



Cinemas - keeping workers and customers safe during COVID-19

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Version 2.5

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Introduction

The UK is currently experiencing a public health emergency as a result of the COVID-19 pandemic. It is critical that employers, employees, the self-employed and customers take steps to keep everyone safe. This document is to help employers, employees, volunteers, the self-employed and their customers in the UK cinema sector understand how to work safely and keep their customers safe during the COVID-19 pandemic, keeping as many people as possible socially distant from those they do not live with and are not part of their support bubble. We hope it gives you freedom within a practical framework to think about what you need to do to continue, or restart, operations during the COVID-19 pandemic. We understand how important it is to work safely and support the health and well-being of workers, volunteers, customers and visitors during the COVID-19 pandemic and not contribute to the spread of the virus.

This document has been prepared in consultation with the Department for Digital, Culture, Media and Sport (DCMS) the British Film Institute, the Screen Sector Task Force, the Independent Cinema Office and Bectu, Public Health England (PHE), the Health and Safety Executive (HSE) and the devolved nations.

Public health is devolved in Northern Ireland, Scotland and Wales; this guidance should be considered alongside local public health and safety requirements and legislation in Northern Ireland, Scotland and Wales. For advice to businesses in other parts of the UK, please see guidance set by the Northern Ireland Executive, the Scottish Government, and the Welsh Government. For Scotland, please see: <https://www.gov.scot/collections/coronavirus-covid-19-guidance/#businessesandemployers>.

While this guidance applies to England, you should always consider whether there are local restrictions in place in your area. If so, you should first read the guidance relevant to your area as this may supersede guidance in this document.

We expect that this document will be updated over time. This version is up to date as of 21 September 2020. You can check for updates at: <https://www.cinemauk.org.uk/coronavirus-covid-19/guidance-for-cinemas/>. If you have any feedback for us, please email info@cinemauk.org.uk.

This document is one of a set of documents about how to work safely in different types of workplace. This one is designed to be relevant for people who operate or run cinemas, including mobile cinemas.

How to use this guidance

This document sets out guidance on how to open workplaces safely while minimising the risk of spreading COVID-19. It gives practical considerations of how this can be applied in the workplace for workers, customers and visitors.

Each business will need to translate this into the specific actions it needs to take, depending on the nature of their business, including the size and type of business, how it is organised, operated, managed and regulated.

This guidance does not supersede any legal obligations relating to health and safety, employment or equalities and it is important that as a business or an employer you continue to comply with your existing obligations, including those relating to individuals with protected characteristics. It contains non-statutory guidance to take into account when

complying with these existing obligations. When considering how to apply this guidance, take into account agency workers, contractors, customers, visitors and other people, as well as your employees.

Any reference to 'households' includes 'support bubbles' as defined in the Government guidance on *Meeting people from outside your household*:

<https://www.gov.uk/guidance/meeting-people-from-outside-your-household>

For Scotland, please see further guidance on households and physical distancing:

<https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-physical-distancing>

References to 'social distancing' in this guidance should be read as 'physical distancing' in Scotland.

Operating a cinema will usually require a licence from the local licensing authority to exhibit a film and we would expect you to comply with all relevant licensing requirements.

To help you decide which actions to take, you need to carry out an appropriate COVID-19 risk assessment, just as you would for other health and safety related hazards. This risk assessment must be done in consultation with unions or workers.

This guidance currently only relates to activities permitted by UK Government regulation in England from 4 July 2020, by Northern Ireland Executive regulation from 10 July and by Scottish Government regulation from 15 July.

It should consider:

- Workplace safety, especially for those employees likely to come into contact with a large number of customers.
- The expected interactions between customers during the event (so closeness of contact) and on the basis of those considerations, ensuring sufficient controls are established to ensure social distancing is maintained (for example clear communication to staff and audience, demarcation of spaces, sufficient staffing etc.)

What do we mean by 'Cinemas'?

Cinemas are indoor, seated venues where people watch films together. The definition here covers primarily cinemas in fixed buildings but also includes mobile cinemas.

This guidance will help those cinemas that are currently closed consider what their operations need to look like when they are allowed to open.

It should be read in conjunction with guidance issued by BEIS on working safely during coronavirus (COVID-19) - shops and branches - <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches> - restaurants offering takeaway or delivery - <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery> - or the equivalent guidance in devolved nations and the DCMS guidance for people who work in the visitor economy - <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/the-visitor-economy>.

The Coronavirus (COVID-19): framework for decision making - Scotland's route map through and out of the crisis gives an indication of the practical examples of what people, organisations and businesses can expect to see change over time, including for the food sector. The Scottish Government has published guidance for the food sector here: <https://www.foodstandards.gov.scot/publications-and-research/publications/covid-19-guidance-for-food-business-operators-and-their-employees>.

In Scotland, fair work principles should be applied during the current crisis and the Scottish Government has issued a joint statement with the Scottish Trades Union Congress which should be taken into account when applying this guidance here: <https://www.gov.scot/publications/coronavirus-covid-19-fair-work-statement/>

It does not include outdoor cinemas, which are subject to different considerations. Guidance on these venues can be found here: <https://www.cinemauk.org.uk/coronavirus-covid-19/guidance-for-cinemas/>

1. Thinking about risk

Objective: That all employers carry out a COVID-19 risk assessment.

COVID-19 is a public health emergency. Everyone needs to assess and manage the risks of COVID-19, and in particular, businesses should consider the risks to their workers and customers. As an employer, you also have a legal responsibility to protect workers and others from risk to their health and safety. This means you need to think about the risks they face and do everything reasonably practicable to minimise them, recognising you cannot completely eliminate the risk of COVID-19.

You must make sure that the risk assessment for your business addresses the risks of COVID-19, using this guidance to inform your decisions and control measures. You should also consider the security implications of any decisions and control measures you intend to put in place, as any revisions could present new or altered security risks that may require mitigation. A risk assessment is not about creating huge amounts of paperwork, but rather about identifying sensible measures to control the risks in your workplace. If you have fewer than five workers, or are self-employed, you don't have to write anything down as part of your risk assessment. Your risk assessment will help you decide whether you have done everything you need to. There are interactive tools available to support you from the Health and Safety Executive (HSE) at <https://www.hse.gov.uk/risk/assessment.htm>. Further information can be found at <https://www.hse.gov.uk/news/working-safely-during-coronavirus-outbreak.htm>.

Employers have a duty to consult their employees on health and safety. You can do this by listening and talking to them about the work and how you will manage risks from COVID-19. The people who do the work are often the best people to understand the risks in the workplace and will have a view on how to work safely. Involving them in making decisions shows that you take their health and safety seriously. You must consult with the health and safety representative selected by a recognised trade union or, if there isn't one, with your workforce or a representative chosen by your workers. As an employer, you cannot decide who the representative will be.

