



COVID-19 Working Procedures Guide

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in Consultation With

TPG

Tour Production Group



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FOREWORD

About This Guidance

The PSA have been working closely with the Tour Production Group during the pandemic. The group is a collection of industry professionals who are experts in live event productions of all sizes, from small venues to stadiums. The group includes tour managers, production managers, safety professionals, venue managers, festival managers, travel and logistics experts, promoters and leading industry suppliers.

Acting as a think tank, TPG has fed into editors to allow the PSA to adopt a document that can provide a unified response to COVID-19 and be referenced in the wider live production community.

Aim of Document

The aim of this document is to suggest measures that assist risk control relating to COVID-19 transmission for live events of all sizes, types and formats that require equipment, personnel and artists to travel to a location, load in and typically set up for an audience. After considering the guidelines in this document, **measures thereafter should be applied to each scenario by competent professionals and advisers risk**. This document will be updated regularly to allow for the changing nature of the epidemic and international conditions, however, third-party professional advice should be sought to assist in applying these guidelines to each tour.

About COVID-19

COVID-19 is a new virus which causes flu-like illness, sometimes leading to serious respiratory failure - particularly in the elderly or those with underlying health conditions. Current scientific and medical data states that there are two main ways in which coronavirus is likely to spread:

- From contaminated surfaces touched by successive individuals
- From contaminated respiratory droplets and resulting aerosols distributed by infectious individuals

The virus is most likely to pass from person to person in communal areas and where it is not possible to maintain safe distances between persons. Although the main symptoms of COVID-19 are a high temperature, a new, continuous cough and a loss or change to your sense of smell or taste, carriers can also be asymptomatic. You can spread the virus even if you don't have symptoms.

COVID-19 UK Government Guidelines

Although assessments are of show conditions all over the world, tours originating in the UK should follow UK Government Guidelines. The main principles of these standards that will apply to your event are:

- Reduce interactions between individuals onsite as much as possible.
- Carry out a COVID-19 risk assessment, in consultation with workers, engaging third-party professional advice
- Maintain recommended social distancing wherever possible
- Where people cannot maintain social distancing, use other measures to manage transmission risk
- Monitor health and screen for symptoms.
- The reinforcement of cleaning processes and hygienic practices
- Keep adequate records for purposes of contact tracing.
- Have workable policies in place for suspected and confirmed COVID-19 cases
- Consider the mental health of workers as a result of measures in place.

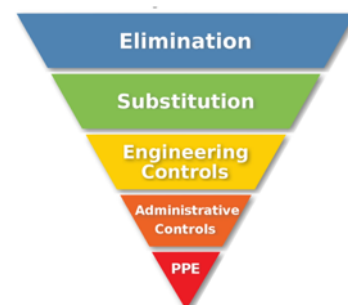
BASIS OF ASSESSMENTS

What is being Assessed?

An assessment should be made to establish the controls needed for each area of concern within touring production operations. The **HAZARD** is COVID-19. The **RISK** is transmission. It is important to note that the assessments in this document are to be used **IN ADDITION** to existing risk control measures.

Hierarchy of Control

- **Elimination** – e.g. reducing staff touring, not undertaking soundchecks
- **Substitution** – e.g. finding other designs and methods to reduce interactions
- **Engineering Controls** – Using equipment and technology to help us reduce risks
- **Administrative** – Using planning skills to enable risk control and record keeping
- **PPE** – To manage residual risk and increase protection levels for personnel undertaking unavoidable tasks



COVID-19 Threat Scale

It is widely accepted that the threat level from COVID-19 is one that can change quickly in either direction. Localised outbreaks could also raise the threat level in certain areas. Using the UK Government COVID-19 Alert Scale, we can plan a suitable response by establishing the prevalence of COVID-19 where shows are to be held. We will focus on levels 4, 3 and 2 as those requiring COVID-19 planning.

5	HIGH and OVERWHELMING – TRAVEL BANS and PERFORMANCE BANS LIKELY
4	RISING EXPONENTIALLY – RESTRICTIVE CONDITIONS
3	GENERAL CIRCULATION – LIMITED CONDITIONS
2	LOW TRANSMISSION – LOOSENING CONDITIONS
1	NOT PRESENT – NO RESTRICTIONS

Focus of Control Measures

Control measures in this document will focus on the following areas:

- **Social Distancing** – Keeping person to person transmission opportunities as low as possible
- **Work Group Bubbles** – Maintain working group “bubbles” by department as far as is practicable
- **Health Declarations and Monitoring** – Establishing symptomatic individuals and contacts
- **Hygiene and Cleaning** – To keep hands and surfaces clean
- **Mitigation** – Altering tasks and procedures to allow for virus transmission control

SHOW FEASIBILITY

Initially, an assessment of whether it is feasible and safe to undertake a show needs to be completed. This includes shows of any type or size, either in the UK or internationally.

While our main concern here is with the possibility of COVID-19 infection, consideration should continue to be applied to other threats such as terrorism, political stability, logistical and transport concerns.

In the case of single shows, a tour, or a run of festival dates, consideration should be given to whether it is possible to instigate suitable mitigation measures. Touring productions should aim to maintain a working bubble and a suitably controlled environment which enables the control of COVID-19 transmission risks to an acceptable level so far as is reasonably practicable. This concept needs to be applied at all steps of the processes involving artist, crew and equipment.

