational performance offers many layers and multiple ways for audiences to engage. A lengthy performance can run with ever-evolving depths and nuances. An audience can attend the performance for short time slots, say 30 minutes, or they can attend the entire piece, which could last anything up to 24 hours. This constant circulation of audiences maximises spectator numbers. Within this format

<sup>2</sup> Pod theatre is an idea posited by set designer and former stage manager Tracey Lindsay.



there are a number of ways to ensure the piece is alive and developing over its full duration, and also captivating when taken in shorter chunks.<sup>3</sup>

There is a world of new forms of performances spiralling out from conventional theatre work. Irish performance artists such as Amanda Coogan and Una Kavanagh have experimented with what performance is and can do. Such work embraces unconventional performance space and can often be durational.

Performance art can harness elements of installation. Enda Walsh's *Rooms*, at the Barbican, was an immersive journey through installations incorporating recorded audio to be experienced by small journeying audiences.

Immersive and site-specific work is rich with potential and can embrace many different disciplines and forms.

Smaller productions may mean a one-person show. It may also mean a one-on-one performance.

These new connotations of performance show the richness that comes from interdisciplinary practice. Lockdown has forced live performance makers to consider and engage with new digital technologies as ways of recording and mediating work. As we get back tentatively to making live work, what can be done creatively with the tension between the live and the recorded? Artists like Crystal Pite and Jonathan Young working together in dance, and theatre company the Wooster Group have created work which interrogates the space between the live and the recorded performance. In *Betroffenheit* Pite and Young incorporated dance artists lip-syncing to recorded speech; the Wooster Group pioneered the integration of projected recordings into live performances.

### Alternative spaces/venues

Where professional arts organisations come into their own is in helping to re-animate and populate a range of outdoor locations. Whether it is town centres and streetscapes, or parks and communal green space, car parks, balconies or rooftops; short outdoors performance is one of the best ways to refresh public space, change the message of accessibility and demonstrate safety and comfort.

Other alternatives being considered are theatre companies with scripted work, small musical ensembles in folk or classical, circus and street theatre, visual artists at work in a public zone, writers and others at the open microphone, and also digital performance via big screen and raised platforms. There could be a mixed media extravaganza delivered by the professionals best placed to manage both performances and potential audiences safely and with maximum excitement and enjoyment.

Lacking suitable accessible public space? Imagine then, for instance, bespoke stages and screens elevated 2m off the ground, moved around the locale, facilitating a range of short performances across a range of performing arts: easily branded, portable, simple to manage, visible and safe! And with equipment which can be used over and over right around the region...

Theatre is the spectacle, the event, the experience; it needn't be the building. What about alternative venues? Art Galleries offer open spaces where performance can be in dialogue with exhibitions and the space itself. In a music video The Carters charged the Louvre with hip hop and R&B energy; BBC Culture in Quarantine commissioned dance work *Winged Bull in the Elephant Case* in the National Gallery, London; the Belfast Children's Festival previously brought the beauty and infectious dynamism of Oona Doherty and her *Sugar Army from Hard to be Soft* into the art gallery space of the Ulster Museum.

If you have a drive-in facility, the arts can perform at a high level to patrons in vehicles, with inventive shows and interactive performance, derived locally, delivered locally, reflecting the colour and culture of the location.

The live arts can reanimate disused and forgotten spaces. Vacant buildings, car parks, and warehouses can be brought back to life and harnessed to tell a range of stories. Then there is the natural world which can be brought into the creative process. A building or built space can invite and inform a performance. Site-specific and site-responsive work makes original work for and with a particular location. Covid-19 related regulations can be written into the very form of the work.

Alternatively, the outside of a building can be used as a canvass for performance. *Dumbworld* has innovated with its Street Art Opera model, where recorded performance is projected, or live-fed on to large fronts, buildings or screens

<sup>3</sup> *The Second Woman* created by Nat Randall and Anna Breckon was to be presented at the Young Vic as part of LIFT Festival. Cancelled due to COVID 19 it was to feature Ruth Wilson. Her character replays a scene with 100 different men who come in and, unrehearsed, re-enact the scene over and over with her.

in public space; the audience enjoys the audio via an app and headphones. This idea offers rich potential for various performance types, collaborations and multi-disciplinary practice.

Outdoor natural spaces such as fields, wastelands, wetlands and beaches can encourage and invite performance made in sympathy with the natural landscape and topography. This can vary in scale and scope. Fearghus Ó Conchuir's *On the Beach* brought Banna Strand in Co. Kerry to life with a festival of dance. Immersive experiences in a park or garden can transform a familiar space into an enchanted new world.

With work made for buses, cars or trains, the familiar can also be made new with soundscapes, performances inside and outside the vehicle, and installations. In the Middle Ages, procession plays and pageants were the mainstay of theatre for centuries; they have been transformed and re-energised by protest culture in recent decades. If spectators are daunted to go to a theatre and sit in an enclosed space with strangers, why not bring the performance to them, and have it outdoors and keep it moving?

### **21st Century Bandstand**

In this post Covid-19 world, there is a real need to explore new ways, new approaches and new methodologies as to how performers, audiences and society can engage and connect in a manner that observes the social limitations that are now a growing part of our everyday lives. For many years, the traditional bandstand was a familiar feature in town centres across the country, a place where local brass bands, singers, choirs, schools and dancers would take to, periodically, to perform. Sadly, as towns have grown and modernised the bandstand has nearly all but disappeared.

With this in mind, *Dumbworld* wants to reimagine and reinvent the once familiar Bandstand.

Imagine a beautiful portable structure that could appear in a town square, or a field or in a housing estate. A structure that in itself is architecturally alluring, stunning, curious, transformative. A 3-dimensional piece of architectural art that, by its presence, is able to illuminate common or neglected spaces as new places for performance art. A place where people from every demographic across Northern Ireland can experience the highest quality of performance art, without having to attend a theatre or concert hall.

The 21st Century Bandstand would be portable and easily moved between town, village, field, shore location. Content could be curated in partnership with local councils and the Arts Council and new works would be commissioned especially for it. The 21st Century Bandstand is a chance to completely reimagine our relationship with place, society and performance spaces. It demolishes the restrictions for many to access high quality art and allows new, imaginative and ambitious collaborative performance art to be created and experienced by all.

### **The New Creatives**

The culture and history of the live arts is signposted by radical models of theatre-making, which have developed in response to the conditions under which people are made to live. Political resistance has sparked seminal works and practices, which have redefined our cultural landscape. The response to the Covid-19 pandemic could create new waves of performance making and practice, new types of experiences for audiences and makers, and new chapters in what is possible in terms of artistic process and performance. Inspired by the Velvet Revolution in former Czechoslovakia and its great playwright-turned-politician, Vaclav Havel, the Belarus Free Theatre has built up a practice of underground performances, which are organically entwined with its political and artistic agenda. Innovative models of performance are happening in the world, and we in Northern Ireland should be alert to the possibilities.

It is a time for new voices, perspectives, bodies, experiences; new methods, modes, processes, styles. The mould has been broken. There is an opportunity to innovate and invent, to create potential out of disarray. And this is what the arts does best. New ways must be led by new visions and new structures. Our emerging creatives have the fresh energy and vision to break us through to new ways of doing. The creatives who work in problem-solving and manipulating space should take a leading role. Productions led by design could unlock untouched potential. This document hopes to encourage companies and venues to engage with these new creatives because it could lead to finding new audiences, as well as creating new types of work.

New work can come from new commissions. In this way the entire piece is formed in response to guidelines. New writing can also re-invigorate the classics, reflecting on them in ways which suit performance in the post Covid-19 reality. The Abbey's Priming the Canon programme is a key example – new commissions open up a canonical text

from the perspective of a secondary character. Ali White's *Me, Mollser* was embroiled in the rise of Waking the Feminists in Dublin. Kat Woods is under commission to make a work derived from John B Keane's *Sive* – small-scale but high-impact ways of introducing schoolchildren to the canon. This is an economical way to promote classics and engage new writing.

### Digital Engagement and Technology

The creation of digital content has become a necessary means of engagement in the arts while our venues are closed. This has demonstrated both a need and an appetite from audiences and is a critical tool for engagement; we need to be able to invest in the development of skills and capacity, and the Arts Council wishes to encourage the training and expertise needed to skill up the sector to make more digital content of a high quality available online.

Of course, we know that even a 'successfully-monetised' online or digital theatre or performance experience will not replace the vital revenue lost from the live interactive exchange of the traditional box office. But this remains a vital way to engage new audiences and encourage other varieties of exchange between creatives and public. This is part of the 'new normal'.

But it is true that arts and cultural content, existing or newly created, digitised and shared online, has been one of shining lights, attracting and entertaining people and communities during the Covid-19 pandemic. It has drawn attention to our magnificent creative output as nothing else has in recent decades. We have been in people's homes in often spectacular fashion.

Recent data (AudienceNet UK) show that the public is embracing a range of non-traditional digital arts content since the Covid-19 crisis started. Almost one in five adults appear to be watching filmed performances of theatre, concerts and/or dance shows online. Of these individuals, half are doing so more frequently or for the first time. Digital content and engagement are effectively growing new arts audiences and, though digital engagement will never be able to replace live performance in terms of shared experience, it must be part of overall investment in arts and culture for the immediate future.

During Covid-19 in particular, audiences have demonstrated both a need and an appetite for arts and cultural digital content and engagement online. Digital knowledge

and skills and digital content production technology and know-how, are critical tools for engagement. We need to invest in the development of those skills and increase the capacity of the arts sector to create even more innovative, exciting and engaging content.

The following pages describe both how we might get back to a kind of public engagement in the arts with which we are familiar, but also how we might expand and develop arts practice and its audiences to include all those for whom the pandemic has highlighted problems of access and participation.

The Covid-19 crisis has made clear that the future of arts venues, the livelihoods of arts professionals, creative practitioners, arts workers and artists, still depend on those many, many thousands in our population who have a need for the quality of life values the arts uniquely promote and express and for whom barriers to them are simply no longer acceptable in any form. It is all our tasks in the future to remove those obstacles everywhere they appear.

This is a start.

## Introduction

This document provides guidance on the actions and responses required to address the impact of Covid-19 and has been designed to incorporate the protocols and guidance outlined in Northern Ireland (NI) Executive and UK Government guidelines and regulations. It takes into consideration the NI Executive's roadmap, [Guidance on the Restrictions in Northern Ireland and Public Health Advice](#), [Working Through This Together Guidance](#) and [DCMS Working Safely during Coronavirus \(Covid-19\)-Performing Arts](#). It includes the current understanding of certain activities which may have a higher transmission risk, such as singing and playing wind and brass instruments. This response plan is a living document which will be subject to change as public health advice, government guidelines and developing best practice on Covid-19 changes.

The good corporate governance of performance venues and the responsibility to ensure a safe place of work is that of senior management and Board of Directors, these overall responsibilities cannot be passed on to individual staff roles. Staff consultation and an inclusive approach as to how mitigation measures can be introduced is integral to the successful reopening of venues and, thereafter, keeping the doors open, through the creation and maintaining of a safe space for arts workers, audience and venue users.

Aims of the Reopening Performance Venues Document:

- ▶ To offer a toolbox of approaches for the safe re-opening of performance venues and the continuity of service after they have reopened.
- ▶ Prepare performance venues to open their doors to the public with appropriate staffing and resources.
- ▶ Enable the understanding and following of the NI Executive guidance and ensure performance venues comply with all public health and safety, hygiene and social distancing requirements.
- ▶ Prepare contingency measures to address possible increased rates of staff absenteeism by specifying role deputies, the cross training of staff members in all performance venue functions and activities and assigning new critical responsibilities to all staff members.
- ▶ Provide guidance on establishing spaces for artists and staff to work in, and practical solutions to how artistic work might be created.

## Organisational Impact of Covid-19

A Performance Venue is a hub for artists and groups, with a combination of workshops, gallery spaces, studios, and theatre spaces. The success of the venue is determined by its users and audience. On this basis, a centre can fail, or be seriously damaged, if it is unable to fulfil these roles over a prolonged period. To reduce the risk of damage to the organisation, and to public health, a Covid-19 Response Plan should be prepared. The venue's Covid-19 Response Plan needs to marry with its Health and Safety documentation, forming a complete and holistic approach to safety.

Putting together a response plan requires:

- ▶ Identifying the venue's critical functions and the impact Covid-19 has on these functions.
- ▶ Establishing how long the theatre can remain dark, the gallery empty or an artist studio not occupied? What is your recovery priority presently? And how will you respond if there is a reintroduction on restrictions?
- ▶ Identifying what resources are needed to be introduced or adapted to continue.
- ▶ Identifying the staffing needed and any upskilling or training.
- ▶ Increasing resiliency within the venue's systems of work.
- ▶ Ensuring that any statutory requirement is fulfilled, ensuring the safety of employees and audiences.
- ▶ Expecting future change throughout the industry and remaining flexible.
- ▶ Using authoritative sources and resources to help inform your policy and risk assessments.
- ▶ Education of audiences to build confidence and reassurance, while also anticipating any new norms of behaviour.
- ▶ Remote planning – removing non-critical teams from on site.
- ▶ Developing a risk assessed approach: how you can cater for the social distancing and Covid-19 protocols.

## Areas of Consideration

Performance venues should identify their critical activities, what inputs are required to maintain them and what areas are more critical than others, example list:

- ▶ Gallery/ Exhibition area
- ▶ Auditorium/Theatre
- ▶ Rehearsal Room
- ▶ Dressing Rooms
- ▶ Stage
- ▶ Backstage

- ▶ Workshops receiving members of the public to engage in arts activities
- ▶ Offices
- ▶ Bathrooms
- ▶ Kitchens
- ▶ Outside entrance space/Foyer/Front of House
- ▶ Bar
- ▶ Café
- ▶ Studios.

The introduction of Covid-19 protocols may make the building unworkable. Could a space work elsewhere? Are there facilities within the building that may better suit other applications? How would the loss of staff through illness affect these areas? What upskilling/cross training would need to take place to ensure cover in each area? Consider the new audience experience and the input of stakeholders and affected parties e.g.:

- ▶ Audience and performance venue users including – children, those with disabilities, vulnerable groups
- ▶ Artists
- ▶ Staff (including permanent, temporary, invigilators, freelance)
- ▶ Board of Management
- ▶ Contractors
- ▶ Workshops or resident companies
- ▶ Insurance providers
- ▶ Funding bodies – Arts Council of Northern Ireland, Local Councils
- ▶ Regulatory agencies – HSENI, Local Authorities and District Councils
- ▶ Visiting shows/Artists
- ▶ Site concessions – cafés/markets/bars
- ▶ Those recognised as clinically extremely vulnerable to Covid-19.

## Covid-19 Working Group

A Covid-19 Working Group should be established to support the organisation's application of Covid-19 work measures. The team should:

- ▶ Comprise of management and union/staff representatives. It is recommended that there is a designated Covid-19 Health & Safety Supervisor (the role may fall within the remit of the existing Safety Officer).
- ▶ Be chaired/led by a senior manager.

Working Group responsibilities should include:

- ▶ Ensuring specific Covid-19 risk assessment is undertaken.
- ▶ Assessing the impact, current priorities and delegating management authority.
- ▶ Ensuring that the organisation's goals continue to be met, including its financial health.
- ▶ Ensuring that the organisation continues to meet its legal and regulatory responsibilities.
- ▶ Directing the overall response to any incident, and ensuring support for the role of Covid-19 Health & Safety Supervisor.
- ▶ Resolving conflicts arising during the recovery phase, particularly on the use of scarce resources.
- ▶ Composing and communicating messages to staff, suppliers, stakeholders and the media.

In the event of an incident, a pre-agreed communication plan and meeting location for the working group should be in place. The location can either be a physical meeting point or online and should have:

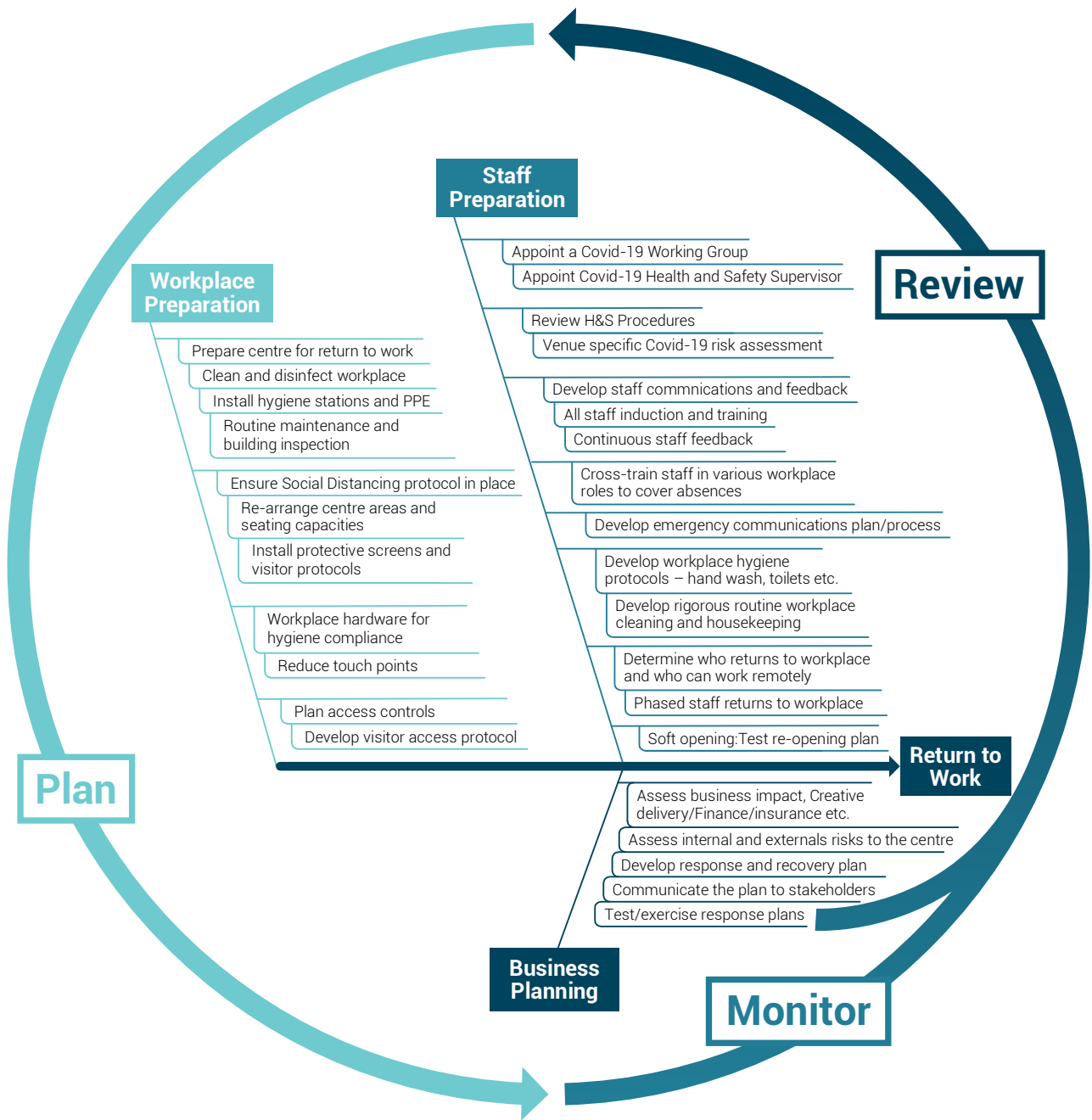
- ▶ Availability of video-conferencing platform. Ensure access procedures are agreed in advance and that online platforms have been tested and are suitable for multiple callers.
- ▶ Access to the performance venue's Covid-19 safety folder either in hard copy, or online containing:
  - Covid-19 Response Plan
  - Time sheets or schedules to track personnel movements
  - Stakeholder contact details.

## Communication Channels

The performance venue should develop pre-agreed holding statements for dissemination in the case of possible scenarios including:

- ▶ Cancellation of an event or series of events
- ▶ Closure of the venue
- ▶ Alert for suspected/confirmed case of Covid-19

The most appropriate channel(s) of communication should be decided, based on the target audience and messaging content. A list of stakeholders who would need to be part of the communication process, should be identified in advance, and their contact details and the most appropriate method of communication recorded.



## Revision Plan and How the Plan Will Be Tested

The Covid-19 Response Plan should be regularly tested and discussed with staff.

- ▶ Testing and exercising allows the plan and organisational procedures to be improved and shows all affected stakeholders that the Covid-19 Response Plan is fit-for-purpose.
- ▶ The benefit of frequent revision and testing is to ensure that the venue can maintain its resilience to the Covid-19 threat and keep critical functions operational.
- ▶ The scenario-based exercises should form part of the staff training and ongoing training requirements. The

scenarios listed within this document are samples, for guidance purpose only and can be used as examples during training.

Each performance venue's Covid-19 Response Plan should be formally exercised every 6 months, or immediately following a Covid-19 impact to the organisation.

- ▶ Exercises should be formally planned, based on a realistic scenario, and involve all relevant staff members, and progressively test all aspects of the plan.
- ▶ The exercise goal should be to identify likely sources of breakdown/failure that could impede or negate the response plan, and allow revision to be made where potential points of breakdown or failure are identified.

- ▶ An exercise report should issue afterwards, identifying the Response Plans revisions required, and indicate the continuing the process of regular testing and adapting of the plan as a live document.

## Staffing

- ▶ What are the staffing levels required to open the venue with Covid-19 protocols in place? Consider the entire staffing makeup of the organisation, to include permanent, temporary, volunteers and freelancers.
- ▶ Ensure appropriate training upskilling and briefing staff in new or changed Covid-19 related roles and responsibilities.
- ▶ Developing systems that enable workers to work from home while self-isolating.
- ▶ Consider staff well-being: how staff may feel coming back into the building, and be aware of the strong staff social network that exists around many performance venues
- ▶ Assess how increased levels of absenteeism could affect critical activities and how this could be prevented, such as by cross-training to ensure cover on roles.
- ▶ Update Human Resource policies and procedures to bring them in line with new guidelines adopted following the emergence of Covid-19, including policies for sickness, absence, well-being, remote/flexible working and training.
- ▶ Staffing rosters should ensure the separation of critical staff in order to limit joint exposure and protect the ongoing ability provide a service. Staff should be grouped into fixed teams/pods and ideally there should be no cross-over between teams/pods. This is to allow for easier isolation should symptoms of Covid-19 be present. In the event of an infection of a staff member this will decrease the risk of losing all staff.
- ▶ Absence and sick leave policies should address procedures for absence due to suspected/confirmed cases of Covid-19. Changes should be communicated to all staff around reporting procedures, certification, return to work process and guidance around sick pay/benefit entitlements. The policy will also need to address other reasons for absence including close contact isolation, or requiring time off work to take care of a dependent.

