



COVID-19 Risk Assessment Document & Action Plan for Re-opening

Version 7.1 (Final)

Incorporates updates to actions

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Regal Cinema Risk Assessment - Outline Plan

To mitigate risk and make The Regal Cinema COVID-safe for staff, volunteers & guests, this document will review the current operation of the cinema. It will seek to make recommendations to take necessary actions and implement operational changes to mitigate the identified risks. This document serves as an outline plan and is designed to be non-technical and easy to read.

CONTENTS

The document will include the following:

Review Risks by Physical Location

Review pre-COVID arrangements and assess risk, identifying mitigating actions:

- Whole Building access/exit
- Toilet Zone
- Bar Zone
- Auditorium
- Foyer
- Office Zone
- Store room/emergency exit corridor

Other Aspects for Consideration:

- Government & Cinema Industry guidelines
- Queueing with social distancing considerations
- One-way flow of customers/staff/minimising bottlenecks
- Minimise/eliminate 'give way' points where streams potentially conflict
- Eliminating potential unintended close-proximity customer meeting locations (e.g. toilets lobby area)
- Furniture placement and temporary removal
- Minimising use of unnecessary equipment to reduce touchpoints
- Use of physical barriers/perspex screening
- Placement of soap and sanitiser
- Use of masks & face-coverings
- Pre-screening Regal COVID-19 Information Film during Signage Reel

Operations Review

1. Suspension of subsidised/high risk screenings (Family, Silver Screenings)
2. Regular Screenings - changes to previous model

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3. Modified Private Hires - reduced service model (Phase 1 of re-opening)
4. Standard Private Hires – Resumption of Pre-COVID-19 hires

Volunteer Operations

- Assess willingness to continue volunteering and if there are any volunteers at heightened risk
- Determine minimum number of volunteers/staff required for each category of screening
- Determine list of Roles & responsibilities (may be enhanced with C-19 specific roles)
- Assess if we have sufficient volunteers to operate given potential increase in roles
- Volunteer & Staff Training - assess need and create training based on risk assessments - and arrange delivery prior to operations (delivery via Zoom)

Cleaning

- Cleaning Ad Hoc – following Private Hires
- Cleaning Regular Weekly & Immediately after Screenings
- Cleaning - Deep-clean (post-incident)

Test & Trace Process - Customer Tracking

Define process if customer/volunteer/staff is exposed and identified

Stock Control

Any changes to ordering & re-stocking

APPENDIX 1 - Action Plan

Summary List of all identified actions/purchases that have been identified in this Risk assessment as necessary to open COVID-safe.

APPENDIX 2 - Recommended Operational Changes

List of all identified Operational changes that have been identified in this Risk assessment as necessary to open COVID-safe.

APPENDIX 3 - COVID-19 Seating Configuration

Review & Options – An outline of the seating options considered for COVID-safe operation at The Regal based on the Government's 1 metre-plus guidelines.

Review of Building Access/Exit

Current Arrangements:

The main entrance to the Regal Cinema is through the original tall door at the front of the building opposite the Avonway Centre. Access is up a single step from the relatively narrow pavement which runs along in front of the cinema.

In normal operation this door is used as an entrance and exit for the cinema with queuing taking place within the foyer of the cinema when waiting for tickets to be checked on arrival. In poor weather cinema visitors file into the foyer and queuing rarely takes place outside. Queuing outside the front would potentially block access for other pedestrians walking past the cinema on their way to/from the town centre.

There is a side entrance into the bar which is typically only used by Regal staff & volunteers and for access by those visitors in wheelchairs who can make access of the ramp up to the door.

The side entrance is reached via a large iron double gate into a small courtyard to the left of the cinema (as you face the building). This gate is also used to access the Studio apartments which are located beyond and at the rear of the courtyard through a separate 'studios' iron gate. Residents of the studios come and go throughout the day and use the iron gates in order to access their apartments beyond the studio gate.

There is also an emergency exit to the side of the building which is not typically used for access (there is a security combination lock and yet another internal secured fire door with another combination lock beyond that which gives access to the auditorium). The door would typically only be used in an emergency situation; or for access to the utility room which houses meters and electrical fuse boards, air recirculation and air conditioning control panels. These would normally be accessed from within the cinema and not via the external side door.



