Reopening of Arts Centres-Guidelines v1.1

Business Continuity and Covid-19 Response Planning

Before you open your doors to return to work, has your Arts Centre/Venue completed the following requirement:

☐	Developed a business Covid-19 Response plan.
☐	Appointed a Covid-19 Compliance Manager and a Covid-19 response Team.
☐	Nominated a lead Covid-19 Staff representative.
☐	Updated your Occupational health and safety risk assessment and safety statement.
☐	Implemented your Covid-19 safe operating procedures and control measures as outlined in your risk assessment and check lists.
☐	Communicated your plan to all staff, received their return to work forms and provided appropriate training.

Prepared by Slua Event Safety Consultancy

SLUA
EVENT SAFETY CONSULTANCY ☑

Document Control		
Version	Date of Revision	Detail of amendments.
1.1	15th May 2020	

Contents

This is a working document, guidance around Covid-19 is updated frequently and therefore the Covid-19 Compliance Manager and all senior management should ensure they are up to date on the most recent information and advice. Recommended sources for information include:

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

Government phases

This Covid-19 Business Response Plan for reopening Arts Centres has been developed for the purpose of enabling and supporting Arts Centre managers and staff to plan/implement best practice safe return to work processes for the Arts centres to prevent the spread of Covid-19. This document also provides detailed 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 outlined in the 'Return to Work Safely Protocols' issued by the Department of Business Enterprise and Innovation and the Department of Health. This Covid-19 Business Response Plan is living document which will be subject to change as public health advise on Covid-19 changes in forthcoming months.

Proposed:

Phase 2 - from 8 June
Phased return of workers, such as solitary and other workers that, due to nature of work, can maintain 2m distance constantly.

Phase 3 - from 29 June
Organisations where employees have low levels of daily interaction with people and where social distancing can be maintained.

Phase 4 – From 20 July
Organisations where employees cannot remote work.
Open museums, galleries, and other cultural outlets - where people are non-stationary and social distancing can be maintained.

Phase 5 – From 10 August
'Higher risk' organisations which by their nature cannot easily maintain social distancing, implement plans for how they can eventually progress towards onsite return of full staff complement.
Open theatres and cinemas where social distancing can be maintained.

Covid-19 Response Planning
- Appoint Covid19 compliance manager
- Venue specific risk assessment with staff and artist engagement
- Project risk assessment upcoming work

Facilities - prepare centre for access

Covid ready - follow NSAI / Public Health / HSA requirements
- Hygiene stations and signage installed
- Furniture /equipment spacing to facilitate social distancing (SD)
- Review venue cleaning protocol / procedure
- Order PPE as required following assessment
- Revise existing safety equipment/facility servicing requirements

Artist Studios / Venue Technical
- Scale of work informs staff and artist access for phase 2/3 - low levels of daily interaction
- Artists and Staff briefing/ training / upskilling
- Install audience management infrastructure and supplementary audience messaging
- Upskilling of staff for FOH procedures and protocol
- Gallery Exhibition Build - dependent on scale of work

Gallerys allowed to open with SD
- access control eg. ticketed, queuing systems
- FOH systems in place to support social distancing
- Consider soft opening to create management systems

- Show specific Risk assessment agreed
- Agreed personnel list with venue - agree capacities
- Social distancing agreed for staging/ dressing rooms, work on stage
- Scale or type of show may require rehearsals in phase 5

Art Centre Workshops

Theatres allowed to open with SD
- access control eg. all entrance ticketed, queuing systems
- FOH systems in place to support social distancing
- Consider soft opening to create management systems

Phase 1 - from May 18th

Phased return of outdoor workers (e.g. construction workers, gardeners). Social distancing requirements continue to apply.

Phase 2 - from 8th June
Phased return of workers, such as solitary and other workers that, due to nature of work, can maintain 2m distance constantly. Social distancing requirements continue to apply.

Phase 3 - from 29th June
Organisations where employees have low levels of daily interaction with people and where social distancing can be maintained.

Open cafés and restaurants providing on-premises food & beverages

Phase 4 - from 20th July
Organisations where employees cannot remote work to be considered first for return to onsite working arrangements.

Cultural-
Open museums, galleries, and other cultural outlets where people are non-stationary, social distancing can be maintained and strict hand hygiene on entry

Phase 5 from 10th August
Applying a risk-based return to onsite working applicable fairly across all sectors. 'Higher risk' organisations which by their nature cannot easily maintain social distancing implement plans for how they can eventually progress towards onsite return of full staff complement.

Cultural-
Open theatres and cinemas where social distancing can be maintained

Phase 1-4
Risk-based return to onsite working .
Continue to maintain remote working for all workers / businesses that can do so.

The lifting of government restrictions is dependent on the success of each phase and restrictions may be re imposed or lifted earlier as required. This diagram is illustrative and the opening of a venue facilities after the lifting of governments restrictions is based on that venues specific Covid-19 risk assessment being undertaken.

Theatre Forum
Discussion Document for re-opening of Arts Centres and Theatres
Doc v.5.5.20

Aims of the Reopening Arts Centre project

- To offer a toolbox of approaches for the safe re-opening of Arts Centres and the continuity of service after they have reopened.
- Prepare Arts Centres to open their doors to the public with appropriate staffing and resources.
- Be able to follow Government protocols and ensure Arts Centres comply with all public health and safety, hygiene and social distancing requirements in all their workplace, exhibition, performance and public spaces.
- Prepare contingency measures to address possible increased rates of staff absenteeism by specifying work redundancy measures, role deputies, the cross training of staff members in all Arts Centre functions and activities and assigning new critical responsibilities to all staff members.

Covid-19 Impact Assessment

The role of the Arts Centre is as a hub for artists and groups with workshops, gallery spaces, studios, and theatre spaces. The success of the centre is determined by the users of the centre and the centre's 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, a Business Response Plan (BRP) should be prepared

Typical Arts Centre roles:
- Support for local groups and artists through funding, resources, residencies, rehearsal space etc;
- Artist studio space;
- Delivery of exhibitions and performances; and
- Adhering to licensing conditions and reporting to the Arts Council and Local Authority.

Putting together a response plan requirement:
- Identifying the centres **critical functions** and the **impact** Covid-19 causes to these functions;
- Determining what the impact will be on not performing the centre's functions beyond a certain point: How long can the theatre remain dark, the gallery empty or an artist studio not occupied? What is your recovery priority?
- What resources are needed to be introduced or adapted to continue?
- Identifying the staffing needed and any upskilling or training;
- Increasing resiliency within the centres systems of work; and
- Ensuring that any statutory requirement is fulfilled for ensuring the safety of employer and audience.

In formulating a plan, thought needs to be given as to how other incidents may compound the current situation. What the organisation can deal with routinely may now become a far riskier proposition and risk will exist elsewhere where it did not exist before. The new normal is deeply abnormal.

Crises often develop in unpredictable ways and the response usually requires creative and innovative approaches. Without proper preparation and planning suspected/confirmed cases of Covid-19 will cause business disruption, put staff and audience welfare at risk and could lead to significant loss of audience and revenue. The processes discussed in this document will help to minimise the disruption.

Areas of consideration

The arts centre should identify the critical activities, what inputs are required to maintain them and what areas are more critical than others, example list:
- Offices
- Bathrooms
- Kitchens
- Outside entrance space/Foyer/Front of House
- Bar
- Café
- Studios
- Gallery/ Exhibition area
- Auditorium/Theatre
    - Rehearsal Room
    - Dressing Rooms
    - Stage
    - Backstage.

The introduction of the 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 Arts Centre users
- Artists
- Staff (incl permanent, part-time, invigilators, freelance)
- Board of Management
- Contractors
- Workshops or resident companies
- Insurance providers
- Funding bodies – Local Authority, Arts Council
- Regulatory agencies – HSA, HSE

- Visiting Show/Artists
- Site concessions – cafés/markets
- Audience or staff with disability – face covering will prevent deaf person lip reading, consider wheelchair companion seats.