## Equality in the Workplace

- ▶ In applying this and other guidance, employers must be mindful of the particular needs of different groups of workers or individuals. It is breaking the law to discrim-

inate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability.

- ▶ Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.
- ▶ Covid-19 risk assessments are required to cover the whole of the workforce, and include those in categories identified as high risk.

## Staff Welfare and Well-being

Consideration will need to be given to the mental health and well-being of all your staff. Staff may feel worried about the return to work process and what measures will be in place to keep them and those around them safe. A support plan for workers should be put in place by:

- ▶ Providing ongoing communication to ensure workers are being kept up to date on all the necessary information, including any changes to their working environment.
- ▶ Having an open door policy for staff (permanent, temporary freelancers and volunteers) to be able to discuss any concerns they may have and provide information on available sources of support and advice. Let staff know that this may not, in the first instance, involve face-to-face meetings; perhaps disseminating a phone number for a designated staff member who will be the first port of call for such issues as they may arise.
- ▶ Ensuring that appropriate measures are in place to provide safe systems of work in relation to the risk of possible confrontation or violence, due to anxiety around the current situation, or otherwise, including the provision of appropriate risk assessment, education and training.

Note the Government's published guidance on the [Mental Health and Wellbeing Aspects of Covid-19](#).

## Training Returning Staff

On returning to, or starting work, every worker should undergo an induction training programme to make sure they have the necessary information in order to play their part in preventing the spread of Covid-19. The training should include the latest up-to-date advice and guidance on public health. This training will also provide reassurance to workers that strict measures are being taken to protect their safety and well-being.

Recommended content of the training should include:

- ▶ Good hygiene practices including correct hand washing

technique and respiratory etiquette.

- ▶ Social distancing guidelines and how to adhere to them, including no shaking hands policy.
- ▶ Symptoms of Covid-19.
- ▶ Changes that have been implemented in the workplace including operational and physical changes.
- ▶ What to do if they (or someone around them) is displaying symptoms of Covid-19 both when in work and outside of work. The use of the isolation area and the procedures in place.
- ▶ When they can return to work following suspected/confirmed case Covid-19.
- ▶ Who to contact in the workplace if they have any concerns or queries in regard to the new working practices?
- ▶ Reinforcing of pre-existing safety protocols and procedures, e.g. hard hat policy, working at height, manual handling etc.
- ▶ The responsibilities of the employee to other employees and the employer, as stated in Management of [Health and Safety at Work Regulations \(Northern Ireland\) 2000](#).

### Vulnerable Groups

There are certain groups within the population whose health would be considered at greater risk if they contract Covid-19. This includes individuals who:

- ▶ Are over 70 (even if they do not have an underlying health condition)
- ▶ Are pregnant
- ▶ Have an underlying medical condition
- ▶ Are considered, on medical grounds, as extremely vulnerable – that is, people with specific serious medical conditions. If individuals are in this group, they will have been contacted by their GP or health care team to tell them that they are in the 'extremely vulnerable' group. They will have been advised to continue shielding measures to keep themselves safe by staying at home and avoiding all contact with others, except for essential medical treatment or support.

Current guidance on shielding, and a list of those considered to be extremely vulnerable can be found [here](#).

### Staff

Staff who are considered to be in the [clinically extremely vulnerable category](#) have been strongly advised not to work outside the home. Those who are considered [clinically vulnerable individuals](#), who are at higher risk of severe illness (for example, people with some pre-existing conditions) have been asked to take extra care in observing social dis-

tancing, and should be helped to work from home, either in their current role or in an alternative role.

If clinically vulnerable (but not extremely clinically vulnerable) individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to stay 2m away from others. If they have to spend time within 2m of others, careful assessment should be made as to whether this involves an acceptable level of risk. As for any workplace risk you must take into account specific duties to those with protected characteristics, including, for example, expectant mothers who are, as always, entitled to suspension on full pay if suitable roles cannot be found. Particular attention should also be paid to people who live with clinically extremely vulnerable individuals.

## Roles and Responsibilities

### Venue Manager

The responsibility of the Theatre/Venue Manager as regards safety of staff and others is set out within the Management of [Health and Safety at Work Regulations \(Northern Ireland\) 2000](#).

Amongst other responsibilities, the manager acting on behalf of the organisation as the employer shall:

- ▶ Ensure, so far as is reasonably practicable, the safety, health and welfare at work of the venue's staff, users, audience and visitors.
- ▶ Design, provide and maintain a safe place of work that has safe access and egress.
- ▶ Plan, organise, perform, maintain and, where appropriate, revise systems of work that are safe and without risk to health.
- ▶ Provide information, instruction, training and supervision regarding safety and health to employees, which must be in a form, manner, and language that they are likely to understand.
- ▶ Co-operate with other employers (concession, touring companies or artists) who share the venue to ensure that the safety and health measures apply to all staff.
- ▶ Provide appropriate protective equipment and clothing to employees (and at no cost to employees).
- ▶ Prepare and revise, as appropriate, adequate plans and procedures to be followed, and measures to be taken in the case of an emergency or serious and imminent danger.



Within the specific approach of the Covid-19 response, the venue manager should consider:

- ▶ Assembling a Covid-19 Working Group to include senior members of management, key department representatives and union/staff representatives. This group would oversee the Covid-19 Response Strategy for the organisation.
- ▶ Developing the existing Safety Officer role to that of Covid-19 Health & Safety Supervisor with the resources required to carry out the role.
- ▶ Ensure the response plan aligns to the organisation's strategy, and include involvement from all its stakeholders including audiences, staff, contractors, touring companies etc.
- ▶ Communication with insurance provider providing any policy implications.
- ▶ Ensure a robust communication strategy is in place to:
  - provide up-to-date reliable information to staff
  - provide up-to-date reliable information to stakeholders; and
  - clarify the company's procedures and policies.

### Covid-19 Health and Safety Supervisor

The Covid-19 Health and Safety Supervisor role will assist organisations to communicate, encourage and reinforce safe working practices in relation to Covid-19. The role should be supported by senior management and the Covid-19 Working Group, and have the necessary resources to be able to carry out the job. This role often exists within the organisation as the designated Safety officer or manager.

The role of the Covid-19 Health and Safety Supervisor is to ensure Covid-19 guidelines are being followed and to communicate, encourage and reinforce safe working practices. All departments will need to risk assess their work procedures and practices, taking into consideration the new control measures, and ensure they are implemented and complied with, as part of the venues safe systems of work.

The venue should continue to assess risk as normal and look at the application of current Covid-19 guidance and how this relates to the risks in their own workplaces. The Covid-19 Health and Safety Supervisor may feed into this to offer assistance as regards government guidelines, and determine if external advice to input to risk assessments is required.

The role is not to be seen as the outsourcing of responsibility by the venue and its staff, but as a way of centralising the

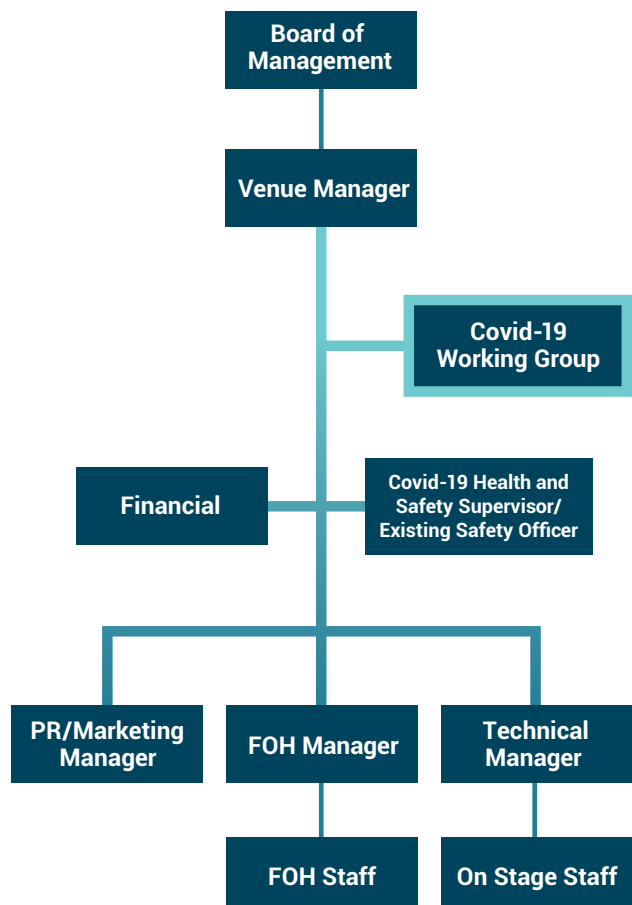
Covid-19 policies of the venue. The role should be supported with the resources required to carry out the job.

The Covid-19 Health and Safety Supervisor should have read and be familiar with the recommendations set out in this guidance and have adapted them to suit the particular needs, physical layout, resources available within the venue; and should communicate the policies to all.

Depending on the size of the organisation it may be necessary to delegate Covid-19 roles to allow for work continuity due to shift working patterns, sick leave, holidays cover etc. Compliance with measures implemented to reduce the spread of Covid-19 is the collective responsibility of every individual who works in or visits your venue, including management, workers, suppliers and visiting public.

### Checklists

A number of checklists are listed in the appendices of this document, as a guide to the steps necessary for workers to return to work safely, and safely to reopen your venue to the public once this is permitted.



## Occupational Safety

HSE guidance on '[Working Safely during the Coronavirus outbreak](#)' identifies the following Covid-19 control measures:

- ▶ Create a Covid-19 risk assessment
- ▶ Develop cleaning, hygiene and handwashing procedures
- ▶ Help people to work from home
- ▶ Maintain recommended social distancing where possible
- ▶ Manage transmission risk where social distancing is not possible
- ▶ Protect people who are at higher risk (extremely vulnerable and vulnerable individuals).

## Covid-19 Risk Assessment

Without proper preparation and planning, suspected/confirmed cases of Covid-19 can put staff and public welfare at risk, cause business disruption, and lead to significant loss of business and revenue. Before reopening to staff and visitors, every organisation must complete a Covid-19 specific risk assessment to identify what measures will need to be implemented to control the risks associated with the transmission of Covid-19. Failure to complete a risk assessment, which takes account of Covid-19, or completing a risk assessment but failing to put in place sufficient measures to manage the risk of Covid-19, could constitute a breach of health and safety law. The risk assessment must not neglect other risks due to an over-focus on Covid-19, and should be carried out in consultation with staff representatives and unions and the findings should be shared with staff. Organisations should consider publishing the results of the risk assessment on their website (it is expected for all businesses with over 50 workers to do so).

Risk assessment considerations include:

- ▶ How might individuals come into contact with other people while in your venue, how frequently and for how long?
- ▶ Assessing work tasks where there is close proximity for either staff or public.
- ▶ How do staff travel to and from work?
- ▶ Identifying which staff are in the vulnerable groups.
- ▶ Considering minimum safe level of staffing: how would absenteeism affect operations?
- ▶ Putting arrangements in place for if someone becomes unwell on the premises, including designating an isolation area and facilitating the provision of first aid.

- ▶ The need for regular reviews of the risk assessment.
- ▶ Establishing home working arrangements.

There are 6 basic principles for reopening your performance venue safely and to prevent transmission of Covid-19:

- ▶ The training and briefing of staff.
- ▶ Maintain social distancing where possible. Manage risks where SD is not possible.
- ▶ New cleaning and hygiene procedures.
- ▶ Protect particularly vulnerable people.
- ▶ Isolation of sick people and people who had close contact with them.
- ▶ Communication plan.

HSENI have issued a sample risk assessment for businesses when carrying out a risk assessment for Covid-19 which can be found [here](#).

## How is Covid-19 Spread?

Covid-19 is a highly infectious disease that can lead to severe illness and in some cases death. The virus is most likely to be passed on when there is close contact with an infected person. There are two main ways Covid-19 can be spread:

- ▶ By coming into [close contact](#) with someone who has the virus and is coughing or sneezing.
- ▶ If an individual comes into contact with surfaces, objects or the hand of an infected person that has been contaminated with respiratory secretions and then the individual touches their own face (eyes, nose or mouth).

**Duration of contact** – Staff often have prolonged closeness to other staff (e.g. for 8-12 hours per shift). Continued contact with potentially infectious individuals increases the risk of transmission of Covid-19.

**Type of contact** – Staff may be exposed to the infectious virus through respiratory droplets in the air, for example: when somebody who has the virus coughs or sneezes. It is also possible that exposure could occur from contact with contaminated surfaces or objects, such as tools, cutlery, door handles etc. Shared spaces such as break rooms, locker rooms, and entrances/exits to the performance venue may contribute to their risk with a generally higher risk of transmission within enclosed rather than outdoor spaces. However, briefly brush passing someone in a hallway is considered to be very unlikely to contribute significantly to the spread of infection. As research continues, these conditions may be updated.

## Symptoms

It can take up to 14 days for symptoms of Covid-19 to appear. They can be similar to the symptoms of cold and flu.

Symptoms of Covid-19 include (but are not exclusive to):

- ▶ A high temperature,
- ▶ A new, continuous cough – this means coughing a lot for more than an hour, or 3 or more coughing episodes in 24 hours (if you usually have a cough, it may be worse than usual),
- ▶ Anosmia – the loss or a change in your normal sense of smell (it can also affect your sense of taste).

If an individual has symptoms of Covid-19, however mild they should contact their GP who will be able to arrange a test.

While waiting for a test or if a positive diagnosis for Covid-19 is received:

- ▶ The individual will need to stay at home for at least 10 days from when their symptoms started.
- ▶ After 10 days from when symptoms started:
  - if they have not had a high temperature for 48 hours, they no longer need to self-isolate
  - if they still have a high temperature, they will need to self-isolate until their temperature has returned to normal for 48 hours.
- ▶ The individual will not need to self-isolate if they only have a cough or loss of sense of smell/taste after 10 days, as these symptoms can last for several weeks after the infection has gone.
- ▶ If they live with someone who has symptoms, they will need to stay at home and self-isolate also. If the person with symptoms tests positive for Covid-19, everyone in the household without symptoms will need to self-isolate for 14 days from the day the first person in the home started having symptoms.
- ▶ However, if they develop symptoms during this 14-day period, they will need to stay at home for at least 10 days from the day their symptoms started (regardless of what day they are on in the original 14-day period). Follow the advice above on when to end self-isolation.

It is essential to ensure that all workers (permanent and temporary), contractors, and visitors are briefed to be aware of the symptoms of Covid-19 and asked to stay at home and follow recommended guidelines should they display any symptoms. Further guidance on self-isolation is available [here](#).

## Close Contact Definitions

If a confirmed case of Covid-19 has been diagnosed in your organisation it will be necessary for **all close contacts** to isolate for 14 days (refer to current [Public Health guidance](#)).

A close contact is defined as:

- ▶ Someone who spent significant time in the same household as a person who has tested positive for Covid-19.
- ▶ Sexual partners.
- ▶ A person who has had face-to-face contact (within 1m), with someone who has tested positive for Covid-19, including:
  - being coughed on,
  - having a face-to-face conversation within one metre,
  - having skin-to-skin physical contact, or
  - contact within 1m for one minute or longer without face-to-face contact.
- ▶ A person who has been within 2 metres of someone who has tested positive for Covid-19 for more than 15 minutes.
- ▶ A person who has travelled in a small vehicle with someone who has tested positive for Covid-19, or in a large vehicle or plane, near someone who has tested positive for Covid-19.

## Contact Tracing and Testing

Contact tracing is the process of identifying persons who may have come into contact with a person infected with Covid-19 and the subsequent collection of further information about these contacts.

Currently, everyone over five years of age in Northern Ireland with symptoms of Covid-19 is eligible for testing. '[Test, Trace and Protect](#)' is a strategy led by the Public Health Agency (PHA) and is designed to break the chain of transmission of the virus by identifying people with Covid-19 and tracing people who may have become infected by being in close contact with them.

To assist the contact tracing process, a record should be kept of all those working in and visiting the premises in the past 21 days. The information should be stored securely in line with GDPR, should be readily available upon request from the PHA to assist with contact tracing, and should only be kept for 21 days from the visit date.

### Data Protection

Data protection legislation does not stand in the way of the provision of healthcare and the management of public health. However, measures taken in response to Covid-19 involving the use of personal data, including health data, should be necessary and proportionate. The Information Commissioners Office have released a guide to [data protection steps for organisations](#) in relation to Covid-19.

## Hand Hygiene/Hand Sanitising

Good hand hygiene and washing hands properly will help to stop the spread of Covid-19. It is important to encourage frequent hand washing using soap and warm water and to follow [NHS handwashing guidelines](#). A new regime of regular hand washing should be implemented encouraging individuals to wash their hands on a very regular basis. Between hand washing, the use of hand sanitisers (70% alcohol base) is recommended. In addition to a **No Handshake Policy** it is recommended to wash hands:

- ▶ After coughing and sneezing
- ▶ Before and after eating
- ▶ Before and after preparing food
- ▶ If in contact with someone who is displaying any Covid-19 symptoms
- ▶ Before and after being on public transport (if using it, consider scheduling to avoid rush hour)
- ▶ At the start and end of a work task
- ▶ Before and after being in a crowd
- ▶ When arriving and leaving the premises
- ▶ Before having a cigarette or vaping
- ▶ When hands are dirty
- ▶ After toilet use, handling money or handling waste

*\*This list is not exhaustive*

Encourage staff to maintain good hygiene practices whilst at work:

- ▶ Install extra hand washing and hand sanitising dispensing units. Alcohol based hand sanitiser will require a fire risk assessment; for conditions of use, see the following section.
- ▶ Keep personal workspace free from clutter to facilitate easier cleaning.
- ▶ Provide appropriate cleaning equipment for staff to be able to use on their personal workspace.
- ▶ Hot-desking should be avoided wherever possible, and workspace allocated for individual use. When a space is used by more than one person, the desk/workstation should be cleaned and disinfected before and after each use.

- ▶ Provide additional waste bins with lids in workspace, preferably a pedal bin or having a non-touch opening mechanism.
- ▶ Staff to bring in their own drinking bottles, which should be labelled.
- ▶ The use of shared hand towels should be avoided.
- ▶ Work schedules will need to include cleaning, at the beginning and end of each task or session, the responsibility should be on all staff within the working area and on all departments.
- ▶ Consideration should be given to the environmental impact of new Covid-19 related working practices and, where achievable, adopt an environmentally sustainable approach.

The Public Health Agency has designed resources including posters and booklets which are freely available for employers. These resources can be found through the [Public Health website](#):

[WHO Hand Washing Poster](#)

[HSC Hand Washing Video](#)

## Alcohol-Based Hand Sanitiser Dispenser Units

Considerations should be given to the safe use and storage of alcohol-based sanitisers. In particular the installation of these dispensers is a fire hazard and should meet the following conditions:

- ▶ Individual alcohol-based hand sanitizing dispensers do not exceed a maximum individual capacity of 1.2 litres (40.6 ounces).
- ▶ Dispensers are not installed above electrical outlets, light switches, other heat or potential ignition sources.
- ▶ Avoid ignition sources immediately after applying hand sanitiser e.g. lighting candle or smoking etc.
- ▶ Dispensers are to be located in well-ventilated areas with no open drains or access points to waste/drainage.
- ▶ A drip tray to be located under dispensing point and any waste to be disposed of safely and regularly into a fire-resistant waste container.
- ▶ Corridors where dispensers are installed have a minimum width of 2 metres and without a combustible floor covering such as carpet.
- ▶ Dispensers that project more than 9cm into a corridor must be clearly noted in the venue's Health and Safety Plan.
- ▶ Additional fire extinguishers to be located near dispensing point.
- ▶ All storage of replacement alcohol-based hand sanitiz-

ing containers on floors, should be limited in quantity to the week's requirements and shall be within approved flammable liquid storage cabinets.

- ▶ Bulk storage of these gels should be in a properly ventilated and fire-resistant room located remotely from the main building, and away from escape route. Smoke detectors should be provided and linked to the main alarm in this space.
- ▶ The venue fire risk assessment should be reviewed, and a review of training and fire safety measures should be undertaken prior to installation of these dispensing units, with specific reference to these units and the hazard of fire.

## Respiratory Hygiene

When coughing or sneezing, the mouth and nose should be covered with either a tissue or the individual's bent elbow. Tissues should be placed into a sealed bin and hands washed. If a person's hands are contaminated and they touch their face, they can then transfer the virus to their nose, mouth and eyes where the virus can then enter their body. This reinforces the necessity for good hand hygiene.

Natural fresh air ventilation significantly improves hygiene and better air quality. Closed rooms will increase pathogens in the air, airing the room reduces this. The ability to adequately ventilate the space, opening windows and doors where possible and the use of Heating, Ventilation and Air Condition systems (HVAC) will greatly inform the assessment for space occupancy, however the resulting requirement for ventilation may affect the ability to heat the space.

When members of the public are attending performances, organisers should ensure that steps are taken to avoid audiences needing to unduly raise their voices to each other. This includes, but is not limited to, refraining from playing music or broadcasts that may encourage shouting, including if played at a volume that makes normal conversation difficult e.g. during performance intervals. This is because of the potential for increased risk of transmission – particularly from aerosol and droplet transmission.

Please refer to [PHA website](#) for further advice.

## Face Coverings

Based on your risk assessment and taking into account audience expectation, you may decide that you will require all visiting public to wear face coverings as part of your new

entry conditions. Current guidance states that wearing a face covering is recommended in situations where it is difficult to practice social distancing e.g. on public transport or in enclosed public spaces.

If the policy of wearing face coverings is introduced for visiting public, exceptions will need to be made in circumstances for young children or where specific conditions make mask wearing difficult e.g. Autism or respiratory conditions such as COPD and asthma.

Please find more information on advice about wearing face coverings [here](#).

## Personal Protective Equipment (PPE)

Under existing Health and Safety Legislation, when employers cannot protect staff by either avoiding certain tasks or implementing other measures, then they must provide the necessary PPE as identified through their risk assessment. Guidance presently is that Personal Protective Equipment (PPE) only needs to be worn in specific circumstances where the risk of Covid-19 transmission is very high.

Risk mitigating measures, such as social distancing, good hygiene practices and rigorous cleaning should all be in place. PPE is the **last step** in the hierarchy of risk controls. Where PPE is already being used in a work activity to protect against non-Covid-19 risks, this should continue. The employer must pay the cost of providing the PPE. The PPE selected must be suitable and fit for purpose and take into account the conditions of the workplace, ergonomics, the wearer's state of health, and it must fit the wearer.

Information and training on the safe use of PPE should be provided to all staff who are required to use it. PPE is recommended for:

- ▶ Specific role-based tasks for example first aiders and cleaners.
- ▶ Situations where social distancing cannot be observed, FOH positions after risk assessment, on stage (Quick Change, Mic Dressing, Costume Maintenance etc.) and gallery tasks.
- ▶ A potentially infected individual (when moving to isolation or exiting the venue).