Proposed Arrangements to Reduce Risk:

Government guidelines (“Cinemas- keeping workers and customers safe during COVID-19” created by/in partnership with the UK Cinema Association for the UK Government) indicate a



preference for cinema buildings to operate a one-way system within the cinema complex and make arrangements to accommodate socially distanced queueing to access the cinema facilities, wherever possible.

With this in mind, The Regal should make use of the side entrance via the double iron gates (see photo) as this gives access to a courtyard area and ramp (designed for easy disabled access) which

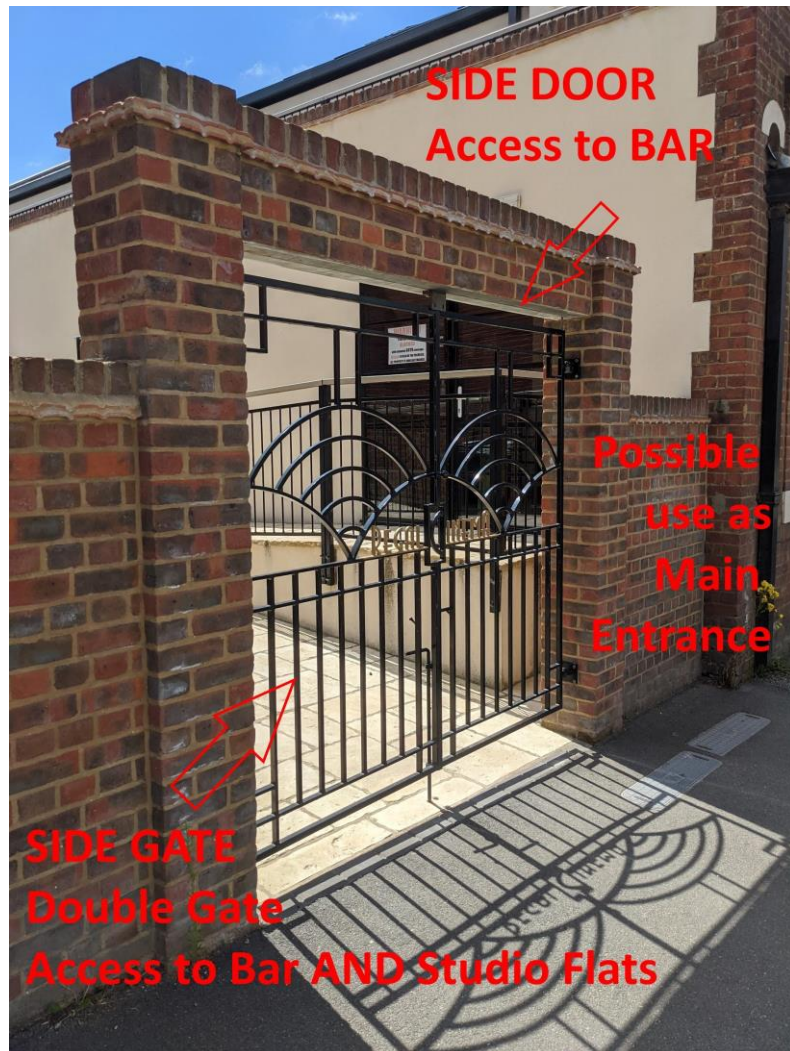
leads to the side door opening into the bar area.

This will ensure that, should there be any queueing for a screening, this is far less likely to be on the pavement outside the cinema and will most likely be accommodated in the courtyard area and up the ramp.

The side gates also give access to residents of the Studio apartments located behind the cinema. To minimise the risk of conflicting traffic (residents & cinema guests) it is recommended:

O-1 Prior to each screening both of the iron gates be opened wide by a volunteer to increase the entry width into the courtyard; these should also be closed once the film is underway.

A-1 Update procedures and incorporate within COVID-19 training to highlight that prior to each screening both of the iron gates should be opened wide by a volunteer to increase the entry width into the courtyard, and then closed once the film has been started.



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It is also recommended that a form of segregation be employed in the courtyard by means of a rope or chain barrier. This should be deployed before each screening to make it clear for visiting cinema-goers that they are to wait on the right-hand side of the barrier. The left side of the courtyard would then be free for residents to come and go to/from the studio apartments.