Testing Strategies

Initial focus should be on symptom declarations and reduced interactions. For some projects, consideration could be given to available testing strategies in order to reduce the risks of virus transmission within groups working in close contact. **However, expert advice must be sought from an occupational health adviser who can advise on current effective strategies and methods of testing.**

Feasibility Assessment

In the case of any show, before accepting bookings and /or budgeting, an assessment needs to be made of the conditions in that territory. As much of this is ultimately reliant on local facilities, it is important that all local partners are reliable, trusted and tried at providing the necessary infrastructure in order to make a performance viable. Areas for assessment would include factors such as:

- COVID-19 threat level
- Logistical and freight concerns
- Travel and hotel availability
- Local factors that could result in disruption
- Levels of local lockdown restrictions

Roles and Responsibilities

- **Agents and Managers** will benefit from working collaboratively with their production managers, tour managers, and reliable local partners to assess feasibility of any show
- **Local Promoters and Venues** will be essential partners in the success of any touring or one off shows, and tour planners should seek to align with promoter and venue at the earliest opportunity - preferably before confirmation of show and budget
- **Tour and Production Managers** will play a key role in feasibility assessment and could be consulted before accepting any offer
- **Local Equipment Providers** will make a key contribution to an overall feasibility strategy
- **Travel and Freight Agents** will provide up to date expert industry advice on current conditions in overseas territories

Feasibility Resources Required

- Current and accurate information on COVID-19 related infection levels and containment measures - given by regular consultation with reliable local partners
- Suitable budgetary resources to allow correct planning and implementation of feasibility assessment to take place
- Dedicated personnel assigned to monitor feasibility on behalf of the tour and to assist in the implementation of required measures - this includes access to competent third-party tour safety advice

SHOW DESIGN AND SCHEDULE

Synopsis / Summary of Mitigation Measures

Designs incorporating multiple production elements need careful consideration of how many departments need to interact at any given time and how much equipment needs to be handled by how many people. Test builds and rehearsals present similar challenges.

Assessments should take place to establish if local equipment can be used, how toured equipment can be optimised, and how it can be kept clean. This will all form part of the show design process, as will the scheduling of construction.

The type of mitigations may include:

- Department load ins staggered
- Creative designs focused on using pre-rigged or lightweight equipment
- Wardrobe fittings kept to minimum
- Minimal personnel and local hands
- Alternative set lists and increased use of playback to allow safer working spaces for musicians
- Rehearsals and creative meetings held remotely where possible
- Design requiring less direct performer interaction with crew and each other
- Scheduling to allow time for hygiene procedures and reduced interactions
- Clear working areas for departmental bubbles
- Schedule planning for show construction to support COVID-secure working

Roles and Responsibilities

- **Artists and Managers** - Responsible for setting and managing expectations and budget
- **Designers** - Provide responsible, manageable and sustainable design concepts
- **Tour and Production Management** - Responsible for outlining problems and managing solutions to those problems and providing a broad information base for all to work from
- **All Personnel** - Everyone needs to be aware that there is a communal responsibility for suppressing COVID-19. It is very easy to revert to previous processes and increase risk of transmission and business disruption

Resources Required

- **Time** - More time in planning to work through all show elements with relation to threat level and time in rehearsals to accommodate these potential alterations
- **Budgetary** - Supplier and design costs will likely be higher due to the extra time and resources (including human) required
- **Integration** - Design and scheduling that considers all COVID-19 protocols throughout the whole process
- **Personnel** - Involvement and consultation of trained COVID-19 advisors throughout the design and show scheduling process

SHOW DESIGN and SCHEDULE SUGGESTED SCALED CONTROL MEASURES

Control Measure	Level 4	Level 3	Level 2
Productions greatly reduced in scale to facilitate safe working.	Orange	Yellow	White
Use remote working and minimal touring personnel to reduce onsite interactions	Orange	Yellow	White
Equipment and materials selected to support COVID-19 working as much as possible	Orange	Yellow	Green
Backing musicians replaced by track where applicable	Orange	Yellow	White
Social distance alarms	Orange	White	White
Rehearsals and soundcheck scheduled only when necessary	Orange	White	White
Select equipment and designs that require minimal cleaning regimes	Orange	Yellow	Green
Schedule construction to allow for staggered departmental working	Orange	Yellow	Green
Manage flow of departments during load in.	Orange	Yellow	Green

SUPPLIER PROCUREMENT

Synopsis / Summary of Mitigation Measures

Suppliers and their crew members, along with freelance touring personnel, will play a pivotal role in the success of any tour and in minimising the risk of COVID-19 transmission. This applies to the whole process - from how the equipment is prepped, loaded and unloaded, to how supplier crew are selected and how those crew may be treated and replaced if transmission does occur.

Additionally, the ongoing hygiene of food, supplier equipment, backline handled by performers and other items handled by local crew, will be a factor in supplier choice.