The following resources are helpful for such training sessions:

[How to remove gloves safely – Health & Safety Executive UK](#)

[How to put on, use, take off and dispose of mask Poster – World Health Organisation](#)

[Respiratory Protective Equipment – Health & Safety Executive NI](#)

## Social (Physical) Distancing

Venue capacities are dictated by the local District Council in consultation with the NI fire and rescue service, Covid-19 protocols are likely to significantly reduce this figure. Determining revised capacity figures depends on the available space to ensure social distancing (SD) requirements. A system of access control will be needed to ensure this number is not exceeded and that the name, role and contact details of all those within the building are captured. If any changes to spaces alters or impacts your fire safety strategy (e.g. fire doors, escape routes etc.), then this should only be done with the considered advice from a chartered fire engineer.

- ▶ Desks should be safely spaced and divided to take into account social distancing guidelines.
- ▶ Reducing movement by discouraging non-essential trips within buildings, for example, restricting access to some areas or encouraging the use of radios for communication.
- ▶ Remote working and online meetings should be encouraged to reduce face-to-face contact.
- ▶ In larger, open plan workspaces other measures may need to be used including one-way systems and floor markings.
- ▶ The introduction of SD protocol within the wider community has been especially hard for blind people, and consideration should be given with venue layout and staff training.
- ▶ Workspaces (including dressing rooms, costume workshops, offices) should be spaced out to allow for SD. Furniture may need to be removed or marked 'not for use' to facilitate correct spacing. If this is not possible, consider shift patterns or remote working to reduce the overall number of staff in the office at any one time.
- ▶ Installing screens between workspaces and also public areas is a quick and effective way to protect staff and the general public from the risk of cross contamination. Also consider this for technical production areas like sound and lighting control, or work areas backstage.

- ▶ Stagger break times to reduce congestion in circulation areas, breakout areas etc.

To maximise spaces of assembly, the venues will need to consider:

- ▶ The removal of table and chairs within areas like Front of House/green room/areas of assembly. Where tables cannot provide the recommended social distancing, they should have partition screens or become single usage.
- ▶ Fixing furniture in position or adding signage to advise people not to move furniture.
- ▶ Restricting access and staggering the use of green rooms or kitchen facilities, including holding office and back of house breaks at different times. Where possible, staff should eat at workstations instead of canteen or gathering areas.
- ▶ Working from home or split shifts to reduce building occupancy levels.
- ▶ For busy days in the venue, a strategy as regards zoning may be applied so that staff movement between areas are minimised and controlled. Staff may be restricted to gallery or theatre spaces, with dedicated welfare facilities for these areas. The onstage show crew and offstage fix crew should be separated. Daily inductions may include information on the daily zone/work group arrangements.

Areas of circulation or movement, including corridors and stairwells, where wide enough should have clearly marked and separated direction signs; and, where not wide enough, should be single direction or stop/go with additional measures including:

- ▶ Discouraging conversations, phone calls or gatherings in corridors.
- ▶ Where corridor has shared access, agree access times for deliveries/collections, to reduce the footfall to a minimum, and establish who may access on other occasions.
- ▶ Assessment of disability access and identify users, considering access for circulation and access to toilets, lifts etc.
- ▶ Develop new circulation routes, or access around the building, identify points of higher activity – e.g. relocating storage areas, whilst being cognisant of pre-existing security or fire safety or manual handling requirements.

There may be certain tasks and situations where it is not possible to maintain social distancing requirements between individuals. Where such a situation has been identi-

fied the following questions should be asked:

- ▶ What does the task involve, and is it absolutely necessary?
- ▶ Are there alternative ways of achieving the task to ensure SD and safety compliance?
- ▶ Can the amount of people involved in the task be minimised to reduce the risk of possible infection?
- ▶ As a last resort, if SD cannot be maintained, what PPE should be used to safeguard individuals?

Where the recommended 2m SD cannot be achieved, the following measures should be considered:

- ▶ Installation of screens/barriers or use of PPE as identified by specific risk assessment, and in line with Public Health guidance.
- ▶ Maintaining a minimum distance of 1m where possible and keeping those involved to the minimum number required to perform the task, minimising any direct worker contact.
- ▶ Further increase the frequency of hand washing and surface cleaning.
- ▶ Keeping the activity time involved as short as possible.
- ▶ Reducing the number of people each person has contact with by considering the use of fixed teams, pods or partnering so that each person works with only a few others.
- ▶ The revised capacity of performance venues will result in a stricter house policy with regards to social visiting or gathering in dressing rooms.
- ▶ Opening night gatherings, meet and greet, familiarisation, and so on will need to be considered and assessed to see if tasks can be performed off site: e.g. it is highly probable that post show production notes will not be possible in the auditorium.
- ▶ Using back-to-back or side-to-side positioning (rather than face-to-face) for conversations whenever possible.

## Signage

The use of signage is an essential tool to inform and remind all venue users and visitors to adhere to the new working guidelines. Signage should be placed in prominent and relevant positions, reinforcing key messaging around:

- ▶ Social distancing
- ▶ Good hand hygiene
- ▶ Respiratory etiquette
- ▶ Entry requirements/admission policy
- ▶ Symptoms of Covid-19 and what to do if symptoms are experienced while on the premises
- ▶ Directional signage including one-way systems and entry and exit points.

Floor/lane markings can be used to advise of pedestrian flow routes around the venue. Social distancing floor markers should be put in place where queuing is likely to occur.

Signage should be displayed at the entrance to each room/area showing the maximum number of people permitted in each area to allow for social distancing regulations to be adhered to, taking into account what it is being used for, available space, appropriate ventilation, room access, duration of use and cleaning requirements.

## Creating Work

The following sections on creating work are presented as lists of areas for consideration and action.

### Show Creation and Development

- ▶ Discuss with the creative and production team the rehearsal and production schedules so that there are matched expectations.
- ▶ Agree roles and responsibilities of incoming Production Companies with regard to Covid-19 protocol.
- ▶ Developing Covid-19 plans for a production will entail longer lead in and preparation time for the production and stage management team and should be factored into timelines and costs.
- ▶ Carry out a Covid-19 Risk assessment on new shows and involve the venue and any further touring venues at this point to clarify their Covid-19 policies and implications.
- ▶ Considerations regarding the significant aspects for costing or Covid-19 implications include:
  - Is an interval possible?
  - Can the show be staged to allow for social distancing, how will this be achieved? If not, what control measures are in place?
  - Are there vulnerable cast and staff members?
  - Close contact roles should be considered along with proposed staging as regards mic dressing, quick changes, scene changes and any proposed close contact implications.
  - Venue Covid-19 protocols may affect technical rehearsals, desk layouts, auditorium access times, PPE, dressing room capacities etc.
  - Venues will need to increase ventilation within the spaces, which may affect smoke and haze effects and cause some noise, potentially affecting audio recording of productions.
  - Pre-show entrancing may affect any onstage

performer pre-set.

- Chaperoning requirements for underage cast members.
- Consider offstage footprint of the show as regards props tables, access points etc.
- Venue pre-rigs should be discussed at an earlier stage to minimise crew on fit up.
- Venue contracts may need to identify areas of usage e.g. the number of dressing rooms, usage of showers etc. This would assist the venue in determining costs as regards cleaning involved post event.
- Programming matinee shows will depend on venue turnaround time for both stage and front of house as regards cleaning and disinfecting.
- ▶ If a member of the team contracts Covid-19, agree a process to cancel production and thereafter restart rehearsals, show or exhibition.
- ▶ Fit up schedule – there may not be time to accommodate the usual three technical session day on stage when additional cleaning requirements and fixes on technical notes are factored in.
- ▶ Consider how scenery is built at design stage to handling/touring/operations also consider automation as a way of reducing contact and implications and feasibility of scene changes
- ▶ Where possible allow people to work from home, consider how the creative process can be facilitated online and only hold meetings in person where necessary.
- ▶ Identify and assess commercial and occupational risk. For example, what if a cast or member of the crew becomes symptomatic and the impact on staff, building and financial? Use the scenarios contained within this document to facilitate this process.
- ▶ Agree the working teams and the implications of how these mix during the process.
- ▶ Zone: requires personnel to be divided into dedicated work zones: whether that be costume room, Front of House, on stage etc. so that teams don't mix. Identify any roles that typically operate both front of house and back of house, and minimising these where possible.
- ▶ Contact – requires each individual/department to be able to clearly identify their contacts, trace and limit these in advance of commencing work, and remain in contact with only those within their team/contact group.
  - Show team – cast and onstage crew
  - Creative team and FOH tech team
  - Freelance crew and Supervisors
- ▶ Where an individual is operating on a peripatetic basis, such as a designer, photographer or choreographer and operating across multiple groups or individuals, they should be:
  - Maintaining strict distancing requirement with each group
  - Avoiding situations where distancing requirement is broken, for example demonstrating partnering work in dancing
  - Making efforts to reduce the number of groups interacted with and locations worked in, to reduce the number of contacts made
  - Considering a regular private testing programme with an accredited provider, noting that this will not allow any relaxation of other control measures.
- ▶ In developing pods and fixed team examine how tasks can be grouped or dedicated to one person to reduce touch point issues:
  - Generally working in smaller groups
  - Ensuring that members of fixed teams are particularly careful to maintain social distancing when interacting with audience members and others front of house and minimise time spent doing so.
  - Using a consistent pairing system if people have to work in close proximity, for example, during two-person working, lifting or maintenance activities that cannot be redesigned. e.g. set moves may need to be done by cast not crew.
  - Ensuring that there is no swapping between designated fixed teams. This is to reduce the risk of whole team impact in the event of a worker contracting COVID-19
- ▶ Note that it is unlikely that this fixed team approach will be possible in non-professional environments or where professional performers work with more than one group or organization simultaneously

### Pods/Fixed Teams

Restricting close contacts to a limited number of persons in a Pods/Fixed Team will help contain any possible infection and allows for quicker contact tracing and testing. **Consequently, persons can only belong to one Pod and cannot move between pods.** Pod creation may depend on time, area or contact grouping.

- ▶ Time: a venue who routinely programme shows with for example 1-3 nights residency may consider assigning house staff pods to shows specifically for the duration of residency.



## Casting and Recruitment

### Areas for consideration include:

- ▶ Self-taping or online auditions to reduce numbers on-site. A live feed may help reduce numbers of a creative team attending casting and auditions.
- ▶ Removing waiting rooms where it is not possible to facilitate social distancing, asking people not to arrive ahead of their allocated time slot, and providing clear instruction not to congregate in other areas if waiting.
- ▶ Using screens to create a physical barrier between people, for example between casting team or accompanist and candidates.
- ▶ Considering how to appropriately protect any supporting creative team, for example by using screens or otherwise ensuring that social distancing can be maintained.
- ▶ Considering the needs of disabled and deaf workers and participants in making adjustments to casting and auditions management.
- ▶ Consider numbers on stage to reduce the amount of contact points, for example by reducing numbers of non-essential supernumeraries, players taking dual roles.
- ▶ Take into consideration all your staff. Most arts workers have other work within the arts outside of the venue or show – are they in another show, consider the implications of this where work teams and pods are concerned.
- ▶ Can cast accurately complete pre-agreed measurements sheets.
- ▶ [Vulnerable company members](#) will need to be individually assessed as to how they will rehearse or work.

## Rehearsal Prep

- ▶ Agree with the rehearsal venue as regards their Covid-19 policy and company responsibilities and response procedures, and your own responsibilities within these.
- ▶ The production team should plan the rehearsal room setup for safe usage. Considerations for rehearsal room booking and preparation include:
  - Large non-sharing rehearsal rooms are preferred, ventilation-dependent doors and windows should be kept open where possible. This may inform the amount of time allowable for rehearsals.
  - Ensuring enough space for adequate social distancing. This agreed capacity should be displayed on a sign outside the space.
  - Having designated areas to safely store and isolate personal belongings and props.
  - Having signage on walls and floors to promote

hand and respiratory hygiene and any room specific signage.

- The installation of a safety station that contains hand sanitiser, PPE disposal bins etc.
- Ensuring accessibility for all.
- ▶ A cleaning procedure and protocol should be in place, agreed in advance of rehearsal starting, and monitored continuously throughout rehearsals.
- ▶ Consider the cleaning required, recommended twice daily and regular cleaning of frequent contact points throughout the day.
- ▶ Limit the number of seats and tables used within rehearsal rooms, with dedicated seated areas. Encourage the maintenance of a clean space by all.
- ▶ When creating the rehearsal schedule, factor in staggered breaks to prevent gatherings of people.
- ▶ Agreed first aid provision.

Before starting rehearsals, you need to make sure that the following are in place

- ▶ Covid-19 response plan.
- ▶ Covid-19 risk assessments and control measures, with all staff having been informed
- ▶ Signing in and out procedure (e.g. WhatsApp groups, Microsoft teams etc.)
- ▶ Induction training at the very start of rehearsals, as part of the familiarisation and traditional meet and greet. This must be in a form that is easily understood and is specific to the show and venue.
- ▶ Communication of house rules to performers and crew including:
  - Specific arrival time.
  - Detailed rehearsal schedule – story board to include SD & close contact rehearsal (which can only be carried out over very limited times).
  - Bringing only what is needed as regards bags, personnel belongings.
  - Bringing their own food and water.
  - Avoid gathering in communal areas.
  - Remind everybody that they must not come to work if they or a member of their household are displaying symptoms, or if their household includes those who have been advised to self-isolate.

## Rehearsals and Performance

- ▶ Have systems in place to move rehearsals online where possible.
- ▶ Reduce cast, orchestra and other performance group sizes wherever possible, to enable social distancing to

be maintained.

- ▶ Performers should attend rehearsals and performances only when required for their part.
- ▶ Frequent hand washing must be encouraged throughout the rehearsals.
- ▶ A rigorous cleaning protocol should be in place, with ownership of cleaning being taken by all room users, in addition to cleaning being carried out by dedicated staff.
- ▶ As virus droplets fall to floor surfaces, close contact with the floor using the face, body and hands should be avoided when possible. After any contact with the floor with hands, the hands should be disinfected with hand sanitizer or washed with soap.
- ▶ Productions meetings, where possible, should be held online. Face to face, and other group meetings should only happen if absolutely required. Considerations should be given to facilitating first day read throughs.
- ▶ Individuals attending rehearsals should be limited, guests will need to request and register in advance of any rehearsal room visits and be inducted to follow all protocol.
- ▶ Cast and stage management should have their own stationary, scripts and personal items.
- ▶ Rehearsal reports and show production meetings should include specific relevant Covid-19 considerations.
- ▶ Mark up the rehearsal floor and off stage, as necessary, to help people maintain SD, where possible.
- ▶ Providing waste facilities and frequent rubbish collection. When disposing of face coverings and PPE, people should do so in a waste bin or litter bin NOT recycling.

Where shower, locker and changing facilities are required, for rehearsals or show, setting clear use and cleaning guidance is essential to ensure they are kept clean and clear of personal items, and that SD can be achieved as much as possible. Further considerations include:

- ▶ Introducing enhanced cleaning of all facilities regularly during the day and at the end of the day.
- ▶ Where showers are shared, frequent cleaning will be required.
- ▶ Considering changes in policies to ensure limited time is taken in changing areas, especially during the change-over of group activity to maintain SD.

### Costumes

- ▶ Costume fabrics and costumes must be washable, support steaming at high temperatures, or have the ability to be disinfected. This is also relevant to shoes, hats and

other dressings. This is highly likely to have implications for material and costume selection at the design phase.

- ▶ Consider the lifespan of the costume from fabrication through to wearing, maintenance and storage.
- ▶ At the design stage, consider how a performer will be costumed and if assistance will be required, cutting down as far as is possible the need for assistance.
- ▶ The cast should be responsible for storing shoes and costumes that they use during rehearsals. Storage could be in a sealed plastic container that will then be sanitised and disinfected.
- ▶ Use online resources to minimise the need for face to face costume meetings, for example during tech week, if the maintenance department is a different fixed team/pod.
- ▶ Costumes will need to be cleaned/isolated after fittings, consider needles etc.
- ▶ Minimise the number of people for fittings (designer, supervisor and performer). Consider Video conferencing and photographing for the Director's information.
- ▶ Fitting areas (consider not using the costume workshop) should be big enough with good ventilation and be provided with hand sanitiser etc. Costumes and items for other cast members should not be present. Fittings can involve direct physical contact if carried out over a longer period of time, so intervals of contact should be of short duration. Fittings where close contact cannot be avoided should be risk assessed for PPE. All fittings require the following:
  - Wash hands with soap and water at the beginning and at the end
  - Clean or disinfect all costumes
  - Where SD cannot be avoided, carry out a risk assessment and PPE should be worn if deemed necessary after assessment.
  - Cast members personal belongings will be sealed in plastic covers and containers.
- ▶ Factor in more time for fittings as actors may have to do more dressing etc.
- ▶ Costumes should be covered individually in plastic covers after cleaning.
- ▶ Quick changes areas should ideally allow for performers only, and be sanitised and ventilated between use. Consideration should be given to reducing the number of quick changes, increasing time between changes or increasing number of quick-change areas.
- ▶ Where protocol has not been followed and costumes have been mishandled the costumes will need to be re-cleaned.
- ▶ Sewing machines and other equipment to be labelled and used individually, or cleaned down between users.

- ▶ Performers to place laundry and costumes for mending in bags, placed inside baskets outside the dressing rooms. Baskets should be cleaned down after use.
- ▶ Any borrowed costumes should be cleaned or set aside for 72 hours before being returned to storage. Costume hire facilities should also place newly returned costumes into an area to be quarantined for 72 hours.
- ▶ Period productions will require additional protocols and will have to look at more advanced sanitation systems such as ozone, heat treatments, or the implementation of quarantine periods.

## Props

- ▶ Before introducing props to rehearsals, they should be either isolated for 72 hours or cleaned and disinfected.
- ▶ Consider if performers can assist resetting set their own props in rehearsals and assisting in technical rehearsal resets.
- ▶ Have a plan in place for delicate antique-type props or dressing that can't be easily cleaned. Perhaps they can be handled with gloves, stored in restricted access or isolation areas.
- ▶ All rehearsal schedules should factor in cleaning as part of reset and set up times, especially during technical rehearsals and pre and post show.

## Hair and Make-up

Some productions may require hair and make-up where social distancing and avoidance of intimate face-to-face contact is impractical. In these instances, consider:

- ▶ Ask performers to do their own hair and make-up where appropriate. Request cast and supporting artists remove their own make-up where possible
- ▶ Where it is not possible for someone to do their own hair or makeup, following the government guidance on [working in close contact settings](#) where relevant.
- ▶ Using fixed teams. It is unlikely that this fixed team approach will be possible in non-professional environments, or where professional performers work with more than one group or organisation simultaneously.
- ▶ Positioning hair and make-up stations to allow appropriate social distancing or using screens between stations.
- ▶ Increasing equipment and surface hygiene. For example, use airborne sanitising sprays, maintaining minimum equipment, sterilising and disinfecting equipment and surfaces after each application, using disposable brushes and applicators.
- ▶ Limiting the time spent in a hair and make-up chair whenever possible.

- ▶ Allowing extra time for processes to limit cross-contamination risk, for example:
- ▶ Allocating own makeup kit, brushes, hair products and equipment to each cast member, to be sterilised each day and only used on them.
- ▶ Supplying pins, disposable brushes for lips and glues where possible.

## Production

- ▶ Stage work schedules should include cleaning schedules start/finish of sessions and time gaps for work teams. Are there implications for scenic calls on stage?
- ▶ The build process should allow for fixed teams/pods with possible, staggered start times and access for each department/team. For example, use a dinner break to separate a call for carpenters and lighting crew.
- ▶ The load out process, which traditionally happens immediately after the show, may now, depending on scale, need to be delayed to accommodate cleaning and ventilation of the stage area.
- ▶ Load ins and outs (including theatre and exhibition builds) should be planned early as a determining factor in establishing the scope of the work.
- ▶ A location for post-show technical notes needs to be designated and agreed, as the auditorium is unlikely to be accessible post show.
- ▶ Cleaning staff may need access to the auditorium earlier on show days. This may limit technical times on stage, and includes making sure production desks are clear. After the auditorium is cleaned, the area should not be re-entered. Where necessary, space should be identified, and procedures in place to facilitate physical and vocal warm ups elsewhere.
- ▶ Lighting plotting should be done from the booth, keeping desks in place. Consider networking and remote access to LX and Sound if possible, with the team working from personal laptops. Plotting from the booth minimises possible contamination of the auditorium, and reduces the cleaning workload.
- ▶ Production companies should be informed of the performance venue's PPE requirements in advance, preferably on the venue's Technical Specification. Venues should have a contingency of stock for productions that arrive with insufficient Covid-19 specific PPE (masks, gloves and eye protection), to ensure appropriate level of safety is being adhered to. PPE used by a Production Company may be charged back to the Production Company at cost-price, and this needs to be made clear in advance.

- ▶ Using visual communications, for example whiteboards or signage, to explain changes to production schedules, breakdowns or materials shortages, reduces the need for face-to-face communications.
- ▶ Considering the Equalities impacts of any changes made, and what advice or guidance you will need to provide for users who may be adversely impacted.
- ▶ Agreeing a fixed position for the sound desk to minimise movement of desks.
- ▶ If a Production Company is working in the venue it will be responsible for providing its own staff (crew, performers, creatives etc.) with PPE. PPE requirements should be [HSENI compliant](#) and consistent across the venue. Visiting companies must be advised of the minimum PPE requirement determined by the host venue. However, it is also advisable for the venue to have additional back up PPE (see Production section above).

### Technical

- ▶ Team lifting should be avoided where possible and mechanical solutions used. For example, using a line or hoist, and the use of trolleys and motors.
- ▶ Departments should have dedicated tools and equipment where possible. Examples include mats for dancers, scissors for the costume department, podgers for the stage crew.
- ▶ Shared equipment should be cleaned and sanitised after use and before handing it over to other people, this includes FOH and office computer stations, sewing machines, lighting or sound control desks, tools used on stage or in the gallery, motor controllers and similar contact points.
- ▶ Equipment out on loan must be cleaned/sanitised by the loanee on return.
- ▶ Personal tools and equipment should be labelled with the name of user. Toolboxes brought into the venue should be cleaned/sanitised and should have a marked tool set down area for the duration of the work.
- ▶ Microphones, radio equipment, especially earpieces, headsets and fist mics should be personalized and only used by that specific individual, preference would be for companies to tour their own microphone package, and for any staff to have their own headsets.
- ▶ Manufacturer's recommendations should be followed for the cleaning of microphones.
- ▶ A thin layer of plastic over microphones will reduce audio quality but is an option to reduce cleaning schedules, and may be suitable for certain situations.
- ▶ Access to technical and FOH stores should be restricted. Consider the use of an In and Out tray system, so that used items can be left for 72 hours after use (where capacity allows). Otherwise, a strict cleaning schedule will be required.
- ▶ Production desk consoles should have networking capability and secure remote access capacity.
- ▶ Minimise what staff need to bring into work, and ensure a dedicated and separated area for belongings, such as individual staff lockers.