O-2 Prior to each screening a temporary barrier should be set up by a volunteer in the middle of the courtyard creating a clear queueing 'corridor' for visitors to the cinema; once the film has started the barrier should be taken down.

A-2 Update procedures and incorporate within COVID-19 training to highlight that prior to each screening a temporary barrier should be set up by a volunteer in the middle of the courtyard creating a clear queueing 'corridor' for visitors to the cinema; once the film has started the barrier should be taken down.

A-3 Prior to re-opening the cinema should acquire/install a temporary barrier system which is simple to set up and easy to store when not being used.



PHOTO: Potential for Conflicting Traffic



PHOTO: Recommended Segregation

Proposed Arrangements to Reduce Risk:

The primary entrance to the cinema should be via the side door entrance into the bar and socially-distanced queueing should be managed via floor-level markings with suggested 2m spacing. Wherever possible, if the weather is cold and/or wet, anyone in a wheelchair etc. can be given priority to access the building.

A waiting point just outside the door should be established. A Regal volunteer can be assigned to invite visitors in from the waiting point for a health check/contact tracing verification if there is room within the bar - the guest can then either collect a drink from the bar or go straight through the bar to the auditorium.

During inclement weather conditions, guest will need to come prepared with umbrellas and be prepared for a short wait to access the cinema. **Visitor registration and health screening must not be compromised because of bad weather.**

A-4 Prior to re-opening the cinema should install floor markings externally and within the bar area to maintain social distancing wherever queueing or temporary waiting is required.



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Recovering Space in the Bar

Within the bar it will also be necessary to temporarily remove some of the furniture beneath the wall-mounted TV to increase the amount of floor and manoeuvring space to ensure social distancing is always maintained.

Guest Arrival

Arrival into the cinema via the bar door will be the first point of contact with visitors. A simple health check will take place: all visitors will hand-sanitise and have a simple contactless temperature check carried out by a visor-wearing volunteer, who will also ask if they are feeling well. A temperature of 37.8°C or more would be considered cause for concern where entry may be refused.

The volunteer will check them off the ticketing list and ensure that we have **test and trace contact details** for the booking, noting any contact details as required. Coats can be taken and hung on the coat rack to be located below the wall-mounted TV.

Once the health check and registration has been completed, the guests can move to the bar to collect drinks or move directly to the auditorium. Once they have moved on from the door entrance, the next booking group can be health-checked by the volunteer.

The volunteer can also control the safe flow of guests who need to go or return from the toilet to ensure that guests are not conflicting in the limited space.



O-3 A new volunteer role of **Guest Registration & Screening** should be established, enhancing the former 'Tickets' volunteer role with important registration and health screening responsibilities.

A-5 Update procedures and incorporate within COVID-19 training to highlight the role and responsibilities of the Guest Registration and Screening volunteer.

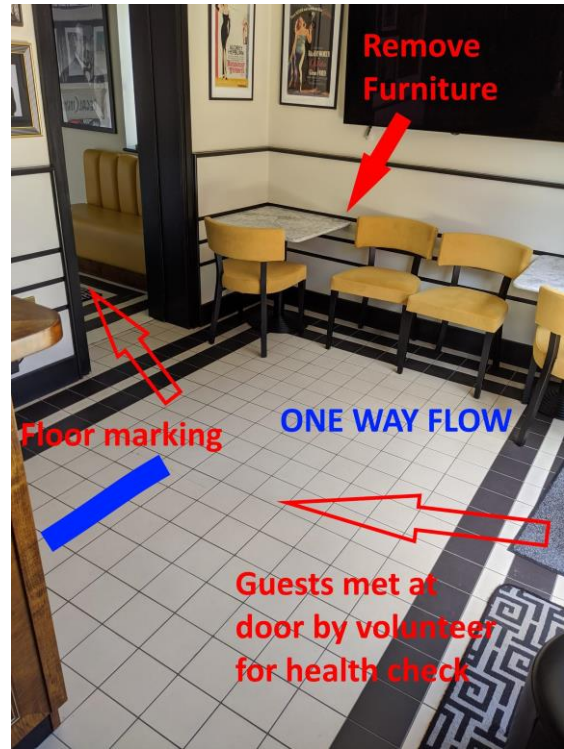
A-6 Prior to re-opening, the cinema should acquire sufficient visors to allocate them to volunteers for their own personal use in the Guest Registration and Screening role.