Programming

How can an arts centre assess programming and production risk, and whether this risk can be removed or outsourced from the building?

- Consider working co-operatively with other organisations and traditional competitors.
- Programming touring work regards scale of production and risk mitigation (e.g. some venues may not be able to manage Social Distancing (SD) for a show with an interval).
- Put in place plans and protocol where events need to be cancelled or postponed. If an actor in a show contracts Covid-19 then the show will possibly be forced to cancel, how do you control loss of earnings or guard against? Note cast sizes to reduce risk, clarify the *show cancellation* elements of your contracts.
- Do you need alternative programming arrangements in place in the event of a section of the programming falling through?
- Update ticketing information with terms and conditions for show cancellation and refund policy.
- Revise venue rental contracts to consider cancellation policy.
- When programming and curating an exhibition consider how long it takes an audience member to circulate, what is the dwell time for an area, how areas of higher interest are managed and how to distribute audience circulation and viewing times.
- Managing "touch" exhibits,
    o headphones in sound installations – Blue tooth enabled touring guides or on a phone, individual headphones for attendees that are cleaned after every use?
    o Children's interaction areas; and
    o Consider seating areas e.g. benches, cushions etc, encourage people to bring folding chairs, or supply and wipe down at the end…avoid contact/contamination points!
- Alternative programming choices to protect against refund requests e.g. live becomes a value-added experience with an associated online package? Consider the digital journey?
- The staging of work outdoors within public spaces may be much more straightforward than work indoors.
- Creative arts normally programmed within the Arts Centre may evolve in practice, how can the centres adapt?
- Supporting and sustaining existing links within the community whilst adapting some programming to least affected demographic also how to create accessibility for Covid-19 vulnerable groups, possibly facilitate exclusive visiting times for;
    o Schools;
    o Vulnerable patrons;
    o Managed touch tours; and

    o   Scheduling live online tours of the exhibit.

Production and Facilities

- Touring events and shows will need to comply with the venues Covid-19 policy, and they should be made aware of this in advance;
- Put in place facilities to avoid advance reccis, provide accurate and recent 3D walkthroughs, CAD drawings, tech specs with images etc. Consider the benefit of pre-rigs to reduce numbers on build day.
- Revise emergency procedures but note that in any emergency situation, the immediate danger would supersede the social distancing requirement.
- Capacities to adhere to social distancing rules (2m). Spread out foyer furniture, negate or reconsider assembly points. There will be a need, for the event organisers, to show how isolation of individuals and groups will be managed at the event location. A general calculation on stage (as an area of movement) is 1 person per 6.5m², the area capacity may change according to work type so consider in your capacity calculations. Follow current guidance as these capacity densities will change as more knowledge of the virus is known.
- Auditorium seating capacity and back-stage capacities should be posted on signs outside doors.
- Ensure project delivery dates have sufficient transit time contingency factored in as global supply chain is facing considerable disruption. With decreasing passenger airlines, air freight costs have risen.
- Consider the scale of the set or art installation, ensuring production schedules consider cleaning, staff orientation, pre event safety inspection.
- Ensure that any work equipment that was due to be inspected during the shutdown has been inspected and that building and facilities maintenance is up to date.
- Specific venue or event assessment. Considering the layout, information (signage), staffing for entrancing, circulation and exiting. Prioritise collective rather than individual decision making. Will planning of neighbouring businesses or urban planners affect the building as regards external queuing or access control.

Staffing

- What are the staffing levels required to open the centre with Covid-19 protocols in place?
- Ensure appropriate training upskilling and briefing staff in new or changed Covid-19 related roles and responsibilities.
- Consider employee well-being: how staff may feel coming back into the building and the strong staff social network that exists around many arts centres.
- Assess how increased levels of absenteeism could affect critical activities and how this could be prevented, cross-training to ensure cover on roles.
- Art Centres must have a staff representative who will work with venue management to ensure Covid-19 measures are adhered to.

It will be necessary to update Human Resources policies and procedures to bring them in line with new guidelines adopted following the emergence of Covid-19. Policies relating to areas such as sickness, absence, well-being, remote/flexible working and training responsibilities will need to be adapted to reflect new working practices and included in employee handbooks.

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/social welfare 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. It is not known how long the threat of the virus will be around meaning changes to policies for the foreseeable future.

Consideration will need to be given to the mental health and well-being of your workforce. Staff returning to work may have been through traumatic events such as the loss of a loved one, illness of those close to them or suffering from financial difficulty. Workers 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 and to provide reassurance that all necessary safety and hygiene measures are being introduced and monitored.
- Open door policy for workers to be able to discuss any concerns they may have.
- Provide information on available sources of support and advice.

The HSA website provides information and advice on workplace stress:
https://www.hsa.ie/eng/Topics/Workplace_Stress/

Plan

Review

Monitor

Staff Preparation
- Appoint Covid-19 compliance manager
- Appoint a Covid-19 Response Team
- Review H&S Procedures
- Venue specific Covid-19 risk assessment
- Develop staff commnications and feedback
- Staff - return to work forms completed
- All staff induction and training
- Cross-train staff in various workplace roles to cover absences
- Develop emergency communications plan/process
- Develop workplace hygiene protocols - hand wash, toilets etc
- Develop rigorous routine workplace cleaning and housekeeping
- Specify who returns to workplace and who remains at home
- Phased staff returns to workplace
- Soft opening:Test re-opening plan

Workplace preparation
- Prepare centre for return to work
- Clean and disinfect workplace
- Install hygiene stations and PPE
- Routine maintenance and building inspection
- Ensure 2m distancing
- Re-arrange centre areas and seating capacities
- Install protective screens and visitor protocols
- Workplace hardware for hygiene compliance
- Reduce touch points install technology
- Plan access controls
- Develop visitor access protocol

Return to work

Business planning
- Assess business impact, Creative delivery/Finance/insurance etc.
- Assess internal and externals risks to the centre
- Develop response and recovery plan
- Communicate the plan to stakeholders
- Test/ exercise response plans
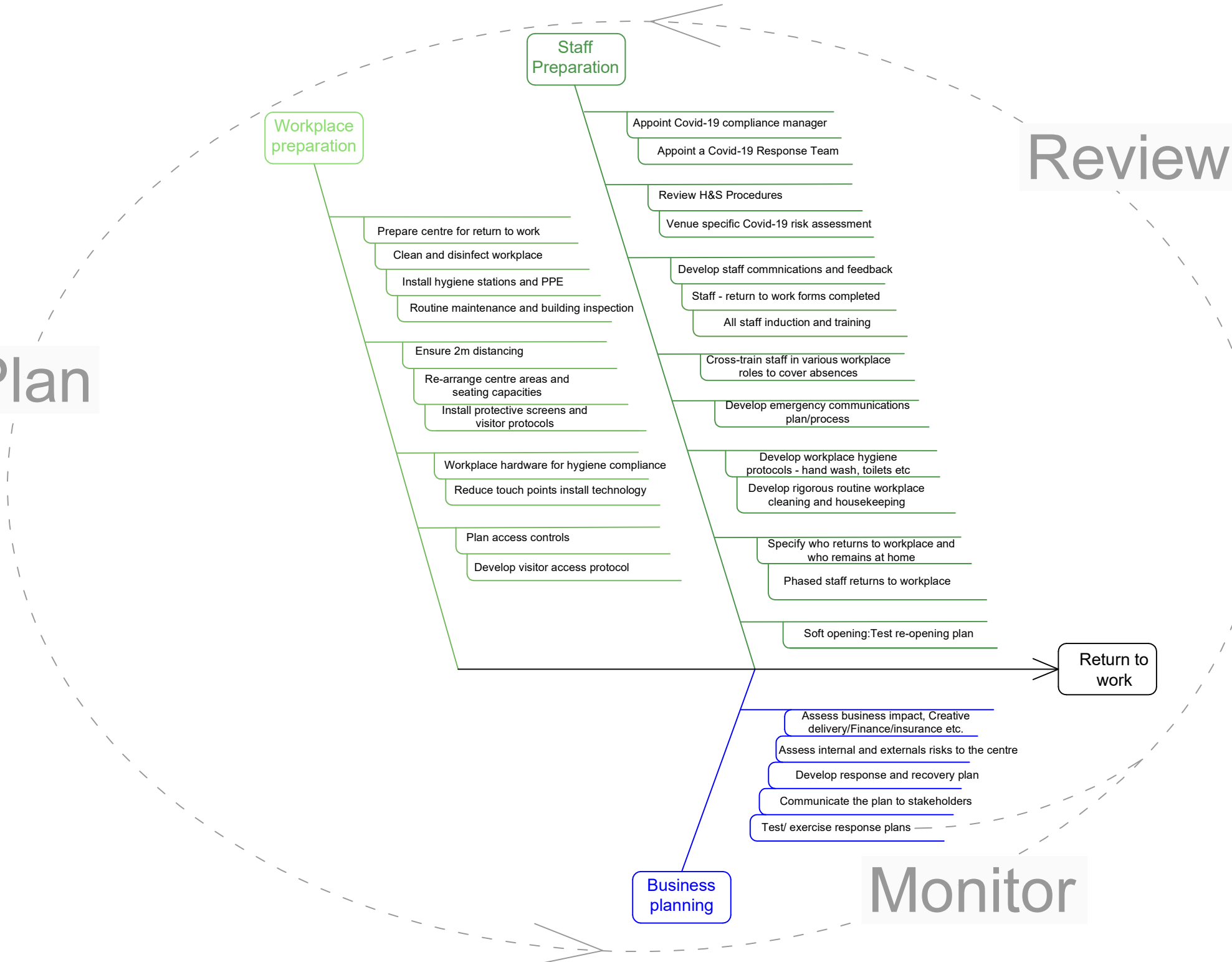
Covid-19 Response Plan