At its most effective, full involvement of your workers creates a culture where relationships between employers and workers are based on collaboration, trust and joint problem-solving. As is normal practice, workers should be involved in assessing workplace risks and the development and review of workplace health and safety policies in partnership with the employer. Employers and workers should always come together to resolve issues. If concerns still cannot be resolved, see below for further steps you can take.

Where the enforcing authority, such as the HSE or your local authority, identifies employers who are not taking action to comply with the relevant public health legislation and guidance to control public health risks, they are empowered to take a range of actions to improve control of workplace risks. For example, this would cover employers not taking appropriate action to ensure social distancing, where possible.

Failure to complete a risk assessment which takes account of COVID-19, or completing a risk assessment but failing to put in place sufficient measures to manage the risk of COVID-19, could constitute a breach of health and safety law. The actions the enforcing authority can take include the provision of specific advice to employers to support them to achieve the required standard, through to issuing enforcement notices to help secure improvements. Serious breaches and failure to comply with enforcement notices can constitute a criminal offence, with serious fines and even imprisonment for up to two years. There is also a wider

system of enforcement, which includes specific obligations and conditions for licensed premises.

Employers are expected to respond to any advice or notices issued by enforcing authorities rapidly and are required to do so within any timescales imposed by the enforcing authorities. The vast majority of employers are responsible and will join with the UK's fight against COVID-19 by working with the Government and their sector bodies to protect their workers and the public. However, inspectors are carrying out compliance checks nationwide to ensure that employers are taking the necessary steps.

How to raise a concern:

- Contact your employee representative.
- Contact your trade union if you have one.
- Contact your local licensing authority.
- Use the HSE form available at <https://www.hse.gov.uk/contact/concerns.htm>
- Contact HSE by phone on 0300 003 1647; in Scotland, contact your Local Authority Environmental Health service.

1.1 Managing risk

Objective: To reduce risk to the lowest reasonably practicable level by taking preventative measures, in order of priority.

Employers have a duty to reduce workplace risk to the lowest reasonably practicable level by taking preventative measures. Employers must work with any other employers or contractors sharing the workplace so that everybody's health and safety is protected. In the context of COVID-19 this means protecting the health and safety of your workers and customers by working through these steps in order:

- In every workplace, increasing the frequency of handwashing and surface cleaning.
- Businesses and workplaces should make every reasonable effort to enable working from home as a first option. Where working from home is not possible, workplaces should make every reasonable effort to comply with the social distancing guidelines set out by the government.
- Where the social distancing guidelines cannot be followed in full, in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and if so, take all the mitigating actions possible to reduce the risk of transmission between their staff.
- Ensuring that those suffering from symptoms of COVID-19 or advised to self-isolate to not enter the cinema.
- Further mitigating actions include:
 - Increasing the frequency of hand washing and surface cleaning.
 - Keeping the activity time involved as short as possible.
 - Using screens or barriers to separate people from each other.
 - Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
 - Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).

Finally, if people must work face-to-face for a sustained period with more than a small group of fixed partners, then you will need to assess whether the activity can safely go ahead. No one is obliged to work in an unsafe work environment.

In your assessment you should have particular regard to whether the people doing the work are especially vulnerable to COVID-19.

The recommendations in the rest of this document are ones you must consider as you go through this process. You could also consider any advice that has been produced specifically for your sector, for example by trade associations or trades unions.

If you have not already done so, you should carry out an assessment of the risks posed by COVID-19 in your workplace as soon as possible. If you are currently operating, you are likely to have gone through a lot of this thinking already. We recommend that you use this document to identify any further improvements you should make.

Your risk assessment should not be seen as a “one off” exercise but should be kept under regular review and revised as required. A written record of each risk assessment exercise and the controls introduced in response should be kept both as a matter of good practice, but also as a reference point on matters of compliance. Implementation of the controls identified by the risk assessment needs to be monitored under adequate supervision.

You should also consider the security implications of any changes you intend to make to your operations and practices in response to COVID-19, as any revisions may present new or altered security risks which may need mitigation.

1.2 Sharing the results of your risk assessment

You must share the results of your risk assessment with your workforce. HSE have published some guidance on sharing information regarding COVID, the link to which is here: <https://www.hse.gov.uk/news/assets/docs/talking-with-your-workers.pdf>

If possible, you should also consider publishing the results of your risk assessment on your company website. We would expect all businesses to demonstrate to their workers and customers that they have properly assessed their risk and taken appropriate measures to mitigate this. You should do this by displaying a notification in a prominent place in your business and on your website, if you have one. Below you will find a notice you should display in your workplace to show you have followed this guidance.

Staying COVID-19 Secure in 2020

We confirm we have complied with the government's guidance on managing the risk of COVID-19

• FIVE STEPS TO SAFER WORKING TOGETHER •

- ✓ We have carried out a **COVID-19 risk assessment** and shared the results with the people who work here
- ✓ We have **cleaning, handwashing and hygiene procedures** in line with guidance
- ✓ We have taken all reasonable steps to **help people work from home**
- ✓ We have taken all reasonable steps to **maintain a 2m distance** in the workplace
- ✓ Where people cannot be 2m apart, we have done everything practical to **manage transmission risk**

Employer _____ Date _____

Who to contact: _____ Your Health and Safety Representative
(or the Health and Safety Executive at www.hse.gov.uk or 0300 003 1647)

1.3 Collecting customer data for track and trace

The UK is currently experiencing a public health emergency as a result of the coronavirus (COVID-19) pandemic. It is therefore critical that organisations take a range of measures to keep everyone safe. The easing of social and economic lockdown measures following the COVID-19 outbreak is being supported by NHS Test and Trace.

In England, cinemas must:

- ask at least one member of every party of customers or visitors (up to 6 people) to provide their name and contact details;
- keep a record of all staff working on their premises and shift times on a given day and their contact details;
- keep these records of customers, visitors and staff for 21 days and provide data to NHS Test and Trace if requested;

- from 24 September 2020 display an official NHS QR code poster, so that customers and visitors can 'check in' using this option as an alternative to providing their contact details;
- adhere to General Data Protection Regulations.

Cinemas must refuse entry to those who refuse to participate.

Failure to do any of these requirements will result in fixed penalty fines.

Further guidance on how to fulfil these requirements in a proportionate and effective way can be found here: <https://www.gov.uk/guidance/maintaining-records-of-staff-customers-and-visitors-to-support-nhs-test-and-trace>

In Scotland, the following advice applies – as the Test, Trace, Isolate, Support approach rolls out (Test and Protect as it is called in Scotland) all workers should continue to follow health protection advice to isolate either themselves or as part of their households should anyone in the household exhibit COVID-19 symptoms here:

<https://www.gov.scot/publications/coronavirus-covid-19-test-trace-isolate-support/>.

Guidance to support customer and visitor data gathering for businesses and other establishments, including cinemas, to assist contact tracing as part of NHS Scotland's Test and Protect system is available here: <https://www.gov.scot/publications/test-protect-multi-sector-guidance-collection-customer-visitor-contact-details-july-2020/pages/0/>

2. Who should go to work

Objective: Businesses and workplaces should make every reasonable effort to ensure their employees can work safely. From 1 August 2020, this may be working from home, or within the workplace if COVID-19 secure guidelines are followed closely. When in the workplace, everyone should make every reasonable effort to comply with the social distancing guidelines set out by the government (2m, or 1m with risk mitigation where 2m is not viable).