The types of mitigations may include:

- Due diligence on suppliers' COVID-19 policies
- Adequate screening of proposed crew members for vulnerabilities
- Coordination of how equipment will be loaded to facilitate safe handling onsite
- Information on how equipment will be sanitised
- Method statements that support reduced interactions to preserve COVID-security
- Pre-agreement between production and suppliers on suitable protocols and measures, such as cleaning regimes, responsibilities and check lists and, in the event of COVID-19 transmission, requirements for self-isolation and potential replacement of affected personnel

Roles and Responsibilities

- **Artists and Managers** - Responsible for allowing suitable supplier selection to become the priority in terms of resourcing
- **Tour and Production Management** - Responsible for undertaking due diligence on suppliers' policies, methods and crew to ensure alignment with the COVID-19 procedures in place
- **Suppliers and Crew** – Suppliers, their crew members and crew employed directly by the tour need to work together to ensure standards are maintained. Suppliers need to ensure they select suitable and compliant crew to work on tours. The crew supplied need to embrace their personal responsibility to themselves and others. Compliance with procedures is key to the success of the tour and continuing business

Resources Required

- **Time** – Time must be spent working with suppliers more than usual to align on standards and COVID-security
- **Budgetary** – Recognition during the procurement process that supplier costs of prep, load and transport may increase
- **Replacement crew** – The possibility of transmission of COVID-19 cannot be ignored, suppliers should be prepared to replace personnel if required - this also applies to core touring personnel

SUPPLIER PROCUREMENT SUGGESTED SCALED CONTROL MEASURES

Control Measure	Level 4	Level 3	Level 2
Suppliers to provide COVID-19 policy and risk assessment before contracting to enable fixed group performance designs e.g. within orchestral groups or dancer / band			
Supplier crew to be screened by supplier for symptoms and also vulnerabilities to COVID-19.			
Supplier equipment to be sanitised before leaving the warehouse.			
Supplier equipment to be loaded in a way that allows for minimal interactions onsite whilst unloading.			
Supplier crew comply fully with all COVID-19 control measures in place Preference would be given to suppliers			
Suppliers selected who can maintain hygiene of equipment during and between performances			

TRANSPORT, TRAVEL AND HOTELS

Synopsis / Summary of Mitigation Measures

The movement of people and equipment between locations presents one of the biggest challenges to touring productions. Extensive thought and planning is required to ensure that personnel and artists remain safe.

Enclosed travel options do not allow for social distancing, therefore groups travelling intimately together face significant disruption should one member of the group contract COVID-19. Stringent and thorough control measures must be upheld throughout - on all levels - to ensure business continuation and safety of touring parties. This may include rethinking the entire travel process for some tours where resources may be limited by budget.

The types of mitigations may include:

- Only essential personnel travel with the tour
- Travelling parties split into groups to reduce interactions
- Increased symptom screening of all persons
- Selection of suitable means of travel, accommodation suppliers and compliant trucking suppliers
- Enhanced hygiene and social distancing measures throughout the travel process

Roles and Responsibilities

- **Artists and Managers** – Should be aware of COVID-19 travel and accommodation arrangements and do their utmost to preserve the integrity of the measures put forward
- **Tour and Production Management** - Responsible for taking external advice on the best ways and means of travelling touring parties, with a focus on reduced interactions and working bubbles throughout the process
- **Suppliers and Crew** – Suppliers need to work with the tour by complying with all measures put in place. Trucking companies and drivers will play a big part in compliance by keeping themselves socially distanced throughout the travel process

Resources Required

- **Time** – Travel planning will require more time, as will the travel itself. Trucking journeys may take longer than usual. Ground transport may require more trips and time to sanitise between groups. Air travel procedures are likely to take longer.
- **Budgetary** – Prices across the travel sector will be affected due to new guidelines, but also conversely due to a drop in demand in the short term. Trucking costs could be affected. Extra time

and increase in number of parties / pods traveling separately will also increase costs.

- **Expert Advice** – Ongoing consultation with travel, freight, trucking and bussing suppliers will help to inform safe touring movements.
- **Replacement Crew** – The possibility of transmission of COVID-19 throughout groups that travel intimately, and subsequent self-isolation requirements, should be considered and planned for.

AIR TRAVEL GUIDELINES TO BE APPLIED AT ALL COVID-19 ALERT LEVELS

Commercial Flights

Will be dictated by territory, airport authorities and carriers. Rigorous advance checks must be made pre-booking and pre-travel. Current best practice advice includes:

- **Government Travel Advice** <https://www.gov.uk/foreign-travel-advice>
- **IATA Travel Centre** <https://www.iatatravelcentre.com/international-travel-document-news/1580226297.htm>
- **Departure Airport Policy** - Temperature checks, extra screening, PPE, track and trace
- **Arrival Airport Policy** - Temperature checks, extra screening, PPE, track and trace plus possible COVID-19 paperwork and clearance to travel
- **Carrier Policy** - Temperature checks, extra screening, inflight PPE, seating and catering
- **Luggage** - Confirm carry-on bag limits, check in luggage, refund and rebooking policies
- **Special Service / Meet and Greet** - Will convey through terminal enforcing social distancing

Charter Flights

Will be dictated by territory, airport authorities and carriers. Rigorous advance checks must be made pre booking and pre travel. Current best practice advice includes:

- **Government Travel Advice** <https://www.gov.uk/foreign-travel-advice>
- **IATA Travel Centre** <https://www.iatatravelcentre.com/international-travel-document-news/1580226297.htm>
- **Departure Airport Policy** - Temperature checks and completion of Health Declaration
- **Arrival Airport Policy** - Temperature checks and Health Declarations checked pre- and post-flight
- **Carrier Policy** - Temperature checks, deep cleaning, baggage handling, seating and catering
- **Special Services/Meet and Greet** - Will meet at aircraft, convey through terminal enforcing social distancing