- ▶ Radios may reduce the requirement for face to face contact, units will need to be appropriately cleaned if not single use. Where users are wearing masks, this should be a consideration with regard to headset mics.

### Stage Management and Back-stage

- ▶ Develop and communicate to all stage workers a clear protocol as to working procedures backstage.
- ▶ Restrict both on-stage and back-stage access to essential workers only.
- ▶ Visitors should not be permitted back-stage or at the stage door.
- ▶ Assess the use of wings to enable minimum interaction. For example, a one-way system, and dedicated wings for stage managers, dressers and so on can have a vital impact.
- ▶ Reconfigure back-stage to introduce one-way systems, and designate the use of green rooms and crew rooms by fixed teams.
- ▶ Limit prop handling to the minimum possible number of people and clean after every performance. Also, where possible, clean between uses if handled by different people.
- ▶ Limit handling of key props on-set to a dedicated crew member and relevant cast.
- ▶ Provide markers on-stage to enable music groups to adhere to social distancing.
- ▶ Mark out a clear route onto the stage for soloists and conductors where relevant.
- ▶ Limit the staging of the performance to the performance or stage area only. Exclude directions for performers or crew to exit the stage area and move amongst the audience.
- ▶ Consider cover responsibilities, such as Assistant Stage Manager, to covering the book and maintain, where possible, a separation between those operating front of house and back of house.

## Singing and Playing Wind and Brass Instruments

**The following recommendations on singing and wind/brass instruments are taken from the Department of Digital, Culture Media and Sport (DCMS) guidance on [Working Safely during Coronavirus for Performing Arts](#).**

Singing and playing wind and brass instruments, especially in groups, are considered higher risk activities because of the potential for aerosol production and the absence presently of developed scientific analysis to assess this specific risk. The evidence and advice are being developed rapidly, but at this current time additional risk mitigation should be considered in these contexts.

Professionals working in the performing arts are permitted to return to their activities in line with this guidance. Non-professionals (meaning those participating in performing arts other than for work purposes), or groups which include non-professionals, may refer to this guidance for their activities, but must at all times do so in line with government legislation and [guidance on meeting people outside your household](#). Non-professionals should currently not engage in singing or playing wind and brass instruments with other people given these activities pose a potentially higher risk of transmission and whilst research is ongoing.

- ▶ Limiting singing/wind and brass playing in groups or in front of audiences to professionals only (i.e. for work purposes only).
- ▶ Observing extended social distancing (current guidance is that if the activity is face-to-face and without mitigations, 3 metres is appropriate) between each singer/ player and between any other people such as conductors, other musicians, audiences or accompanists.
- ▶ Limiting singing/wind and brass playing to group sizes which are as small as possible in one discrete space, and only considering increasing this number if a comprehensive risk assessment has been conducted which includes but is not limited to:
  - the size of the space,
  - the ventilation levels within the space,
  - the positioning of singers/players within the space,
  - the effectiveness of any booths, barriers or screens in use,

- the use of fixed teams to reduce contacts.
- ▶ Avoiding exposure of audiences, crew and other performers through using alternative programmes, technology or re-orchestrating for fewer voices/instruments as the first priority.
- ▶ Operating outdoors wherever possible.
- ▶ If singing/playing indoors, limiting the numbers to account for ventilation of the space and the ability to observe extended social distancing.
- ▶ For singers working with other individuals, positioning side-to-side or back-to-back and avoiding singing face-to-face even when following the required distance.
- ▶ For wind and brass players working with other individuals, positioning side-to-side or back-to-back and avoiding playing face-to-face wherever possible, but with particular regard to the position of instruments with lateral transmission such as piccolos and flutes.
- ▶ When essential, if it is not possible to maintain recommended extended social distancing whilst singing/ playing wind or brass instruments, using one or multiple fixed teams to manage risk of transmission and considering:
  - Wherever possible, limiting the number of singers/ wind and brass players in any fixed team to the smallest number possible.
  - Where a very small fixed team means professional work cannot resume, considering a larger fixed team only if a comprehensive risk mitigation plan has been put in place which may include but is not limited to:
    - ▶ Reducing the number of singers/ wind and brass in the fixed team as much as possible.
    - ▶ Conducting rehearsals and training in smaller fixed teams wherever possible and gradually increasing the number of people in the fixed team over time in order to observe and manage risk.
    - ▶ Communicating clearly the maximum number of people allowed to engage as a fixed team at any one time.
    - ▶ Screening of anyone in a fixed team prior to entry into venues, which may include, but not be limited to, a Covid-19 symptom questionnaire.
    - ▶ Determining what level of monitoring for Covid-19 symptoms or for Covid-19 is

required to achieve as reasonable a level of risk mitigation as possible. This may include regular private testing, noting that this will not allow any relaxation of other control measures.

- ▶ Ensuring there is a clear policy in place for managing a Covid-19 positive individual and abiding by government and PHA guidelines and reporting requirements.
- ▶ Appoint a member of staff who will be responsible for the oversight of fixed teams, including the risk assessment and ensuring the appropriate mitigations are in place.
- ▶ Within the fixed team, positioning side-to-side or back-to-back and avoiding singing/playing face-to-face wherever possible.
- ▶ Observing extended social distancing (current guidance is that if the activity is face-to-face and without mitigations, 3 metres is appropriate) between the fixed team and any other people such as conductors, other musicians, audiences or accompanists wherever possible.
- ▶ All members of a fixed team self-isolating if one member displays symptoms of Covid-19, which again reiterates the need to keep fixed teams as small as possible.
- ▶ It is unlikely that this fixed team approach will be possible where professional performers work with more than one group or organisation simultaneously.
- ▶ Considering using booths, barriers or screens if possible, between individual singers/ wind and brass players who are not part of a fixed team, between fixed teams of singers and others, and between performers and any audience, noting that:
  - The effectiveness of the booth, barrier or screen varies substantially depending on the type of booth, barrier or screen used.
  - Only some types of booth, barrier or screen will be effective enough to be viable for use in situations where extended social distancing cannot be maintained.
  - Comprehensive risk assessments will be needed whenever using booths, barriers or screens to ensure that transmission risk is appropriately contained and that other health and safety risk such as noise exposure are managed, particularly when using booths,

barriers or screens in situations where extended social distancing cannot be maintained.

- ▶ Considering regular private testing (noting that this will not allow any relaxation of other control measures) with an accredited provider, particularly for members of a fixed team, and those who sing with more than one group at a time such as deputising musicians and teachers.
- ▶ Making sure that no singers/ players are participating if suffering with symptoms of Covid-19 or when advised to self-isolate.

### Playing Music (Excluding Singing, Wind and Brass)

Steps that will usually be needed:

- ▶ Observing social distancing at all times whilst playing.
- ▶ Where playing as a group of non-professionals (i.e. for non-work purposes), following the [guidelines on meeting people outside your household](#). The group size limits do not apply to professionals who are working.
- ▶ For professionals (i.e. for work purposes) where social distancing is not possible, using fixed teams which are positioned socially distanced from any other fixed team or anyone else.
- ▶ Note that this fixed team approach is not recommended in non-professional environments unless all the members of the fixed team are part of the same household or support bubble.
- ▶ It is also unlikely that this fixed team approach will be feasible where professional performers work with more than one group or organisation simultaneously.
- ▶ Using back-to-back or side-to-side positioning (rather than face-to-face) whenever possible.
- ▶ Playing outdoors wherever possible.
- ▶ If playing indoors, limiting the numbers to account for ventilation of the space and the ability to social distance.
- ▶ Considering regular private testing (noting that this will not allow any relaxation of other control measures) with an accredited provider, particularly for those who play with more than one group at a time such as deputising musicians and teachers.
- ▶ Considering using screens or barriers in addition to social distancing.

## Orchestra Pits and Band Areas

Orchestra pits and band areas are often small and tight spaces where social distancing may be difficult.

Particular attention needs to be paid to risk management in these environments.

- ▶ Considering reducing the number of musicians using the orchestra pit or band area, for example by moving them to other locations within the performance space to enable social distancing to be possible.
- ▶ Marking up the orchestra pit or band area so that all musicians are clear about their spacing and social distancing (ensuring the extended distance required for singing and wind and brass instruments).
- ▶ Putting in place additional precautions for wind and brass instruments and singers as mentioned in this guidance.
- ▶ Positioning musicians' side-by-side or back-to-back where feasible and avoiding face-to-face.
- ▶ Considering using screens or barriers, especially where musicians are facing each other, whilst taking account of health and safety requirements regarding noise exposure.
- ▶ Maintaining the appropriate distance between players in the orchestra pit or band area and anyone on stage.
- ▶ Forming fixed teams of regular musicians

## Touring

- ▶ The incoming company and venue should mutually agree working procedures and protocols from build, tech, run to load out.
- ▶ Venues should ensure that touring companies have accurate, up to date and readily accessible venue tech specs and information in line with evolving health and safety updates.
- ▶ Show riders should include Covid-19 procedures including:
  - Load in and out method statements and Risk Assessments,
  - Post show clean up procedures,
  - Dressing room allocation,
  - Outline schedule,
  - Lighting, sound and video plans,
  - Staging, blocking and props management procedures.
- ▶ Venues may consider adopting a generic/festival/summer rig to reduce the workload on stage. The design

should factor in a variety of incoming lighting designs. Where possible, encourage the use of such a rig for programmers and incoming companies.

- ▶ By using virtual collaboration tools, off site systems of work can reduce time required in the venue, and avoid unnecessary contact. These include:
  - Offline sound/lx/video plotting.
  - Online video calls for auditions fittings, creative meetings and production meetings.
  - Show broadcast facilities can enable the creative interface to take place off-site. It can also assist stage managers to forward notes for swing company members or standby positions.
  - To facilitate the above, and further future working conditions, venues should do their best to ensure stable wireless broadband access throughout the venue.

### A touring venue should expect to receive:

- ▶ A show specific Covid-19 safety plan that considers venue staff as well as touring staff. This will range from scene changes to show blocking, PPE usage to access protocols, and so on.
- ▶ An agreed time in the schedule to look at and discuss Covid-19 arrangements at the venue, and a dedicated time for a walk through, with a suitable member of staff to establish adherence to the protocols and how best to arrange space and SD.
- ▶ Up to date information for stage door re names and contacts.
- ▶ The venue should be satisfied that the visiting company's Risk Assessment is as robust and as thorough as the venues.
- ▶ Agreement that the venue have the right to insist on PPE where deemed necessary.
- ▶ A show-specific Risk Assessment that identifies tasks that will require the use of PPE and the type of PPE to be used, including non-Covid-19 related hazards. Where masks are indicated as a requirement, staff should be trained and aware of any conditions that can make mask-wearing difficult e.g. asthma, Autism etc., and management should ensure tasks are delegated appropriately to take these considerations into account.
- ▶ Details of any toolbox talks given by the touring production.

### A venue should provide:

- ▶ Up to date venue-specific Covid-19 guidelines.
- ▶ A venue specific Covid-19 induction within the standard start of work briefing.

- ▶ Instructions on the reporting system for raising concerns, and who to alert if an individual presents with symptoms of Covid-19.
- ▶ PPE for venue staff. The venue should also carry contingency for touring staff (on a charge-back arrangement).
- ▶ Clear directions, instruction and signage.
- ▶ Suitable clean dressing room space(s).
- ▶ A clean and safe as possible environment.
- ▶ Sanitiser, soaps and washing facilities.
- ▶ A flexible and helpful attitude to resolving issues and concerns.
- ▶ Practical measures to mitigate any risk possible.
- ▶ A robust venue Risk Assessment.

Show or event specific Risk Assessments will be required for the loading and unloading of trailers. Mitigation measures may include:

- ▶ Limit the unload to a specific team.
- ▶ Limit pack size, avoid overpacking and loose packing small goods.
- ▶ Requiring that the truck driver stays outside of the trailer, entering only to check the pack and for tying off.
- ▶ Risk Assessment may require that PPE to be worn, consider duration and the conditions when unloading a truck as regards heat, sweat and environmental etc.
- ▶ Instigating a policy on allowing drivers use rest facilities, showers, toilets etc. when taking statutory breaks.

## Response Plan If Somebody Presents with Symptoms

All individuals whether employees, contractors or visitors should be made aware of the symptoms of Covid-19. This can be communicated to the different groups in several ways, including training, information sheets, social media and signage at the venue.

The first aider, or other pre-designated responder should be contacted if an individual feels unwell and is displaying recognised symptoms. The symptomatic individual should be allowed to make their way home if they are feeling well enough and can do so safely. If not, the designated responder should escort them to the isolation area, remaining 2m away from the patient and ensuring that all other individuals on the premises maintain a 2m distance as well.

The patient should be given a facemask if available whilst walking to the isolation area and when exiting the building and advised not to touch any surfaces, objects or people.

Once in the isolation area, the first aider can assess the individual to see if they well enough to return home, contact their GP by phone from home and isolate there. If the person is not well enough to travel home, then they should contact their GP by phone (preferably using their own mobile phone) to discuss the next steps. Anyone showing symptoms of Covid-19 should not use public transport and an alternative method of transport should be organised.

If the individual displaying symptoms is a member of the general public who is attending an event, they may be accompanied by other members of their household, who may also need to be considered as suspected cases.

## Reporting Requirements

There is no requirement under RIDDOR (The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) to report incidents of disease or deaths of members of the public or service users from Covid-19. The reporting requirements relating to cases of, or deaths from, Covid-19 under RIDDOR apply only to occupational exposure, that is, as a result of a person's work e.g. healthcare worker.

For a report of Covid-19 infection/death to be reportable under RIDDOR the circumstances must involve:

1. Accident or incident at work which, or could have, led to the release or escape of Coronavirus (this must be reported as a dangerous occurrence.)
2. A person at work (a worker) has been diagnosed as having Covid-19 attributed to an occupational exposure to the Coronavirus. This must be reported as a case of disease.
3. A worker dies as a result of occupational exposure to the Coronavirus. This must be reported as a work-related death due to a biological agent.

## Isolation Area

A suitable isolation area should be identified in advance of it being required. This will be the location where a suspected case of Covid-19 can be brought in order to isolate the individual and minimise the risk of contact with others on the premises. The isolation area/room should be easily accessible, bearing in mind it may need to be accessed by members of the public as well as employees, and be accessible for those with disabilities.

An isolation area should ideally be a room where the door can be closed, and has a window for ventilation. Where a closed-door area is not possible, an area away from oth-



## Scenario 1 – A Performer Calls in Sick During Rehearsals

Theatre rehearsals involving 4 performers, 1 stage manager and 1 director on a 2-week rehearsal

Day 4 one of the performers has called in sick saying they are not feeling well.

<b>A performer calls in sick during rehearsals</b>	
General detail – this scenario assumes that:	
<ul style="list-style-type: none"> <li>▶ All performers and have been made aware of the symptoms of Covid-19 via induction training, posters/ information sheets</li> <li>▶ As part of the production Covid-19 protocol performers have been advised to not turn up for rehearsal if feeling unwell</li> <li>▶ Rehearsal room is spacious and well-ventilated room and show crew are operating good Social distancing, hand hygiene and respiratory hygiene practices</li> <li>▶ Strict rules limiting visitors to the rehearsal room, and holding production meetings online are in operation.</li> </ul>	
<b>Covid-19 symptoms</b>	<ul style="list-style-type: none"> <li>▶ Cough</li> <li>▶ Fever (high temperature – 38 degrees Celsius or above)</li> <li>▶ Anosmia – loss or change in your normal sense of smell (it can also affect your sense of taste)</li> </ul>
<b>Notified staff member Immediate response</b>	Needs to establish if the performers symptoms are similar to Covid-19. If symptoms are similar to Covid-19. Advise the performer to contact their GP as seek further guidance.
<b>KEY questions to consider in this scenario</b>	While waiting for a diagnosis from the (PHA), which could take a few days, consider the following: <ul style="list-style-type: none"> <li>▶ Do you cancel the remaining rehearsals?</li> <li>▶ Who may have been exposed to the performer?</li> <li>▶ Identify who in the rehearsal room were in close contact through your daily log records.</li> <li>▶ Until final diagnosis is confirmed as negative or positive, you may have to notify all those in contact to self-isolate as a preventative measure.</li> <li>▶ Inform individual performers if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</li> <li>▶ What impact does it have on the production financially? Are there financial supports for the staff required to isolate? If the show production is cancelled what are the implications?</li> </ul>
<b>Suspect Covid-19 protocol</b>	Have you built in contingency plans to ensure the production can continue? e.g. <ul style="list-style-type: none"> <li>▶ Sufficient rehearsal time to factor in losing a performer/s or show crew.</li> <li>▶ Can you recast or use an understudy?</li> <li>▶ Sufficient rehearsal time to factor in delays prior to the performance date.</li> <li>▶ Do you have an arrangement with a medical provider service for prompt Covid-19 testing?</li> </ul>
<b>Further Action if required.</b>	<p>Suspect Covid-19 cases to be reported to Producer.</p> <p>Incident report to be completed.</p> <p>Is this a RIDDOR requirement?</p> <p>Be available to assist with any contact tracing request should a case of Covid-19 be confirmed.</p> <p>Inform individuals if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</p> <p>Contact details of all those visiting the venue are being recorded to aid contact tracing if necessary.</p>

**The scenario listed above is a sample and is only for guidance purpose.**

ers could be used. Only the minimum amount of furniture should be placed in the room to facilitate easier cleaning and disinfecting when the room has been used and should contain the following:

- ▶ Tissues
- ▶ Hand sanitiser
- ▶ PPE including gloves and surgical facemask
- ▶ Detergent and/or wipes
- ▶ Waste bags or waste bin with lid (pedal bin or non-touch opening mechanism).

There is also the possibility that more than one isolation room/area may be needed at any one time and a contingency plan should be in place should this occur.

### Covid-19 Log for Suspected Case

The Covid-19 log (which can be found in the appendices) is an example of an incident log for a suspected case of Covid-19. The requirements of the PHA contact tracing process will prescribe the contact tracing information requirements of the venue.

This form should be completed by the nominated Covid-19 response person on duty. It should become part of your Covid-19 response policy, managed by the Covid-19 Health & Safety Supervisor. It should be filled in if a person presents themselves as feeling unwell at your venue and treated as someone presumed/confirmed to have Covid-19. It is not intended to be a substitute for First Aid Patient Report form.

It is not an exhaustive list and will need to be developed with the Covid-19 Health & Safety Supervisor/Working Group in accordance with up to date relevant guidance. The aim is to identify who has been in close contact and the areas of the venue that may be affected. Inclusions and functions are:

1. Workers/contractors/performers – who have potentially been exposed and what impact it may have on the operations of the venue.
2. Member of the public – to assist the PHA contact tracing process.
3. To obtain critical information for post incident actions required for your place of work to remain functioning.
4. To provide detail records for the enforcing authorities (PHA, HSE) should they require further information.

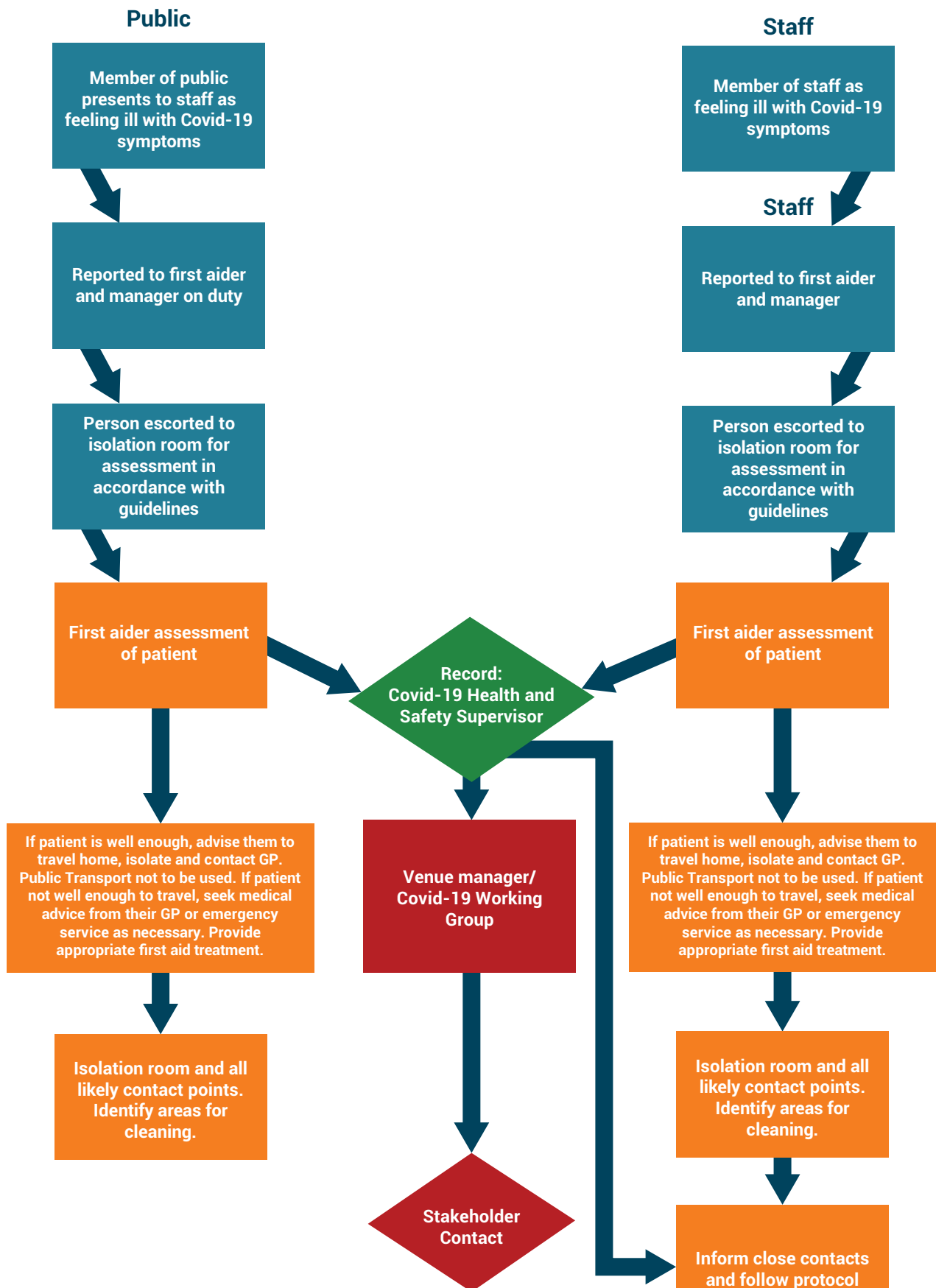
### First Aid/Medical Provision

First aid is designed to preserve life, prevent worsening and promote recovery. On-site first aiders will need to provide initial treatment as necessary, or until the emergency services arrive. Management should ensure first aiders receive any necessary training updates and are confident that they can help someone injured or ill.