Steps that will usually be needed:

- Consider the maximum number of people who can be safely accommodated on site.
- Planning for a phased return to work for people safely and effectively.
- Monitoring the wellbeing of people who are working from home and helping them stay connected to the rest of the workforce, especially if the majority of their colleagues are on-site.
- Keeping in touch with off-site workers on their working arrangements including their welfare, mental and physical health and personal security.
- Providing equipment for people to work at home safely and effectively, for example, remote access to work systems.

We know many people are also keen to return to or contribute to volunteering. Organisations have a duty of care to volunteers to ensure as far as reasonably practicable they are not exposed to risks to their health and safety. This guidance around working safely during COVID-19 should ensure that volunteers are afforded the same level of protection to their health and safety as others, such as workers and customers.

2.1 Protecting people who are at higher risk

Objective: To protect clinically extremely vulnerable and clinically vulnerable individuals. Clinically extremely vulnerable individuals have been strongly advised not to work outside the home during the pandemic peak and only return to work when community infection rates are low: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery#takeaways-appendix>

Clinically vulnerable individuals, who are at higher risk of severe illness (for example, people with some pre-existing conditions), have been asked to take extra care in observing social distancing and should be helped to work from home, either in their current role or in an alternative role.

If clinically vulnerable individuals cannot work from home, they should be offered the option of the safest available on-site roles, enabling them to maintain social distancing guidelines (2m, or 1m with risk mitigation where 2m is not viable, is acceptable). If they cannot maintain social distancing you should carefully assess whether this involves an acceptable level of risk. As for any workplace risk you must take into account specific duties to those with protected characteristics, including, for example, expectant mothers who are, as always, entitled to suspension on full pay if suitable roles cannot be found. Particular attention should also be paid to people who live with clinically extremely vulnerable individuals.

In Scotland, some groups of people are considered to be at extremely high risk of severe illness with coronavirus and should strictly follow shielding measures here: <https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-shielding>

Steps that will usually be needed:

- Provide support for workers around mental health and wellbeing. This could include advice or telephone support.
- See current guidance for advice on who is in the clinically extremely vulnerable and clinically vulnerable groups.

2.2 People who need to self-isolate

Objective: To make sure individuals who are advised to stay at home under existing government guidance do not physically come to work:

<https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance>

This includes individuals who have symptoms of COVID-19 as well as those who live in a household or are in a support bubble with someone who has symptoms and those who are advised to self-isolate as part of the NHS test and trace programme:

<https://www.nhs.uk/conditions/coronavirus-covid-19/testing-and-tracing/nhs-test-and-trace-if-youve-been-in-contact-with-a-person-who-has-coronavirus/>

In Scotland, advice within workplaces should continually remind people of the symptoms to look for and clear advice be provided on how to respond should symptoms become apparent at work. Advice for employers on helping staff who need to self-isolate is also available here: <https://www.gov.scot/publications/coronavirus-covid-19-test-and-protect/pages/advice-for-employers/>

Steps that will usually be needed:

- Enabling workers to work from home while self-isolating if appropriate.
- See current guidance for employees - <https://www.gov.uk/statutory-sick-pay> - and employers - <https://www.gov.uk/employers-sick-pay> - relating to statutory sick pay due to COVID-19.
- See current guidance for people who have symptoms and those who live with others who have symptoms: <https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance/stay-at-home-guidance-for-households-with-possible-coronavirus-covid-19-infection> For Scotland, please see further guidance for households with possible coronavirus infection: <https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/test-and-protect/coronavirus-covid-19-guidance-for-households-with-possible-coronavirus-infection>

People who have symptoms of COVID-19—a high temperature, new and persistent cough or anosmia -, however mild, must self-isolate for at least 10 days from when their symptoms started OR if they are not experiencing symptoms but have tested positive for COVID-19 they must self-isolate for at least 10 days starting from the day the test was taken.

If they have tested positive whilst not experiencing symptoms but develop symptoms during the isolation period, they must restart the 10 day isolation period from the day you develop symptoms.

This only applies to those who begin their isolation on or after 30 July.

2.3 Equality in the workplace

Objective: To treat everyone in your workplace equally.

- In applying this guidance, employers should be mindful of the particular needs of different groups of workers or individuals.
- It is breaking the law to discriminate, directly or indirectly, against anyone because of a protected characteristic such as age, sex or disability.
- Employers also have particular responsibilities towards disabled workers and those who are new or expectant mothers.

Steps that will usually be needed:

- Understanding and taking into account the particular circumstances of those with different protected characteristics.
- Involving and communicating appropriately with workers whose protected characteristics might either expose them to a different degree of risk or might make any steps you are thinking about inappropriate or challenging for them.
- Considering whether you need to put in place any particular measures or adjustments to take account of your duties under relevant equalities legislation.
- Making reasonable adjustments to avoid disabled workers being put at a disadvantage and assessing the health and safety risks for new or expectant mothers.
- Making sure that the steps you take do not have an unjustifiable negative impact on some groups compared to others, for example those with caring responsibilities or those with religious commitments.

3. Social distancing for workers

Objective: To maintain social distancing wherever possible, including while arriving at and departing from work, while in work and when travelling between sites.

- You must maintain social distancing in the workplace wherever possible.
- Where the social distancing guidelines cannot be followed in full in relation to a particular activity, businesses should consider whether that activity needs to continue for the business to operate, and, if so, take all the mitigating actions possible to reduce the risk of transmission between their staff. Mitigating actions include:
 - Further increasing the frequency of hand washing and surface cleaning.
 - Keeping the activity time involved as short as possible.
 - Using screens or barriers to separate people from each other.
 - Using back-to-back or side-to-side working (rather than face-to-face) whenever possible.
 - Reducing the number of people each person has contact with by using 'fixed teams or partnering' (so each person works with only a few others).
 - Ensuring good ventilation in the work premises (e.g. opening windows where possible).
- Social distancing applies to all parts of a business, not just the place where people spend most of their time, but also entrances and exits, break rooms, canteens and similar settings. These are often the most challenging areas to maintain social distancing

3.1 Coming to work and leaving work

Objective: To maintain social distancing wherever possible, on arrival and departure and to enable handwashing upon arrival. Walk and cycle if you can. Where this is not possible, use public transport or drive. If using public transport is necessary, wearing a face covering is mandatory.

