

Reopening of Arts Centres-Guidelines v 1.1

Creating a Safe Place of Assembly guidelines

This document has been produced based on current best practice, legislation and guidance by the Irish Government, HSE and HSA in response to the Covid-19 pandemic public health response.

Notes:

- **Social/Physical Distancing based on 2m**
- **Risk assessment wearing of PPE – currently advised but not mandatory**

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Document Control

Version	Date of Revision	Detail of amendments.
1.1	8 th June 2020	

The document is based on current advice about measures to reduce the spread of Covid-19 in the Return to Work Safety Protocol (Covid-19 Specific National Protocol for Employees and Workers) issued by the Department of Business, Enterprise and Innovation and the Department of Health. As the advice issued continues to evolve, this protocol and the measures employers and workers need to address may also change. Therefore, it should be noted that the attached details are non-exhaustive and are also subject to change. This is a general document applicable to all sectors (artists, theatres and arts centres). It is not designed to prohibit the introduction of further specific measures in particular sectors or workplaces, as long as they enhance the measures set out in this document. In addition, further supports for employers and workers will be developed and provided where appropriate. This is a living document.

Contents

Overview	3
Pre-arrival of visiting public	4
Staff Training.....	5
Conditions of Entry Policy Considerations.....	6
First Aid/Medical Provision	6
Capacity Considerations.....	6
Adapting the Flow of Visitors	7
Disabled Needs Provisions.....	7
The Space	8
Communication Strategy	9
Ticketing Communication.....	11
Public Arrival Considerations	11
Cleaning of Public Areas.....	12
Waste Management.....	12
Face Coverings	12
Temperature Checks.....	12
Welcome and Orientation	13
Children	13
Vulnerable/High Risk Groups	13
Food & Beverage	13
Emergency Plans.....	14
Contact Tracing.....	14
Appendix	15
<i>Scenarios.....</i>	<i>15</i>
<i>Physical Journey.....</i>	<i>19</i>
<i>Pre-Doors Check List.....</i>	<i>23</i>
<i>Cleaning Checklist.....</i>	<i>25</i>
<i>References.....</i>	<i>26</i>

Acronyms

HSA	Health and Safety Authority
HSE	Health Service Executive
PD	Physical Distancing
SD	Social Distancing
F&B	Food and Beverages
FOH	Front of House
ISL	Irish Sign Language
PPE	Personal Protective Equipment

Overview

This document is Part 3 of the Reopening of Arts Centres series, (Creating a Safe place of Assembly). It should be read in conjunction with

1. [Business Continuity and Covid-19 Response Planning](#)
2. [Covid-19 Occupational Safety, Health and Welfare guidelines](#)

This is a working document which is subject to change as new guidance is issued. The Covid-19 Compliance Manager and all senior management should ensure they are up to date on the most recent information and advice. This document provides guidance on the actions and responses required to address the impact of Covid-19 in Arts Centres and has been designed to incorporate the protocols and guidance issued by the Government, Health Service Executive (HSE) and Health & Safety Authority (HSA). This Covid-19 ‘Creating a Safe Place of Assembly’ document is a living document which will be subject to change as public health advice on Covid-19 changes in forthcoming months.

Government of Ireland website	www.gov.ie
Health Service Executive (HSE)	www.hse.ie
Health Safety Authority (HSA)	www.hsa.ie
Health Protection Surveillance Centre (HPSC)	www.hpsc.ie
National Standards Authority Ireland (NSAI)	www.nsai.ie

There are many aspects that will need to be considered before opening your venue to the public. Visitors and audience will want to **know** and will **expect** 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. The emergence of Covid-19 brings new work practices for everyone and these changes will likely develop as we learn more about the virus. Art Centres rely heavily on public attendance, participation, and a positive experience for adults and children alike. The key to re-opening Arts Centres safely will be in the efficient and effective management of agreed capacities, hygiene and public access procedures.