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BAR FLOW & TOILET ACCESS

See previous section for details of guest flow within the bar area on arrival.

Bar furniture, stools, poufs should be removed and stored to ensure easy access to the toilets and floor markings should ensure a safe waiting spot for those waiting to cross the incoming traffic after visiting the toilet facilities.

A7 Prior to re-opening, remove and safely store all non-essential furniture to ensure that guest traffic flow is not impeded.



Temporary Furniture Removal & Bar Traffic Flow



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TOILET OPERATION

Current Arrangements:

The toilet facilities at the Regal are located at the far end of the bar and comprise 2 cubicles, one of which is for disabled access with grab rail and extra wide dimensions. Both of the cubicles are off a common vestibule in which the hand-basin and wall-mounted hand dryer is located.

Proposed Arrangements to Reduce Risk:

Due to the risk of 2 guests inadvertently meeting in the confines of the vestibule and compromising social distancing, one of the two toilets will be temporarily deactivated to ensure that a 1-in-1-out approach can be adopted.

The wider disabled access toilet should be the default 'open' cubicle with the other cubicle closed via a sign on the door and the door locking mechanism changed to 'CLOSED'. In the event of a temporary problem with the open toilet (e.g. light bulb failure) the other toilet can be opened and the disabled toilet cubical can be temporarily closed (until the problem can be resolved/lightbulb changed).

Following some conflicting advice on the risks of potential virus spread using **hand dryers**, the Government has recently confirmed (updated on August 7th, 2020) the **safe use of hand dryers** - <https://www.twinkl.com/article/uk-government-confirming-safe-use-of-hand-dryers-during-pandemic>

A **hand sanitiser station** should be located outside the toilet (possibly on the circular marble-topped table in the corner by the bench seat) which would allow toilet users to sanitise both on the way into the toilets and on the way out.

A-8 *Deactivate the hand dryer and create a sign indicating the use of hand towels instead. No longer applies (7/8/20)*

O-4 *Update procedures and incorporate within COVID-19 training to highlight the need to deactivate one of the cubicles and operate on a 1-in-1-out basis.*

A-9 *Prior to re-opening the cinema should acquire and install hands-free soap dispensers, hand sanitiser dispensers and a stock of hand towels and a dispenser, along with a bin for the toilet vestibule.*



BAR OPERATION

Current Arrangements:

The bar at the Regal is in a relatively narrow room adjacent to the auditorium and foyer. Bar operations are typically managed by two volunteers per 'shift', who work behind the bar, dispensing drinks, snacks and taking payment via a card reader or via cash payment. There is limited room behind the bar so bar volunteers tend to come to a preferred working arrangement where one perhaps operates the till while the other organizes the drinks.

Guests to the cinema mill around in the bar area and wait in turn for their drinks in a queue within the confines of the bar. They then sit on chairs and on the benches within the bar area until they are summoned for the performance by a volunteer ringing the cinema's gong. They then move into the cinema and watch the film.

Proposed Arrangements to Reduce Risk:

Government guidelines indicate that all employees or in the case of the Regal cinema staff or volunteers should be working in a protected COVID-secure environment. "Using screens to create a physical barrier between staff and customers at regular contact points, so for example ticket kiosks or concessions desks".

This might mean that the bar area itself needs to have perspex screening running around the perimeter of the bar in order to protect the volunteers while they are at work. An alternative to full perspex screening around the bar might be for all bar employees to wear face visors and face masks in order to protect themselves from guests and to protect guests from potential contamination. Another alternative could be a *combination* of some screening plus the wearing of visors by volunteers.

It will no longer be possible to have the bar area and comfortable seating available for guests to socialise in prior to film performances. If the Government guidelines allow drinks to be purchased prior to a screening, cinema guests should be served in turn on a queue basis on arriving at the Cinema. They should collect their drinks, pay for them and then move straight into the auditorium.

Hygiene standards behind the bar are normally maintained at a high standard, but throughout this COVID-19 period of additional risk mitigation, these standards will need to be increased to an even higher level. For example, hand washing should occur very frequently throughout each shift, and the use of PPE/gloves should be considered for all bar staff (with appropriate COVID-19 training for all Bar staff).