Steps that will usually be needed:

- Staggering arrival and departure times at work to reduce crowding into and out of the workplace, taking account of the impact on those with protected characteristics. It may also prevent workers from needing to use public transport at peak times.
- Providing additional parking or facilities such as bike-racks to help people walk, run, or cycle to work where possible.
- Reducing congestion, for example, by having more entry points to the workplace at larger sites.
- Using markings and introducing one-way flow at entry and exit points.
- Providing handwashing facilities (or hand sanitiser where not possible) at entry and exit points.
- Maintaining use of security access devices, such as keypads or passes, and adjusting processes at entry/exit points to reduce risk of transmission. For example, cleaning pass readers regularly and asking staff to hold their passes next to pass readers rather than touching them.
- Defining process alternatives for entry/exit points where appropriate, for example, deactivating pass readers at turnstiles in favour of showing a pass to security personnel at a distance.

3.2 Moving around buildings

Objective: To maintain social distancing as far as possible while people travel through the workplace.

Steps that will usually be needed:

- Reducing movement by discouraging non-essential trips within buildings and sites, for example, restricting access to some areas, encouraging use of radios or telephones, where permitted. These items require cleaning between users if multi-use.
- Introducing more one-way flow through buildings. Providing floor markings and signage should remind employees to follow to social distancing wherever possible.
- Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs wherever possible.
- Making sure that people with disabilities are able to access lifts.
- Regulating use of high traffic areas including corridors, lifts, turnstiles and walkways to maintain social distancing.

3.3 Workplaces and workstations

Objective: To maintain social distancing between individuals when they are at their workstations.

- For people who work in one place, workstations should allow them to maintain social distancing wherever possible.
- Workstations should be assigned to an individual as much as possible. If they need to be shared, they should be shared by the smallest possible number of people.
- If it is not possible to keep workstations to recommended social distance then businesses should consider whether that activity needs to continue for the business to operate, and if so take all mitigating actions possible to reduce the risk of transmission.

Steps that will usually be needed:

- Reviewing layouts to allow workers to work further apart from each other.
- Using floor tape or paint to mark areas to help people keep to social distance wherever possible.
- Avoiding people working face-to-face. For example, by working side-by-side or facing away from each other.
- Using screens to create a physical barrier between staff and customers at regular contact points, so for example ticket kiosks or concessions desks.
- Using a consistent pairing system if people have to work in close proximity. For example, maintenance activities that cannot be redesigned.
- Minimising contacts around transactions, for example:
 - Encouraging the use of contactless payments and online booking where possible.
 - Encouraging the use of e-tickets and, where possible, establishing arrangements for customers and the use of e-ticketing.
 - Enabling a contactless method of ticket checking, for example self-scanning by customers.

3.4 Food preparation areas

Objective: To maintain social distancing and reduce contact where possible in kitchens and other food preparation areas.

Please refer to the Restaurants offering takeaway or delivery guidance for further details: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery>

Steps that will usually be needed:

- Following government guidance on managing food preparation and food service areas: <https://www.gov.uk/government/publications/covid-19-guidance-for-food-businesses/guidance-for-food-businesses-on-coronavirus-covid-19> For Scotland, please see further guidance for the food sector here: <https://www.foodstandards.gov.scot/publications-and-research/publications/covid-19-guidance-for-food-business-operators-and-their-employees>
- Allowing kitchen access to as few people as possible.
- Minimising interaction between kitchen staff and other workers, including when on breaks.
- Putting teams into shifts to restrict the number of workers interacting with each other.
- Spacing working areas socially distant as much as possible, recognising the difficulty of moving equipment such as sinks, hobs and ovens. Consider cleanable panels to separate working areas in larger kitchens.
- Providing floor marking to signal social distance.
- Using 'one way' traffic flows to minimise contact.
- Minimising access to walk-in pantries, fridges and freezers, for example, with only one person being able to access these areas at one point in time.
- Minimising contact between kitchen workers and front of house workers, for example at 'handover' points. For example, by having zones from which front of house staff can collect food.

3.5 Meetings

Objective: To reduce transmission due to face-to-face meetings and maintain social distancing in meetings

Steps that will usually be needed:

- Using remote working tools to avoid in person meetings
- Only absolutely necessary participants should attend meetings and should maintain social distance throughout.
- Avoiding transmission during meetings, for example avoiding sharing pens and other objects.
- Providing hand sanitiser in meeting rooms.
- Holding meetings outdoors or in well-ventilated rooms whenever possible.
- For areas where regular meetings take place, use floor signage to help people maintain social distancing.

3.6 Common Areas

Objective: To maintain social distancing while using common areas.

Steps that will usually be needed:

- Undertaking risk assessments particularly for ‘employee-only’ areas such as projection rooms.
- Staggering break times to reduce pressure on the staff break rooms or places to eat.
- Using safe outside areas for breaks.
- Creating additional space by using other parts of the working area or building that have been freed up by remote working.
- Installing screens to protect workers in receptions or similar areas.
- Reconfiguring seating and tables to optimise spacing and reduce face-to-face interactions.
- Encouraging workers to remain on-site and, when not possible, maintaining social distancing while off-site.
- Considering use of social distance marking for other common areas such as toilets, showers, lockers and changing rooms and in any other areas where queues typically form.

3.7 Accidents, security and other incidents

Objective: To prioritise safety during incidents.

- In an emergency, for example, an accident, provision of first aid, fire or break-in, people do not have to stay socially distanced if it would be unsafe.
- People involved in the provision of assistance to others should pay particular attention to sanitation measures immediately afterwards including washing hands.

Steps that will usually be needed:

- Reviewing your incident and emergency procedures to ensure they reflect the social distancing principles as far as possible.
- Considering the security implications of any changes you intend to make to your operations and practices in response to COVID-19, as any revisions may present new or altered security risks which may need mitigations.
- Considering whether you have enough appropriately trained staff to keep people safe. For example, having dedicated staff to encourage social distancing or to manage security.
- For organisations who conduct physical searches of people, bags or possessions, considering how to ensure safety of those conducting searches while maintaining security standards.
- Following government guidance on managing security risks:
<https://www.cpni.gov.uk/staying-secure-during-covid-19-0>

4. Keeping your customers, visitors and contractors safe

In the following section, we have focused particularly on safeguarding our customers, however as outlined in section 1-3, cinema operators need to pay full attention to their initial risk assessment and refer to the BEIS guidance on working safely during coronavirus (COVID-19) - shops and branches - <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/shops-and-branches> - and restaurants offering takeaway or delivery - <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery>.

For Scotland, please see further guidance for the food sector here: <https://www.foodstandards.gov.scot/publications-and-research/publications/covid-19-guidance-for-food-business-operators-and-their-employees>.

4.1 Managing capacity and overcrowding

Objective: To ensure social distancing is possible by limiting the number of people able to access the venue.

- Maximum capacity should be based on the government requirement for social distancing, venue layout and the configuration of space.