- ▶ Review all first aid procedures to adapt in line with current Covid-19 guidance e.g. infection prevention and control, and guidance on giving cardiopulmonary resuscitation (CPR) from the [Resuscitation Council UK](#)
- ▶ Ensure sufficient resources are available to deliver first aid including adequate supplies of PPE – single use nitrile gloves, disposable plastic aprons, surgical face masks and eye protection.
- ▶ Good hand hygiene should be practised during any first aid situation including hand washing with warm water and soap or the use of hand sanitiser before and after providing first aid treatment.
- ▶ Understanding of the venue specific response plan for how to deal with a suspected case of Covid-19.
- ▶ Identify a suitable isolation room where a suspected case of Covid-19 can be brought. As outline above, the isolation room should be a separate area to the first aid room. However, your first aid room may need to become an isolation area if a patient receiving first aid treatment shows symptoms of Covid-19 while being examined by the first aider. Contingency plans should identify alternative suitable areas for the provision of first aid should the main first aid room become unavailable.
- ▶ If a responder encounters an individual with suspected Covid-19 within the workplace, the patient should have a surgical facemask applied if possible (see exclusions above) during contact time to limit the spread of the virus through droplet dispersion.
- ▶ Where practical only one first aider should attend to a person showing symptoms of Covid-19 to minimise the risk of exposure.
- ▶ Update emergency plans on conclusion of the event.

For further information on provision of first aid please see [guidance provided by HSENI](#).

## Decision Flowchart for Suspected Cases



## Scenario 2 – A Staff Member Develops Symptoms While at Work

Inside the performance venue – a member of staff shows symptoms of Covid-19	
<p>General detail – this scenario assumes that:</p> <ul style="list-style-type: none"> <li>▶ All staff and contractors have been made aware of the symptoms of Covid-19 via in-house training induction, posters/ information sheets.</li> <li>▶ Procedures and training have been provided to all staff to respond to suspected case of Covid-19.</li> <li>▶ An isolation room/area has been identified and is stocked with appropriate PPE.</li> </ul>	
<b>Covid-19 symptoms</b>	<ul style="list-style-type: none"> <li>▶ Cough</li> <li>▶ Fever (high temperature – 38 degrees Celsius or above)</li> <li>▶ Anosmia – loss or change in your normal sense of smell (it can also affect your sense of taste)</li> </ul>
<b>Notified staff member</b>	To maintain physical distance from member of staff with suspect symptoms.
<b>Alerting key staff</b>	<p>The notified staff member will contact:</p> <ul style="list-style-type: none"> <li>▶ The first aider</li> <li>▶ Manager on duty</li> </ul> <p>Inform them that a member of staff member is feeling unwell and displaying recognised symptoms giving your location. (decide on the best form of communication: radio, mobile etc.)</p>
<b>Immediate response at the initial location</b>	<ul style="list-style-type: none"> <li>▶ The first aider to attend, and staff member (the patient), to be given a facemask at the scene</li> <li>▶ If staff member is well enough to leave work immediately and directly there is no need to use the isolation area</li> <li>▶ However, if the staff member is too unwell to leave work directly – the first aider escorts the individual patient to the isolation area/room.</li> <li>▶ Advise the patient not to touch any surfaces, objects or people.</li> <li>▶ Remain at least 2m away from the patient.</li> <li>▶ Ensuring all individuals on the premises maintain 2m distance from the patient.</li> </ul>
<b>Key actions by first aider in isolation area</b>	<p>Patient to be given a facemask if not already done so in the isolation area.</p> <p>First aider to assess the patient to see if they are well enough to return home and to contact their GP by phone from home.</p> <p>If patient is not well enough to travel home:</p> <ul style="list-style-type: none"> <li>▶ To contact their GP by phone (preferably using their own phone) to discuss the next steps.</li> <li>▶ Any patient displaying symptoms staff or public should not use public transport and an alternative method of transport should be organised.</li> </ul>
<b>Suspect Covid-19 protocol</b>	<p>While waiting for a diagnosis from the Public Health Agency (PHA), which could take a few days: considerations and actions include:</p> <ul style="list-style-type: none"> <li>▶ Who may have been exposed to the staff member?</li> <li>▶ Identify who were in close contact with through your daily log records</li> <li>▶ Until final diagnosis is actually confirmed as negative or positive you may have to notify all staff who have been in contact to self-isolate as a preventative measure</li> <li>▶ Inform individual staff if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</li> <li>▶ What impact does it have on the venue financially? Are there financial supports for the staff required to self-isolate?</li> </ul>

<b>Key questions to consider in this scenario</b>	<ul style="list-style-type: none"> <li>▶ Have you built in contingency plans to ensure the venue can remain functioning?</li> <li>▶ Can you keep the venue open if a number of staff have to self-isolate?</li> <li>▶ Can the venue be cleaned in time?</li> <li>▶ When is your next show?</li> <li>▶ Do you have separate pods/fixed teams work team A &amp; team B (FOH/BOH/Performers) that work in rotation and do not mix?</li> <li>▶ Do you need to consider cancelling the show and what is your cancellation policy?</li> <li>▶ Do you have Insurance Cover?</li> <li>▶ Do you have an arrangement with a medical provider service for prompt Covid-19 testing?</li> </ul>
<b>Follow up actions</b>	<ul style="list-style-type: none"> <li>▶ Suspect Covid-19 cases to be reported to senior management.</li> <li>▶ Incident report to be completed.</li> <li>▶ Is this a RIDDOR requirement?</li> <li>▶ Be available to assist with any contact tracing request should a case of Covid-19 be confirmed.</li> <li>▶ Inform individuals if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared (GDPR).</li> <li>▶ Contact details of all those visiting the venue to be recorded on an ongoing basis to aid contact tracing if necessary.</li> <li>▶ Review and amend your venue policies accordingly.</li> </ul>

**The scenario listed above is a sample and is only for guidance purpose.**

## Cleaning Protocol and Procedures

Hygiene and cleaning recommendations are a fundamental factor in efforts to stop the spread of Covid-19. The Covid-19 Health & Safety Supervisor should liaise with departments to ensure necessary changes to cleaning requirements, that cleaning schedules are being followed, and that adequate cleaning supplies and equipment are in stock.

### Definitions:

**Cleaning** removes germs, dirt and impurities from surfaces or objects. This process does not necessarily kill germs, but by removing them, it lowers their numbers and the risk of spreading infection.

**Disinfecting** a surface will eliminate the disease-causing microorganisms.

**Sanitising** reduces of bacteria to safe levels, as set by public health standards, to decrease the risk of infection, may not kill all viruses.

Your risk assessment will help determine your cleaning procedures. If an area needs to be disinfected, it should be thoroughly cleaned first. Disinfection should never be a substitute for cleaning.

- ▶ A member of management should be appointed with responsibility for implementing and managing the new cleaning processes within the performance venue.
- ▶ A recommendation for cleaning of a working or public space would be twice a day, regularly throughout the day and between shifts changes etc.
- ▶ Specific areas and equipment that come into frequent direct contact with individuals should be cleaned frequently and should appear visibly clean at all times. For example, door handles, chairs, armrests, table tops, reception/box office counter top, card reader pin pads, light switches, handrails, toilet flush mechanisms, bathroom taps, elevator buttons, IT and office equipment such as keyboards, mice, touch screen monitors, photocopiers, printers and ticket scanners and all shared equipment.
- ▶ Avoid use of items that are not easily cleaned, sanitised, or disinfected, consider removing soft and porous materials in high traffic areas. Attention should be given to soft furnishings and seating, with manufacturers cleaning and disinfectant procedures for auditorium seating.
- ▶ Dance studios may require increased cleaning schedules or the ability for studio users to clean the area themselves. The level of cleaning required will be informed by factors such as the style of choreography, level of occupancy and the duration of rehearsals.
- ▶ Where practical and safe to do so, consider keeping high

## Scenario 3 – Member of Public Has Tested Covid-19 Positive and Attended the Venue 6 Days Prior

Member of the public attended the Arts Centre 6 days ago and tested positive for Covid-19	
<p>General detail – this scenario assumes that:</p> <ul style="list-style-type: none"> <li>▶ The performance venue has been notified by the PHA contact tracing team.</li> <li>▶ You will work with the PHA on all their requests, requirements, and take their guidance. Procedures must be in place to notify all staff.</li> <li>▶ The venue has developed a crisis communication procedure and established a Covid-19 Working Group</li> <li>▶ Daily contact log has been kept of all staff and contractor s</li> <li>▶ A ticketing department policy is in place for contact tracing for members of the public.</li> </ul>	
<p><b>Immediate response on notification of confirmed case</b></p>	<p>Notify senior management and consider the following:</p> <ul style="list-style-type: none"> <li>▶ Inform key stakeholders as per procedure i.e. Zoom meeting.</li> <li>▶ Inform individual staff if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</li> </ul> <p>If there is a show the same day, consider the following, based on advice from the PHA.</p> <ul style="list-style-type: none"> <li>▶ Closing/shutting down the building for all staff. (Testing if available or self-isolating for 14 days).</li> <li>▶ Postponing or cancelling the event.</li> <li>▶ Initiate the communication plan with the public/ticket holders.</li> <li>▶ Covid-19 cleaning of the venue.</li> </ul>
<p><b>The performance venue manager/ Covid-19 H&amp;S supervisor</b></p>	<ul style="list-style-type: none"> <li>▶ Nominated Covid-19 H&amp;S Supervisor to oversee the process.</li> <li>▶ Need to establish a timeline of work/events in the last 6 days.</li> <li>▶ List of all staff, performers and contractors who have been in the venue in the last 6 days.</li> <li>▶ Provide contact details for the PHA contact tracing, all employees, contractors, performers, artists and general public.</li> </ul>
<p><b>Covid-19 working group</b></p>	<p>Communications with staff, contractors and members of the public as to the delay, postponement or cancellation of performance or event.</p>
<p><b>Key questions to consider in this scenario</b></p>	<p>If there is a contingency built into operations, consider the following:</p> <ul style="list-style-type: none"> <li>▶ Do you have separate pod/fixed teams A &amp; B (FOH/BOH/Performers) that work in rotation and do not mix?</li> <li>▶ Can you reopen using the team that potentially were not exposed 6 days ago?</li> <li>▶ What are the minimum staffing levels to open the venue?</li> <li>▶ Can the venue be cleaned in time?</li> <li>▶ What is your insurance cover?</li> </ul>
<p><b>Follow up actions</b></p>	<ul style="list-style-type: none"> <li>▶ Follow advice given by PHA.</li> <li>▶ Incident report to be completed. Review Covid-19 plans and update.</li> <li>▶ Is this a RIDDOR requirement?</li> <li>▶ Provide advice and assistance to affected staff members for their well-being.</li> <li>▶ Review and amend your venue policies accordingly.</li> </ul>

**The scenario listed above is a sample and is only for guidance purpose.**

traffic point doors open to limit the use of contact points – with the exception of fire safety doors. Hold-open devices linked to the fire detection and alarm system are recommended to avoid the easy spread of fire and possibly negate your insurance as well as endanger life and property. Note management's responsibilities under [Fire and Rescue Services \(Northern Ireland\) Order 2006](#).

- ▶ Staff should be provided with essential cleaning materials to keep their own workspace and equipment clean.
- ▶ Once your venue is open to the public, the cleaning schedule/routine will have to be adapted to take into account the scheduling of events, numbers attending, and areas of your premises in use.
- ▶ The spraying of disinfectant using fogging/misting or similar devices can result in risks to the eyes, respiratory or skin irritation and the resulting health effects and should be risk assessed with consideration for developing best practice and public health advice.
- ▶ The cleaning process can be broken down into pre, during and post event tasks, the cleaning process is continuous and there will always be the need to ensure that the venue is in a presentable and hygienic condition.
- ▶ Remove soft furnishing where possible. Absorbent furniture and fabrics are hard to keep clean. Ideally office furniture should be functional and easy to clean and disinfect. Follow manufacturers advice and developing best practice with regard to cleaning guidelines for auditorium seating.
- ▶ Waste bins should have lids and have pedal/non-touch opening mechanism. Waste should be collected frequently and regularly monitored to ensure bins do not become full. Collected bin bags should be tied tightly. Signage so that facemasks and gloves don't go into recycled bin.
- ▶ Waste from areas where suspected cases have been e.g. isolation area, should be put in a plastic rubbish bag and tied. The plastic bag should then be placed in a second rubbish bag and tied. Label the outer bag with the date. Waste should be stored safely for at least 72 hours and then put in with the normal waste.

A sample cleaning checklist can be found in the appendices.

## Cleaning Guidelines after the Presence of a Suspected Case of Covid-19

The following are recommendations for cleaning/disinfecting a room after the presence of a suspected or confirmed case of Covid-19.

- ▶ As soon as the suspected case has left the room, keep the door to the room closed for 1 hour.
- ▶ Carefully clean all surfaces and furniture in the room with a neutral detergent, followed by decontamination of surfaces using a disinfectant effective against viruses. Disposable cleaning cloths are recommended. Open the window in the room while cleaning is in progress.
- ▶ Staff responsible for cleaning after a suspected or confirmed Covid-19 person was present should wear disposable single use non-sterile nitrile gloves and a disposable plastic apron and should avoid touching their face during the cleaning procedure. If an area has been heavily contaminated, such as with visible bodily fluids, from a person with Covid-19, use protection for the eyes, mouth and nose, as well as wearing gloves and an apron. Avoid creating splashes and spray when cleaning.
- ▶ Do not allow anyone to use a potentially contaminated room until it has been cleaned/disinfected, and all surfaces are dry.

Further information on decontamination in non-healthcare settings is available from the [UK Government website](#)

## Visiting Contractors/Others

The performance venue policy should require that all touring companies and contractors can demonstrate that their staff or persons under their care have been properly briefed as regards the Covid-19 policy of the company or contractor and that of the venue. Incoming touring company and contractor must be able to provide a Covid-19 policy as part of their overall safety documentation submitted including Risk Assessment Method Statements (general and Covid-19 specific), Fire Certificates, etc.

## Restriction of Visitors

A restriction on visitors to the building should be implemented and a controlled access process should be in place including adherence to sanitisation processes and the provision of contact details to assist with contact tracing if needed (e.g. name, telephone number, date, time and who they are visiting).

## Environmental Health

Due to the Covid-19 pandemic, normal environmental health procedures and regular maintenance checks may not have been taking place. These areas should be identi-

fied and addressed before the building is allowed to open to staff and the public.

### Legionella

During the Covid-19 pandemic, performance venues have been closed, or their use restricted. This can increase the risk of Legionella growth in the water systems and associated equipment including evaporative air conditioning systems, water fountains, showers, taps, toilets, humidifiers in food cabinets and other equipment if the water systems have not been managed adequately. Before reopening, control measures will need to be in place to avoid the potential for Legionnaires' disease.

Further advice on the prevention of Legionnaires' disease following building closures due to Covid-19 Pandemic is available [here](#).

### Pest Control

As businesses may have been closed for a significant period of time it will be necessary to re-establish pest control to deal with any build-up of pest activity during the closure period. Your pest control company will be able to advise you on the best course of action and steps that will need to be taken.

### Emergency Plans

All emergency plans should be reviewed to consider any changes to layout, access points, capacity or any other areas that may affect the current emergency procedures in place. New emergency plans should be communicated to all relevant staff and stakeholders and any signage updated. Plan to test and review the new emergency evacuation/egress plans.

In the case of an emergency the requirement for personnel safety will supersede the public health social distancing requirement. Emergency egress plans should reflect that moving visiting public away from the most urgent hazard is the primary consideration.

Revise all fire safety plans including fire risk associated with the storage of hand/sanitiser.

### Opening to the Public

There are many aspects that will need to be considered before opening your venue to the public. Visitors and

audience will want to be reassured that the environment they are coming into is safe and that all the necessary measures are in place to prevent the spread of and exposure to Covid-19. Consideration should be given to audience welfare as their visit may be their first social interaction since the start of the lockdown. Performance venues rely heavily on public attendance, participation, and a positive experience for adults and children alike. The key to re-opening safely to audiences will be through creating safe systems of work and the efficient and effective management of agreed capacities, hygiene and public access procedures.

### Critical Action Points for Opening Performance Venues

- ▶ Being able to facilitate social distancing
- ▶ Introduction of a rigorous cleaning programme
- ▶ Promotion of good hygiene practices
- ▶ Clear communication with staff and visitors.

As part of your Risk Assessment you will need to analyse the processes in place to allow public access. The Risk Assessment should identify areas that are likely to be of higher risk, including staff and visiting public interface. The following areas should be considered before opening your venue to the public:

- ▶ Determine the maximum number of visitors allowed into the venue and in each public area to safely comply with social distancing guidelines.
- ▶ Profile of the attending public. Who are your visitors? Are they adults and children? Will this change? What are their expectations?
- ▶ Risk assessments required for customer-facing roles to include policy and procedures for if people are verbally abused, threatened, or assaulted in circumstances related to their work.
- ▶ For controlled access, ticket-only entrance or similar, how will your venue manage access?
- ▶ Can you cater for group bookings e.g. school groups? At what point could these be accommodated?
- ▶ Set up a contactless booking system e.g. online ticketing system or phone booking line. If this is not possible and a physical box office is required, put a plan in place for box office queuing procedures – floor markings etc, methods of payment, opening hours etc.
- ▶ Explore opening times for the public, to avoid crowds gathering at the entrance. Stagger entrance and egress. Consider ticketing continuously, or for traditional times of high interest to control access.
- ▶ For gallery and exhibition spaces determine an average



visit or dwell time to establish time slots.

- ▶ Ticket check: where possible have public self-scan ticket upon arrival – supervised by Front of House (FOH) staff member.
- ▶ Consider high risk/vulnerable groups in the programming – consider dedicated time for these groups.
- ▶ Have a communication strategy in place to notify the public of new operating procedures and entry requirements.
- ▶ Decide on a policy for denying access to person(s) showing symptoms of Covid-19.
- ▶ Revise and test emergency plans.

Prior to reopening, consideration should be given to the journey and experience for both the FOH staff and the members of the visiting public – see appendices for *Physical Journey Checklist*.

## Preparation Planning

In the planning phase for opening to the public, consider the type of events/shows/exhibitions that you are looking to schedule. Is the programme achievable and viable given social distancing and other Covid-19 related measures. Can these take place based on your risk assessment, taking into consideration Covid-19 requirements?

Consider:

- ▶ Audience experience and the artistic intent of the exhibition or show.
- ▶ Access and control. How to control public numbers? If you usually hold non-ticketed events, consider moving to ticketing for all events, or use of guest lists.
- ▶ How to hold launch events, opening nights with social distancing.
- ▶ Duration of the event? Arrival, event and departure – limited time capacity?
- ▶ Circulation of the event space. One-way systems an option? Otherwise lower capacity.
- ▶ How to manage hospitality – Food and Beverage – opening night wine receptions, food?
- ▶ If audience can bring in certain items of food and drink, in lieu of restrictions on sales at the venue?
- ▶ Seated element to the exhibition – audio/video, associated cleaning protocol.
- ▶ Ensure distance is maintained between visitors and staff. Installation of screens for increased protection where necessary e.g. box office, reception, cash desk in bar or café.

## Front of House Staff

Before recommencing work all staff should have received:

- ▶ Consultation as regards operational changes.
- ▶ Information regarding Covid-19 Working Group and Covid-19 Health & Safety Supervisor
- ▶ Covid-19 Induction training
- ▶ Revised emergency procedure training, taking into consideration the revised layout of the performance venue.
- ▶ Disability awareness training (how new operating procedures may affect different groups).

In determining staffing schedule and levels, the following should be considered:

- ▶ What is the minimum staff numbers needed to open doors to enable Covid-19 guidance compliance and safe operating procedures?
- ▶ Provision of staff uniforms, PPE
- ▶ Revision of pre and post show checklists
- ▶ Staff welfare and well-being
- ▶ The role of volunteers
- ▶ Identify new roles i.e. Social Distancing (SD) compliance.

Below is a sample staffing level check list:

Area	Role
Exterior queuing	Crowd management/information
Access control	Permitting person to enter – 'soft' ticket check?
Bag search	Security check
Ticket Scan	Ticket check/scan
Screening	Depending on government advice Face mask/temperature check/ contact tracing details
Information	Ticket queries, booking etc.
Foyer/Reception area	Audience movement management and direction
Gallery/ Auditorium Invigilators/ Ushers	Directional Assigned seating Audience circulation – One-way systems/Toilets/FOH
Cleaning staff	As per cleaning protocol procedures
Catering/ Bar Staff	Table service Queue management (where allowable)
Toilets	Queue management
Disability Access	Information and assistance
First Aid	

## Front of House Public Access Considerations

Ensuring front of house Covid-19 compliance will require:

- ▶ Agreed entrance procedures are in place, as regards ticketing, screening, queue management, signage, floor markings etc.
- ▶ Internal and external queue management to include social distancing calculations as regards having capacity for expected audience and consider the implications or having to delay the house opening.
- ▶ Ensuring all staff are trained and briefed to carry out their functions safely, and where required to advise or assist public whilst maintaining social distance.
- ▶ Installation of hand sanitisers at entrances and key locations with the premises.
- ▶ Based on your Risk Assessment ensuring appropriate staff PPE is available.
- ▶ Late arrivals policy as regards accessing seats.
- ▶ That members of staff and visiting public have been informed in advance of the policy restrictions etc.(see Communication Strategy). Exchange policy for tickets free of charge if ill?
- ▶ Adequate and appropriate signage.
- ▶ Security measures have been agreed, as regards controlling access/exiting, search policy, emergency procedures etc
- ▶ Managing access control to maintain agreed capacities.
- ▶ That access to toilets adheres to social distancing requirements, with the provision of hand washing facilities.
- ▶ Where practical and safe to do so, you have considered keeping high traffic point doors open to limit the use of contact points such as door handles, door bars, and door keypads – except for fire safety doors.
- ▶ Consideration of the provision of a cloakroom: the risk posed from operating the cloakroom is considerably higher due to the physical interaction, you may have to consider not opening your cloakroom.
- ▶ Public contact details (for contact tracing is in place either at the event or via ticketing).
- ▶ Rigorous cleaning, which needs to be visible and pro-active and take into account programme schedule, rooms/spaces used, frequent contact surfaces etc.
- ▶ Continuous feedback from visitors and audience so that systems can be changed

## Admissions Policy

Conditions of entry may be informed by developing best practice and emerging government guidelines, this may include:

- ▶ Wearing of a face mask
- ▶ Mandatory application of hand sanitiser on entry
- ▶ Providing contact details for contact tracing (either on site or electronically)
- ▶ Thermal temperature check (fever screening).