Because of the limited space behind the bar and the impossibility of providing social distancing between 2 bar volunteers, it will be necessary to limit duties behind the bar to one person only (or in exceptional circumstances, 2 people from one household only). This may mean that in many situations there will be just one individual running the bar alone.

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This should not be a problem given that incoming cinema guests will be queueing outside the cinema and the flow to the bar will be controlled by the Guest Registration & Screening volunteer. This would allow all cinema guests who arrive promptly and in good time for the screening to receive their drink from the cinema volunteer working behind the bar, who would prepare the drinks and also take payment.

Given the additional pressure of operating in the COVID-19 environment, it would be prudent to ensure that only volunteers who have a high degree of experience and confidence should be working independently 'on the front line' behind the bar. It would also be necessary for them to attend the cinema for duties relatively regularly at the Regal to ensure that the COVID-19-related rules are remembered in between shifts.



Contactless payments should be encouraged at all times. The current 'minimum charge' rule should no longer apply for the duration of the COVID-19 special measures.

Post Screening Bar Clean-up

After the screening, normally a volunteer would wait outside the auditorium door to collect rubbish and dirty glasses, bottles and mugs. In the COVID-19 environment, a suitable receptacle will need to be sited at the bottom of the steps nearest the auditorium adjacent to the main front doors. Leaving customers will be able to deposit their drinks receptacles, bottles and rubbish there on their way out of the cinema.

This will reduce the risk of a volunteer being exposed to the virus when in close proximity to leaving guests. After all visitors have left the duty bar volunteer can collect the glasses, dispose of the rubbish, load up the dishwasher and clear up accordingly.

A-10 Take necessary steps to acquire and install Perspex screening and other COVID-19 signage.

O-5 Update procedures and incorporate within COVID-19 training to revise bar operations including enhanced cleaning and eliminated cash-handling.

A-11 Acquire suitable large tray/receptacle for collecting glasses, bottles and mugs after screenings; and a suitable rubbish receptacle for collecting waste; re-purpose or acquire a suitably sized table to be sited at the bottom of the stairs by the exit (front) door which will be used to locate the waste receptacle and glasses/bottles tray on it.

AUDITORIUM

Proposed Arrangements to Reduce Risk:

A one-way flow will operate with guests travelling from the new main building entrance in the bar, to the area outside the auditorium at the top of the stairs (via the bar if a drink is required).

Cinema guests will then be required to go straight into the auditorium and find their seats. Unless guests need to use the toilet facilities during the film they should remain in their seats until the end of the film when the duty manager will manage a row-by-row exit of the auditorium commencing with the row E (nearest the door).

Prior to the screening a brief **Regal COVID-19 information film** will be shown explaining the revised exit routine with a request to remove all empties and rubbish and deposit it in the receptacle on the way out.