Roles and Responsibilities

Covid-19 Response Team

A Covid-19 Response Team should be established to support the Arts Centres Covid-19 work. The Response Team should:

- Mirror the existing management structure and consist of named staff member representatives (& nominated deputies) who are responsible Art Centres' main activities e.g. HR, legal, finance, operations, programming etc.

- Be chaired/led by the manager or board of management chairperson.

Management responsibilities as regards the Covid-19 (also applicable to other incidents) might include:

- Assessing the impact and assessing current priorities, and delegating management authority;
- Ensuring that the organisation's goals continue to be met, including its financial health;
- Ensuring that the organization continues to meet its legal and regulatory responsibilities;
- Directing the overall response to the incident, and ensure the support for the role of Covid-19 Compliance Manager;
- Resolving conflicts arising during the recovery phase, particularly on the use of scarce resources; and
- Composing and communicating messages to staff, suppliers, stakeholders and to the media.

The Reponse Team will meet to manage:

- Emergency Response – the immediate things that protect people and property,
- Incident Management – the things that will control the impact of the incident,
- Recovery – the recovery of organisation's productive/delivery capability as designed,
- Resumption – the return to normal operations - however normal is defined post incident.
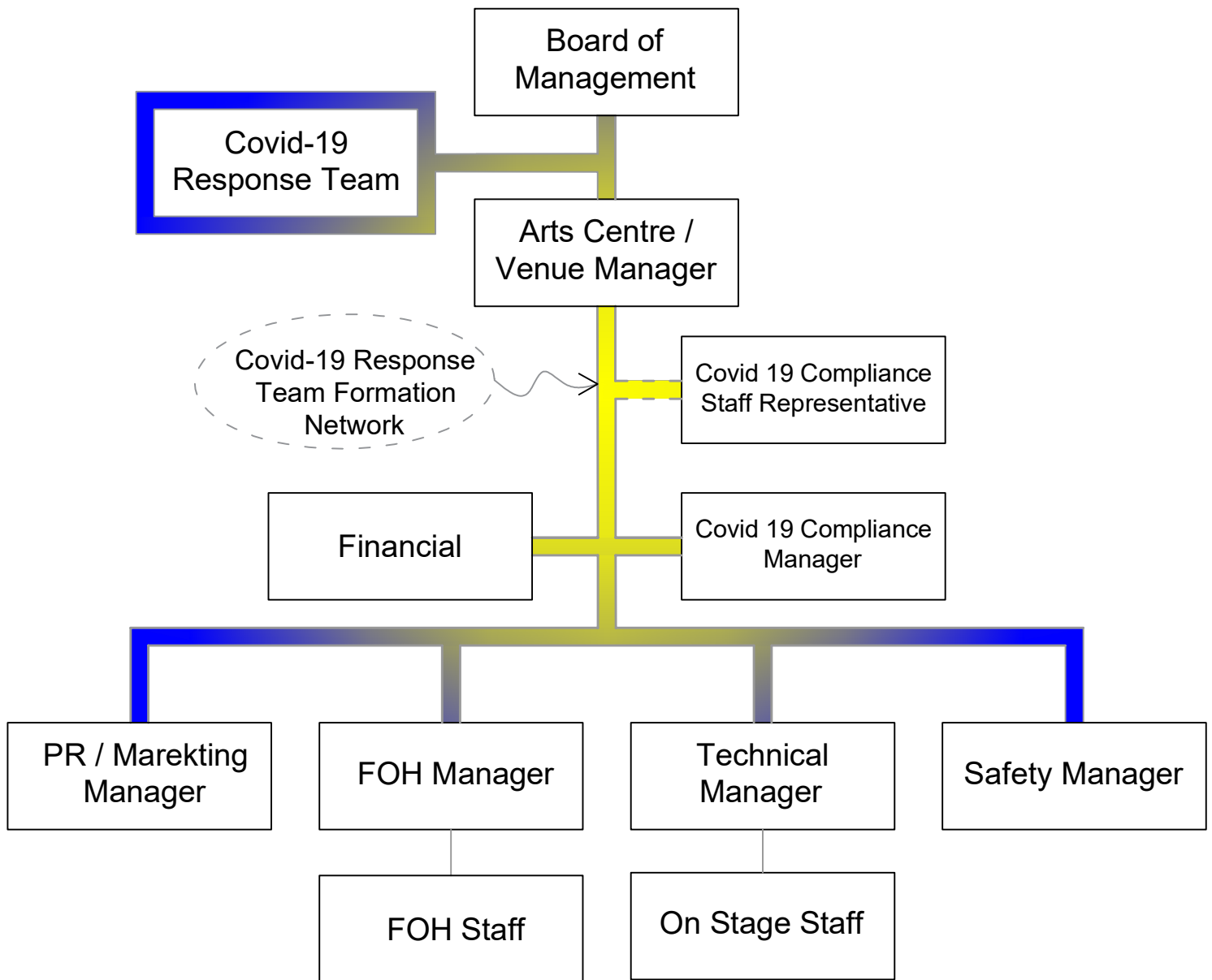
Covid-19 Response Team within Organisational Hierarchy

Arts Centre / Venue Manager

Name	Deputy

The responsibility of the Arts Centre /Venue Manager as regards safety of staff and others is set out with in the 2005 Safety Health and Welfare at Work Act. Amongst others responsibilities the Arts centre manager acting on behalf of the Arts centre as the employer

- Shall ensure, so far as is reasonably practicable, the safety, health and welfare at work of the centres of staff, centre 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-operating with other employers (concession, touring companies or artists) who share the Arts Centre so as to ensure that the safety and health measures apply to all staff and providing employees with all the relevant safety and health information.
- Providing appropriate protective equipment and clothing to the employees (and at no cost to the employees)
- Preparing and revising, 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;

- Assemble a Covid-19 Response Team to include senior members of management and heads of department and representative from the board of management. The team will oversee the Covid-19 Response Strategy for the Centre.
- Support the role of Covid-19 compliance manager with the resources required to carry out the role
- Ensure the response plan aligns to the Arts Centres strategy and includes involvement from all the stakeholders
- ensure a robust communication strategy in place to 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 Compliance manager

Name	Deputy

Role of the Covid-19 Compliance Manager within the appendices.