TOUR BUS GUIDELINES TO BE APPLIED AT ALL COVID-19 ALERT LEVELS

- Tour bus use is not the primary recommendation for travelling parties whilst COVID-19 is present at any level. Alternative methods should be considered.
- Tour bus capacity should be assessed to allow for the successful implementation of all other measures highlighted:
 - At level 4, it is likely to be unfeasible to use a bus and protect personnel.
 - At level 3, this likely means no more than 50% to allow each person to have a spare bunk for personal items that is sanitised by the individual, and to allow passengers to move around and sit if required. As the threat level lowers further, assessments can be made as to feasibility and capacity of bus use.
- Considerations must be made as to local outbreaks in territories and areas to be visited on the tour.
- For safety of drivers in transit and at a venue - a dedicated safe area for them where they can observe social distancing and maintain welfare.
- Bus sanitisation will be required daily. Work with bus companies to establish a suitable protocol for this, including cleaning or fogging products along with antiviral sprays/wipes and suitable PPE for driver whilst undertaking cleans. Extra attention to be paid to high contact, kitchen and toilet areas.
- Drivers remain in their living quarters except to disinfect the bus, using PPE that they are trained to use, including but not limited to, FFP3 mask, disposable gloves, plastic apron.
- Access to busses is restricted to crew-only and driver assigned to each particular bus at any time.
- Passengers comply fully with all COVID-19 control measures in place.
- Air circulation system to be fitted with MERV-8 or greater, filters on main inlet and also bunk outlets to prevent circulation of any infected droplets.
- Fabric partitions within the bunk area and allocation of bunks taking into account working bubbles and the start time of each department on arrival to a venue.
- Seating areas are for short term practical use and personnel cannot sit facing each other or closer than 1m. This will also inform bus capacity decisions.
- Stringent personal hygiene measures on board, including record keeping and ensuring measures are completed.
- Clear signage and procedural communication.
- Only non-symptomatic personnel allowed on the tour bus. It is important that the tour consults with any persons deemed moderate to high risk and if necessary third-party expert advice is sought.
- Toilet and kitchen area only to be used during journeys, when necessary.
- Tour bus only to be used when required for overnight journeys between venues, to sleep on.

GROUND TRANSPORT GUIDELINES TO BE APPLIED AT ALL COVID-19 ALERT LEVELS

Chauffeur Driven Vehicles

- All vehicles to be sanitised pre- and post-journey.
- Chauffeurs to carry antiviral wipes, spray and all other medically-recommended hygiene products.
- Chauffeurs to wear face coverings and disposable gloves to prevent aerosol distribution and reduce contact transmission.
- Chauffeurs to carry hand sanitiser and face coverings for passengers as needed.
- Chauffeurs do not accept or handle cash payments, all payments must be electronic or via an account facility.
- Journeys planned as short as possible, only essential people travel.
- All passengers to handle own luggage if physically able to do so.

Minibuses/Coaches/Splitter Vans

- All vehicles prior to travel to be sanitised pre- and post-journey
- Splitter vans to be selected with all forward facing seating to reduce aerosol transmission.
- Drivers of minibus and coaches to wear face coverings and disposable gloves to prevent aerosol distribution and reduce contact transmission
- Drivers of minibuses and coaches to carry hand sanitiser and face coverings for passengers as needed.
- All passengers should wear face coverings during journeys to reduce aerosol distribution inside vehicles.
- Drivers do not accept or handle cash payments, all payments must be electronic or via an account facility.
- All passengers to handle their own luggage.
- Preference to run multiple journeys of smaller capacity vehicles over large coaches

HOTEL GUIDELINES TO BE APPLIED AT ALL COVID-19 ALERT LEVELS

- Hotels are selected based on their COVID-secure facilities and policy being screened in advance.
- Selected hotel adheres to COVID-19 standards to prevent transmission between guests.
- The hotel to provide liaison. Access to medical professional is available where appropriate.
- Lobby and hotel amenities closed to the public except guests. Hotel Security to enforce.
- It is essential the hotel advise the group in advance if guests are required to wear face masks in public areas of their property.
- Check-in and checkout should be completely contactless. Where the hotel does not have digital room keys, freshly cleaned and sanitised plastic room keys should be provided individually to each guest in sealed envelopes along with a copy of the group rooming list.
- Social distancing should always be observed between guests and staff with the necessary signage clearly displayed.
- Lifts should not be shared with the group by members of the public.
- Guest bedrooms should be deep cleaned prior to guest arrival and the room sealed so that it is clear upon guest arrival that nobody has entered the room after cleaning and prior to their arrival.
- Rooms should not be serviced by housekeeping or entered by any staff member during a guest's stay.
- Public amenities such as restaurants, bars, fitness centres and swimming pools must follow the same social distancing guidelines.
- Food and beverage outlets must, in addition to social distancing requirements, follow strict hygiene guidelines with respect to the preparation and delivery of food, drinks, condiments and cutlery to guest.