## Temperature Checks

There is currently no mandatory requirement to check the temperature of your staff (fever screening), or visiting public when entering your premises. Some organisations have adopted this process voluntarily as an additional protection and visible reassurance measure in the prevention of the spread of Covid-19. There will be operational and financial implications if temperature checks are to be introduced and if you do decide they are going to be a part of your admission process you must have procedures in place regarding operating procedures:

- ▶ Who will manage the process?
- ▶ Consider the individual's privacy and confidentiality.
- ▶ As part of your communication strategy, provide advanced notice that temperature checks will be part of the admission process.
- ▶ Procedures for denying entry based on high temperature, or refusal to take a temperature check.
- ▶ Refund or re-booking policy.
- ▶ Type of equipment you will use: there are many different devices that offer the contactless ability to check temperatures using infrared thermometers or thermal cameras.

## Capacity Considerations

The venue capacity may vary depending on the type of event/show/performance and should be risk assessed accordingly. This may differ depending on the composition of the audience, for instance, school groups or family units. Include all areas of your venue in which visitors and staff remain stationary for a period of time, and for which higher risks of longer-term personal contact must be assumed.

1. Higher Risk Exposure Areas – Convergence and assembly points
  - Entrance including ticket collection, bag checks and

- security checks/foyers/entrances/ exits
  - Facilities including toilets/catering/cloakroom (cloakroom may not be allowed to operate)
  - Auditorium/exhibition space.
2. Circulation areas – Include all areas where visitors move between points
- Corridors, stair wells, emergency escape routes
  - Auditorium aisles.

## Adapting the Flow of Visitors

Introducing a flow system depends on the level of traffic, implications of a one-way system and density of occupancy, mitigation measures may only be required when the venue is at capacity. Where circulation density cannot be reduced – e.g. room entrances, exits and foyers – separate entrance and exit flows should be set up where possible. Consider all user groups in regard to the changes being made, especially children and access for people with disabilities and those in the (Covid-19) high risk categories. Other measures could include:

- ▶ Stop/go procedures for corridors, and having a circulation plan for small access spaces.
- ▶ Visitor self-scanning tickets, avoiding queuing at entrances and counters.
- ▶ Use ground markings to ensure recommended social distance is maintained, supported by public announcements.
- ▶ Introduce zoning to allow for safe circulation and access. Communication between staff managing the different zones will be key to ensuring efficient flow of visitors through the premises and early identification of any issues. Example:
  - Zone A – exterior queuing and access
  - Zone B – Entrance and ticket scan bag search if relevant
  - Zone C – Foyer/Information
  - Zone D – Access corridors to gallery space/workshops
  - Zone E – Gallery Space/workshops.
- ▶ Ensure access for people with disabilities is maintained. Lifts should be reserved for persons with reduced mobility.
- ▶ Special attention to be given to visits by children with families or school groups.
- ▶ Guided exhibition tours and educational programmes should be assessed to determine whether they can be delivered safely and that social distancing measures can be adhered to.
- ▶ Stagger entrance and exit times.

## Disabled Needs Provisions

Additional provisions should be given consideration for people with disabilities:

- ▶ Any changes to points of ingress or egress must ensure continued accessibility for all. Venues that temporarily reduce capacity should still offer enough accessible seating, including companion seats.
- ▶ Priority entry to the venue and auditorium should be facilitated for patrons with disabilities, especially if queuing is difficult, particularly people with reduced mobility and people accompanied by a guide dog/service animal.
- ▶ Loss of circulation space for wheelchair users with one-way systems, external queueing arrangements and any possible physical structures to accommodate these, should not be difficult for those with mobility difficulties.
- ▶ Many ticketing systems already have the capability of capturing requests for accessible and/or companion seats as well as access services such as audio description, captioning and BSL/ISL interpretation. These requests can alert staff in advance of a patron's access requirements. As not all people with disabilities will identify as having a disability in advance, Front of House staff should be trained to deal with requests as they arise and should be familiar with the venue's facilities and access provisions.
- ▶ It should not be assumed that ground markings and signage to indicate social distancing, one-way circulation and room density will be accessible to all patrons with disabilities. Consequently, additional measures should be implemented such as additional information as the point of booking, public announcements, and priority entry.
- ▶ Be aware that the use of masks/face coverings may result in communication issues for staff and patrons who lip read. The use of faceshields or masks with see through panels to be considered.
- ▶ Blind or sight-impaired people rely on their sense of touch – this reinforces the need for surfaces and contact points to be cleaned regularly.
- ▶ Not all disabilities are visible and not all people with disabilities identify as having a disability. Therefore, venues should consider a range of responses.
- ▶ It should not be assumed that all patrons with disabilities are part of a Clinically Vulnerable Group or those required to shield as described by Covid-19 public health advice.

The requirement for Covid-19 public health measures should be considered in the context existing [equality legislation](#).

The reopening of arts and cultural venues could be especially challenging for specific impairment groups (people who are Blind or Deaf) who, for reasons of access, need to engage with venue staff to experience what is on offer. The requirement for Covid-19 public health measures should also consider the existing legal requirement to provide access to these visitors.

The number of people with declared visual disabilities within the arts is small however, most workplaces are going to have a larger number with invisible disabilities or medical conditions. It is especially important that employees are encouraged to self-identify so they are supported appropriately. Not all people with disabilities have underlying health conditions but they may still have requirements to be able to access the venue.

A list of useful resources can be found in the *Reference Section* in the Appendices.

### Children

Children and their families, classmates and teachers can make up a regular part of the audience. Special consideration should be given to the distinctive way in which children interact in the venue experience, whether they attend with a school group or as part of a family unit. Further Department of Education NI guidance is expected for school re-opening which will influence how and when school trips will be allowed to take place.

### Visiting Public – Vulnerable Patrons

In order to safeguard vulnerable patrons and to reassure them that it is safe for them to visit it will be necessary to increase the level of protection around them.

- ▶ Consideration could be given to creating dedicated times for those in vulnerable/high risk groups to access to exhibitions, galleries, workshops or performances.
- ▶ Capacity levels could be set at a lower rate during these times to provide more space for these groups and the lower capacity should mean staff will have more availability to provide help if needed.
- ▶ Other initiatives to protect high risk groups could include prioritised queuing/admission and additional assistance.

### Venue Public Areas

Venue spaces are constantly changing and evolving to catering for a new show (e.g. exhibition, performance and workshops) with a changing audience of adults and children as it does. Outlined below are considerations for functioning spaces contained in the venue.

### Galleries and Exhibition Spaces

- ▶ Capacity for each gallery/exhibition will depend on available area of usable show space, the layout and type of exhibit. Plans/layouts should consider, expected dwell time, the expected circulation time, area process times.
- ▶ Guidance should be provided on where visitors should move from/to with clear information/signage about the intended paths around the exhibition space.
- ▶ Place SD ground marking to indicate SD spacing where congregating might occur, such as in front of exhibits, displays and information signage.
- ▶ Room management: ensure clear communication system between staff managing the different areas of an exhibition/gallery to ensure SD can be maintained. Consider use of mobile radios to assist.
- ▶ In appropriately sized spaces, create waiting areas where visitors can safely wait until the next area is available, with SD indicators clearly visible.
- ▶ To ensure capacity and admission numbers are strictly observed it may be necessary to place a time limit on the visit. These can be communicated as part of the booking system and again during the entry process. Consider ticketing for all events, including free events, to allow proper access control.
- ▶ While guidance and risk assessment may recommend against audio guides or mediators, this may affect the visitor experience of e.g. children, a blind or partially sighted person. This could be addressed by encouraging patrons to bring their own headphones or making audio files available on the venue's website.
- ▶ Installation of hand sanitisers units throughout the spaces.

## Scenario 4 – A Member of the Public Who Is a Member of a Visiting Disability Group Presents as Feeling Unwell

A group with disabilities is attending your venue, when one member of the group presents to a staff member of feeling unwell.	
General detail – this scenario assumes that: <ul style="list-style-type: none"> <li>▶ All staff have been made aware of the symptoms of Covid-19 via in house training induction, posters/ information sheets.</li> <li>▶ Visitors and member of the public have been made aware of the symptoms of Covid-19 in advance notification on tickets, websites, social media and through visible posters / information sheets at the entrance and throughout the venue.</li> <li>▶ A nominated First Aider has received appropriate Covid-19 training.</li> <li>▶ Procedures and training has been provided to all staff to respond to suspected case of Covid-19</li> <li>▶ Isolation room/ area has been identified and is stocked with appropriate PPE</li> </ul>	
<b>Covid-19 symptoms</b>	<ul style="list-style-type: none"> <li>▶ Cough</li> <li>▶ Fever (high temperature – 38 degrees Celsius or above)</li> <li>▶ Anosmia – loss or change in your normal sense of smell (it can also affect your sense of taste)</li> </ul>
<b>Notified staff member</b>	Maintain physical distance from member of staff/public with symptoms.
<b>Alerting Key Staff</b>	The notified staff member will contact: <ul style="list-style-type: none"> <li>▶ The First Aider</li> <li>▶ The Duty Manager</li> </ul> To inform that a member of the public is feeling unwell giving location. (decide on best form of communication radio, mobile etc.)
<b>Immediate response at the initial location</b>	<ul style="list-style-type: none"> <li>▶ The first aider to attend the patient and patient to be given a facemask at the scene (if available prior to walking to the isolation area)</li> <li>▶ The first aider escorts the individual patient to the isolation area/room.</li> <li>▶ Advised the patient not to touch any surfaces, objects or people</li> <li>▶ Ensuring appropriate SD away from the patient</li> <li>▶ Ensuring all individuals on the premises maintain SD</li> </ul>
<b>Key Actions by responder in Isolation Area Standard procedure</b>	<ul style="list-style-type: none"> <li>▶ Patient to be given a facemask if not already done so in the isolation area.</li> <li>▶ First aider to assess the patient and if they are well enough to return home, contact their GP by phone from home (see key considerations below)</li> <li>▶ If patient is not well enough to travel home, contact their GP by phone (preferably using their own phone) to discuss the next steps. (see key considerations below)</li> <li>▶ Any individual displaying symptoms should not use public transport and an alternative method of transport should be organised.</li> <li>▶ If the individual displaying symptoms is part of a group, you may have to consider other members of the group as suspected cases.</li> </ul>
<b>Key questions to consider in this scenario</b>	<ul style="list-style-type: none"> <li>▶ If the patient has a disability and may require the support of a Personal Assistant (PA), sighted guide or BSL/ISL interpreter to be with them. How do you manage this?</li> <li>▶ What do you do with the remaining members of the group? Consider the emotional state of the group: anxious, upset, scared? How do you manage this?</li> <li>▶ Do you stop entry to the venue?</li> <li>▶ What do you do with the public already in the venue?</li> <li>▶ Do you cancel the day event?</li> <li>▶ How did the group travel to your venue? Via public transport, private coach? If it is a suspected Covid-19 case, how does the patient's remaining group travel?</li> <li>▶ Considerations for all user groups when developing your venue procedure policies.</li> <li>▶ What is your refund policy?</li> <li>▶ What is your cleaning procedure for an incident outlined above?</li> </ul>

<b>Further follow-up actions</b>	<ul style="list-style-type: none"> <li>▶ Suspect Covid-19 cases to be reported to the Covid19 H&amp;S supervisor and senior management.</li> <li>▶ Incident report to be completed.</li> <li>▶ Is this a RIDDOR requirement?</li> <li>▶ Be available to assist with any contact tracing request should a case of Covid-19 be confirmed.</li> <li>▶ Inform individuals if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</li> <li>▶ Contact details of all those visiting the venue to be recorded to aid contact tracing if necessary.</li> <li>▶ Review and amend your venue policies accordingly.</li> </ul>
----------------------------------	--

**The scenario listed above is a sample and is only for guidance purpose.**

### Workshops

The phased return of adult workshops is dependent on public health guidance.

- ▶ Consider the room size, thorough cleaning schedule, ventilation, facilities, space layout, taking into account SD and the type of workshop planned.
- ▶ To ensure capacity and admission numbers are strictly observed, it may be necessary to place a time limit on the workshops and surrounding visit. These can be communicated as part of the booking system and again during the entry process. Consider ticketing for all events, including free events, to allow proper access control.
- ▶ Consider seating arrangement in the workshop space, follow government guidance re household groups and social distancing.
- ▶ Ensure provision of hand sanitiser units throughout the space.
- ▶ Consider the format and materials required to host the workshop. Avoid the need to share materials – consider the cleaning procedure? Any printed materials, such as handouts should be single use.
- ▶ Provide introductory information on the workshop process and how to facilitate interaction with the attending public.
- ▶ Can the workshop cater for all groups including vulnerable groups, children and people with disabilities?
- ▶ Can the workshop be accessed online?

### Auditoriums

- ▶ Venue capacities are dictated by the local District Council in consultation with the NI fire and rescue service, Covid-19 social distancing protocols are likely to significantly reduce this figure.

- ▶ The first row of the audience should be 2m away from the stage and potentially more if a performer is positioned on the downstage edge, possibly requiring an exclusion radius of 3-5m depending on performance type.
- ▶ Consideration of opening of balcony (developing international practice is 2m seating distance from rail).
- ▶ Audiences should be seated as individuals or groups from the same household or [support bubble](#). Measures to maintain social distancing between these groups/individuals could include:
  - Providing allocated seating and managing seating plans through ticketing systems or manually to ensure social distancing is maintained.
  - If unallocated seating is provided, install seat separation, or label seats which should not be used. Deploy staff to support the audience in adhering to social distanced seating.
  - It is expected that guests will take responsibility for their own and others' welfare, and follow social distancing guidance in the auditorium. Staff should however be deployed to ensure that these measures are being observed. This may include increased checks and supervision, in particular before and at the end of each performance.
- ▶ Audience should be encouraged when moving past others from their seats to minimise face to face contact by turning their head away from other audience members.
- ▶ Stagger arrival times to reduce congestion, open auditorium doors at the same time as the main doors open so that public can go to their seats directly and limit congregating within the foyer.
- ▶ Adopt one-way circulation systems for entrancing/exiting and to/from toilets and FOH. The pre-show house announcement, along with signage and usher instruction can be used to reinforce the message.
- ▶ Have a clear communication system between staff

## Scenario 5 – A Member of the Public Presents Feeling Unwell during a Timed Session

Key detail related to this scenario:

1. Your venue gallery space opens 11:00-17:00
2. You have a full booking schedule 5/10 persons every 30 mins (as per your capacity calculations) which is based on a specific ticket time slot
3. Duration 30 mins within the venue exhibition space. The gallery space is based on a one-way system allowing a certain amount of dwell time in each zone. There is comprehensive safe exterior queuing system allowing for the next 2 time slots. (10/20 persons)
4. A member of the public entered the venue at 11:30 slot
5. 11:40 they present themselves as feeling unwell with symptoms of Covid-19.

<b>A member of the public presents feeling unwell during a timed session</b>	
General detail – this scenario assumes that:	
<ul style="list-style-type: none"> <li>▶ All Staff contractors have been made aware of the symptoms of Covid-19 via in house training induction, posters/ information sheets</li> <li>▶ Visitors and member of the public have been made aware of the symptoms of Covid-19 in advance notification on tickets, websites, social media and through visible posters/information sheets at the entrance and throughout the venue.</li> <li>▶ A nominated First Aider has received appropriate Covid-19 training</li> <li>▶ Procedures and training have been provided to all staff to respond to suspected case of Covid-19</li> <li>▶ Isolation room/area has been identified and is stocked with appropriate PPE</li> </ul>	
<b>Covid-19 symptoms</b>	<ul style="list-style-type: none"> <li>▶ Cough</li> <li>▶ Fever (high temperature – 38 degrees Celsius or above)</li> <li>▶ Anosmia – loss or change in your normal sense of smell (it can also affect your sense of taste)</li> </ul>
<b>Notified staff member</b>	Maintain physical distance from member of staff/public with symptoms
<b>Alerting Key Staff</b>	<p>The notified staff member will contact:</p> <ul style="list-style-type: none"> <li>▶ The First Aider or designated responder</li> <li>▶ The Duty Manager</li> </ul> <p>to inform that a member of the public is feeling unwell giving location. (decide on best form of communication radio, mobile etc.)</p>
<b>Immediate response at the initial location</b>	<ul style="list-style-type: none"> <li>▶ The designated responder to attend the patient and patient to be given a facemask at the scene (if available prior to walking to the isolation area).</li> <li>▶ The designated responder escorts the individual patient to the isolation area/room.</li> <li>▶ Advised the patient not to touch any surfaces, objects or people.</li> <li>▶ Ensuring appropriate SD away from the patient.</li> <li>▶ Ensuring all individuals on the premises maintain SD.</li> </ul>
<b>Key actions by first aider in Isolation Area</b>	<ul style="list-style-type: none"> <li>▶ Patient to be given a facemask if not already done so in the isolation area.</li> <li>▶ First aider to assess the patient to see if they are well enough to return home</li> <li>▶ Contact their GP by phone from home</li> <li>▶ If patient is not well enough to travel home they should contact their GP by phone (<i>preferably using their own phone</i>) to discuss the next steps.</li> <li>▶ Any patient displaying symptoms staff or public should not use public transport and an alternative method of transport should be organised.</li> <li>▶ If the individual displaying symptoms you may have to consider the group as a whole as suspect case.</li> </ul>

<b>Key questions to consider in this scenario</b>	<p>Do you stop ingress to the venue due to a suspect case?</p> <p>Do you delay the next entry to allow cleaning procedure to take place?</p> <p>Do you cancel the rest of the session?</p> <p>Communication: how do you inform the to the 10/20 people queueing out-side and growing by 5/10 person every 30 mins? What information should they be given and who is responsible for this?</p> <p>Do you activate your crisis communication plan?</p> <p>What is your business continuity and response plan if the suspect case is identified by PHA as positive for Covid-19?</p>
<b>Further follow up actions</b>	<ul style="list-style-type: none"> <li>▶ Suspect Covid-19 cases to be reported to the Covid-19 Covid-19 H&amp;S supervisor and senior management.</li> <li>▶ Incident report to be completed.</li> <li>▶ Is this a RIDDOR requirement?</li> <li>▶ Be available to assist with any contact tracing request should a case of Covid-19 be confirmed.</li> <li>▶ Inform individuals if they have been in close contact with a suspect/confirmed case of Covid-19. No personal details of the suspect/confirmed case should be shared.</li> <li>▶ Contact details of all those visiting the venue are being recorded to aid contact tracing if necessary.</li> <li>▶ Review and amend your venue policies accordingly.</li> </ul>

**The scenario listed above is a sample and is only for guidance purpose.**

- managing the areas, from the entry to auditorium.
- ▶ Remind guests who are accompanied by children that they are responsible for supervising children to follow social distancing guidelines.
  - ▶ Intermission/show intervals should be risk assessed as to whether you can safely manage the movement of your audience during this time. Will food and beverages (F&B) be available and how will they operate? Foyer size may limit the ability to have an intermission. Consider asking patrons to stay in their seats.
  - ▶ How will public access toilets and management of queuing systems operate? Is unisex an option?
  - ▶ Manage egress to maintain social distancing, possibly using ushers to release rows or using multiple exits.

## Outdoor Performance

Given the lower risk of transmission in an outdoor setting, consider the use of an outdoor performance space. Further guidance on staging outdoor performance can be found in the appendices.

## Food & Beverage Areas

To date, no reported cases of Covid-19 have been linked to the contamination of food or beverages (F&B). The main risk of transmission is from close contact with infected people.

It is therefore essential in the provision of F&B to maintain good hygiene practices and social distancing measures.

Analyse the processes for provision of F&B to your customers to identify any hazards, potential areas of exposure and the risks that may occur. Look at any mitigating measures that can be implemented to reduce or eliminate these risks. All F&B operating processes including the preparation, sale and consumption of products should be in line with new working guidelines.

For further guidance on F&B:

[Working safely during COVID-19 in Restaurants, Pubs, Bars and Food Services](#)

## Communication Strategy

Clear communication will be key to the success of reopening your performance venue to the visiting public. Providing information on new operating procedures will inform and reassure the public that they will be entering a safe environment.

The public's experience of visiting the venue should match the communication they have received prior to their visit. This information can be shared through your website, social media, advertising, ticketing platforms, information printed



on the tickets, on the ticket confirmation email or additional emails. All conditions for entry and the new processes during the visit should be clearly explained so that expectations of the experience can be managed. Your existing ticketing terms and conditions should be reviewed and adapted to bring them in line with the new guidelines. Those returning first will probably be the venue's pre Covid-19 frequent users and repeat audience, their experience will be important through relaying their experience by word of mouth with the external community.

## Advance Communication to Visiting Public

Information should be provided to the public in advance of their visit to the venue including:

- ▶ Notice that visitors should not attend the performance venue if:
  - They have experienced any symptoms of Covid-19 in the past 10 days.
  - They been diagnosed with confirmed or suspected Covid-19 infection in the last 10 days.
  - They are a close contact of a person who is a confirmed or suspected case of Covid-19 in the past 14 days (i.e. less than 2m for more than 15 minutes accumulative in 1 day).
  - They have been advised by a doctor to isolate or shield.
- ▶ A traffic light system on the booking system so that visitors can select the quietest times.
- ▶ (If applicable) visitors are advised to wear a face mask.
- ▶ Information to encourage good hygiene including hand washing and good respiratory etiquette. Hand sanitisers, provided at the entrance to the performance venue, must be used on entry to the premises. Hand sanitiser stations are located frequently throughout the building.
- ▶ Special consideration to be given to school and creche groups visiting the performance venue in line with Department of Education NI guidance.
- ▶ Queuing procedures.
- ▶ Ticket scanning procedures.
- ▶ Information regarding disabled access/special needs facilities.
- ▶ Information on cloakroom facilities, which may not be available due to the challenges in operating them safely.
- ▶ Arrangements for bag checks (if applicable), and whether there are any additional restrictions on what can be brought into the venue e.g. limit on size of bag.
- ▶ Provision of contact details for all those attending (this may already have been completed electronically prior to the visit.) to assist with contact tracing if needed.
- ▶ Notice to follow the guidance and instructions from your staff and to adhere to social distancing from others.
- ▶ Advice to encourage use contactless payment at the venue
- ▶ Seating arrangements as regards social distancing implications.
- ▶ Arrangements for purchasing food, beverages and merchandise. Policy of bringing food into the venue.
- ▶ What to do if they feel unwell whilst visiting the venue.