Critical Action Points For Opening Arts Centres

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

A risk assessment will need to be conducted in relation to the processes in place to allow public access. It should identify areas that are likely to be of higher risk including staff and visiting public interface. When assessing the venues reopening procedures, risk assessments should also acknowledge uncertainties and planning for an uncertain future. The following areas should be considered before opening your Arts Centre to the public:

- Determine the maximum number of visitors allowed into the Arts Centre to comply with physical distancing guidelines.
- Calculate the capacity for each public area.
- Risk profile of 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 (FOH) to include violence and aggression for staff and customers. To include policy and procedures when 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.
- Opening time for public – to avoid crowds gathering at the entrance and stagger exiting.. Consider ticketing continuously or for traditional times of high interest to control access.
- For gallery and exhibition spaces determine an average visit time to establish time slots.
- Ticket check – where possible to have public self-scan ticket upon arrival – supervised by Front of House (FOH) staff member.
- Consider high risk groups in the programming – dedicated time for high risk groups.
- 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 front of house staff and the members of the visiting public.

Preparation Planning

Ensuring front of house Covid-19 compliance will require:

- Agreed entrance procedures are in place, as regards ticketing, screening, queue management etc.
- Queue management to include physical distancing calculations to reflect the capacities agreed for the venue.
- Ensure all staff are trained and briefed to carry out their functions safely.
- Installation of hand sanitisers and PPE are available and stocked up.
- Members of staff and visiting public have been informed in advance of the policy restrictions etc.
- Adequate and sufficient signage.
- Managing access control to maintain agreed capacities.
- Security measures agreed.
- Public contact details (for contact tracing is in place either on site or via ticketing).
- Rigorous cleaning - needs to be visible and pro-active.
- Continuous feedback from centre visitors and audience so that systems can be changed.

Stages of consideration for welcoming the audience and visitors back:

1. Pre-Arrival
2. Arrival
3. Welcome and Orientation
4. Departure
5. Emergency procedures.

Pre-arrival of visiting public

In the planning phase for opening arts centres to the public, consider the type of events/shows/exhibitions that you are looking to schedule. Is the programme achievable and viable given physical 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 guest list.

- Launch events, opening nights with physical distancing.
- Duration of the event? Arrival, event and departure – limited time capacity?
- Circulation of the event space. One-way systems an option? Otherwise lower density.
- Hospitality - Food and Beverage - wine receptions, food?
- Seated element to the exhibition – audio/video, associated cleaning protocol.
- Ensure distance maintained between visitors and staff. Installation of screens for increased protection where necessary e.g. box office, reception, cash desk in bar or café.
- How you will cater for household groups who wish to attend the exhibition/show?

Staff Training

All Arts Centre staff should have completed a ‘Return to Work’ form 3 days in advance of returning to work and received:

- Consultation as regards operational changes
- Information regarding Covid-19 staff representative
- Induction Covid-19 awareness and management training
- Hygiene training
- Revised emergency procedure training, taking into consideration the revised layout of the Arts Centre.

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. Physical Distancing (PD) compliance.

Below is a sample staffing level check list

Area	Role	Staff numbers
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		

Conditions of Entry Policy Considerations

Conditions of entry may be informed by industry practice and emerging HSE 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).

First Aid/Medical Provision

First aid is designed to preserve life, prevent worsening and promote recovery, and on-site first aiders will need to provide initial treatment as necessary or until the emergency services arrive. Your venue will already have existing first aid/medical plans, and these will need to be reviewed and updated to consider the following:

- Review all first aid procedures to adapt in line with current Covid-19 guidance e.g. compression only CPR, infection prevention and control.
- 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.
- Response plan for how to deal with a suspected case of Covid-19, this is contained within [Business Continuity and Covid-19 Response Planning](#) guidelines.
- Identify a suitable isolation room where a suspected case of Covid-19 can be brought. 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.
- Update emergency plans.

For further information on provision of first aid please see the Pre-Hospital Emergency Care Council (PHECC) website:

https://www.phecit.ie/PHECC/Publications_and_Resources/Newsletters/Newsletter_Items/2020/PHECC_COVID_19_Advisory_v1.aspx

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 of 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 (may require closure)
 - 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 and density of visitors, 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 flows from entrances to provide a one-way system should be in place. 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 category. Other measures could include:

- Stop/go procedures for corridors and have a circulation plan for small access spaces.
- Visitor self-scanning tickets, avoiding queueing at entrances and counters.
- Use ground markings to ensure recommended distance of PD 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.