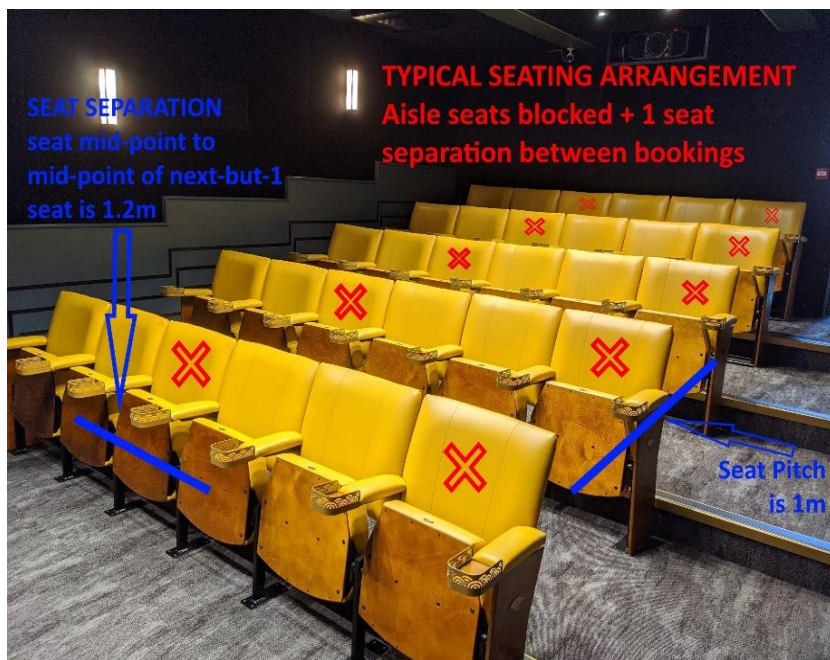


Seating Arrangements & Auditorium Social Distancing

Please see the “**ADDENDUM - COVID-19 Seating Configuration**” at the rear of this document which represents some work that was done at The Regal to investigate the seating configuration options while being mindful of Government/industry recommendations around social distancing within the auditorium. Essentially this looked at two distancing scenarios: a 2-metre separation and a ‘1 metre PLUS’ separation, where the ‘plus’ represented additional risk mitigations such as the use of face coverings and enhanced air replacement within the auditorium.

Given the limited size of the Regal auditorium and the limited seating capacity (30), adopting the 2-metre separation would essentially make the cinema operation completely unviable due to the significantly reduced seating capacity (see the **Appendix 3** for details).

However, the Government has stated that cinemas can operate safely under the ‘1-metre plus’ recommendations, and by so doing The Regal is therefore able to accommodate more guests in the auditorium making ongoing viability possible if paid-for screenings are able to ramp up following re-opening and assuming customer take-up returns to levels pre-COVID.

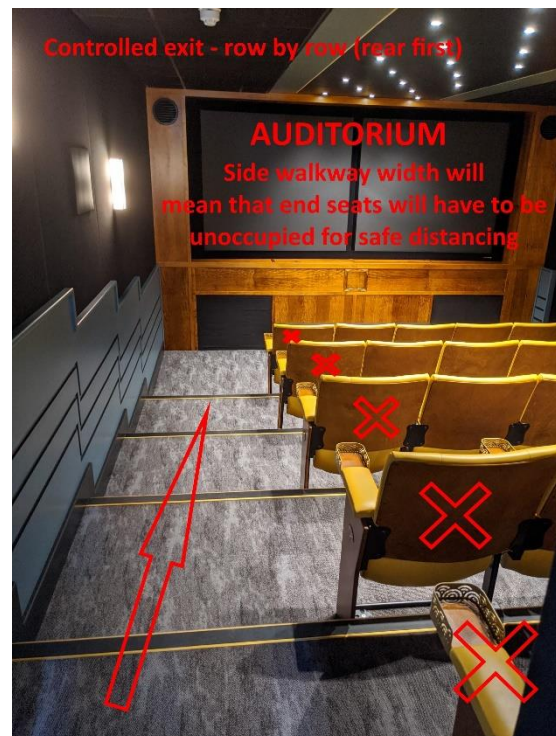


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The 1-metre plus approach is far less restrictive and gives us a theoretical (but unlikely) 25 seats maximum. The reality is that bookings will most likely be in a scenario of mixed parties of 1, 2, 3 or 4 – in which case typical seat capacity for a popular or ‘sold-out’ film will most likely always be around 20, making the financial viability of the screenings borderline-positive and realistically acceptable at current ticket prices.

There would be a requirement to *block off the aisle seat for each row* as the aisle separation would not be adequate for a person seated at the end of a row nearest the aisle. The ticketing system will need to be modified to ‘remove’ these seats from the booking scheme so that they cannot be purchased by online booking customers. An enforced 1-seat social distancing gap (1.2m) between bookings will need to be implemented via the ticketing system.

Given a widely held (science-based) view that increased airflow and air replacement is desirable in confined spaces through opening of doors or windows, the Regal can achieve this via its existing infrastructure: although it is a sealed room (for audio insulation purposes) increasing the cinema’s air recirculation system to a higher than normal setting (setting 3 or 4) will achieve replacement of all auditorium air on a regular and constant basis throughout any screenings. This may increase background fan-noise (and chill factor during winter months!) but this should provide a higher degree of confidence for cinema guests that they are not sitting in a risky, hermetically sealed room with stagnant and possibly contaminated air. The Government’s directive re the use of face coverings in the auditorium (when not drinking or eating) provides additional risk mitigation.