TRUCKING GUIDELINES TO BE APPLIED AT ALL COVID-19 ALERT LEVELS

- Pre-tour checks on sanitising / cleaning regime for kit and cases, any procedures / requirements for loading.
- Use of face coverings by drivers and crew whenever social distancing may not be possible.
- Consider truck pack / how kit is to be loaded to minimise numbers of people needed to load / unload / stack and tip.
- Load and unload with forklift if possible and practical.
- Keep main ramp inside trailer on load bars rather than on the ramp carrier wherever possible and practical to allow driver to deploy and stow without the need for other crew.
- When using the ramp carrier, local crew to handle stowing and removal of ramp.
- Have the absolute minimum of people inside a vehicle or trailer for loading and unloading while still complying with health and safety requirements.
- Only drivers to handle load-securing equipment wherever possible. Any equipment handled by other parties to be cleaned with sanitiser wipes by driver.
- Vehicles and trailer interiors to be sanitised every time they return to base.
- Consider allocating team drivers to a tour from the start to cover double drives and driver rest periods over sustained periods to avoid multiple driver swaps / flights.
- Consider avoiding promoter supplied shunters to keep non-tour team members coming into contact with the tour.
- Dedicated backstage area for drivers to use including showers where applicable.
- Each truck to be dedicated to a single driver with driver responsible for cleanliness / sanitation of vehicle. Handles and contact surfaces to be sanitised by driver as required but daily as a minimum.
- Minimise mixing of trucking and bus driving teams. Keep double driver teams consistent through the tour.
- The drivers are not to use each other's cabs for social gathering and no other person to enter drivers' cabs.

VENUE AND ONSITE FACILITIES

Synopsis / Summary of Mitigation Measures

Alignment between touring productions and the venues and sites that will receive them will determine the success of any show during COVID-19.

The variety of differing formats of venue, along with the resources each level of facility can offer, need to form part of the planning for any show, and response will need to be scaled accordingly.

The process of venue alignment should include the following consultations:

THE ADVANCE (in conjunction with promoter or venue rep)

- Sharing of COVID-19 security policies and procedures to collaborate on alignment of measures
- Clear liaison point of contact at both sides specifically around COVID-19
- Clear and concise agreements about roles and responsibilities
- What is the **LIKELY** COVID-19 threat level on show day?

PRE-ARRIVAL

- Agree with the local stakeholders the **ACTUAL** COVID -19 threat level on show day
- Assess any changes in alignment of standards, roles and responsibilities

SHOW DAY: LOAD IN

- Compliance with all onsite protocol measures relating to COVID-19 from load in to preparation of backstage facilities
- Be prepared to mitigate the resulting issues of elements if the venue or festival is unable to deliver venue related protocols (tour carries COVID-19 related stores). Collaboration with local promoters will still be required in these situations

PERFORMANCE

- Maintain strict security around all areas where tour personnel are present – mix areas, pit and stage, and all backstage areas (including trucks and buses)

SHOW DAY: LOAD OUT

- Any potential issues should have been fixed for load out. The tour needs to be aware of who is present and in which team, and stay mindful in all preparations that the load out is just as important as the load in

Roles and Responsibilities

- **Promoter's Rep** - Advance liaison with the tour and all local elements. Detailed interaction with all local service providers including the venue. Monitoring of local threat level in advance. Show day liaison between all parties including providing information to the tour on all local issues. Be a constant presence while the tour is onsite (with overnight and shift cover if necessary)
- **Venue/Festival Site/Production Managers** - Liaison between promoter, tour and all venue provided services, including facilities to changeover from previous event. Responsible for providing relevant information to the tour
- **Artist Liaison** - Responsible for ensuring agreed protocols are adhered to in all backstage areas under their control. On festival shows, the overnight team take on a significant responsibility in ensuring that everything is ready for the busy start of the following day. In small venues this may well be handled by the venue manager
- **Local Crew Chief** - Supervision of the local crew team to ensure compliance with all protocols agreed in advance. Liaison with promoter's rep and artist stage or production manager
- **Local Security Supervisor** - Supervision of the local security team to ensure compliance with all protocols agreed in advance. Liaison with promoter's rep to transfer information and resolve any issues
- **The Tour** - Supervision of the touring team to ensure compliance with all protocols agreed in advance. Liaison with promoter's rep to transfer information and resolve any issues

Resources Required

- **Time** - More time during the advance process to detail COVID-19 protocols on all sides. Ensure shifts are maximum 12-hours - fatigue could be a barrier to transmission control
- **Budgetary** - An agreement on extra costs should be in place. The additional time spent detailing protocols will likely incur additional costs. Additional equipment and consumables will require additional expenditure. Additional training of staff. Inductions may be required and could incur additional costs
- **Equipment** - Loading space needs to be maximised where possible. Dressing room / crew room / production office and other designated work space areas - less sharing of facilities to give time to clean between users. Wet weather provision - more covered areas to allow social distancing welfare space. Cleaning materials, PPE where relevant. Tours should carry a provision of COVID-19 related supplies in case venues fail to deliver or encounter supply issues at the last moment
- **People** - COVID Coordinators in place from tour and venue. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols. Enough local crew to allow truck tippers/loaders to stay at trucks and stage teams to stay at stage/on ramps – and NOT shared among multiple touring teams. More cleaners on shift more of the time