Steps that will usually be needed:

- Make customers aware of, and encourage compliance with, limits on gatherings. For example, on arrival or at booking. Audience members should only be gathering in groups of up to six people (including no more than two households in Scotland and no more than four households in Wales). More here: <https://www.gov.uk/government/publications/coronavirus-covid-19-meeting-with-others-safely-social-distancing>.
- While it is against the law for gatherings of more than 30 people to take place in private homes (including gardens and other outdoor spaces), businesses and venues following COVID-19 guidelines can host larger groups. This is also the case for events in public outdoor spaces that are organised by businesses, charitable or political organisations, and public bodies, provided they take reasonable steps to mitigate the risk of transmission, in line with COVID-19 guidance and including completion of a risk assessment. In Scotland, you can meet people from up to two other households at a time indoors. You must stay at least two metres apart from people from other households at all times. As a guide - eight people in total may represent a safe maximum number of people in most cases.
- In particular, those operating venues or running events following COVID-19 guidelines should take additional steps to ensure the safety of the public and prevent large gatherings or mass events from taking place. At this time, venues should not permit live performances, including drama, comedy and music, to take place in front of a live audience.
- Venues should reconfigure entertainment spaces to enable customers to be seated rather than standing. For example, repurposing any standing areas in auditoria for customer seating, or in house bars operating under the relevant guidelines.
- Conducting a specific risk assessment for each venue and the proposed activities to identify:
 - The likely numbers of people that will be in the venue at different times of its key use. Which activities can be undertaken and which spaces can be used with specific measures to ensure social distancing and maintain cleanliness.

- Limiting the number of people in the venue, overall and in any particular congestion areas, for example doorways between outside and inside spaces.
- Managing occupancy levels and changeover by reducing audience sizes and amending timetabling.
- Allowing a sufficient break time between screenings held to prevent waiting in groups.
- Private cinema screenings are restricted by relevant rules on social distancing. This means that events can continue where this is planned activity in line with the UKCA guidance and if operators can ensure that there is no interaction between groups of more than 6 people at any time. If an organisation is not able to ensure that no mingling takes place between these sub-groups of no more than 6 (including when arriving at or leaving or in any breaks or socialising) then such events should not take place. Attendees must avoid social interaction with anyone outside the group they are with, even if they see other people they know, at all times during their visit.

4.2 Entry into and exit from the cinema

Objective: To minimise the contact resulting from a visit to a cinema.

Steps that will usually be needed:

- Using outside premises for queuing where available and safe, for example some car parks.
- Encouraging customers to use hand sanitiser as they enter the premises to reduce the risk of transmission by touching surfaces.
- Managing outside queues to ensure they do not cause a risk to individuals or other businesses, or additional security risks, for example by introducing queuing systems, having staff direct customers and protecting queues from traffic by routing them behind permanent physical structures such as street furniture, bike racks, bollards or putting up barriers.
- Individual businesses or venues should consider the cumulative impact of many venues re-opening in a small area. This means working with local authorities, neighbouring businesses and travel operators to assess this risk and applying additional mitigations. These could include:
 - Further lowering capacity - even if it is possible to safely seat a number of people inside a venue, it may not be safe for them all to travel or enter that venue.
 - Staggering entry times with other venues and taking steps to avoid queues building up in surrounding areas.
 - Arranging one-way travel routes between transport hubs and venues.
 - Advising patrons to avoid particular forms of transport or routes and to avoid crowded areas when in transit to the venue.
- If appropriate, the Government has powers under schedule 22 of the Coronavirus Act 2020 to close venues hosting large gatherings or prohibit certain events (or types of event) from taking place.
- Ensuring any changes to entries, exit and queue management take into account reasonable adjustments for those who need them, including disabled customers. For example, maintaining pedestrian and parking access for disabled customers.

4.3 Moving around the cinema

Objective: To maintain social distancing as far as possible while customers move through a cinema.

Steps that will usually be needed:

- Reducing the number (and amending the timing) of screenings to manage customer flows around - and in and out of - the cinema.
- Regulating use of high traffic areas including toilets, corridors, escalators and lifts to maintain social distancing.
- Introducing more one-way flow through buildings.
- Providing floor markings and signage to remind customers to follow to social distancing wherever possible.
- Using screens to create a physical barrier between staff and customers at regular contact points, so for example ticket kiosks or concessions desks.
- Using floor markers to direct customers to food and drink collections points and toilets, and introducing one-way flow routes through signage that clearly indicate the direction of flow; further measures can be considered, such as barriers or designated staff to direct customers.
- Reducing maximum occupancy for lifts, providing hand sanitiser for the operation of lifts and encouraging use of stairs where possible.
- Making sure that people with disabilities are able to access lifts.

4.4 Managing cinema auditoriums

Objective: To maintain social distancing of customers in cinema auditoriums wherever possible and particularly while they are seated.

Steps that will usually be needed:

- Utilising allocated seating systems where available to facilitate social distancing between household groups and other individuals. Where these systems are not available, and cannot be introduced, cinemas should identify alternative ways of achieving appropriate social distancing.
- Organising seating to ensure 2m distancing can be maintained; where 2m is not viable, 1m with risk mitigation is acceptable. Mitigations should be considered and those introduced set out in the risk assessment. In Scotland, organising seating to ensure 2m distancing can be maintained.
- Introducing one-way flow through auditoriums, including the potential use of emergency exits as exits from the auditorium. (Where such changes are made, a new fire risk assessment will be required).
- Providing floor markings and signage to remind customers to follow to social distancing wherever possible.
- Ensuring sufficient staff are available to support customers and ensure social distancing is being observed.
- Being mindful of – and avoiding – programming film content which is likely to encourage audience behaviours increasing transmission risk. All venues should ensure that steps are taken to avoid people needing to unduly raise their voices to each other. This includes - but is not limited to - refraining from playing music or broadcasts that may encourage shouting or singing, including if played at a volume that makes normal conversation difficult. This is because of the potential for increased risk of transmission - particularly from aerosol transmission. We will develop further guidance, based on scientific evidence, to enable these activities as soon as possible. This would include, for example, sing along screenings of a musical. You should take similar steps to prevent other close contact activities - such as communal dancing.

- Taking into account the differing nature of the audience at each cinema site and in particular whether it is likely to include people who are more clinically vulnerable to COVID-19 than others (see definition in Appendix). Where this is the case, this should be reflected in the steps taken in response, not least around communication.
- Cinemas should not permit live performances, including drama, comedy and music, to take place in front of a live audience. This is important to mitigate the risks of aerosol transmission - from either the performer(s) or their audience. There will be further guidance setting out how performing arts activity can be managed safely in other settings, for instance rehearsing or broadcast without an audience.
- Where cinemas deliver a mix of services, only those services that are permitted to be open should be available.

4.5 Serving food and drink

Objective: To ensure that customers are able to purchase and consume food and drink safely at a cinema.

Please refer to the Restaurants, pubs, bars and takeaway services: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery>

For Scotland, please see further guidance for the food sector here: <https://www.foodstandards.gov.scot/publications-and-research/publications/covid-19-guidance-for-food-business-operators-and-their-employees>.