Consideration should be given around the expectations for all visitors, especially easy to read guides for people with intellectual difficulties, and social stories for people on the Autism spectrum, but which is applicable to all visitors, for example:

- ▶ Staff may be wearing masks.
- ▶ You may need a ticket for an exhibition or gallery where you did not before.
- ▶ People will be socially distancing and standing away from each other.
- ▶ The amount of people in the auditorium will be less with a lot of empty seats.
- ▶ You will need to wash your hands.
- ▶ Your temperature may be taken with a non-contact thermometer.
- ▶ If the experience is overwhelming you can leave or go to a dedicated quiet area.

## Ticketing Communication

Ticketing platforms will play a key role in the communication process between the performance venue and its audiences. Information identified in the Communication Strategy in the section above can be shared through the different stages of the ticketing process to reinforce new operating procedures for the performance venue.

- ▶ Website/landing site – This should contain all the information regarding how the performance venue has adapted its working practices in line with Covid-19 guidelines. Ticketing Terms and Conditions should be updated to reflect the changes.
- ▶ Booking system – This will need to be adapted to take into account changes such as new capacities, seating arrangements etc. In the quest to move to contactless transactions, it may also be possible to pre-purchase merchandise, food and beverages through your ticketing system.

- ▶ Confirmation email – The confirmation email should provide all the necessary information needed for the ticket purchaser to be able to attend the event including conditions of entry, the entry process and the procedures in place once in the venue.
- ▶ Pre-event alert – To include reminders on the information that was sent in the confirmation email, plus any additional updates.
- ▶ Post-event questionnaire – A post-event questionnaire could be used to gain customer feedback in order to improve and streamline the new processes.

### **General Ticketing Procedures**

- ▶ Encouraging the use of purchasing tickets online or by phone. (You may want to limit or restrict the purchasing of tickets at the premises.)
- ▶ Updates to your terms and conditions
- ▶ Provision of details for PHA contact tracing
- ▶ Refund policy
- ▶ Cancellation/postponement policy.

## Appendices

### Employer Covid-19 Policy (Sample)

This Covid-19 policy outlines our commitment as an employer to implement the plan and help prevent the spread of the virus. The policy will be signed and dated by the director / owner and brought to the attention of our staff, visitors and audiences.

#### Covid-19 Policy Statement

**[Performance venue name]** is committed to providing a safe and healthy workplace for all our employee visitors and audiences. To ensure that, we have developed the following Covid-19 Response Plan. All our team are responsible for the implementation of this plan and a combined effort will help contain the spread of the virus.

We will:

- ▶ continue to monitor our Covid-19 response and amend this plan in consultation with our team
- ▶ provide up to date information on Public Health advice
- ▶ display information on the signs and symptoms of Covid-19 and correct hand-washing techniques
- ▶ inform all workers of essential hygiene and respiratory etiquette and physical distancing requirements
- ▶ adapt the workplace to facilitate social distancing
- ▶ keep a log of contact/group work to help with contact tracing
- ▶ have all team members attend an induction/familiarisation briefing
- ▶ develop a procedure to be followed in the event of someone showing symptoms of Covid-19 while at work or in the workplace
- ▶ provide instructions for workers to follow if they develop signs and symptoms of Covid-19 during work
- ▶ intensify cleaning in line with government advice.

All managers, supervisors and workers will be consulted on an ongoing basis, and feedback is encouraged on any concerns, issues or suggestions. This can be done through the Working Group Staff Representative(s).

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Occupational Health and Safety Responsibilities

Checklist	YES	NO	Further Action
<b>Employers are required to</b>	✓	✗	
Assign an appropriately trained Covid-19 Health and Safety supervisor to oversee the implementation of the Covid-19 control measures.			
Work with a nominated Staff representative to assist in implementation and monitor adherence to Covid-19 requirements.			
Provide the training required for Covid-19 supervisor(s).			
Identify a competent person/existing to manage occupational Health and Safety to ensure effective integration of Covid-19 plans into existing practices.			
Have workers been consulted?			

### 1. Occupational Health and Safety (OHS) Management Systems/Documentation

Checklist	YES	NO	Further Action
<b>Employers are required to</b>	✓	✗	
Develop and update Covid-19 response plan.			
Update health and safety risk assessment and safety statement reflecting the changes made by Covid-19.			
Address levels of risk associated with your workplace and work Activities.			
Role analysis to identify if working from home can still be an option for some roles/tasks.			
Identify the individual workers risk factors: risk assess and medical risk assess, for employees including the higher risk category, as well as clinically vulnerable and clinically extremely vulnerable groups.			
Put in place controls to address the risk.			
Develop your contingency measures to address increased absenteeism. (HR/OSH/GDPR) policies absence, sick leave, etc.			
Develop your contingency measures to address potential loss of Supplier/products/personnel.			
Have all employees received induction training?			
Have employees been informed of updates to HR policies and procedures?			
<b>Identification and Isolation Policies</b>			
System log for recording contact details for any visitors to the premises including contractors, customers, suppliers or general public. These details will be required where contact tracing is necessary.			
It may be necessary to limit the number of visitors to the premises.			
Inform workers and others of the purpose of the log.			

Display Covid-19 signage <ul style="list-style-type: none"> <li>▶ Social distancing reminders and floor markers</li> <li>▶ Hand washing reminders</li> <li>▶ Respiratory etiquette</li> <li>▶ Covid-19 symptoms and advice on what to do should you display any of those symptoms.</li> </ul>			
Provide up-to-date information on public health advice.			
Provide instruction for workers/contractors to follow if they develop signs and symptoms of Covid-19 during work.			
Communicate – If feeling unwell with symptoms of Covid-19 do not come to work.			
Review and revise existing sick leave policies.			
Communicate messages about good hand hygiene, respiratory etiquette and social distancing.			
<b>Hand Hygiene</b>			
Ensure hygiene facilities are in place and fully stocked.			
Training and advice on how to perform hand hygiene effectively.			
Display posters on how to wash hands.			
<b>Respiratory Hygiene</b>			
Provide tissues as well as bags/bins for their disposal.			
Empty bins at regular intervals.			
Provide advice on good respiratory practice, coughing and sneezing etiquette.			

## 2. Social Distancing

Checklist	YES	NO	Further Action
<b>Implementing Prevention and Control Measures</b>	✓	✗	
What is the revised working capacity of workspaces? Is remote working possible? Workspace/offices to be organised so that Social distancing is maintained.			
Capacity signage for each room/space displaying maximum capacity to allow for SD adherence, dressing rooms etc.			
Access controls to manage numbers in place at main entrance.			
Install appropriate Covid-19 social distancing signage within the workplace.			
Implement a <i>No Hand Shaking</i> policy.			
Minimise the use of sharing equipment.			
Provide one-way access/egress routes where practicable. Consider workplace circulation, narrow corridors etc.			
Where practical and safe to do so, leave all doors wedged open to limit the use of contact points, such as door handles, door bars, and door keypads – with the exception of fire safety doors.			

Floor/lane marking/physical barriers can be used to advise of pedestrian flow routes around the premises; and social distancing floor markers to be used where queuing is likely to occur.			
If multiple urinals and sinks are in the bathrooms, alternate ones should be blocked off to allow social distancing.			
Organise workers into pod/fixed teams who work and take breaks together.			
Organise breaks to facilitate social distancing.			
Is there a possibility of working split shifts to reduce the number of people needing to come into the premises at any one time?			
Controls in place in kitchen/green room facilities. If social distancing cannot be facilitated, consider closing or creating kitchen service areas in other areas.			
Conduct meetings using remote online technology where possible. Consider mitigating risks of cross infection between teams.			
Prevent gatherings at start and finish times. Encourage the avoidance of communal areas (green rooms) or staggered use of communal areas.			
Adapt sign in/out system to ensure social distancing can be maintained. Shared use of pens and other items to be discouraged. Consider WhatsApp Groups, Microsoft teams etc.			
Ensure workers sharing accommodation are grouped in fixed teams consisting of individuals who work together.			
If at-risk or vulnerable workers cannot work from home, they should be preferentially supported to maintain social distance.			
Where it is not possible to ensure social distancing by organisational means: <ul style="list-style-type: none"> <li>▶ Install physical barriers</li> <li>▶ Maintain at least 1m distance or as much distance as is reasonably practicable.</li> <li>▶ Minimise direct worker contact and provide hand washing and other hygiene aids.</li> <li>▶ Make face masks available</li> <li>▶ Implement side-to-side work or back-to-back working.</li> </ul>			
Have screens been fitted to public facing areas?			
Develop and provide induction training for all workers, to include up-to-date public health guidance on: <ul style="list-style-type: none"> <li>▶ What a worker should do if they develop symptoms</li> <li>▶ How the workplace is organised to address Covid-19 risk.</li> </ul>			
Discourage the use of public transport and lift sharing when travelling to and from work. If use of public transport is unavoidable then hands should be washed on immediate arrival to work.			

### 3. Cleaning

Checklist	YES	NO	Further Action
<b>Implementing Prevention and Control Measures</b>	✓	✗	
Are existing cleaning arrangements fit for purpose?			
Are there adequate supplies of the required PPE?			
Are there adequate supplies of disposable cleaning equipment?			
Are there adequate supplies to encourage good hand hygiene including hand soap, disposable hand towels and hand sanitiser?			
Provision of hand sanitiser stations at key points. Are they touchless?			
Have high contact points been identified for more frequent Cleaning? Are cleaning materials appropriate for use? Are relevant new materials added to the chemical list?			
Have personnel responsible for cleaning received information/training on new cleaning procedures, cleaning schedule and appropriate PPE?			
Have all staff been made aware of the isolation room and the procedures for a suspected Covid-19 case?			
Is there adequate supervision of cleaning arrangements?			
Implement a clean desk policy – no personal items.			
IT and desk cleaning material available for keyboards, phones, desks, production consoles.			
Ensure surfaces, such as table-tops, work equipment, door handles and handrails, are cleaned at least twice daily.			
Implement modified cleaning intervals for rooms and work areas (especially washroom facilities), with cleaning performed at least twice a day, and whenever facilities are visibly dirty.			
Provide workers with essential cleaning materials, and ensure they keep their workspaces clean.			
Modify the use of hot desks and ensure they are available to identified staff, and have appropriate cleaning materials for workers to clean before use.			
Sufficient waste bins and wipes provided for staff to clean workstations and work areas.			
Waste management policy, regular removal and collection of contaminated tissues etc. Do all rubbish bins have lids and where possible pedal bin or non-touch opening mechanism?			
Consider touchless technology at contact points e.g. entry points.			
Customer facing roles – ensure cleaning protocol reflects the visible cleaning of contact points.			

#### 4. Building Management Systems

Checklist	YES	NO	Further Action
<b>Building Management Systems</b>	✓	✗	
Is there a Planned Preventative Maintenance (PPM) in place?			
All are building services/facilities tested and operational (e.g. fire alarm, water heating etc.)?			
Heating and Ventilation Air Conditioning (HVAC) – inspected and tested and compliant to Covid-19 requirements.			
Water Systems flushed and sterilised. Water traps functioning.			
Can additional bicycle storage be provided?			
Can additional car parking be offered? Is there availability in nearby locations?			
Are there insurance implications?			

#### 5. Managing Third Parties: Contractors/Visitors/Customers

Checklist	YES	NO	Further Action
	✓	✗	
Business Continuity Planning – are your external contractors/ providers still operational?			
Consider how your contractors will function/operate and adhere to the new building Covid-19 requirements.			
Recording system for a sign in/out system.			
Induction for all staff.			
Communication with all contractors outlining the Covid-19 house policies and procedures.			
Communication notices available for all Staff/contractors/visitors.			

#### 6. Emergency Response and First Aid

Checklist	YES	NO	Further Action
<b>Emergency Response</b>	✓	✗	
Fire procedures – are there changes required to reflect new staff Numbers, and new layout?			
Occupational First Aid: are changes required to ensure adequate cover?			
Are First Aiders aware/briefed on new Covid-19 requirements? Revised training required? Current training valid?			
<b>Suspect Cases</b>			
Procedure and response to the suspect case (Covid-19 Supervisor or nominated person or team).			
Identify a designated isolation area. Ensure isolation area can be behind closed doors, with a toilet and handwash facility.			
Have additional isolation areas been identified?			



Provide, as is reasonably practicable, ventilation, tissues, hand sanitiser, disinfectant wipes, PPE, gloves, masks, clinical waste bags.			
What to do if worker displays symptoms: <ul style="list-style-type: none"> <li>▶ Isolate the worker as per the procedure.</li> <li>▶ Maintain 2m social distance from symptomatic person.</li> <li>▶ Provide a mask to the symptomatic person.</li> </ul>			
Assess if the unwell person can be directed to go home and call their doctor and self-isolate at home.			
Facilitate the symptomatic person to remain in isolation if they cannot go home, and call their doctor preferably from their own phone.			
Arrange transport home or to hospital for medical assessment (public transport should not be used by a suspect case of Covid-19)			
Provide assistance and advice if contacted by the PHA.			
Carry out an assessment of the incident and determine follow up Actions.			
Is PPE available for First Aiders?			

## 7. Remote Working

Checklist	YES	NO	Further Action
	✓	x	
Is there a remote working policy in place?			
Has insurance company been notified of remote working arrangements?			
Have clinically vulnerable employees been prioritised for remote working?			
Have individual risk/ergonomic assessments been conducted?			
Has training been provided?			
Has appropriate IT and other equipment been provided?			
Are communication channels between employer and employee defined?			
Are working time controls in place?			
Are GDPR controls in place? Consider the security of information in private residences.			

### 8. Covid-19 Case Management

Checklist	YES	NO	Further Action
	✓	x	
Is there a Covid-19 illness policy in place (this may form part of the Covid-19 response plan)?			
Who is responsible for managing the suspect case log? (issuing, reviewing, archiving)			
Do all employees know and understand what the notification process is, and the consequences if they do not follow the policy notification procedure?			
Does the absence/sick leave/ policy/procedure need to be Reviewed?			
Who is responsible for tracking absences assigned and their return to work?			
Who is responsible for conducting the contact tracing log?			
Are all employees aware of the contacting log?			
Who is responsible for liaising with the PHA?			
Who is responsible for disseminating Covid-19 information?			
Are employees aware of their responsibilities with regard to self-isolation?			

### 9. Managing Mental Health and Wellbeing

Checklist	YES	NO	Further Action
	✓	x	
Are there supports in place for employees who are experiencing existing or new mental health issues such as anxiety/stress?			
Have employees been informed/reminded of these supports?			
Do existing procedures need to be reviewed and updated?			

### 10. Training

Checklist	YES	NO	Further Action
	✓	x	
Has reinduction/induction training been created?			
Who is responsible for delivering this training/induction?			
Are employees aware of their responsibilities in attending training?			
Are existing training delivery systems (including online systems) fit for purpose?			

### 11. PPE – Personal Protective Equipment

Checklist	YES	NO	Further Action
	✓	x	
Have risk assessments been conducted for all tasks that may require PPE?			
Has the HSENI website been consulted in relation to the use of PPE?			
Has suitable PPE been sourced and provided?			
Have employees been trained on proper use, cleaning storage and disposal of PPE?			
Are disposal arrangements reflected in the waste management procedure?			
Have visitors been informed of your PPE policy?			

### 12. Business Travel

Checklist	YES	NO	Further Action
	✓	x	
Has the Travel Policy been updated to reflect Covid-19 travel restrictions? What about quarantine for touring crew/creatives?			
Have employees been notified of these changes?			
Has Driver Safety Policy been updated to reflect Covid-19?			
Have car sharing practices been updated to reflect the risk?			
Have hand sanitisers and cleaning equipment been provided for vehicles?			

## Covid 19 Return to Work Safely Protocol for Employees (Sample)

Control		YES	NO	Further Action
		✓	✗	
1.	Do you feel well and fit enough to return to work?			
2.	Are you keeping up to date with the latest Covid-19 advice from Government?			
3.	Are you aware of the <a href="#">signs and symptoms of Covid-19</a> ?			
4.	Do you know <a href="#">how the virus is spread</a> ?			
5.	Have you told your employer if you fall into any of the clinically vulnerable categories?			
6.	Have you been given an induction before returning to work and been made aware of the control measures your employer has put in place to minimise the risk of you and others being exposed to Covid-19?			
7.	Do you know who the Working Group Staff Representative is and how to contact them?			
8.	Do you know who to contact if you have any concerns about exposure to Covid-19, control measures not being maintained, or if you have any suggestions that could help prevent the spread of the virus?			
9.	Do you know what to do in relation to social distancing, good hand hygiene and respiratory etiquette?			
10.	Do you know how to wash your hands properly?			
11.	Do you know when to wash your hands: i.e. <ul style="list-style-type: none"> <li>▶ before and after eating and preparing food</li> <li>▶ after coughing or sneezing</li> <li>▶ after using the toilet</li> <li>▶ before smoking or vaping</li> <li>▶ where hands are dirty</li> <li>▶ before and after wearing gloves</li> <li>▶ before and after being on public transport</li> <li>▶ before leaving home</li> <li>▶ when arriving/leaving the workplace/other sites</li> <li>▶ after changing tasks</li> <li>▶ after touching potentially contaminated surfaces, handling money or handling waste</li> <li>▶ if in contact with someone displaying any Covid-19 symptoms?</li> </ul>			
12.	Do you know where your nearest hand washing/hand sanitising stations are?			
13.	Do you know to avoid touching your face?			
14.	Do you know to keep 2 metres physical distancing from others at all times at work, including in any canteen or wash/changing room?			
15.	Do you know to avoid any physical contact with colleagues, customers and visitors?			

16.	Do you know what to do if you start to develop symptoms of Covid-19 while at work, including where the isolation area is?			
17.	Do you understand the purpose of giving your employer any necessary information to maintain a Covid-19 contact log?			
18.	Do you understand any proposed new staff rosters, changing of start / finish times, rostering of breaks etc.?			
19.	Have you been made aware of any changes to risk assessments relevant to your work activities, and any changes in the safety statement in response to controls to minimise the risk of you and others being exposed to Covid-19?			
20.	Have you been made aware of any changes to the emergency plans or first aid procedures for your workplace in response to controls to minimise the risk of you and others being exposed to Covid-19?			
21.	Do you know to avoid sharing items such as cups, bottles, cutlery, pens etc.?			
22.	Have you been made aware that any personal items brought into work must be cleaned, and to avoid leaving them down on communal surfaces, or to clean the surface after the personal item is removed?			
23.	Have you been provided with cleaning materials, including gloves and disinfectant to clean your own workspace?			
24.	Can you avoid work-related travel as far as possible, and are you able to conduct meetings with colleagues, clients and audience members in other forms e.g. phone, online, rather than in person?			
25.	If using your own car for work, will you travel alone?			
26.	If you have to share a work vehicle, have you access to a face covering and products such as wipes to clean the vehicle's frequently touched surfaces at the start and end of each shift?			
27.	Do you know when you have to wear PPE and how to fit, use, remove, clean, store and dispose of it?			
28.	Do you know what supports are available to you if you are feeling anxious or stressed?			
29.	<b>Additional Information</b>			

Name \_\_\_\_\_ Signature \_\_\_\_\_

Date \_\_\_\_\_

## Physical Journey for Audience or Staff

Below is a generic check list and not all may be applicable to your specific venue. It is not an exhaustive list.

Stage	Areas of consideration
<p><b>Booking Performance:</b>  <b>Can your venue cater for the tour?</b></p>	<p>Specifics of the event/performance/exhibition/workshop.                      Static/movie/exhibition/workshop etc.                      Number of Cast.                      Available space on stage &amp; BOH.                      Show/exhibition Run (number of show days).                      Insurance.                      Cancellation Policy.                      Intermission/Hospitality.                      Show stop procedures (pre event &amp; during event).                      Is there contingency built in for actors/musician's no-show through illness of self-isolating?                      Number of permitted ticket sales.                      Catering for vulnerable groups (Covid-19 high risk categories)                      Risk assess the audience profile.                      Toilet capacity (FOH &amp; BOH).                      Identify Isolation room(s) FOH &amp; BOH.</p>
<p><b>Staff Training</b></p>	<p>Front of house staff consultation and re-training:</p> <ul style="list-style-type: none"> <li>▶ Entrancing and exiting procedure</li> <li>▶ First Aid/Isolation area procedures.</li> </ul> <p>Vulnerable staff.                      Staffing rotas.                      Multi-skilled working (staff can work multiple roles and interchange).                      Volunteer staffing and training.                      Cleaning protocols and retraining.</p> <ul style="list-style-type: none"> <li>▶ Consider revision of pre-existing safety protocols and return to work procedures as regards mental health and allowing staff sufficient time to refamiliarise with work environment</li> </ul>
<p><b>Pre-Arrival</b></p>	<p>Pre-booking:</p> <ul style="list-style-type: none"> <li>▶ Areas of higher risk management (group bookings, shops food or bar areas)</li> <li>▶ Test and embed procedures in advance (controlled group)</li> <li>▶ Venue terms and conditions of entry e.g. is a face mask condition of entry?</li> </ul> <p>Determine capacity:</p> <ul style="list-style-type: none"> <li>▶ Area capacities including galleries, front of house, toilets, workshop spaces etc.</li> <li>▶ Identify and stock isolation room</li> <li>▶ Dwell time</li> <li>▶ Audience demographic – how would the experience change for them?</li> <li>▶ Foyer capacity – can you cater for intermission?</li> </ul> <p>Pre-Visit experience and audience profile:</p> <ul style="list-style-type: none"> <li>▶ What to expect that may be different, ensure confidence</li> <li>▶ Reassurance                         <ul style="list-style-type: none"> <li>• Reduced capacity</li> <li>• Staff levels</li> <li>• Frequent cleaning</li> <li>• Face coverings/thermal screening/questionnaires/sanitising</li> <li>• Information – adapting practices in everyday life, and reassurance by finding same in the venue</li> <li>• Layout</li> <li>• Dedicated visiting times for vulnerable groups</li> <li>• Communication the new experience to users e.g. frequently asked questions</li> </ul> </li> <li>▶ Plan to do a soft opening</li> <li>▶ Agreed policy and procedures if a person arrives with symptoms.</li> </ul>