Special attention to be given to visit by children with families and school groups.

- Ensure access for people with disabilities is maintained. Lifts should be reserved for persons with reduced mobility.
- It may be necessary to restrict or close access to certain areas where safe operating procedures cannot be maintained e.g. cloakroom.
- Guided exhibition tours and educational programmes should be risk assessed to determine whether they can be delivered safely and that physical distancing measures can be adhered to.
- Staggering entrancing and exiting times.

Disabled Needs Provisions

Additional provisions should be given consideration for people with disabilities.

- Any changes to points of entrance and exit 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.
- 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 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.
- 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 “Vulnerable Group” or “Cocooners” 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 culture could be especially challenging for specific impairment groups (people who are blind or deaf) who, for reasons of access, need to engage with gallery and 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 centre 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 Art Centres.

Covid-19 Guidelines for Employers to Support a Vision Impaired Employee Returning to Work:
<http://www.ncbi.ie/covid-19-guidelines-for-employers-to-support-a-vision-impaired-employee-returning-to-work/>

Irish Deaf Society Coronavirus ISL Support
<https://www.irishdeafociety.ie/coronavirus-isl-support/>

Coronavirus Guidance for Irish Wheelchair Association Service Users
<https://www.iwa.ie/coronavirus-updates-from-irish-wheelchair-association/>

Wheelchair and Assistive Technology Users Precautions for Covid-19
https://www.iwa.ie/downloads/information/covid19/WC_AT_COVID-19_Precautions_1mb_2020-03-27_0745.pdf

The Space

Arts Centre 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 walk and clear information/signage about the correct way to move around the exhibition space. Where the space is large enough a one-way system could be utilised to aid compliance with PD requirements.
- Place PD ground marking to indicate PD spacing where congregating might occur such as in front of exhibits, displays and information signage.
- Room management – Clear communication system between staff managing the different areas of an exhibition/gallery to ensure PD can be maintained.
- In appropriately sized spaces, create waiting areas where visitors can safely wait until the next area is available.
- 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.

Workshops

- The phased return of adult workshops is dependent on public health guidance.
- For youth groups, government guidance for the return of youth workshops (e.g. youth theatre companies) is after last phase 4 of the return to work and based on public health guidance, government guidance link [here](#).
- Consider the room size, thorough cleaning schedule, ventilation, facilities, space layout, taking into account PD 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 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 physical distancing.
- Provision of hand sanitisers units throughout the space.
- Consider the format and materials required to host the workshop. Preferable avoid the need to share materials – consider the cleaning procedure?
- 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

- Calculate capacity of your auditorium in line with Government guidelines on physical distancing.
- The first row of the audience will need to be 2m away from the stage and potentially more if a performer is positioned on the downstage edge, possible requiring an exclusion radius of 3-5m.
- Consider opening the balcony (international practice is 2m seating distance from rail).
- Seating arrangement in the auditorium – Will household groups be allowed to sit together? Seating layout by row instead of specific seats to allow rows from centre and avoid cross-over.
- Reducing congestion may include staggering arrival times, opening auditorium doors with main doors open so that public can go to their seats directly.
- Adopting 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.
- Clear communication system between staff managing the areas from the entry to auditorium.
- Intermission/show intervals should be risk assessed 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? ([see F&B section](#)) 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 system? Is unisex an option?
- Manage exiting to maintain physical distancing, possibly using ushers to release rows or using multiple exits.