Steps that will usually be needed:

- Removing all open, unpackaged, self-service confectionery (such as 'pick 'n' mix') to reduce the risk of transmission.
- Using screens to create a physical barrier between staff and customers at concessions desks.
- Encouraging pre-ordering from collection points where possible.
- Encouraging the use of contactless payments where possible.
- Managing the risk of alcohol impairing social distancing through, where needed, additional controls on its purchase or consumption.

4.5.1 Working areas

Objective: To maintain social distancing between individuals when they are at their working areas.

- For people who work in one place, for example cashiers, working areas should allow them to maintain social distancing from one another as well as the public.
- Working areas should be assigned to an individual as much as possible. If they need to be shared, they should be shared by the smallest possible number of people.
- If it is not possible to keep working areas socially distant then businesses should consider whether that activity needs to continue for the business to operate, and if so take all mitigating actions possible to reduce the risk of transmission.

Steps that will usually be needed:

- Reviewing layouts and processes to allow staff to work further apart from each other.

- Only where it is not possible to move working areas further apart, arranging people to work side-by-side or facing away from each other rather than face-to-face. Where this is not possible, using for example screens to mitigate any risk.
- Using floor tape or paint to mark areas to help people keep to social distance wherever possible.

4.5.2 Food preparation areas

Objective: To maintain social distancing and reduce contact where possible in kitchens and other food preparation areas.

Steps that will usually be needed:

- Following government guidance on managing food preparation and food service areas: <https://www.gov.uk/government/publications/covid-19-guidance-for-food-businesses/guidance-for-food-businesses-on-coronavirus-covid-19> For Scotland, please see further guidance for the food sector here: <https://www.foodstandards.gov.scot/publications-and-research/publications/covid-19-guidance-for-food-business-operators-and-their-employees>.
- Allowing kitchen access to as few people as possible.
- Minimising interaction between kitchen staff and other workers, including when on breaks.
- Putting teams into shifts to restrict the number of workers interacting with each other.
- Spacing working areas socially distant as much as possible, recognising the difficulty of moving equipment such as sinks, hobs and ovens. Consider cleanable panels to separate working areas in larger kitchens.
- Providing floor marking to signal social distance.
- Using 'one way' traffic flows to minimise contact.
- Minimising access to walk-in pantries, fridges and freezers, for example, with only one person being able to access these areas at one point in time.

Minimising contact at 'handover' points with other staff, such as when presenting food to serving staff and delivery drivers.

4.5.3 Managing service of food and drink at a venue

Objective: To manage interactions at the venue resulting from service of food and drink at a venue.

Steps that will usually be needed:

- Maintaining social distancing from customers when taking orders from customers.
- Using social distance markings to remind customers to maintain social distance between customers of different households wherever possible.
- Preventing customer self-service of food, cutlery and condiments to minimise transmission. For example, providing cutlery and condiments only when food is served.
- Reducing the number of surfaces touched by both staff and customers. For example, using trays to deliver plates to tables.
- Providing only disposable condiments or cleaning non-disposable condiment containers after each use.
- Encouraging contactless payments where possible and adjusting location of card readers to maintain social distancing wherever possible.

- Creating a physical barrier between front of house workers and customers at points of service where possible. For example, screens or tables at tills and counters to maintain social distancing wherever possible.

4.5.4 Service at the venue

Objective: To manage interactions at the venue resulting from service of food and drink at a venue in indoor and outdoor services areas.

Steps that will usually be needed:

- Encouraging use of contactless ordering from tables where possible. For example, through an ordering app.
- Adjusting service approaches to minimise staff contact with customers. For example, encouraging use of table service over bar service and assigning a single staff member per table. Where bar service is unavoidable, preventing customers from remaining at the bar after ordering.
- Adjusting processes to prevent customers from congregating at points of service. For example, having only staff collect and return empty glasses to the bar.
- Minimising contact between kitchen workers and front of house workers. For example, by having zones from which front of house staff can collect food.

4.6 Providing and explaining available guidance

Objective: To minimise contact resulting from a visit to a cinema.

Steps that will usually be needed:

- Ensuring sufficient staff are available to provide advice or assistance to customers whilst maintaining social distance.
- Providing clear guidance on social distancing and hygiene to people on arrival, for example, signage and visual aids.
- Providing written or spoken communication of the latest guidelines to both workers and customers inside and outside the cinema. You should display posters or information setting out how customers should behave at your venue to keep everyone safe.
- Creating social distancing champions to demonstrate social distancing guidelines to customers, if helpful.
- Consider the particular needs of those with disabilities, such as those who are hard of hearing or visually impaired,
- Reminding customers who are accompanied by children that they are responsible for supervising them at all times and should follow social distancing guidelines.
- Reviewing external messaging to visitors and customers to make sure it does not provide information that may present a security risk, such as the location of queues or the number of people permitted in a queue.

5. Cleaning the workplace

5.1 Before reopening

Objective: To make sure that any site or location that has been closed or partially operated is clean and ready to restart, including:

- An assessment for all sites, or parts of sites, that have been closed, before restarting work.
- Cleaning procedures and providing hand sanitiser, before restarting work.

Steps that will usually be needed:

- Checking whether you need to service or adjust ventilation systems, for example, so that they do not automatically reduce ventilation levels due to lower than normal occupancy levels.
- Most air conditioning systems do not need adjustment, however where systems serve multiple buildings, or you are unsure, advice should be sought from your heating ventilation and air conditioning (HVAC) engineers or advisers.

5.2 Keeping cinemas clean

Objective: To keep the cinema clean and prevent transmission by touching contaminated surfaces.

Steps that will usually be needed:

- Maintaining good ventilation in the work environment. For example, opening windows and doors frequently, where possible.
- Frequent cleaning of work areas and equipment between use, using your usual cleaning products.
- Frequent cleaning of objects and surfaces that are touched regularly, including ticket ATMs, cash registers, staff handheld devices etc, and making sure there are adequate disposal arrangements for cleaning products.
- Clearing workspaces and removing waste and belongings from the work area at the end of a shift.
- If you are cleaning after a known or suspected case of COVID-19 then you refer to the specific guidance.

5.3 Hygiene – handwashing, sanitation facilities and toilets

Objective: To ensure/promote good hygiene, social distancing, and cleanliness in toilet facilities.

Public toilets, portable toilets and toilets inside premises should be kept open and carefully managed to reduce the risk of transmission of COVID-19.

Steps that will usually be needed:

- Using signs and posters to build awareness of good handwashing technique, the need to increase handwashing frequency, avoid touching your face and to cough or

sneeze into a tissue which is binned safely, or into your arm if a tissue is not available.

- Providing regular reminders and signage to maintain hygiene standards.
- Providing hand sanitiser in multiple locations around the cinema complex.
- Consider the use of social distancing marking in areas where queues normally form, and the adoption of a limited entry approach, with one in, one out (whilst avoiding the creation of additional bottlenecks).
- To enable good hand hygiene consider making hand sanitiser available on entry to toilets where safe and practical, and ensure suitable handwashing facilities including running water and liquid soap and suitable options for drying (either paper towels or hand driers) are available.
- Setting clear use and cleaning guidance for toilets, with increased frequency of cleaning in line with usage. Use normal cleaning products, paying attention to frequently hand touched surfaces, and consider use of disposable cloths or paper roll to clean all hard surfaces.
- Keep the facilities well ventilated, for example by fixing doors open where appropriate.
- Special care should be taken for cleaning of portable toilets and larger toilet blocks.
- Putting up a visible cleaning schedule can keep it up to date and visible.
- Providing more waste facilities and more frequent rubbish collection.