VENUE and ONSITE FACILITIES

SUGGESTED SCALED CONTROL MEASURES

Control Measure	Level 4	Level 3	Level 2
Ensure that venue / event has current and effective COVID-19 protocols in place			
Agree with venue stakeholders local threat level and any local restrictions in advance			
Work with venues and sites to agree a COVID-19 Safety Rider in advance			
Minimise number of touring crew required			
Simplify all elements of the tour and optimise for COVID-security			
Preference for small capacity MPV ground transport and hotels over tour buses outside venues			
Consider running FOH control from side of stage or increasing capacity kills around FOH			
Use venue supplied equipment wherever possible			
Venue provision of suitable loading space, hand washing facilities, and cleaning regimes of any areas or equipment shared between different productions			
Provision of suitable number of flushable toilets, which are regularly deep cleaned and contain personal hygiene equipment			
Compliance with all local COVID-19 control measures including hygiene			
Suitable show design sympathetic to the venues on the tour			
Suitable provision of backstage facilities to allow performers and crew to take breaks and meals whilst in a bubble and socially distanced			
All local personnel should always remain socially distant from touring personnel			
Venues should make provision for performers to get to stage through a sterile route			
Space between production and performers should be to the recommended distance from any audience members			
Adequate provisions for emergency procedures being COVID-secure as much as possible			
All locally provided catering is made in a COVID-secure way and eaten with social distancing in place			
FOH perspex screens where audience cannot be suitably distanced			
Sterile routes between FOH and BOH			

LOAD IN, BUILD, LOAD OUT

Synopsis / Summary of Mitigation Measures

The build and dismantling phases are the main tour activities where the possibility of increased interactions multiply the risk of infection transmission for touring personnel.

Whilst individual methods for assembling equipment will be determined by suppliers, the process of arriving at a venue, unloading, building the show, and loading out, needs careful planning, resourcing and management on the day.

Each tour can apply these principles to their situation, with the principles of reduced interactions, working bubbles, and increased hygiene being the priorities. COVID-19 related PPE use should be for specific purposes and only be used by trained persons.

Recommended protocols for show building:

- Comprehensive toolbox talks to highlight protocols
- Unloading and loading of trucks - reduce team lifting where possible
- Cleanliness of cases, tools and equipment
- Consideration of sanitising truck loads
- Local crew are their own working bubble
- Use of face coverings for some mitigation of unavoidable face to face tasks
- Staggered load in times
- COVID-19 Coordinator appointed. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols.
- Reduce interactions as much as possible. Same crew on load in and load out. Colour coding of departments.
- Suitable procedure in place if an individual becomes symptomatic
- Use forklift to move loads wherever possible
- Use more radio communication, limit face to face meetings. Local crew chiefs to have radio contact to touring production. Radios stay with users throughout the tour and are sanitised pre- and post-distribution. Batteries are also sanitised between uses
- Amend touring schedule to allow for a longer load out process
- Frequent sanitising of high contact areas
- Strict timeline scheduling on the working day to reduce number of personnel working at same time
- One-way traffic where possible in the backstage area and on-stage
- Split coffee/meal breaks into smaller groups
- Unless unavoidable or an essential need for the artist, soundchecks should be carried out by the audio and backline departments to limit the exposure and contact with the artist
- Restrict access to backstage rooms - e.g. runners / crew chiefs do not enter tour offices
- Communication via radio or SMS/WhatsApp/Slack
- Production and suppliers should ensure that correct training in use and limitation of any additional COVID-19 related PPE as required
- No sharing of tools or equipment

Roles and Responsibilities

Tour and Production Management

- Ensure the touring system is as practicable as possible with minimal crew from outside of the touring bubble
- Schedule load in and build times to reduce interactions as much as practical
- Assign a COVID19 Coordinator. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols
- Ensure there is an agreed policy in place to for checking tour personnel for any COVID-19 symptoms
- Assign suitable resources to trucking to ensure they can be loaded and unloaded with minimal interaction between tour crew, driver and local crew

Department Heads

Ensure that:

- The teams under them understand the policies and adhere to all protocols in place for the prevention of COVID-19 transmission
- Their team is fit and healthy
- The team preserves departmental working bubbles as much as possible

Local Crew Chief

Ensure that all crew:

- Have been briefed on local and touring aligned messaging for COVID security
- Have been issued appropriate PPE for the tasks as required with all necessary training in its use
- Comply with current guidance and social distancing when traveling between home and venue
- Are onsite in time for any necessary site access protocols
- Are not vulnerable to COVID-19

Promoter and Venue

Ensure that:

- All locally hired plant and machinery is COVID-19 safe and frequently sanitised
- Venue and Local crew responsibilities are met
- Venue has been cleaned prior to arrival. with particular attention paid to toilets and showers, surfaces in offices dressing rooms and catering and that all backstage rooms and furniture have been deep cleaned
- A one-way system for equipment and crew from truck to stage is set up where possible
- A minimum contact route for touring crew between BOH and FOH where possible

All Tour Personnel

- Take personal responsibility for social distancing to aid collective protocols
- Plan tasks and interactions with others carefully
- Expect things to take longer
- Do not encourage short cuts to COVID-19 protocols

Resources Required

Time

- Staggered load ins and pre rigs require more time in the venue
- Additional time required to undertake hygiene protocols in venue, trucks and buses

Budgetary

- Additional truck space to simplify loads to make unloading more forklift friendly – subsequent increase in trucking costs
- Additional level of RAMS to be provided – likely higher cost of pre-tour RAMS to incorporate COVID-19 threat.
- Additional cleaning and hygiene costs to venue and suppliers pre-tour
- Increased PPE costs for suppliers
- Additional runner and ground transport costs
- Extra crew costs

Equipment

- Increase in buses/ground transport for crew and band to keep down numbers and make occupational bubbles more practicable
- All COVID-19 related PPE to be supplied to the crew members by their employer - including but not limited to gloves, face masks and eye protection as dictated by supplier method statements
- More forklifts to aid reduced interactions
- Signage and barriers