Communication Strategy

Clear communication will be key to the success of reopening your Arts Centre 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 Arts Centre 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 centres 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 public visiting the Arts Centre

- Visitors should not attend the Arts Centre if:
 - They have experienced any symptoms of Covid-19 in the past 14 days including cough, shortness of breath or temperature of 38 degrees or over.
 - They been diagnosed with confirmed or suspected Covid-19 infection in the last 14 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 cocoon.
- (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 Arts Centre, 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 centre in line with Department of Education and Skills and the Department of Children and Youth Affairs guidance.
- Queuing procedures.
- Ticket scanning procedures.
- Information regarding disabled access/special needs facilities.
- Arrangements for bag checks (if applicable) and whether there are any additional restrictions on what can be brought into the Arts Centre 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 follow the guidance and instructions from your staff.
- To adhere to physical (social) distancing from others.
- To encourage use contactless payment at the Arts Centre.
- Seating arrangements.
- Arrangements for purchasing food, beverages and merchandise. Venue policy of bringing food into the exhibition gallery space.
- What to do if they feel unwell whilst visiting the Arts Centre.

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 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 physically 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.

Online resources:

AsIAM

<https://asiam.ie/asiam-and-covid19/>

Inclusion Ireland

<http://www.inclusionireland.ie/content/page/corona-virus>

Inclusion Ireland: Easy Read Guide Covid-19

<http://www.inclusionireland.ie/sites/default/files/attach/article/1806/easy-read-coronavirus429pdf-updated.pdf>

HSE: Easy Read Coronavirus / Covid-19 Public Information Booklet

<https://www.hse.ie/eng/services/news/newsfeatures/covid19-updates/partner-resources/covid-19-information-booklet-easy-read-version-.pdf>

Ticketing Communication

Ticketing platforms will play a key role in the communication process between the Arts Centre 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 Arts Centre.

- Website/landing site – This should contain all the information regarding how the Arts Centre 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 Arts Centre.)
- Updates to your terms and conditions
- Provision of details for HSE contact tracing
- Refund policy
- Cancellation/postponement policy.

Public Arrivals Considerations

- Hand sanitisers dispensers to be placed at all entrances and at key locations within the premises.
- Appropriate signage displayed encouraging good hygiene practises.
- Access to toilets should adhere to physical distancing requirements and provide hand washing facilities (warm water, soap, disposable paper hand towels, pedal or non-touch opening waste bin with lid).
- Rigorous cleaning schedule devised taking into account programme schedule, rooms/spaces used, frequent contact surfaces etc. (see Cleaning of Public Areas below)
- Where practical and safe to do so, consider 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. 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. Consider the requirement of use of face masks for visiting public.
- Provision of cloakroom – the risk posed from operating the cloakroom is considerably high due to the physical interaction, you may have to consider not opening your cloakroom.
- Visiting public will need to be advised of admission policy.

Cleaning of Public Areas

A member of management working with the Covid-19 Compliance Manager should be appointed with responsibility to implement and manage the new cleaning processes within the Arts Centre. With regard to cleaning of public areas, a detailed cleaning schedule should be established taking into account the areas identified as frequent contact surfaces, schedule of events and what areas visiting public will have access to. 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 Arts Centre is in a presentable and hygienic condition.

A sample Cleaning Checklist for places of public assembly can be found in [appendix](#).

Waste Management

Waste management should be incorporated into your new cleaning schedules.

Waste bins should have lids and have pedal/non-touch opening mechanism. Waste should be collected frequently from public areas and regularly monitored to ensure bins do not become full. Collected bin bags should be tied tightly.

Waste from areas where possible 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.

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 cloth face coverings as part of your new entry conditions. Current HSE guidance states that wearing a cloth face covering is recommended in situations where it is difficult to practice social distancing or in an enclosed indoor space with other people.

If the policy of wearing face coverings is introduced for visiting public in your Arts Centre, exceptions will need to be made in circumstances where specific conditions make mask wearing difficult e.g. autism or respiratory conditions such as COPD and asthma. It is also current HSE guidance that children under the age of 13 should not wear one.

For more information on HSE recommendations on face coverings see their website:

<https://www2.hse.ie/conditions/coronavirus/face-masks-disposable-gloves.html>

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.
- 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.