5.4 Auditoriums

Objective: To minimise the risk of transmission in cinema auditoriums.

Steps that will usually be needed:

- Cleaning them very frequently, typically between each screening, with particular attention paid to surfaces that customers' hands are likely to come into contact with such as screen doors and handrails.
- Cleaning of seats between each screening.
- Scheduling screenings in each auditorium to allow staff sufficient time to undertake necessary cleaning before the next audience arrives.
- Encourage hand washing or use of sanitiser gel by customers on entering the auditorium.
- Paying attention to ventilation and allowing fresh air between screenings if possible.
- Providing more waste facilities and more frequent rubbish collection.

6. Personal Protective Equipment (PPE) and face coverings

6.1 Personal Protective Equipment (PPE)

PPE protects the user against health or safety risks at work. It can include items such as safety helmets, gloves, eye protection, high-visibility clothing, safety footwear and safety harnesses. It also includes respiratory protective equipment, such as face masks.

Where you are already using PPE in your work activity to protect against non-COVID-19 risks, you should continue to do so.

At the start of this document we described the steps you need to take to manage COVID-19 risk in the workplace. This includes working from home and staying socially distant from each other in the workplace wherever possible. When managing the risk of COVID-19, additional PPE beyond what you usually wear is not beneficial. This is because COVID-19 is a different type of risk to the risks you normally face in a workplace, and needs to be managed through social distancing, hygiene and fixed teams or partnering, not through the use of PPE.

The exception is clinical settings, like a hospital, or a small handful of other roles for which Public Health England advises use of PPE. For example, first responders. If you are in one of these groups, you should refer to the advice at:

<https://www.gov.uk/government/publications/coronavirus-covid-19-personal-protective-equipment-ppe-plan/covid-19-personal-protective-equipment-ppe-plan>
and <https://www.gov.uk/government/publications/covid-19-decontamination-in-non-healthcare-settings/covid-19-decontamination-in-non-healthcare-settings>.

In Scotland, see guidance from Health Protection Scotland -

<https://www.hps.scot.nhs.uk/a-to-z-of-topics/covid-19/> - including the relevant guidance for non-healthcare settings - <https://www.hps.scot.nhs.uk/web-resources/container/covid-19-guidance-for-non-healthcare-settings/>

Workplaces should not encourage the precautionary use of extra PPE to protect against COVID-19 outside clinical settings or when responding to a suspected or confirmed case of COVID-19.

Unless you are in a situation where the risk of COVID-19 transmission is very high, your risk assessment should reflect the fact that the role of PPE in providing additional protection is extremely limited. However, if your risk assessment does show that PPE is required, then you must provide this PPE free of charge to workers who need it. Any PPE provided must fit properly. Further guidance at: <https://www.hse.gov.uk/news/face-mask-ppe-rpe-coronavirus.htm>

When disposing of face coverings and PPE, people should do so in a 'black bag' waste bin or litter bin. Face coverings or PPE should not be put in a recycling bin or dropped as litter. Businesses should provide extra bins for staff and customers to dispose of single-use face coverings and PPE and should ensure that staff and customers do not use a recycling bin. Full details on how to dispose of your personal or business waste during the coronavirus pandemic can be found on <https://www.gov.uk/guidance/coronavirus-covid-19-disposing-of-waste>.

6.2 Face coverings

Coronavirus (COVID-19) usually spreads by droplets from coughs, sneezes and speaking. These droplets can also be picked up from surfaces, if you touch a surface and then your face without washing your hands first. This is why social distancing, regular hand hygiene, and covering coughs and sneezes is so important in controlling the spread of the virus.

The best available scientific evidence is that, when used correctly, wearing a face covering may reduce the spread of coronavirus droplets in certain circumstances, helping to protect others.

There are enclosed settings in England where people must wear a face covering where there are others they do not normally meet. More here:

<https://www.gov.uk/government/publications/face-coverings-when-to-wear-one-and-how-to-make-your-own/face-coverings-when-to-wear-one-and-how-to-make-your-own>

As a result, all customers in England are required to wear a face covering during their visit to the cinema, although they are able to remove this to consume food and drink.

In Scotland, it is mandatory to wear a face covering in cinemas although there are exemptions for certain people and it is a reasonable excuse to remove a face covering when you need to eat and drink. Further guidance on this can be found here:

<https://www.gov.scot/publications/coronavirus-covid-19-phase-3-staying-safe-and-protecting-others/pages/face-coverings/>

Please be mindful that some individuals and groups have reasonable excuses for not wearing a face covering due to age, health or other conditions which are not always visible.

Specific requirements in Northern Ireland and Wales are available on the websites of those devolved administrations.

A face covering can be very simple and may be worn in enclosed spaces where social distancing isn't possible. It just needs to cover your mouth and nose. It is not the same as a face mask, such as the surgical masks or respirators used by health and care workers. Similarly, face coverings are not the same as the PPE used to manage risks like dust and spray in an industrial context. Supplies of PPE, including face masks, must continue to be reserved for those who need them to protect against risks in their workplace, such as health and care workers, and those in industrial settings like those exposed to dust hazards.

In Scotland, if a member of staff wears a face visor/shield they are asked to also wear a face covering as a visor is not considered to offer sufficient protection. Further guidance on this can be found here: <https://www.gov.scot/publications/coronavirus-covid-19-phase-3-staying-safe-and-protecting-others/pages/face-coverings/>

Because face coverings are mainly intended to protect others, not the wearer, from coronavirus (COVID-19) they are not a replacement for social distancing and regular hand washing. It is important to follow all the other government advice on coronavirus (COVID-19) including here: <https://www.gov.uk/government/publications/staying-safe-outside-your-home/staying-safe-outside-your-home>.

If someone has recent onset of any of the most important symptoms of coronavirus (COVID-19):

- a new continuous cough; or

- a high temperature; or
- a loss of, or change in, your normal sense of smell or taste (anosmia)

they and their household must isolate at home: wearing a face covering does not change this. They should arrange to have a COVID-19 test. More details here:

<https://www.nhs.uk/conditions/coronavirus-covid-19/testing-and-tracing/>

Wearing a face covering is required by law (with certain exceptions) on public transport in England and Scotland, and in shops and a number of other indoor venues in Scotland. If someone chooses to wear one, it is important they use the face covering properly and wash their hands before putting it on and taking it off. They should be prepared to remove your face covering if asked to do so by police officers and staff for the purposes of identification.