<p><b>Arrival</b></p>	<p>Manage external queuing to process quickly – take into consideration:</p> <ul style="list-style-type: none"> <li>▶ Weather implications</li> <li>▶ Neighbouring facilities</li> <li>▶ Staggered arrivals</li> <li>▶ Queueing systems, capacity, implications if house is delayed, poor weather, processing time etc.</li> </ul> <p>Close cloakrooms to reduce staff contact – consider lockers with regular cleaning. Hand sanitiser locations. Consider how online tickets may be self-scanned by visitors.</p>
<p><b>Welcome and orientation</b></p>	<p>Signage:</p> <ul style="list-style-type: none"> <li>▶ Clear information about the access routes, hygiene, distancing etc.</li> <li>▶ Policy on audio guides, headphones</li> <li>▶ Disability assisted facilities</li> <li>▶ Rewording pre-show announcements.</li> </ul> <p>Visitor Experience:</p> <ul style="list-style-type: none"> <li>▶ Narrative and free flow</li> <li>▶ Audience welfare (consider their experience and expectation)</li> <li>▶ One-way systems, exits/entrance, informing the audience</li> <li>▶ Increased management around touch tours</li> <li>▶ Toilet management</li> <li>▶ Close off/restrict access to rooms or facilities that are not required</li> <li>▶ Avoid interval congregation – consider service within the auditorium.</li> </ul>
<p><b>Leaving</b></p>	<p>Use of dedicated exit door to avoid entrancing counterflow. Use of ushers to manage exit from the auditorium to stagger exiting. Evaluation of visitor experience in real time, for immediate evaluation, will allow for quicker changes to procedures.</p>
<p><b>Emergency procedures</b></p>	<p>Sustainable adaption to emergency plans. Show cancellation procedures. Show stop procedures.</p>
<p><b>Promotion of Event</b></p>	<p>Online details – provide information on safety measures at the venue. Frequently Asked Questions – deal with as much as possible online. Promote online what to expect at the venue – images of queuing, use of face mask or not, temperature checks, hand sanitising stations etc. Promote what you are doing to create a safe venue.</p>
<p><b>Ticket Sales</b></p>	<p>How do you plan to sell the event on-line/ box office? Update T&amp;C's. Receive booking information and key Terms and Conditions to include Covid-19 messaging. Venue's conditions of entry (i.e. face mask, thermal checks etc.). Catering for vulnerable groups. Access requests. Disabled access. Contact tracing requirements. Refusal of Entry – list reasons. If they have signs or symptoms are they eligible for refund?</p>
<p><b>Communications</b></p>	<p>Week/days before the event, communicate the safety measures and conditions for entry, Covid-19 key messages. Travel to the venue, pre-event details re parking, timings, arrive early, expect SD queuing etc. Set up venue – online frequently asked questions?</p>
<p><b>Pre-Show clean</b></p>	<p>Check levels of hand sanitiser. Check levels of hand soap and paper towels. Check levels of staff PPE. Check waste bins are all empty and contain waste bags. Treatment of contact surfaces where required.</p>

<p><b>Pre-Door Event checklist</b></p>	<p>Manager to ensure all pre door checks.          Covid-19 manager check completed.          Ensure all staff briefed on Covid-19 procedures.          Ensure cleaning and regular cleaning protocol is being followed.          Hospitality Arrangements – Bar/food/café. Detailed operating process clearly understood by all staff and pre communicated to the public in advance communication. (pre order table service etc).          Intermission arrangements (e.g. Hawker sales to those seated in auditorium).          Merchandise – programmes etc.          Late arrivals for performance /show policy.          Staff briefed on procedure for what to do if someone presents with symptoms.          First Aid cover.          Event space/auditorium &amp; stall loading.</p>
<p><b>Arrival at the Venue</b></p>	<p>Have you considered / implemented the following:</p> <ul style="list-style-type: none"> <li>▶ Additional parking and bike parking</li> <li>▶ Available outside venue space for SD and queuing</li> <li>▶ Signage and information</li> <li>▶ Staff to set up exterior queuing</li> <li>▶ Contact tracing (if not done at time of purchasing tickets or email in advance)</li> <li>▶ Ticket collection process</li> <li>▶ Weather conditions (rain/sun cover)</li> <li>▶ Opening early to allow for safe ingress of public</li> <li>▶ Staggered arrival of public (given time slots)</li> <li>▶ Awareness of the venues entry policy (face masks, thermal checks etc.)</li> <li>▶ Hand sanitiser stations exterior</li> <li>▶ Minimal contact points</li> <li>▶ Ground markings (SD)</li> <li>▶ Display information (symptoms good hand/respiratory hygiene)?</li> </ul>
<p><b>Entering Performance Venue</b></p>	<p>How many doors are available to public access? 1 door in and 1 door out?          Is there enough scanning staff available and have you risk assessed how to scan, including queue control measures/ PPE/barriers etc.?          Scanning of tickets (contactless).          Bag search (if applicable).          House rules – i.e. must wash/sanitise hand on entry.          Enough space to accommodate entering public into foyer/reception and maintain SD          Enough SD circulation space for the public numbers and staff.          Access to gallery /event space/auditorium procedure / how many access doors – corridors ability for SD.          House rule – may direct public straight into auditorium seats (reduce gatherings at foyer/bars/ hospitality, toilets etc).          Food/Drinks policy in gallery/event space/auditorium.</p>
<p><b>Opening of event space. Loading of Auditorium</b></p>	<p>Number of ushers required.          Clear directional signage.          Process for public if they have an issue or question.          Preshow announcements.</p>
<p><b>Performance/Show Time</b></p>	<p>Communication process if someone has a problem/issue.          Pre-show safety message. Turn off phone. Interval arrangement, post show exiting etc.          Toilet locations and signage to indicate the nearest facility – can toilets be used during performance?</p>
<p><b>Cleaning during Show</b></p>	<p>Refilling of hand sanitiser.          Refilling of hand soap and paper towels.          Regular checks of toilet facilities.          Emptying of waste bins.          Disinfecting of frequently touched areas.</p>



<p><b>Intermission</b></p>	<p><i>*Intervals may be a consideration in developing public health advice with regard to reducing time in a venue.</i></p> <p>Is there capacity within the foyer and FOH to accommodate SD requirements?          Staff in place.          Pre-order drinks collection.          SD maintained.          Queue management system in place for toilets.          Strategies with regard to keeping people in the auditorium – e.g. short films.</p>
<p><b>End of show departure/egress</b></p>	<p>Enough staff positioned to ensure no congregating within the venue.          No loitering after show – signage.          Expect queues for toilets.          Post show queries/comments etc – refer to on-line frequently asked questions, and for visitor feedback.          Access routes straight to exterior of building.          System check to ensure all public and staff clear of building.</p>
<p><b>Post Show Clean</b></p>	<p>Comprehensive clean and disinfection of the venue, considering the movement of the visiting public and the areas they will have accessed. Treatment of all contact surfaces.          Refilling of hand sanitisers.          Refilling of hand soap and paper towels.          Emptying of waste bins.          Refill supplies of staff PPE.          Check stock levels of cleaning products, hand hygiene products and PPE, and order as necessary.          Clean and disinfect shared cleaning equipment.</p>

## Cleaning Checklist (Sample)

This is a sample checklist for cleaning public places of assembly.

Checklist	Yes	No	Further Action
	✓	✗	
Pre-Show Clean for Places of Public Assembly			
<b>General</b>			
Have you reviewed your cleaning policy to include the Covid-19 requirements?			
Are there adequate supplies of disposable cleaning equipment available?			
Is there adequate supply of cleaning detergents and disinfectants?			
Are there adequate supplies of PPE for cleaning staff?			
Provision of hand sanitiser stations at key points. Are they touchless?			
Is there adequate supervision of cleaning arrangements?			
Have all cleaning staff been inducted and received that appropriate training?			
Do you have an adequate numbers of cleaning staff?			
<b>Pre-Show Clean</b>			
Gallery/Event Space – Seating – Aisles – floors cleaned.			
All Toilets, door handles, sinks floors etc. cleaned, as per agreed schedule. Isolation room clean.			
Corridors access routes – touch points cleaned.			
Foyer/reception cleaned.			
Entrance doors cleaned.			
Food and Beverage areas cleaned.			
Stairs/lift access/handrails cleaned.			
Check levels of hand sanitiser.			
Check levels of hand soap and paper.			
Check levels of staff PPE.			
Check waste bins are all empty and contain waste bags.			
Treatment of contact surfaces where required.			
<b>Show Clean</b>			
Refilling of hand sanitiser.			
Refilling of hand soap and paper towels.			
Regular checks of toilet facilities.			
Emptying of waste bins.			
Disinfecting of frequently touched areas.			
<b>Post Show Clean</b>			
Comprehensive clean and disinfection of the venue, considering the movement of the visiting public and the areas they will have accessed.			
Treatment of all contact surfaces.			
Refilling of hand sanitisers.			
Refilling of hand soap and paper towels.			
Emptying of waste bins.			
Refill supplies of staff PPE.			
Check stock levels of cleaning products, hand hygiene products and PPE, and order as necessary.			
Clean and disinfect shared cleaning equipment.			

## Opening/Closing Doors Check List (Sample)

To be completed by the venue manager

Area	Name / Detail
<b>Exhibition/Show/Performance</b>	
<b>Date</b>	
<b>Capacity (visiting public) Ticket Sales</b>	
<b>Staff Numbers</b>	
<b>Event Duration</b>	
<b>Intermission</b>	Yes/No (duration)
<b>Duty Venue Manager</b>	
<b>Duty Covid-19 Manager</b>	
<b>Front House Manager</b>	
<b>Zone Managers</b>	
<b>Medic</b>	

Sample

No.	Opening/Closing Doors Checklist	Yes	No	Further Action
		✓	✗	
1	All Staff are in position and briefings completed including specific Covid-19 safety measures?			
2	All health and safety checks carried out and reported back?			
3	Emergency procedures communicated to all staff?			
4	All safety protocols and procedures in place?			
5	Agreed queuing systems set up and signed off (interior and exterior)?			
6	All signage erected (directional and information) Ground markings etc.?			
7	Pre-show clean and ongoing cleaning procedure? ▶ Isolation room prepared and staff briefed on its location and use			
8	Signage regarding admission policy displayed (face masks, sanitise hands before entry etc.)?			
9	Ticket query procedure available – Box office?			
10	"Meeting up point" available with signage to cater for SD?			
11	Hand sanitiser stations interior and exterior available and stocked. Staff PPE stocked and available?			
12	Internal signage and information in position?			
13	Security measures bag search if required?			
14	Agreed number of staff in place front of house: ▶ invigilators ▶ scanners ▶ security ▶ cleaners ▶ catering ▶ box office etc.			

15	Agreed number of entry point doors?			
16	Agreed number of scanners in place, with adequate backup?			
17	Communications are radios available and working?			
18	Room managers- invigilators/ushers?			
19	Food & Drinks available with agreed pre-order procedure?			
20	Agreed procedure on entry – direct to seats no gathering in foyer?			
21	Preshow safety announcement available?			
22	Procedure for crowd circulation in line with SD?			
23	Toilet queue management systems in place?			
24	Ushers in place to re-seat public?			
25	End of show procedure in place and communicated to the public?			
26	Procedure for ensuring venue is clear of public?			
27	Post show standing down staff complete?			

## Outdoor Performance

### **Small scale event outdoors (the capacity of the proposed event will depend on local District Council guidance)**

Pre-planning and engaging with all relevant authorities/stakeholders early about your event is essential. Engage with local authorities, neighbouring businesses, residents and communities to assess the risk and the potential impact.

The event organiser should conduct a detailed risk assessment covering build, event and load out. Included within this, the Covid-19 Risk Assessment should include:

1. How the event will adhere to Government's regulations on public health and social distancing measures in place to stop the spread of Covid-19.
2. Assessment on the likelihood that the event may contribute to the spread of Covid-19, the impact this may have on the capacity of the NHS and the mitigation measures to prevent this.
3. Capacity to apply prevention and control measures. Planning and having the ability to implement actions that can reduce the risk associated with the event.
4. How organisers should consider the cumulative Covid-19 risk impact of multiples venues operating within a certain geographical area.

The local District Councils will provide current Covid-19 status information and advise if the proposed planned event/performance can take place. Only then should you proceed with further detailed planning, so as not to incur unnecessary costs. The guidance on Covid-19 is constantly changing, and you should factor into your planning the impact of having to delay, postpone or cancel your event.

### **Advance planning for a small outdoor event in a public space.**

In planning your event, consider the three phases of the event:

- ▶ Pre-Event Planning (conceptual stage)
- ▶ Pre-Event Advance planning (site detail)
- ▶ The Event and include a Post Event Review.

Each phase will require additional measures, taking into consideration specific Covid-19 guidance relating to social distancing, hand and respiratory hygiene, communication, and medical provision.

This guidance does not supersede any legal obligations related to health and safety, employment or duties under equalities legislation.

Consider the impact of Covid-19 on your event, employees, contractors, members of the public and the community. You have a duty of care to make your event and event space safe for all your employees, contractors and member of the public.

Your event planning should take into consideration all the Covid-19 checklists contained in this document.

The guidance below is not an exhaustive list and is intended to assist you in planning your outdoor event and depending on your specific event some detail may or may not apply.

Phase	Considerations
<p><b>Pre-Event Planning outdoor</b></p>	<p>Consult with the relevant authorities and seek specialist advice to best evaluate impact, develop mitigating strategies, and engage with coordinating relevant external agencies if required.</p> <p>Create a site layout plan to include, ingress and egress points, queuing, hygiene stations, toilets, catering, first aid, performance area and /or stage, to facilitate social distancing.</p> <p>Devise a detailed risk assessment including Covid-19 risks for the planned event. This should include all relevant current Covid-19 control measures you are putting in place.</p> <p>Factor in additional cost implications.</p> <p>Ensure Covid-19 Occupational Health and Safety compliance for the protection of staff, contractors and visitors.</p> <p>Consider the disability and vulnerable groups attending.</p> <p>Have a PR and emergency communication plan.</p> <p>Ensure a detailed and realistic time schedule.</p> <p>Factor in additional time for</p> <ul style="list-style-type: none"> <li>▶ Performance rehearsal</li> <li>▶ The build and break of the infrastructure</li> <li>▶ Ingress and egress of the visitors.</li> </ul> <p>What is your advance Covid-19 information to the public?</p> <p>Detail your plan for the Covid-19 journey for attendees on your Covid-19 control measures and requirements.</p> <p>If a "free to attend event" consider a ticketing/booking system to manage capacity numbers.</p> <p>Establish advance ticket sales arrangements, group bookings family support bubbles, and contact tracing policy (taking into consideration GDPR).</p> <p>Consider an allocated seated event, or ground markings to allow for SD and crowd management.</p> <p>Draw up and implement security measures.</p> <p>Establish staff, contractor training and communication systems.</p> <p>Establish and communicate roles and responsibilities of all staff and contractors.</p> <p>Develop contingency plans for absenteeism, factor in your plan what to do if a member of the event team(s) contracts Covid-19 or has to self-isolate.</p> <p>Have a robust cleaning policy.</p> <p>Implement hand/respiratory hygiene, SD and directional signage.</p> <p>Decide on entry policy (hand hygiene upon entry, wearing of masks, thermal checking).</p> <p>Establish and communicate event duration (including doors open, show and egress duration).</p> <p>Is there a planned intermission? How do you manage this? Avoid points of congestion – Queueing/end of show.</p> <p>Develop a medical plan and procedure in place to deal with suspect Covid-19 case. (isolation room)?</p> <p>Ensure appropriate PPE based on risk assessment available for staff.</p> <p>Establish and communicate the artist/performers' Covid-19 protocol.</p> <p>Assess the performance and artist workspace; the back of house area, dressing rooms, warm up area, wardrobe, makeup, catering etc. for Covid-19 safety.</p> <p>As use of public transport may be considerably reduced. What are the car/bicycle parking arrangements? Work with your Local Authority on the impact of queueing and car/bicycle parking on the local area..</p>

<p><b>Advance of the event:</b></p> <p><b>Venue</b></p>	<p>Ensure the event space can be controlled – set boundary to control access and numbers attending. E.g. does the space require infrastructure barriers etc.?</p> <p>Consider the SD implications and space required for dressing rooms/medical/command positions etc.</p> <p>Assess and plan for the following:</p> <ul style="list-style-type: none"> <li>▶ Ingress and egress management – controlled access and egress for the build, load out and the event</li> <li>▶ Car parking, transport arrangements for attending public if required</li> <li>▶ Expect interactions amongst participants occurring the event and implement sufficient controls to ensure social distancing is maintained</li> <li>▶ Agreed capacities based on SD, consider event site migration/density, points of interest/ attraction.</li> <li>▶ Cleaning protocol</li> <li>▶ Cleaning contractor/staff</li> <li>▶ Agreed number of staff to run the event</li> <li>▶ Security measures and access control, wristbanding for checked staff.</li> <li>▶ Medical Plan, first aid provision and facilities (including isolation room).</li> <li>▶ Any catering/hospitality</li> <li>▶ Allow adequate time for the build</li> <li>▶ Role and responsibilities to be clear and understood by all</li> <li>▶ The emergency evacuation procedure</li> <li>▶ Health and Safety documentation and insurance details from all contractors</li> <li>▶ If someone (worker or member of the public) is showing symptoms of Covid-19 they should not attend the event/work.</li> </ul>
<p><b>Circulation – Managing Social Distance at the event</b></p>	<p>What is the size of the available usable space throughout the various stage of the event ingress, circulation, show space and egress?</p> <p>Calculate the SD capacity of the space and communicate to all staff to monitor crowd flows. Is there a provision for food &amp; beverages available? What SD impact will this have on crowd movement?</p> <p>Is there enough space for your attendees to circulate in line with SD?</p> <p>Do you have sufficient toilet numbers and queue management?</p> <p>Bottle neck or narrow entry/exit ways may require dedicated one-way systems.</p>
<p><b>Exiting/Egress</b></p>	<p>Controlled egress in stages (advance communication to visitors via pre-show announcement, signage).</p> <p>Duration of ingress – Ticket check.</p> <p>Adequate staff numbers to control egress flow.</p> <p>Is the exterior lighting sufficient?</p> <p>Traffic management if required.</p>
<p><b>Design</b></p> <p><b>How is the venue laid out?</b></p>	<p>Adequate circulation taking into consideration capacity and SD.</p> <p>Seating to be arranged in accordance to the current SD guidelines.</p> <p>Emergency Exit/evacuation plans for the event.</p> <p>Identify the potential congestion areas and have procedures in place to manage SD.</p> <p>Location of toilets, ratio male/female units to attendance.</p> <p>Consider if you need fire certification (soft furnishings, carpet).</p> <p>Is it an option to section off the event space with dedicated services and facilities for each area?</p>

<p><b>Information</b></p>	<p>Is there sufficient signage Covid-19 signage and signage for exits, toilets, information, medical etc.?                  Do you have Contact tracing procedures in compliance with GDPR?                  Lost and Found procedure.</p>
<p><b>Management</b></p>	<p>Is there sufficient staff and security on the event (based on your risk assessment)?                  Staff/Vendor check in procedure consider wrist banding for checked staff and work area control.                  Have security and event staff been properly briefed on the event, Covid-19 procedures and the emergency procedures?                  Medical requirements must include Covid-19, and these must extend to consider production load in and derig, alongside the event.                  Event Covid response plan – Procedure, Isolation room etc.                  Are there children at the event? If so, have you fulfilled your vetting requirements and lost children protocol?                  Consider vulnerable groups and people with disabilities.</p>
<p><b>Post Event review</b></p>	<p>Plan a proper debrief with all relevant stakeholders and review all aspects of the event.</p>



## Performance Venue Covid-19 Log for Suspect Case (Sample)

Location: \_\_\_\_\_

Date: \_\_\_\_\_

Patient's Name: \_\_\_\_\_

Employee/Contractor: Y/N      Member of Public: Y/N

Try to obtain as much detail as possible factoring in that the patient may not be feeling very well.

Sample questions to ask	Answers
How long has the person been in/at the venue?	
Identify/list the areas the person was in at the venue.	
Identify where possible the contact/touch points the person touched?	
Identify/list the people/workers the person may have been in contact with.	
Is the person alone or with a group?	
What follow up is required?	
Do you need to re-issue or refund tickets?	
Have you undertaken the decontamination clean of the isolation room and venue if required?	

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Accessibility Resources

### Equality Northern Ireland

[www.equalityni.org](http://www.equalityni.org)

[www.equalityni.org/everycustomercounts](http://www.equalityni.org/everycustomercounts)

Resources on Equality Northern Ireland Website Include:

“Every customer counts: promoting accessible services”:

- ▶ [Accessible goods and services – good practice guide](#)
- ▶ [Accessible retail – good practice guide](#)
- ▶ [Accessible restaurants, cafes & hospitality – good practice guide](#)
- ▶ [Auxiliary aids and services](#)
- ▶ [The Impact of Covid-19 on Disabled Customers – some recommendations for the hospitality sector](#)

[The business case for accessible services](#)

[How accessible is your business? – self assessment checklist](#)

[Accessibility action plan template](#)

[Inclusive customer service policy](#)

[Code of Practice: Rights of access goods, facilities, services and premises](#)

[Disability Discrimination Act – What service providers need to know](#)

[Showcasing disability best practice](#)

[Assistance Dogs: Best practice for employers and service providers](#)

[Goods, facilities and services – short guide to discrimination law](#)

[Short guide to disability discrimination law](#)

[RNIB's campaign and information on the difficulty of social distancing](#)

[Concerns for wheelchair users](#)

[Impact of the pandemic on disable people working within the creative sector](#)

[Overview of Indigo's ACT 2 survey](#)

**Now** – support services for people with learning difficulties and autism

[www.nowgroup.org](http://www.nowgroup.org)

**Jam Card** – allows people with a learning difficulty, autism or communication barrier to tell others they need 'Just A Minute' discreetly and easily.

[www.jamcard.org](http://www.jamcard.org)

## References

### **Northern Ireland Executive**

<https://www.northernireland.gov.uk/>

<https://www.nidirect.gov.uk/articles/coronavirus-covid-19-regulations-guidance-and-what-they-mean-you>

### **Health and Safety Executive for Northern Ireland (HSENI)**

<https://www.hseni.gov.uk/news/covid-19-safety-measures-advice-businesses>

### **Public Health Agency**

<https://www.publichealth.hscni.net/>

### **World Health Organisation**

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019>

### **UK Government**

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>

<https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/performing-arts>

<https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings>

### **Covid-19 – Working Through This Together – A Practical Guide to Making Workplaces Safer**

<https://www.nibusinessinfo.co.uk/sites/default/files/Covid-19-Working-Through-This-Together.pdf>

### **IOSH Covid-19 Risk Assessment Guidance**

[www.iosh.com/returningsafely](http://www.iosh.com/returningsafely)

**European Centre for Disease Prevention and Control (ECDC)** – Disinfection of environments in healthcare and non-healthcare settings potentially contaminated with SARS-CoV-2

[https://www.ecdc.europa.eu/sites/default/files/documents/Environmental-persistence-of-SARS\\_CoV\\_2-virus-Options-for-cleaning2020-03-26\\_0.pdf](https://www.ecdc.europa.eu/sites/default/files/documents/Environmental-persistence-of-SARS_CoV_2-virus-Options-for-cleaning2020-03-26_0.pdf)

**Department for Communities** – Culture and Heritage Destinations Venues

<https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-culture-heritage-destinations-phased-return-guide.pdf>

**Theatre Forum** – Reopening Arts Centres

<https://www.theatreforum.ie/forum-notice/reopening-arts-centres-guidelines/>