Welcome and Orientation

The use of signage is an effective communication tool to inform the majority of the visiting public of new processes in place and to help them comply with them. Signage should be placed in prominent and relevant positions reinforcing key messaging around:

- Entry requirements
- Physical Distancing
- Good hand hygiene
- Respiratory etiquette
- Symptoms of Covid-19 and what to do if symptoms are experienced while on the premises
- How visitors are expected to move around the Arts Centre, where they need to go and when, including directional signage, one-way systems and entry and exit points.

Floor/lane markings can be used to advise of pedestrian flow routes around the premises and physical/social distancing floor markers 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 physical distancing regulations to be adhered to.

Children

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

Vulnerable/High Risk Groups

There are certain groups within the population whose health would be considered at greater risk if they contracted Covid-19. These groups include the elderly (over 60s) and people with certain underlying health conditions. A full HSE list of those who are considered high risk can be found [here](#). In order to safeguard vulnerable patrons and to reassure them that it is safe for them to visit Arts Centres, it will be necessary to increase the level of protection around them.

Consideration could be given to creating dedicated times when access to exhibitions, galleries, workshops or performances a high-risk groups. 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.

Food & Beverage

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 physical distancing (PD) measures.

You should analyse and develop safe systems of work for show days in providing 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.

Analysis should consider:

- Sales Process
 - Examination of the sales process, how the customer orders, pays and receives their goods.
 - Introduction of contactless technology. Can items be pre-ordered and pre-paid via existing ticketing platforms or an app to minimise queuing requirements and interaction time with staff.

- Use of contactless payment to minimise cash handling.
- Introduction of physical distancing measures to ensure customer interactions are managed safely, for example, use of PD floor markers, barriers, provision of protection screens at food service areas and payment points. Where PD cannot be achieved the service should be discontinued
- Table Service.
- Range of Products
It may be necessary to limit or change the goods on offer to lower the risk of contamination during preparation and facilitate easier service to customers.
- Cleaning Procedures
Cleaning procedures should be revised to ensure they are in line with new guidance. Regular cleaning and disinfecting of all areas involved in the provision of food and beverages with special consideration being given to areas that come into frequent direct contact e.g. counter tops, serving areas, card reader pin pads, waste bins etc.

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/exiting plans.

In the case of an emergency the requirement for personnel safety will supersede the public health physical distancing requirement. Emergency exiting 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. See [Part 2 Covid-19 Occupational Safety, Health & Welfare guidelines](#).

Contact Tracing

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.

The National Standards Authority of Ireland (NSAI) advises that all organisations should keep a contact log for which the objective should be zero instances of “direct contact” for each day spent in the workplace. This information should be stored securely, maintained centrally and readily available upon request. Such information may be requested by the authorities to assist with contact tracing.

Contact details for visiting public could be collected in advance by electronic means for example, (possibly through your ticketing platform—depends on government recommendations) or could be requested at the Arts Centre on the day of their visit. This information should be stored securely in line with General Data Protection Regulations (GDPR) and should be readily available upon request from authorities to assist with contact tracing.

There is currently no government guidance regarding contact tracing specifically for public visiting cultural or entertainment spaces, however in countries where these industries have already opened it is a requirement/best practice that information is recorded to assist with contact tracing if needed.

Appendix

Scenarios

The scenario prompt sheets below are samples and are for guidance purpose. It is the responsibility of each venue to formulate procedures applicable to their place of work. The actions included below are based on current Government, HSA and HSE guidelines. These guidelines will continue to change during this Covid-19 pandemic. You will have to review and amend accordingly.

Scenario 1

A group with disabilities is attending your venue, when one member of the group presents to a staff member of 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:	
<ul style="list-style-type: none"> • All staff are made aware of the symptoms of Covid-19 via in house training induction, posters/ information sheets. • Visitors and member of the public are 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. • Nominated First Aider has received appropriate Covid-19 training. • Procedures and training provided to all staff to respond to suspected case of Covid-19 • Isolation room/ area has been identified and is stocked with appropriate PPE 	
Covid-19 symptoms	<ul style="list-style-type: none"> • Cough • Fever /high temperature • Sore throat • Runny nose • Breathlessness • Flu-like symptoms • Loss of taste and smell.
Notified staff member	Maintain physical distance from member of staff/public with symptoms.
Alerting Key Staff	<p>The notified staff member will contact: (decide on best form of communication radio mobile etc)</p> <ul style="list-style-type: none"> • The First Aider or designated responder • The Duty Manager. <p>To inform that a member of the public is feeling unwell giving location.</p>
Immediate response	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).
At the initial location	<p>The designated responder escorts the individual patient to the isolation area/room.</p> <p>Advised the patient not to touch any surfaces, objects or people.</p> <p>Ensuring appropriate PD away from the patient.</p> <p>Ensuring all individuals on the premises maintain PD.</p>