Covid-19 Safety Representative

- All employments must have at least one lead worker representative, who will work with management to ensure the implementation of measures to prevent the spread of Covid-19 and monitor adherence to the measures.
- The number of worker representatives should be proportionate to the number of workers in the workplace.
- The safety representative should be clearly identifiable in the workplace.

Action Lists

Response Plan if member of the public or staff shows symptoms of Covid-19

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 a number of ways including training, information sheets, social media and signage at the Arts Centre.

The first aider, or other pre-designated responder should be contacted if an individual feels unwell and is displaying recognised symptoms. The designated person should then escort the individual to the isolation area, remaining at least 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 at your venue, they may be accompanied by other members of their household that may need to be considered as suspected cases.

Reporting Requirements.
There are currently no requirements for an employer to notify the Health and Safety Authority (HSA) or HSE if a worker contracts Covid-19.

Decision flowchart for suspected cases.

Public

Member of public presents to staff as feeling ill with Covid-19 symptoms

↓

Reported to first aider and manager on duty

↓

Person escorted to isolation room for assessment in accordance with guidelines

↓

First aider assessment of patient

↓

If patient is well enough, advise them to travel home, isolate and contact GP. Public Transport not to be used. If patient not well enough to travel seek medical advice from their GP/HSE as necessary. Provide appropriate first aid treatment .

↓

Isolation room and all likely contact points. Assess deep clean FOH and Auditorium

Staff

Member of staff as feeling ill with Covid-19 symptoms

Staff

↓

Reported to first aider and manager

↓

Person escorted to isolation room for assessment in accordance with guidelines

↓

First aider assessment of patient

↓

If patient is well enough, advise them to travel home, isolate and contact GP. Public Transport not to be used. If patient not well enough to travel seek medical advice from their GP/HSE as necessary. Provide appropriate first aid treatment .

↓

Isolation room and all likely contact points. Assess deep clean on work areas

↓

Inform close contacts. Monitor all workgroup colleagues of Covid-19 symptoms

Record:
Covid 19 Compliance Manager.

↓

Arts Centre Manager / Covid-19 Response Team

↓

Stakeholder contact

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 access 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 other workers 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 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.

Return to work

In order to return to work it should be 14 days since the onset of symptoms and 5 days since their last high temperature (above 38 degrees Celsius).

If the individual has been tested for Covid-19 and the test comes back negative, they may return to work as long as they are feeling healthy and well.

If they are unsure whether they are fit to return to work, they should contact their GP by phone and they will be able to advise.

Potential Scenarios

The scenarios listed below are samples and are only for guidance purpose. It is the responsibility of each venue to develop their 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.

Action 1 – Person presents symptoms procedures

A staff member or member of the public develops symptoms while at work or in the venue.

Inside the Arts Centre - a member of staff/the public shows symptoms of Covid-19

General detail: All Staff contractors are made aware of the symptoms of Covid-19 via in-house training induction, posters/ information sheets. Visitors and members 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. 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	● Cough ● Fever (high temperature - 38 degrees Celsius or above) ● Shortness of breath or breathing difficulties
Notified staff member	Maintain physical distance from members of staff/public with symptoms.
Alerting key staff	The notified staff member will contact: (decide on the best form of communication radio, mobile etc.) 　　　The first aider or pre-designated responder 　　　Manager on duty To inform that a member of staff/public is feeling unwell and displaying recognised symptoms giving location.
Immediate response at the initial location	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). The designated responder escorts the individual patient to the isolation area/room. Advised the patient not to touch any surfaces, objects or people. Remain at least 2m away from the patient. Ensuring all individuals on the premises maintain 2m distance
Key actions by responder in isolation area	Patient to be given a facemask if not already done so in the isolation area. Responder to assess the patient to see if they are well enough to return home. 　- to contact their GP by phone from home

	If patient is not well enough to travel home - to contact their GP by phone *(preferably using their own phone)* to discuss the next steps Any patient displaying symptoms staff or public should not use public transport and an alternative method of transport should be organised.
Other considerations	If the individual displaying symptoms is a member of the general public who is attending an event at your venue, they may be accompanied by other members of their household that may need to be considered as suspected cases.
Follow up actions	Suspect Covid-19 cases to be reported to senior management. Incident report to be completed. Be available to assist with any contact tracing request should a case of Covid-19 be confirmed. 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. Contact details of all those visiting the venue are being recorded to aid contact tracing if necessary.

Action 2- Scenario make affect ability to open Arts Centre

A member of the public has tested Covid-19 positive and attended the Arts Centre 6 days prior.

Member of the public attended the Arts Centre 6 days ago and tested positive for Covid-19	
General detail: The arts centre will have been notified by the HSE contact tracing team. Work with the HSE on all their requests, requirements, and take their guidance. Procedures in place to notify all staff The venue crisis communication procedure.	
Immediate response on notification of confirmed case	Notify senior management and consider the following: Inform key stakeholders as per procedure i.e. zoom meeting (crisis management team). If there is an event the same day, consider the following based on advice from the HSE. Closing/shutting down the building for all staff. (Testing if available or self-isolating for 14 days). Postponing or cancelling the event. Covid-19 cleaning of the venue.

The Arts Centre Manager/Covid-19 Compliance Manager Records	Nominated Covid-19 Manager to oversee the process. Need to establish a timeline of work/events in the last 6 days. List of all staff, performers and contractors who have been in the Arts Centre in the last 6 days. Provide contact details for the HSE contact tracing, all employees, contractors, performers, artists and general public.
Crisis Management Team	Communications with members of the public as to postponement or cancellation of performance or event.
Other considerations	If there's contingency built into operations, consider the following: Do you have separate work teams A & B (FOH/BOH/Performers) that work in rotation and do not mix? Can you reopen using the team that potentially were not exposed 6 days ago? Can the venue be cleaned in time?
Follow up actions	Follow advice given by HSE Incident report to be completed. Review covid-19 plans and update Provide advice and assistance to affected staff members

Communications

The venue will need to develop a pre-agreed statements for possible scenarios:
- Cancellation of an event or series of events
- Closure of the venue.

Notifications on all channels should be considered:
- E-mail
- WhatsApp/Text
- Social Media
- Phone
- Press Statement/Media
- Post
- Website

Identify the stakeholders who needs to be told, how and by whom, example list below:

	E-mail	WhatsApp / Text	Social Media	By Phone	Media	Post
Staff						
Visiting Show Producer / Artists/Crew						
Board of Management						
Contractors						
- Cleaning						
- Ticketing						
Resident Artists						
Arts Centre visitors and public						
Insurers						
Funding bodies						
Regulatory agencies						
Concessions - Café, Bar - Markets						

Contact details

Role	Name	Phone no.	Email
Arts Centre Manager			
Deputy			
Chairperson of the Board			
Vice-Chair			
Covid-19 Compliance Manager			
Deputy			
Covid-19 Staff Representative			
Deputy			
FOH Manager			
Deputy			
Technical Manager			
Deputy			
Cleaning Contractor			
Alternative Option			
PR Manager			
Deputy			
Ticketing Company			
Alternative Option			

Security

Losing members of staff needs to be considered with backups of key holders and security access point. Pre agreed multiple access points, reduces this risk, for example:

	Person 1	Person 2	Person 3
Building Access			
Note:			
Facilities			
Note:			
Banking			
Note:			
IT			
Note:			

Incident Management Centre

- The incident management centre should be a pre-agreed location or online video-conferencing platform. Ensure access procedures are agreed in advance and that online platforms have been tested and are suitable for multiple callers.
- Either location should have access to the Centres safety folder in hard copy or online of Covid-19 safety folder with
    o BRP
    o Employee/Contractor/Visitor Covid-19 Statements
    o Time sheets or schedules to track personnel movements.