A-12 *Modify the Veezi ticketing platform to accommodate enforced 1-seat gaps between bookings and to remove aisle seats from the seating availability to allow COVID-compliant online customer self-booking.*

Screening Sessions per day

Due to the increase in pre-screening preparations and post-screening cleaning requirements it is envisaged that The Regal will re-open with only **one screening in each session** on the days that it opens. Prior to COVID-19, up to 2 sessions (or even 3 on Saturday) occurred during a cinema opening day.

Increasing Screenings to 2 per session: only once we have established COVID-safe operations, it may be possible to increase the number of screenings to 2 per session if:

- Significant additional change-over time (1hr) is programmed in to allow a thorough clean of the auditorium by volunteers, or
- We insist on a ‘do not arrive before x time’ for a second screening to allow first screening customers to exit without risk of meeting incoming customers.

CONTROLLED EXIT FROM THE AUDITORIUM

In order to ensure that exit from the auditorium is handled in a controlled manner and customers are not at risk of physical/spatial conflict with one another as they leave the auditorium, it will be necessary for the end of the film to be managed in terms of vacating the auditorium.

The Duty Manager will enter the auditorium after the end-credits have started to run.

The Duty Manager will then control the release of customers on a row-by-row basis, starting by the main door with Row E. To release Row E, the Duty Manager will place themselves on the next step down to maintain distance between them and the departing customers. They will then step down to the next level and release Row D after ensuring sufficient time gap has passed to allow the previous row to leave the auditorium. This must not be rushed and should ensure a safe and controlled exit for all. ¹

The best time to commence the exit process?

Some consideration will need to be made for films which feature *post-credit sequences* - that is, some additional film-sequence which appears *after* the credits have run at the end of a film.

Some cinema-goers may not be happy to be asked to leave during the final cinema credits, especially if there is known to be additional film content after the credits.

Consequently, it will be important for all films to be checked prior to screening to ensure that any significant content post-credits is noted so that a decision can be made to delay controlled exit until the very end of the film, after the post-film content.

It's worth mentioning that in the vast majority of cases, the typical end-credits sequence starts off with a *static* headline credits sequence (often with photographs or clips from the film), then immediately followed with a long '*rolling* credits' sequence which is a list of contributors to the film scrolling continuously, often on a black background until the end of the film.

Unless the film is known to feature content at the end of the film credits, the moment at which the rolling credits begin to roll would be the point where the post-film house lights would be raised by the Tech Volunteer and the exit process (managed by the Duty Manager) would commence.

O-6 *An update of operational procedures will need to be made to ensure that film checks completed by office/tech volunteers include checking the end of the film for post-film content and then be clearly annotated on the tech sheet for each film. If necessary, the Signage playlist should be updated to include a pre-film warning to wait until the end of the film before existing in a controlled manner.*

A-24 *Create two signage slides for display immediately before the film: 1) Indicating exit process will commence during rolling credits and to remain in seats until requested to leave; 2) Informing customers that there is film content AFTER the credits and indicating the exit process will commence at the very END of the film - and to remain in seats until requested to leave.*

¹ Guests using wheelchairs will need to exit via the bar door and their safe exit should be managed by the Duty Manager

STORE/ELECTRICS ROOM & EMERGENCY EXIT FROM AUDITORIUM

This room is accessible from the cinema via the auditorium emergency exit door, and then up a small flight of stairs on the left. The room is quite small and is used to store various items including a step ladder and empty boxes. It also contains the electrical boards, meters and control panels for the air recirculation and air conditioning systems and is therefore required for access by tech volunteers or the duty manager who will access the controls before/after screenings.

Proposed Arrangements to Reduce Risk:

Due to the confined nature of the room and the inability to maintain safe social distancing between one person and another, access to the room should be limited to one person at a time. The control pads used for the air conditioning & recirculation should also be wiped after each screening to ensure they are sanitised prior to the next user.

A-13 Create a sign to indicate access to the Store/Electrics room should be limited to one person at a time.

O-7 Update operational procedures and incorporate within COVID-19 training to ensure that the control pads used for the air conditioning & recirculation should also be wiped after each screening to ensure they are sanitised prior to the next user.