<p>Key Actions by responder in Isolation Area</p> <p>Standard procedure</p>	<p>Patient to be given a facemask if not already done so in the isolation area.</p> <p>Responder to assess the patient and if they are well enough to return home:</p> <ul style="list-style-type: none"> Contact their GP by phone from home (see key considerations below) <p>If patient is not well enough to travel home:</p> <ul style="list-style-type: none"> Contact their GP by phone (<i>preferably using their own phone</i>) to discuss the next steps. (see key considerations below) <p>Any individual displaying symptoms should not use public transport and an alternative method of transport should be organised.</p> <p>If the individual displaying symptoms is part of a group, you may have to consider other members of the group as suspected cases.</p>
<p>Key questions to consider in this scenario</p>	<p>The patient has a disability and may require the support of a Personal Assistant (PA), sighted guide or ISL interpreter to be with them. How do you manage this?</p> <p>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?</p> <p>Do you stop entry to the Arts Centre?</p> <p>What do you do with the public already in the Arts Centre?</p> <p>Do you cancel the day event?</p> <p>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?</p> <p><u>Considerations in developing your venue procedure policies: (can include all groups)</u></p> <p>What about refund policy?</p> <p>What is your cleaning procedure for an incident outlined above?</p>
<p>Further follow-up actions</p>	<p>Suspect Covid-19 cases to be reported to the Covid19 Compliance Manager and senior management.</p> <p>Incident report to be completed.</p> <p>Review and amend your venue policies accordingly.</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>

Scenario 2- Sample

Your venue gallery space opens 11:00-17:00.

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.

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)

A member of the public entered the venue at 11:30 slot.

11:40 they present themselves as feeling unwell with symptoms of Covid-19.

A member of the public presents feeling unwell during a timed session

General detail:	
<ul style="list-style-type: none"> • All Staff contractors are made aware of the symptoms of Covid-19 via in house training induction, posters/information sheets • Visitors and member of the public 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. • Nominated First Aider has received appropriate Covid-19 training • Procedures and training provided to all staff to respond to suspected case of Covid-19 • Isolation room/ area has been identified and is stocked with appropriate PPE 	
Covid-19 symptoms	<ul style="list-style-type: none"> • Cough • Fever • High temperature • Sore throat • Runny nose • Breathlessness • Loss of taste and smell • Flu-like symptoms
Notified staff member	Maintain physical distance from member of staff/public with symptoms
Alerting Key Staff	<p>The notified staff member will contact: (decide on best form of communication radio mobile etc.)</p> <ul style="list-style-type: none"> • The First Aider or pre-designated responder • The Duty Manager. <p>To inform that a member of the public is feeling unwell giving location.</p>
Immediate response	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).
at the initial location	<p>The designated responder escorts the individual patient to the isolation area/room.</p> <p>Advised the patient not to touch any surfaces, objects or people.</p>

	<p>Ensuring appropriate PD away from the patient.</p> <p>Ensuring all individuals on the premises maintain PD.</p>
Key actions by responder in Isolation Area	<p>Patient to be given a facemask if not already done so in the isolation area.</p> <p>Responder to assess the patient to see if they are well enough to return home:</p> <ul style="list-style-type: none"> • Contact their GP by phone from home <p>If patient is not well enough to travel home:</p> <ul style="list-style-type: none"> • Contact their GP by phone (<i>preferably using their own phone</i>) to discuss the next steps. <p>Any patient displaying symptoms staff or public should not use public transport and an alternative method of transport should be organised.</p> <p>If the individual displaying symptoms you may have to consider the group as a whole as suspect case.</p>
Key questions to consider in this scenario	<p>Do you stop entry 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 HSE as positive for Covid-19?</p>
Further follow up actions	<p>Suspect Covid-19 cases to be reported to the Covid-19 Compliance Manager senior management.</p> <p>Incident report to be completed.</p> <p>Review and amend your venue policies accordingly.</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>