Covid -19 Logging Sheet

This form is an example, the requirements of the National Contact training process and HSE will prescribe the contact tracing information requirements of the Arts Centre. The final document may also include for example box office and external employers (Touring performance company) requirements. 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 compliance manager. 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 but as a record as part of your safety management systems.

The purpose of the form is to:

1. Obtain critical information for post incident actions required for your place of work to remain functioning and

2. To provide detail records for the enforcing authorities (HSE and HSA) should they require further detail.

It is not an exhaustive list and will need to be developed with the Covid-19 Compliance manager/response team in accordance with up to date relevant guidance from the HSE. The aim is identify who has been in close contact and what areas of the centre that may be affected;

> 1. Workers / Contractors / performers – who has potentially been exposed and what impact it may have on the operations of the venue
> 2. Member of the Public – to assist the HSE contact tracing department.

Integration with other policies and plans

- The centres Covid-19 policy needs to marry with its Health and Safety one forming a complete and holistic approach to safety.
- Plans should go through regular auditing and review and especially after an incident.

Revision Plan and how the plan will be tested

The Arts Centre's Covid-19 Business Response Plan (BRP) should be regularly tested and discussed with staff, scenarios 1 and 2 above are suggestive in approach.

- Testing and exercising the plan allows the plan and the centre's procedures to be improved and shows all affected stakeholders that the Covid-19 BRP is fit-for-purpose.
- BRP testing should reveal and highlight weaknesses within the current plan, doing this testing allows the continual development as more is known of the disease and the effect on the work of the centre.
- The benefit of frequent revision and testing is to ensure that the centre can maintain its resilience to the Covid-19 threat and keep critical functions operational.
- The Table Top Exercise will form part of the staff training and ongoing training requirements.

Each centres' Covid-19 BRP should be formally exercised - using a table-top or other exercise format - every 6 months, or immediately following a Covid-19 impact to the Arts Centre.

- Exercises should be formally planned, based on a realistic scenario containing incident injects, 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 continue the process of regular testing and adapting of the plan as a live document.

Appendices

A. Role of Covid-19 Compliance Manager

Compliance with measures implemented to reduce the spread of Covid-19 are the responsibility of every individual who works in or visits your venue, including management, workers, suppliers and patrons.

As so many of our normal working practices are now changing due to the Covid-19 pandemic, it is necessary to ensure that all the new measures have been introduced and are being complied with. To ensure guidelines are being followed a Covid-19 Compliance Manager should be appointed within each organisation to communicate, encourage and reinforce safe working practices in relation to Covid-19. The role is not to be seen as the outsourcing of responsibility by the venue and its staff but a way of centralising the Covid-19 policies of the Arts Centre. The role should be supported with the resources required to carry out the job.

Depending on the size of the organisation it may be necessary to appoint multiple Covid-19 Compliance Managers to allow for work continuity due to shift working patterns, sick leave, holiday cover etc.

The Covid-19 Compliance Manager(s) should have read and be familiar with recommendations set out in these guidance and adapted them to suit the particular needs, physical layout and resources available within the Arts Centre.

Checklists

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

Responsibilities

The responsibilities of the Covid-19 Compliance Manager can be divided into two areas:

1. Preparation and Planning
2. Day to Day Tasks

Actioning of the tasks listed below are not the sole responsibility of the Covid-19 Compliance Manager. Managers, supervisors, staff, contractors and patrons must all take responsibility to ensure new Covid-19 guidelines are being followed. Where appropriate, tasks will be undertaken by the relevant departments/roles with the Covid-19 Compliance Manager overseeing that steps have been actioned, standards met and continuing compliance.

Preparation & Planning

Administration	Update organisational Health & Safety statements and Risk Assessments to reflect changes.
	Update Human Resource policies to reflect changing work practises and procedures.
	Agree a Covid-19 business response plan.
	System in place to identify/report any areas of non-compliance with new working policies.
	Keep up to date on information issued by Government and other relevant authorities and adapt plans in line with any changes.
	Contact details of everyone entering the venue will need to be kept to assist with contact tracing. Create a system to record the necessary details taking into account General Data Protection Regulations (GDPR)
Workforce Communication	All workers to receive induction training
	All workers to receive and complete a copy of the 'Return To Work' Form at least 3 days prior to their return to the workplace.
	All workers to receive information on updated HR policies and practices.
	Communication plan identified to be able to circulate key information and any relevant updates to workers.
External Communication	Put plan is in place to ensure up to date information is communicated to all external stakeholders including: - Companies, groups and artists - Suppliers - Contractors, visitors and audience members - General Public
	Communication will need to be across a variety of platforms to reach intended target audiences including: - Direct contact through, phone, emails, mailouts - Newsletters/ezines - Website - Social Media - Print media - Advertising and signage
Workspace Analysis	Complete role analysis. Can any roles within the organisation work remotely? Especially taking into account those individuals in the 'at risk/vulnerable' category.
	Assess onsite workspace to ensure physical distancing can be maintained.

	Analyse movement flow of workers around the premises and introduce necessary measures to facilitate physical distancing. This may involve: • introduction of one-way systems, • physical distancing floor markers, • designated entry and exit points • limiting capacity in areas • removal of furniture • making areas off limits • use of protective screens/barriers
Venue Public Area	Analyse the customer journey through the premises to allow for physical distancing to be maintained, including: • points of entry and exit, • queuing systems both internally and externally – initial entry queue outside the venue may impact on other pedestrians and vehicle movement as queue lines will be longer to facilitate physical distancing and may cause obstructions to others. • ticket purchasing and scanning, • bag search area • how patrons are expected to move through the venue, • using toilet facilities, • hand sanitiser stations • seating / entry capacity • Café and Bar • emergency procedures • assistance facilities including first aid, customer services, disabled access,
Cleaning/Hygiene	Identify person who will have responsibility for ensuring new cleaning schedules are being adhered to (this may fall under role of C19CM in smaller organisations)
	Update cleaning schedules to allow for more regular cleaning/disinfecting, concentrating particularly on contact areas/surfaces that come into frequent direct contact with individuals.
	Order supplies, to ensure there are sufficient stock levels of the following items before the workplace is allowed to open: • Products necessary for good hand hygiene including hand soap, disposable paper hand towels, hand sanitiser, tissues, • Cleaning products including detergents, disinfectants, disposable cleaning cloths • PPE
	Arrange training on correct use of PPE for workers required to use it

Signage	Signage to be erected in all appropriate locations to encourage new working practices including:
	    o Social/Physical Distancing
	    o Good Hand Hygiene
	    o Respiratory Etiquette
	    o Symptoms of Covid-19

	o Procedures to follow if someone is displaying symptoms of Covid-19
	Room capacity signage – New room capacity to be calculated for each area to allow for physical distancing measures taking into account, the type of activity taking place, existing furniture and obstructions, walkways and exit spaces.
Isolation Area	Identify an appropriate area for isolating an individual with Covid-19 symptoms, ensure the area contains all the necessary supplies and that procedures for use of the isolation area have been communicated to all staff.
	Provide training for staff designated to respond to suspected cases of Covid-19.
	Communicate procedures to all staff on what to do should they or someone around them start to show symptoms of Covid-19.
	Have contingency plan is in place should more than one isolation area be required simultaneously.
	Detailed plan in place for cleaning and disinfecting isolation area after use.

Day to Day Tasks	Encourage and ensure compliance with social distancing requirements.
	Encourage and ensure good hygiene rules are being observed.
	Ensure regular thorough cleaning of all facilities, especially concentrating on areas that would come into frequent direct contact with individuals.
	Oversee daily checks to ensure adequate supplies of: • Products necessary for good hand hygiene including hand soap, disposable paper hand towels, hand sanitiser, tissues • Cleaning products including detergents, disinfectants, disposable cleaning cloths • PPE
	Check hand hygiene products are refilled on regular basis including hand sanitiser, hand soap and paper towels.
	Check signage and floor markings are in place and undamaged
	Ensure isolation area is ready for use
	That procedures are followed for use of isolation area should an individual show symptom of Covid-19 within the premises.
	That the isolation and any other affected areas have been cleaned/disinfected following a suspected case of Covid-19

Suspected Covid-19 cases reported to senior management

Be available to assist with any contact tracing requests should a case of Covid-19 be confirmed.