Scheduling

- It may not be possible to do back to back shows with more than 3-4 hour drive between, depending on amount of trucks and size of venue
- Reduced time for sound checks or cancelled all together

Personnel

- COVID-19 Coordinator on larger tours, and at venues. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-19 security protocols
- Additional staff, or spare crew on standby
- Extra runners
- Extra local crew to support departmental bubbles and load sanitising
- Suppliers to ensure suitable training on use of task specific PPE prior to the tour commencing

Control Measure	Level 4	Level 3	Level 2
Pre-rig shows to have rigging finished when main show loads in where possible			
Ensure 2m working distance at all times where possible and add additional measures.			
Advise any crew with underlying health issues (those who were shielding) not to tour			
Option to reduce to a "B version" of the show design if required to ensure tour can continue if levels or regulations fluctuate whilst on tour			
Simplify all elements of the tour and optimise for COVID-security			
Have trucks packed for forklift unloading to eliminate team lifting in truck where possible			
Consider running FOH control from side of stage or increasing capacity kills around FOH			
Barriers around trucks whilst unloading / loading to keep other crew at a safe distance			
Secure route for crew between FOH and BOH			
Sanitise any equipment during load out that has been handled by crew outside of the touring bubble e.g. rigging steels and shackles to be sprayed as loaded into cases			
Barriers around workstations near high traffic areas			
Stagger touring crew work times			
Enhanced handwashing facilities onsite			
Perspex shields between monitor engineer and stage			
Enhanced workforce toolbox talks			
Reduce number of crew and amount of time spent in a truck to the lowest possible			
Enable use of radio and chat group communications wherever possible to reduce face to face interactions			
In smaller venues, utilise in house or local lighting and audio rigs			
Use dimmer and amp rack dollies to minimise handling of cases and cables - this only works in arena size venues			
Load in day before show to allow for increased work time where possible			
Load in schedule arranged to allow for 2m social distancing to keep departments as separate as possible.			
Pre-tour health checks for all touring crew			

Truck loaders work as a bubble and are dedicated to that task (when the workforce is big enough to accommodate this measure)			
Plan tour to allow for increased load out times			
Face coverings to be worn at all times during communal working. This is an engineering method to reduce aerosol distribution within the workplace			
FOH area enlarged to ensure all technical crew are at least 2m from any audience member and each other			
Runners do not have access to backstage - all lists and errands by technology (e.g. WhatsApp)			
Where appropriate, work gloves to be worn when handling equipment and undertaking work tasks. Whenever work tasks are not being undertaken, gloves to be removed, sanitised, and hands sanitised. Before putting gloves back on, sanitise hands again. This measure is to improve triggers for hand washing and distinguish periods of work tasks from periods of personal time such as meal breaks and rest periods			

ARTISTS AND PERFORMANCE

Synopsis / Summary of Mitigation Measures

Getting artist and performer groups to the venue and on stage, and the management of performance environments will fundamentally change during COVID-19. Getting to stage, on stage, performing and safely off stage is an area that could increase the risk of transmission. Expectation management will be a key control measure.

We will seek to use mitigation measures such as:

- Artist liaison and rider requirements are scaled back to a manageable level
- Artists only come to the venue when necessary. Soundcheck avoided if possible
- Artist hospitality, catering and dressing room to be isolated as much as possible, reflecting the current risk
- Artist family and other personnel strongly advised not to join the tour
- Sending performers to stage in distanced groups to allow them to find their places whilst maintaining distancing
- Stage plot designed to allow for social distancing between performers. This includes no face to face performing and a reasonable distance between each person
- Performers wash their hands and instruments before and after a performance, along with spraying their clothes with antiviral solution
- Performers are the only people to handle instruments wherever possible. Dedicated and consistent instrument technicians and similar are the only exception to this measure
- Performers wear face coverings up until the point they go on stage
- Instrument microphones and any in ear packs are sanitised before and after use, preferably by the individual or a consistent audio technician who is adequately trained and uses relevant PPE
- Musicians remain in working bubbles as required, with specific focus on vocalists and wind instruments using enhanced social distancing
- Artists and performers to be made aware of the required distancing between fans and audience. Design requiring less direct performer interaction with crew and each other is advised
- Music and mic stands, equipment, chairs and other stage props are all sanitised by performer or technicians before and after sound checks (if possible) and performance
- Performers should be suitably socially distanced from their audience at all times and should avoid interaction with the public on arrival and departure from the venue completely. This would also include meet and greets and signing sessions
- Promo via social media or electronic means rather than face to face interviews

Roles and Responsibilities

- **Artists and Managers** - Performers have a personal and collective responsibility to ensure that all measures are complied with. Expectations will have to shift greatly to support the “new normal” for artist groups
- **Tour and Production Management** - Will ensure that procedures are in place to facilitate safe performance, taking in to account the environment at each show. This will require collaboration with local stakeholders
- **Local Venue Managers** – Need to have suitable arrangements in place to allow incoming artists and performers to work and perform within a suitable working bubble. This means keeping all local personnel away to reduce the risk of transmission. It also involves thoroughly complying with backstage facility requests agreed in advance
- **All Personnel** – All other persons have a responsibility to collaborate and comply with measures put in place to reduce the risk of COVID-19 transmission