Physical Journey

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>Booking Performance: Can your venue cater for the tour?</p>	<p>Specifics of the event/performance/exhibition/workshop. Static/movie/exhibition/workshop etc. Number of Cast. Available space on stage & BOH. Show/exhibition Run (no days). Insurance. Cancellation Policy. Intermission/ Hospitality. Show stop procedures (pre event & 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) Risk assess the audience profile. Toilet capacity (FOH & BOH). Identify Isolation room (s) FOH & BOH.</p>
<p>Staff Training</p>	<p>Front of house staff consultation and re-training.</p> <ul style="list-style-type: none"> • Entrancing and exiting procedure. • First Aid /Isolation area procedures. <p>Vulnerable staff. Staffing rotas. Multi-skilled working (staff can work multiple roles and interchange). Volunteer staffing and training. Cleaning protocols and retraining.</p>
<p>Pre-Arrival</p>	<p>Pre-booking</p> <ul style="list-style-type: none"> • Consider lower risk groups (individual visitors and household bookings). • Areas of higher risk management (group bookings, shops food or bar areas). • Test and embed procedures in advance (controlled group). • Venue terms and conditions of entry. E.g. is a face mask condition of entry? <p>Determine capacity</p> <ul style="list-style-type: none"> • Area capacities including galleries, front of house, toilets, workshop spaces etc. • Identify and stocked isolation room. • Dwell time. • Audience demographic – how would the experience change for them. • Foyer capacity – can you cater for intermission. <p>Pre-Visit experience and audience profile.</p> <ul style="list-style-type: none"> • What to expect that may be different, ensure confidence. • Reassurance <ul style="list-style-type: none"> ○ Reduced capacity ○ Staff levels ○ Face coverings/thermal screening/questionnaires/sanitising ○ Information – adapting practices in everyday life and reassured by finding same in arts centre ○ Layout ○ Dedicated visiting times for vulnerable groups ○ Communication the new experience to users e.g. frequently asked questions. • Plan to do a soft opening.

	<ul style="list-style-type: none"> • Agreed policy and procedures if a person arrives symptomatic.
Arrival	<p>Manage external queuing to process quickly – take into consideration.</p> <ul style="list-style-type: none"> • Weather implications • Neighbouring facilities • Staggered arrivals • Queueing systems. <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>
Welcome and orientation	<p>Signage</p> <ul style="list-style-type: none"> • Clear information about the access routes, hygiene, distancing etc. • Policy on audio guides, headphones. • Disability assisted facilities. • Rewording pre-show announcements. <p>Visitor Experience</p> <ul style="list-style-type: none"> • Narrative and free flow. • Audience welfare (consider their experience and expectation) • One-way systems, exits/entrance, informing the audience. • Increased management around touch tours. • Toilet management. • Closing off/restrict access to rooms or facilities that are not required. • Avoid interval congregation – consider service within the auditorium.
Leaving	<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 real time for immediate evaluation will allow for quicker change in procedures.</p>
Emergency procedures	<p>Sustainable adaption to emergency plans. Show cancellation procedures. Show stop procedures.</p>
Promotion of Event	<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 etc. Promote what you are doing to create a safe venue.</p>
Ticket Sales	<p>How do you plan to sell the event on-line/ box office? Update T&C's. Receive booking information and key Terms and Conditions to include Covid-19 messaging. Venues' conditions of entry (i.e. face mask, thermal checks etc). Catering for vulnerable groups. Access requests. Disabled access Contact Tracing. Refusal of Entry – list reasons. If they have signs or symptoms are they eligible for refund?</p>
Communications	<p>Week/days before the event communicate the safety measures and conditions for entry, Covid-19 key messages (visitor audience declaration form) – via smart phone/print at home. Travel to the Arts Centre pre-event details re parking, timings, arrive early, expect PD queuing etc. Set up venue - on line frequently asked questions?</p>
Pre- Show clean	<p>Check levels of hand sanitiser. Check levels of hand soap and paper towels.</p>