Inform individuals if they have been in close contact with a suspected/confirmed case of Covid-19. No personal details of the suspected/confirmed case should be shared.

Contact details of all those visiting the venue are being recorded to aid contact tracing if necessary.

To be the point of contact for issues or queries arising around Covid-19 and the new procedures in place.

Communicate any changes in working guidelines/practices to all relevant parties.

B. Employee Induction Training

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 hand hygiene including correct hand washing techniques
- Physical distancing guidelines and how to adhere to them, no shaking hands policy
- Good respiratory etiquette
- 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 you have any concerns or queries in regards to the new working practices?
- Any other information specific to your business
- The responsibilities of the employee to other employees and the employer as stated in Safety, Health and Welfare at work Act 2005.

C. Employee Return to Work Form

This form must be completed and submitted to the venue three days prior to your return.

Name	
Job Title	
Department	
Mobile No	
Email	
Date	

Please answer the following questions:

Do you have symptoms of cough, fever, high temperature, sore throat, runny nose, breathlessness or flu like symptoms now or in the past 14 days?	Yes / No
Have you been diagnosed with confirmed or suspected Covid-19 infection in the last 14 days?	Yes / No
Are you 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)	Yes / No
Have you been advised by a doctor to self-isolate at this time?	Yes / No
Have you been advised by a doctor to cocoon at this time?	Yes / No

If you answer Yes to any of the above questions you are strongly advised to follow the medical advice you have received, or you should seek medical advice if you have not already done so.

If at any time you start to display symptoms of Covid-19 you should not come into work. You should self-isolate at home and contact your GP promptly for further advice. Please also inform your line manager or Covid-19 Compliance Manager if this situation arises.

You should let us know if there are any other circumstances relating to COVID-19, not included in this form, which we may need to know about to allow your safe return to work.

Signed:	Date:

D. Covid-19 Risk Assessment Guidance Reopening Arts Centres

Introduction

As part of the return to work there is a requirement for Arts Centres to complete a risk assessment as part of the permission to resume normal services or operations.

A Risk Assessment covering exposure to Covid-19 will differ from one place of work to another. Staff in the various departments in your place of the Arts Centre will have different exposure to the risk, maintenance staff, cleaners, front of house staff, stage manager, performers, visual art crew etc.

The purpose of this guide is therefore to pose the questions that need to be asked so that appropriate risk assessments may be created specific to the Arts Centre and include all working staff and visitors/public.

The headings listed below are common to most workplaces risk assessment so the information can easily be transferred and recorded in the template.

Context

Before the risk assessment is undertaken, the assessor must first ask:
- Who is doing what and how?
- Where they are doing it and
- What are they using?

Understanding the tasks or activities is vital to assess exposure and to quality any subsequent control decisions.

Risk Assessment Hazard

The risk assessment must recognise the virus as a hazard. It should reflect that the virus is spread in minute water droplets that are expelled from the body through;
- Sneezing
- Coughing
- Talking and breathing

The virus can be transferred to the hands and from there to surfaces. It can survive on surfaces for a period after transfer (depending on such things as the surface type, its moisture content and temperature. The risk assessment should conclude that if it is passed from one person to another, while many survive infection, some may die from the disease. It should be regarded as a high hazard.

Likelihood

Exposure

Consideration must be given to how exposed people are. There is a list of questions to consider and this is not an exhaustive list as your specific centre may have other factors to consider.

1. While in your venue how might individuals come into contact with people with the disease, how frequently and for how long?
2. How do staff travel to work and does this expose them to public crowds?
3. Do you know which staff are in the vulnerable groups with underlying medical conditions which makes them more susceptible to the disease? How do you capture this information?
4. Do you know which staff have people in their household who may have increased exposure to the disease?
5. If someone in a staff member's household must isolate, what will you require your staff member to do?
6. Where staff meet people/contractors/public who may have the disease this increases exposure?

Once these answers to the questions are understood, control to mitigate them can be better considered and implemented.

Control
The safety of hierarchy of control can serve you well in considering what can be done. Any mitigating controls devised and implemented must reduce the exposure of employees, contractors and members of the public.

Control considerations must include identification of those who may have the disease, preventative measures of what to do and if you an employee or member of the public has contracted the disease. In other words, there may-be elements of management systems design to think about. Decisions about what maybe done must be realistic and reasonably practicable: achievable given the resources you have.
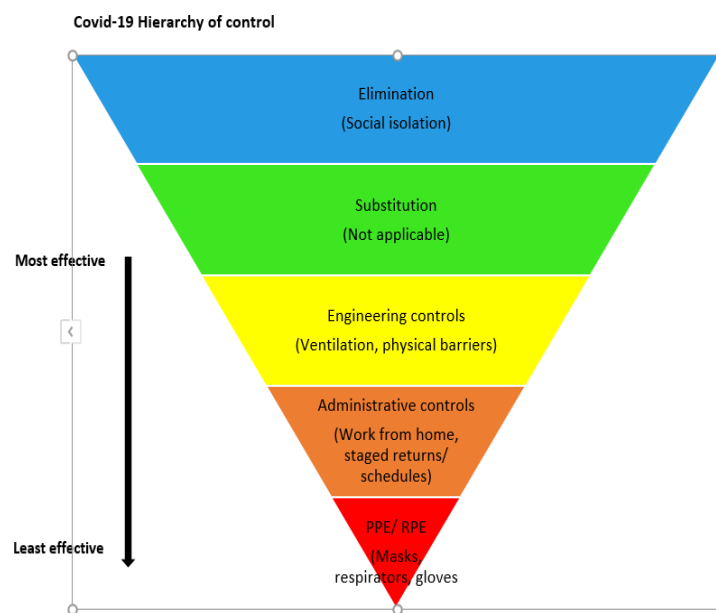

Covid-19 Hierarchy of control

Elimination
(Social isolation)

Substitution
(Not applicable)

Engineering controls
(Ventilation, physical barriers)

Administrative controls
(Work from home, staged returns/ schedules)

PPE/ RPE
(Masks, respirators, gloves

Most effective

Least effective

Diagram 1. IOSH Risk Assessment Guidance

Elimination
Elimination is the best form of control. Can we eliminate the virus? Only through vaccination so there is little that can be done by organisations. We are reliant on the Government & Health Service Executive (HSE) response, however planning now for any future vaccination programme so that arrangements can be made promptly for your workplace.
Physical/Social Distancing and staying at home are not forms of elimination, but an administrative control.

Substitution
Next in descending order is Substitution: Replacing the virus for something less harmful is not possible.

Engineering
Engineering controls are things which place a physical barrier between the person and the hazard or provide mechanical reduction of the hazard.
Exposure
Screens: Placing screens between people (i.e. Box office, reception, bars & hospitality points).
Ventilation: You should contact your HVAC (Heating, Ventilation Air Conditioning)
                  supplier/mechanical engineer for guidelines around specific system recommendations.

Toilets: There is also the possibility for faecal/oral transmission with the virus. Signs should be on place encouraging people to close the lid when flushing the toilet.

Administrative Controls

Administrative Controls provide the best options for most organisations. The risk assessment must consider how you will keep the workplace and equipment clean, adjust your work practices and ensure people are safe.