Resources Required

- **Time** – Artists and performers need more time to undertake their operation of arriving, getting to stage and performing safely. Show day schedules need to allow for this
- **Budgetary** – As highlighted already, travel, accommodation, ground transport costs may be higher. Backstage facilities will have to be more spacious, which also has financial implications
- **Equipment** – PPE for artists and performers where identified in specific circumstances, including possible social distance alarms. Sanitisation products for backstage areas
- **Personnel** – Artist and performer COVID Coordinator that ensures protocols are kept in place throughout arrival to venues and performances. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols

ARTISTS and PERFORMANCE SUGGESTED SCALED CONTROL MEASURES

Control Measure	Level 4	Level 3	Level 2
Individual transport options and accommodation preferred			
Artists only come to venue when required			
Artist and performer COVID Coordinator assigned to manage specific risks and protocols required. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols			
Closed stage conditions whenever artists are on stage			
Social distance alarms to aid on-stage social distancing			
Microphones and in ears are sanitised between use and are used for the same person throughout the tour			
Artist and performer backstage areas to be isolated			
Special considerations for vocalists and wind musicians and their enhanced social distancing requirements			
Performers remain in socially distanced bubbles even whilst heading to stage			
Performers should be responsible for sanitising their own instruments wherever possible. Instrument technicians and similar are the only exception to this measure			
Consultation and briefing with performers and artists around the compliance required from them			
Coordinate how performers get to stage and remain socially distant			
Restriction of non-essential members of the artist party e.g. family			
Consideration of strategies for artists and performers to be tested regularly in between shows if they are performing in fixed close quarter groups. This would be IN ADDITION to all other measures remaining in place			
Adequate hand washing facilities for artists and performers			
Face coverings recommended, except when in isolated backstage areas or on stage performing to reduce the distribution of aerosols			

FOOD, WELFARE, DOWNTIME

Synopsis / Summary of Mitigation Measures

Ensuring the physical and mental health of touring crew members, making sure they have access to COVID-secure food, and COVID-secure rest and relaxation has great implications to the planning of touring productions.

In addition, how personnel act during their downtime in between shows could have a major impact on their colleagues and the success of the tour.

We will seek to use mitigation measures such as:

- Touring personnel regular health screening and compliance with track and trace measures in place
- Social distancing and working bubbles used wherever possible
- Increased hygiene/cleaning measures and facilities available
- COVID Coordinator appointed to ensure good practice with touring and local crew as well as the venue. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols
- Alternative food service and dining style to support social distancing
- Additional signage throughout the workplace
- Provision of COVID-secure medical services and mental health support
- Clear guidance and consultation with touring personnel
- Two-way agreements with personnel on behaviours during downtime to reduce transmission
- COVID-secure food and entertainment organised on off days
- Individuals do not share snacks, drinks, smoking materials or personal items

Roles and Responsibilities

- **Management / Touring Company** - Should provide required resources and manage artist expectations
- **Tour and Production Management** - Should manage COVID-19 prevention, appoint a COVID Coordinator, ensure suitable information and training, provide equipment. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols. Agree terms of behaviour with touring personnel
- **Touring Personnel** - Have a duty to maintain personal hygiene, follow all protocols in place for prevention of transmission and comply with agreements on behaviour during downtime
- **Catering Supplier** - Must ensure that all hygiene and COVID-secure protocols are maintained at all times

Resources Required

- **Budgetary** - Extra costs for increased equipment and personnel requirements, as well as organisation time
- **Time** - Additional time to implement measures, prepare food and undertake health screening
- **Equipment** – Additional tour buses to enable lower capacity. Provision of suitable training and/or briefings with personnel. Extra waste disposal equipment required. COVID-19 Equipment such as UVC lights, foggers air filters, PPE as identified in specific assessments of show conditions
- **Personnel** – Appoint COVID Coordinator who is trained in COVID-19 hygiene protocols, and the use of suitable PPE to undertake COVID-19 related tasks. These persons should have received relevant training in methods of detection, prevention, response and control of COVID-19 and would be responsible for implementation and monitoring compliance with COVID-security protocols. Additional cleaning staff from venue. Additional runners required

FOOD, WELFARE, DOWNTIME SUGGESTED SCALED CONTROL MEASURES

Control Measure	Level 4	Level 3	Level 2
Social distancing in place at 2m where possible			
Tour bus capacity should be assessed to allow for sufficient safe space for passengers to move around			
Buses should not be used for general lounging during the day, however, sleeping in bunks would likely be acceptable if it works around the sanitisation schedule			
Use of runners on days off to shop for tour bubbles and to do catering pre-shop			
Use of delivery services preferred over visiting stores on days off			
No unwrapped food to be left out			
Dedicated cleaners to facilitate tour COVID-19 needs			
Coordinate meal and break times and facilities to aid social distancing			
Pre-box hospitality riders and meals to be delivered to dressing rooms or tour bus			
Alternative dining areas used where possible to allow for social distancing			
Single-use biodegradable eating utensils where washing facilities are not to a required standard			
Provide drivers dedicated shower and rest facilities for show days and days off			
Tour policy in the event any personnel needing to temporarily leave the bubble			
Use of UV Lights to kill COVID-19 could be used subject to an assessment of the scenario			
Use of barriers and signage to maintain social distancing			
COVID-19 induction at start of tour and regular toolbox talks to cover COVID-19			
Schedule adjustments to facilitate social distancing and other COVID-19 measures			
One-way systems in backstage, food distribution and dining areas			
Only working personnel permitted in venue during tenancy			
Pre-tour health checks for all touring personnel			
Contact tracing measures complied with wherever applicable			