Employers should support their workers in using face coverings safely if they choose to wear one. This means telling workers:

- Wash your hands thoroughly with soap and water for 20 seconds or use hand sanitiser before putting a face covering on, and after removing it.
- When wearing a face covering, avoid touching your face or face covering, as you could contaminate them with germs from your hands.
- Change your face covering if it becomes damp or if you've touched it.
- Continue to wash your hands regularly.
- Change and wash your face covering daily.
- If the material is washable, wash in line with manufacturer's instructions. If it's not washable, dispose of it carefully in your usual waste.
- Practise social distancing wherever possible.

Please be mindful that the wearing of a face covering may inhibit communication with people who rely on lip reading, facial expressions and clear sound.

You can make face-coverings at home and can find guidance on how to do this and use them safely on [GOV.UK](https://www.gov.uk).

7. Workforce Management

7.1 Shift patterns and working groups

Objective: To change the way work is organised to create distinct groups and reduce the number of contacts each worker has.

Steps that will usually be needed:

- As far as possible, where workers are split into teams or shift groups, fixing these teams or shift groups so that where contact is unavoidable, this happens between the same people.
- Identifying areas where people have to directly pass things to each other and finding ways to remove direct contact such as by using drop-off points or transfer zones.

7.2 Work-related travel

7.2.1 Cars

Objective: To avoid unnecessary work travel and keep people safe when they do need to travel between locations.

Steps that will usually be needed:

- Minimising non-essential travel – consider remote options first.
- Minimising the number of people outside of your household or support bubble travelling together in any one vehicle, using fixed travel partners, increasing ventilation when possible and avoiding sitting face-to-face.
- Cleaning shared vehicles between shifts or on handover.

7.2.2 Deliveries to other sites

Objective: To help workers delivering to cinemas to maintain social distancing and hygiene practices.

Steps that will usually be needed:

- Putting in place procedures to minimise person-to-person contact during deliveries to other sites.
- Maintaining consistent pairing where two-person deliveries are required.
- Minimising contact during payments and exchange of documentation, for example by using electronic payment methods and electronically signed and exchanged documents.

7.3 Communications and training

7.3.1 Returning to work

Objective: To make sure all workers understand COVID-19 related safety procedures.

Steps that will usually be needed:

- Providing clear, consistent and regular communication to improve understanding and consistency of ways of working.
- Engaging with workers and worker representatives through existing communication routes to explain and agree any changes in working arrangements.
- Developing communication and training materials for workers prior to returning to site, especially around new procedures for arrival at work.
- Ensuring that all of those in supervisory roles in particular are aware of the findings of the risk assessment for their site, and the part they should play in ensuring necessary actions are undertaken.

7.3.2 Ongoing communications and signage

Objective: To make sure all workers are kept up to date with how safety measures are being implemented or updated.

Steps that will usually be needed:

- Ongoing engagement with workers (including through trade unions or employee representative groups) to monitor and understand any unforeseen impacts of changes to working environments.
- Awareness and focus on the importance of mental health at times of uncertainty. The government has published guidance on the mental health and wellbeing aspects of coronavirus (COVID-19).
- Using simple, clear messaging to explain guidelines using images and clear language, with consideration of groups for which English may not be their first language.
- Using visual communications, for example whiteboards or signage, to explain changes to production schedules, breakdowns or materials shortages to reduce the need for face-to-face communications.
- Communicating approaches and operational procedures to suppliers, customers or trade bodies to help their adoption and to share experience.

8. Inbound and outbound goods

Objective: To maintain social distancing and avoid surface transmission when goods enter and leave the site, especially in high volume situations.

Steps that will usually be needed:

- Revising pick-up and drop-off collection points, procedures, signage and markings.
- Minimising unnecessary contact at security and similar. For example, non-contact deliveries where the nature of the product allows for use of electronic pre-booking.
- Considering methods to reduce frequency of deliveries, for example by ordering larger quantities less often.
- Where possible and safe, having single workers load or unload vehicles.
- Where possible, using the same pairs of people for loads where more than one is needed.
- Enabling drivers to access welfare facilities when required, consistent with other guidance.
- Encouraging drivers to stay in their vehicles where this does not compromise their safety and existing safe working practice, such as preventing drive-aways.

Where to obtain further guidance

COVID-19: What you need to do: <https://www.gov.uk/coronavirus>

Support for businesses and employers during coronavirus (COVID-19):
<https://www.gov.uk/coronavirus/business-support>

General guidance for employees during coronavirus (COVID-19):
<https://www.gov.uk/guidance/guidance-and-support-for-employees-during-coronavirus-covid-19>

Scottish Government COVID-19 guidance pages: <https://www.gov.scot/coronavirus-covid-19/>.

Welsh Government COVID-19 guidance pages:
<https://gov.wales/coronavirus>

COVID-19: guidance for drive-in cinemas: <https://www.cinemauk.org.uk/coronavirus-covid-19/guidance-for-cinemas/>

Film and Television Charity - financial support, advice and guidance and support on mental health issues: <https://filmtvcharity.org.uk/covid-19-help-advice/>

Appendix Definitions

Common Areas	The term ‘common area’ refers to areas and amenities which are provided for the common use of more than one person including canteens, reception areas, meeting rooms, areas of worship, toilets, gardens, fire escapes, kitchens, fitness facilities, store-rooms, laundry facilities.
Clinically extremely vulnerable	Clinically extremely vulnerable people will have received a letter telling them they are in this group, or they will have been told by their GP. Guidance on who is in this group can be found here: https://www.gov.uk/government/publications/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19/guidance-on-shielding-and-protecting-extremely-vulnerable-persons-from-covid-19#definition
Extremely high risk of severe illness (Scotland)	In Scotland, the term ‘extremely high risk of severe illness’ is used and these people should strictly follow shielding measures. Guidance on who is in this group can be found here: https://www.nhsinform.scot/illnesses-and-conditions/infections-and-poisoning/coronavirus-covid-19/coronavirus-covid-19-shielding
Clinically vulnerable people	Clinically vulnerable people include those aged 70 or over and those with some underlying health conditions, all members of this group are listed in the ‘clinically vulnerable’ section here: https://www.gov.uk/government/publications/full-guidance-on-staying-at-home-and-away-from-others/full-guidance-on-staying-at-home-and-away-from-others
Support Bubble	The term ‘support bubble’ refers to single adult households, where adults live alone or with dependent children only, expanding their support network so that it includes one other household of any size. Further guidance on this can be found here: https://www.gov.uk/guidance/making-a-support-bubble-with-another-household
Extended household (Scotland)	In Scotland, the term ‘extended household’ is used. By household we’re talking about people who live in the same home during lockdown. A household can also include any person who lives alone that another household has agreed to form an ‘extended household’ with. Further guidance on this can be found here: https://www.gov.scot/publications/coronavirus-covid-19-what-you-can-and-cannot-do/pages/seeing-friends-and-family/

This publication is also available on our website at:

<https://www.cinema.uk.org.uk/coronavirus-covid-19/guidance-for-cinemas/>

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