Questions and Considerations about designing a safe workplace should include:
1. Can you redesign the workplace to maintain social distancing E.G creating space on stage by rearranging storage etc?
2. Can you repurpose rooms to spread staff out?
3. Can you reduce space pressure by reducing the number of staff required to work in an area? (e.g. workers who can work remotely from home)
4. Identify the places where people find it difficult to avoid one another (entrance/egress points, foyers/reception, security points, lifts, canteens, toilets resource rooms, hot desks)?
5. What measures can you put in place to reduce these busy points. (phased shifts, working team rotations, breaks, closures)?
6. Can you provide more handwashing or sterilisation facilities around the workplace?
7. Identify the places where most people commonly touch (e.g. door handles, control panels, lift buttons, handrails, kettles etc)?

Cleaning

Cleaning is a vital control
1. Considered how you keep commonly touched surfaces sterile and how much more frequently they need to be cleaned?
2. Are you using an effective strength cleaner to kill the virus?
3. Have you amended cleaning checklists to ensure all areas that are needed are being frequently cleaned?
4. Considered the impact on your cleaners or contract cleaners?
5. Cleaners are being sent to places where we believe the virus may have been left on the surface, they have different exposure compared to other employees and public: How will you protect them?
6. As they clean, the viral loading on cloths/ mops will increase, do they have enough to be able to change frequently or the use of disposable cleaning products?
7. Where and how do they dispose of contaminated cloths/ waste bins of tissues?

Work Equipment

Question and consideration about work equipment
1. Can equipment be allocated to an individual rather than shared?
2. If equipment must be shared, then how will it be cleaned between uses? (e.g. phones, desks, microphones, 2-way radios).
3. If someone falls ill with Covid-19, what deep cleaning process will be necessary on the equipment they have been using and the areas of the building they may have been in contact with?
4. What washing / hand sterilising facilities are available to workers and public, how frequently should they wash their hands to reduce potential viral load and spread on equipment and in the environment.

Safe Systems of Work

Question and consideration about Safe Systems of Work.
1. Can work sequencing be reorganised to avoid employees being in contact with others? When this cannot be avoided, can the time they are in contact be minimised, can they work facing away from one another or can additional safety measures be implemented?

2. What do your staff need to know about the disease and how they might contract it if going to and from work, or from their household?
3. How will you deliver this knowledge?
4. How do you ensure workers know what Covid-19 controls are required in the venue? How will touring and visiting crew be informed?
5. Do the employees know how they can reduce exposure to the virus travelling to and from work? What advice can be provided?
6. What process have you got for staff to report possible infection or exposure, and what do you then require them to do?
7. Advice on Covid-19 is constantly changing, how will you keep current with advice and how will you update your employees?
8. What do your managers need to know to enable them to supervise effectively? How will this be communicated and how will they be held accountable for delivering this requirement?
9. Where freelance staff are used, how will you ensure their compliance in applying Covid-19 controls? (what changes are necessary to your induction programme)?
10. Are employees complying with the new control measures and if not why not?
11. How do you manage people with special needs?
12. What provisions are in your workplace for supporting employees with increased levels of anxiety during this pandemic or who have suffered personal loss as a result?

Personal Protective Equipment (PPE)
Personal Protective Equipment (PPE) is the least preferred in the hierarchy of risk control. It is considered the weakest control because it relies on people using it correctly. It introduces many possibilities for error.

Consideration include:
1. If gloves are provided, the virus can still be transferred on the surface. If the wearer then touches their face, they could contract the disease. – Frequent hand washing, good hygiene and cleaning procedures are the preferred option.
2. The wearing of face masks may reduce the virus being spread to and from others. However, the incorrect use of face masks may increase the risk of exposure. Follow government guidance.
3. Consider the safe disposal of all PPE.

Risk Management
Finding answers to the questions posed will provide a list of possible controls that can be implemented. A risk assessment does NOT control risk. It is the actions of individuals who apply controls that mitigate the risk control action plan making it clear who will do what and by when. The successful delivery of this plan must be monitored, reviewed regularly and updated with new guidance documents when issued by the HSE, Government and Health and Safety Authority (HSA).

Spending effort on developing controls bespoke to your Arts Centre is a waste of time unless performance is monitored over time. Plans need to be in place for routinely reviewing the effectiveness of the controls. It is vital to ensure that these controls are maintained and improved as our knowledge about the virus, its transmission and its control develops.

E. <u>Covid-19 - Checklist</u>

1. Occupational Health and Safety Responsibilities

Checklist	YES	NO	Further Action
Employers are required to	✔	x	
Appoint a Covid-19 Compliance Manager/Team 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.			Covid-19 Lead Worker Representative (LWR)
Provide the training required for Covid-19 Compliance Manager(s)Need to be clearly identifiable (e.g. branded item of clothing, Hi-Viz)			
Identify a competent person/existing to manage occupational Health and Safety to ensure effective integration of Covid-19 plans into existing practices.			Ref section. 18 SHWW Act, 2005
Arrangements in place for safety representative or relevant safety committee			Ref Section 25 & 26 of SHWW Act, 2005
Have workers been consulted?			

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

Checklist	YES	NO	Further Action
Employers are required to	✔	x	
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 work-place 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. 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			
Have all employees received induction training and a copy of the 'What you Can do to Help Prevent the Spread of Covid-19 Employee Guide'			
Have all employees completed the 'Return to Work' Form. This should be completed 3 days prior to returning to work.			Appendices
Have employees been informed of updates to HR policies and procedures?			
Identification and Isolation Policies			
A system log for recording contact details for any visitors to the premises including contractors, performers, artists, customers, suppliers or general public. These details will be required in the			Appendices

event contact tracing is necessary. *In the early phases it will be necessary to limit the amount of visitors to the premises.*			
Inform workers and others of the purpose of the log			
Display Covid-19 signs and symbols ● Physical distancing reminders and floor markers ● Hand washing reminders ● Respiratory Etiquette ● Covid-19 symptoms and advice on what to do should you display any of those symptoms.			
Provide up-to-date information on public health advice			www.hse.ie www.hsa.ie
Provide instruction for workers/contractors to follow if they develop signs and symptoms of Covid-19 during work			
Communicate – If feeling unwell DO NOT COME TO WORK			
Review and revise existing sick leave policies			
Communicate messages about good hand hygiene, respiratory etiquette and physical distancing			www.hse.ie www.hsa.ie
Hand Hygiene			
Ensure hygiene facilities are in place and fully stocked			
Training and advise on how to perform hand hygiene effectively			
Display posters on how to wash hands			
Respiratory Hygiene			
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
Implementation measures to reduce the spread of Covid-19			

3. Physical Distancing

Checklist	YES	NO	Further Action
Implementing Prevention and Control Measures	✔	x	
What is the revised working capacity of work spaces-stage/rehearsal room/studio/Offices/ Gallery spaces? where is remote working possible. Workspace/offices to be organised so that physical distancing are maintained			
Capacity signage for each room/space displaying maximum capacity to allow for 2m physical distancing adherence, dressing rooms etc. For areas of movement and circulation (Stage, rehearsal studios) figure of 1 person per 6.5m² current figure.			
Access controls to manage numbers in place at main entrance/foyer/reception.			
Install appropriate HSE Covid-19 Physical distancing Signage within the venue			
Implement a *No Hand Shaking* policy			
Minimise the use of sharing equipment, production desk space etc. The use of hot desks (shared lighting, Reception desks and sound consoles) to be discouraged - if absolutely necessary then a clear plan in place to clean and disinfect workspace in between users. Consider workshop tools/headsets/consoles. also increased amount of auditorium production desks and implications on infrastructure.			