	<p>Check levels of staff PPE. Check waste bins are all empty and contain waste bags. Treatment of contact surfaces where required .</p>
Pre-Door Event checklist	<p>Manager to ensure all pre door checks. Covid-19 manager check completed. Ensure all staff briefed on C-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 (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. Galley event space/auditorium & stall loading</p>
Arrival at the Arts Centre	<p>Have you considered the following? Additional parking & bike parking. Available outside venue space for PD and queuing. Signage and information. Staff to set up exterior queuing. Contact tracing (if not done at time of purchasing tickets or email in advance). Ticket collection process. Weather conditions (rain/sun cover). Open early to allow for safe entry of public. Staggered arrival of public (given time slots). Awareness of the venues entry policy (face masks, thermal checks etc.) Hand sanitiser stations exterior. Minimal contact points. Ground markings (PD). Display information (symptoms good hand/respiratory hygiene).</p>
Enter Arts Centre	<p>How many doors are available to public access? 1 door in and 1 door exit? Enough scanning staff available and risk assessed how to scan /control. measures/ PPE/barriers etc. Scanning of tickets (contactless). Bag search (if applicable). House rules – must wash/sanitise hand on entry. Enough space to accommodate entering public into foyer/reception and maintain PD. Enough PD circulation space for the public numbers and staff. Access to gallery /event space/auditorium procedure how many access doors – corridors ability for PD. 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>
Opening of event space. Loading of Auditorium	<p>Number of ushers required. Clear directional signage. Process for public if they have an issue or question. Timing – preshow announcements 15 mins etc.</p>
Performance/Show Time	<p>Communication process if someone has a problem/issue. Pre-show safety message. Turn off phone - Consider a short video of venue layout? Remove mask once sitting? Toilet locations and signage to indicate the nearest facility – can toilets be used during performance?</p>

<p>Cleaning during Show</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>Intermission</p>	<p>*Intervals may be a consideration in developing public health advice with regard to reducing time in a venue. Is there capacity within the foyer and FOH to accommodate PD requirements Staff in place. Pre-order drinks collection. PD maintained. Queue management system in place for toilets. Strategies with regard to keeping people in the auditorium- short films.</p>
<p>End of show departure/ exiting</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. Access routes straight to exterior of building. System check to ensure all public & staff clear of building.</p>
<p>Post Show Clean</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>

Pre-Doors Check List

To be completed by the venue manager

Area	Name / Detail
Exhibition Show Performance	
Date	
Capacity (visiting public) Ticket sales	
Staff Numbers	
Event Duration	
Intermission	Yes/No (duration)
Duty Venue Manager	
Duty Covid-19 Manager	
Front House Manager	
Zone Managers	
Medic 1	

Sample

No.	Opening 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 Covid-19 systems 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			
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 PD.			
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: <ul style="list-style-type: none"> • invigilators • scanners • security • cleaners • catering • box office etc. 			
15	Agreed number of entry point doors.			
16	Agreed number of scanners in place and have 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 PD.			

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.			

Cleaning Checklist

Previous checklist for cleaning arrangements are already in place (based on Business Continuity and Covid-19 Response Planning guidelines) This is a sample checklist is for public places of assembly.

Checklist	Yes	No	Further Action
Pre-Show Clean for Places of Public Assembly			
General			
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?			
Adequate numbers of cleaning staff.			
Pre-Show Clean			
Gallery/Event Space – Seating – Aisles - floors cleaned			
All Toilets, door handles, sinks floors etc. are cleaned as per agreed schedule (min. twice daily).			
Corridors access routes – touch points			
Foyer/reception			
Entrance doors			
Food and Beverage areas			
Stairs/lift access/handrails			
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 .			
Show Clean			
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			
Post Show Clean			
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			

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