Provide one-way access/egress routes where practicable. Consider workplace circulation, narrow corridors etc. e.g Move store facilities to stage to reduce footfall, assess current footfall areas.			
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 2m physical distancing floor markers where queuing is likely to occur.			
Are lifts being controlled? Encourage use of stairs.			
Water dispensers controlled? Use of non-personal containers when contact is required.			Automated water dispensers
If multiple urinals and sinks are located in the bathrooms, alternate ones should be blocked off to allow 2m physical distancing. Signage for toilets to be flushed with lids down.			Organise queuing system to facilitate physical distancing
Organise workers into teams who work and take breaks together . Consider application in for technical rehearsals/meet and greets or different work processes.			
Organise breaks to facilitate physical distancing			
Is there a possibility of working split shifts to reduce the amount of people needing to come into the premises at any one time			
Controls in place in Kitchen/green room facilities. If physical distancing cannot be facilitated consider closing or creating kitchen service areas in other areas.			
Conduct meetings using remote online technology where possible. consider cross infection of teams.			
Prevent gatherings at start & finish times. Encourage the avoidance of communal areas (green rooms) or staggered use of communal areas.			Staggered start and finish times
Adapt sign in/out system to ensure physical distancing can be maintained. Shared use of pens and other items to be discouraged.			
Ensure workers sharing accommodation are grouped in fixed teams consisting of individuals who work together. Consider for touring companies			
If at risk or vulnerable workers cannot work from home they should be preferentially supported to maintain the 2 m distance			
Where it is not possible to ensure the 2m physical distancing by organisational means ● Need to install physical barriers ● Maintain at least 1m distance or as much distance as is reasonably practicable. ● Minimise direct worker contact and provide hand washing and other hygiene aids. ● Make face masks available			Areas may include ● Reception area/foyer ● Ticket/box office ● Cash desks ● Information points
Have screens been fitted to public facing areas including reception areas, ticket/box office, cash desks, information points and food counters			

Develop and provide induction training for all workers, to include up-to-date public health guidance. What a worker should do if they develop symptoms How the workplace is organised to address Covid-19 risk			
Implement temperature testing.			Follow government guidelines and developing industry practice
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.			

4. Cleaning

Checklist	YES	NO	Further Action
Implementing Prevention and Control Measures	✔	x	
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 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) cleaning performed at least twice a day and whenever facilities are visibly dirty			
Provide workers with essential cleaning materials and keep their workspaces clean			
Modify the use of hot desks (incl production desks) and ensure they are available to identified staff and have appropriate cleaning materials for workers to clean before use.			
Soft furnishings in common areas removed. (e.g. cushions) Cleaning process for material covered furniture (e.g. theatre seating). Consult theatre seating supplier to advise on appropriate frequent Covid cleaning and disinfecting			
Sufficient waste bins and wipes provided for staff to clean workstations and work areas			

Checklist			
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			

5. Building Management Systems

Checklist	YES	NO	Further Action
Building Management Systems	✔	x	
Is there a Planned Preventative Maintenance (PPM) inplace			
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.			REHVA information
Water Systems flushed and sterilised. Water traps functioning			
Can additional bicycle storage be provided			
Can additional car park be offered? In nearby locations			
Insurance			

6. Managing Third Parties: Contractors/Visitors/Customers

Checklist	YES	NO	Further Action
	✔	x	
Business Continuity Planning – are your external contractors / providers still operational			
Consider how your contractors will function/operate and adhered to the new building Covid-19 requirements			
Recording system for a sign in/out system			
Venue specific induction for all staff			
Request Contractor H&S documentation including their Covid-19 plans			
Communication with all contractors outlining the Covid-19 house policies and procedures			
Communication notices available for all staff/contractors/visitors			

7. Emergency Response and First Aid

Checklist	YES	NO	Further Action
Emergency Response	✔	x	
Fire procedures - are there changes required to reflect new staff numbers new layout?			
Occupational First Aid: are changes required to ensure adequate coverage?			
Are First Aiders aware/briefed on New Covid-19 requirements. Revised training required? Current training valid?			
Suspect Cases			

Procedure and response to the suspect case (Covid-19 Manager or nominated person or team			
Identify a designated isolation area. Ensure isolation area can be behind closed doors or if not available to provide an area away from other workers			
Have additional isolation areas available			
Provide as is reasonably practicable ventilation, tissues, hand sanitiser, disinfectant wipes, PPE, gloves, masks, clinical waste bags.			
What to do if worker displays symptoms Isolate the worker as per the procedure Maintain 2m physical distance from symptomatic person Provide a mask to the symptomatic person (if available)			
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			
Arrange transport home or to hospital for medical assessment			Refer to HSE guidance doc
Provide assistance and advice if contacted by the HSE			
Carry out an assessment of the incident and determine follow up actions			
Is PPE available for First Aiders – PHECC protocol			Refer to PHECC CPGs

8. 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 medically 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.			

9. 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)			
Is the Pre-Return to Work Form in place?			
Who is responsible for managing (issuing, reviewing, archiving) the form?			

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 return to work?			
Who is responsible for conducting the contact tracing log?			Covid-19 Compliance manger
Are all employees aware of the contacting log?			
Who is responsible for liaising with the HSE?			
Who is responsible for disseminating HSE Covid-19 information?			Covid-19 Compliance manger
Are employees aware of their responsibilities with regard to self-isolation?			Induction

10. 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?			
Have employees been informed/reminded of these supports			
Do existing procedures need to be reviewed and updated?			
Is there an Employee Assistance Programme (EAP) in place?			
Have the supports already available from HSA been considered? Workplace Stress and Work Positive			

11. Training

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

12. PPE – Personal Protective Equipment

Checklist	YES	NO	Further Action
	✔	x	
Have risk assessments been conducted for all tasks that may require PPE?			
Has the HSE and HPSC websites 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 visiting artists or companies been informed of the venues PPE policy?			

13. Business Travel

Checklist	YES	NO	Further Action
	✔	x	
Has the travel Policy been updated to reflect Covid-19 travel restrictions? Possibly 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?			

F. Covid-19 Logging Sheet (sample)

COVID LOG

<u>The form on the following page is an example</u>, the requirements of the National Contact training Process and HSE will prescribe the contact tracing information requirements of the Arts Centre. The final document may also include for example box office an external employers (Touring performance company) requirements

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 compliance manager. 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 but as a record as part of your safety management systems.

The purpose of the form is to
1. Obtain critical information for post incident actions required for your place of work to remain functioning and
2. To provide detail records for the enforcing authorities (HSE and HSA) should they require further detail.

It is not an exhaustive list and will need to be developed with the Covid-19 Compliance manager/ response team in accordance with **<u>up to date relevant guidance from the HSE</u>**. The aim is identify who has been in close contact and what areas of the centre that may be affected;

1. Workers / Contractors / performers – who has potentially been exposed and what impact it may have on the operations of the venue
2. Member of the Public – to assist the HSE contact tracing department

Arts Centre /Venue Covid-19 Incident log for suspect case

Location: _____

Date: _____

Incident no.   _____
(No name or contact detail – ID on corresponding First Aid Medical form)

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 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	
Is the person alone or with a group	
What follow up is required	
Do you need to re-issue or refund tickets	
Ensure the decontamination clean of Isolation room and venue if required	

Signed_____   Date_____

G. References

Government of Ireland – Return to Work Safely Protocol
https://dbei.gov.ie/en/Publications/Return-to-Work-Safely-Protocol.html

Health Service Executive (HSE) – Coronavirus (COVID-19)
https://www2.hse.ie/coronavirus/

World Health Organisation
https://www.who.int/emergencies/diseases/novel-coronavirus-2019

National Standards Authority of Ireland (NSAI) – COVID-19 Resources
https://www.nsai.ie/COVID-19/
https://www.nsai.ie/COVID-19workplaceprotection/

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

Health Protection Surveillance Centre (HPSC) – COVID-19 Resources
https://www.hpsc.ie/a-z/respiratory/coronavirus/novelcoronavirus/

Construction Industry Federation (CIF) – Construction Sector C19 Pandemic Standard
Operating Procedures
https://cif.ie/wp-content/uploads/2020/04/CIF-COVID-19-Operating-Procedure-Report.pdf

Pre-Hospital Emergency Care Council (PHECC) – COVID-19 Update
https://www.phecit.ie/PHECC/Publications_and_Resources/Newsletters/Newsletter_Items/2
020/PHECC_COVID_19_Advisory_v1.aspx

IOSH COVID-19 risk assessment guidance www.iosh.com/returningsafely