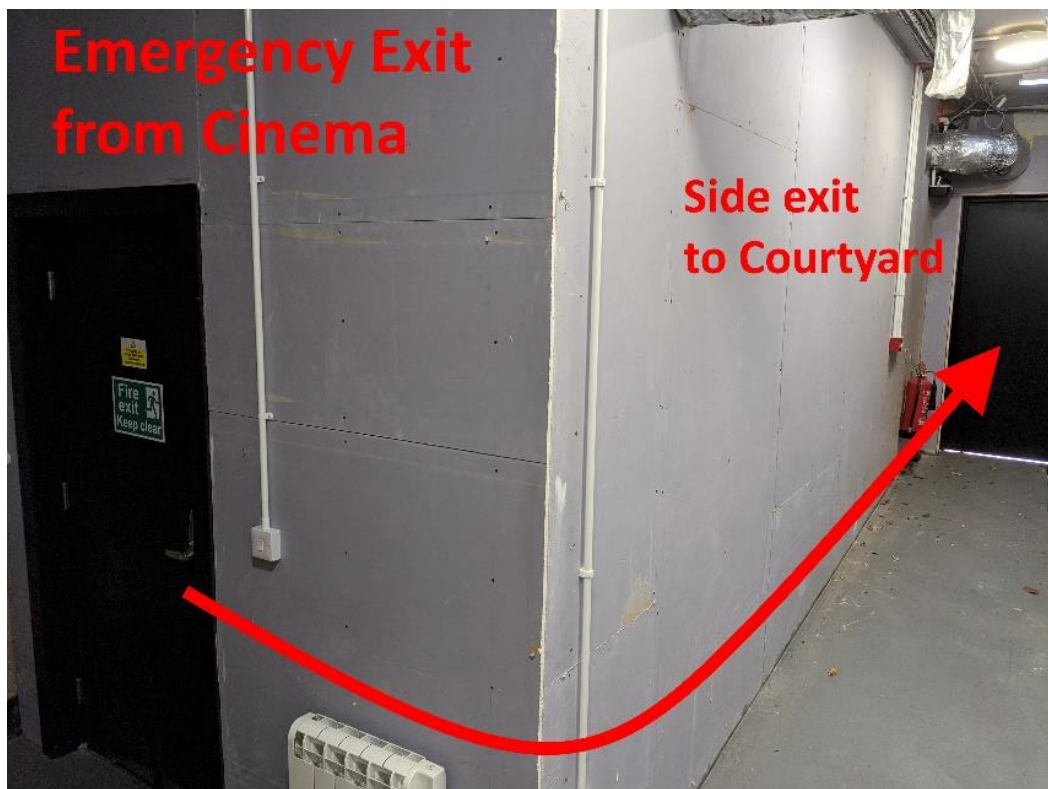
REAR EXIT CORRIDOR

Access to the rear corridor behind the cinema screen is via the emergency exit located at the bottom of the cinema to the right of the screen. This exit is operated by a push-bar emergency exit which leads to a rear corridor, and a further emergency exit door leading to the courtyard (by the studio apartments located behind the cinema). Under normal operation this should not be accessed by customers and would only be used in emergency exit circumstances.

If a decision is made to use the emergency exit from the cinema as a possible *non-emergency exit route out of the cinema*, additional signage will be necessary. Any exit via the courtyard must ensure the exit route avoids the studio apartments.

However, it is envisaged that this will **not** be used as an exit from the cinema. As already indicated, the alternative method for maintaining separation between incoming and outgoing guests can be achieved by significantly extending the transition period between one screening and a second screening - the additional time (e.g. 1 hour) would allow a safe clean and ensure that customers leaving do not inadvertently meet arriving guests.

Thus, there are no significant changes envisaged to existing operations as far as accessing the auditorium's emergency exit and the rear exit corridor.



FOYER, FRONT DOORS & ACCESS TO OFFICE



With the change in use of the front doors from entrance to exit-only, the foyer will become an area that is only used by departing guests: after a screening guests will leave the auditorium, move down the steps, dropping off any bottles, glasses, mugs or waste on a table by the door.

They will then depart the building via the main front doors in the foyer.

New signage will need to be acquired for the front of the building on the main doors to indicate that the entrance is now through the iron gates on the left of the building.

Suspension of Ticket Booth Usage

For the duration of the COVID-19 operational changes, the foyer ticket booth will not be used for checking tickets because the processing and registration of incoming guests will now be handled in the bar area.

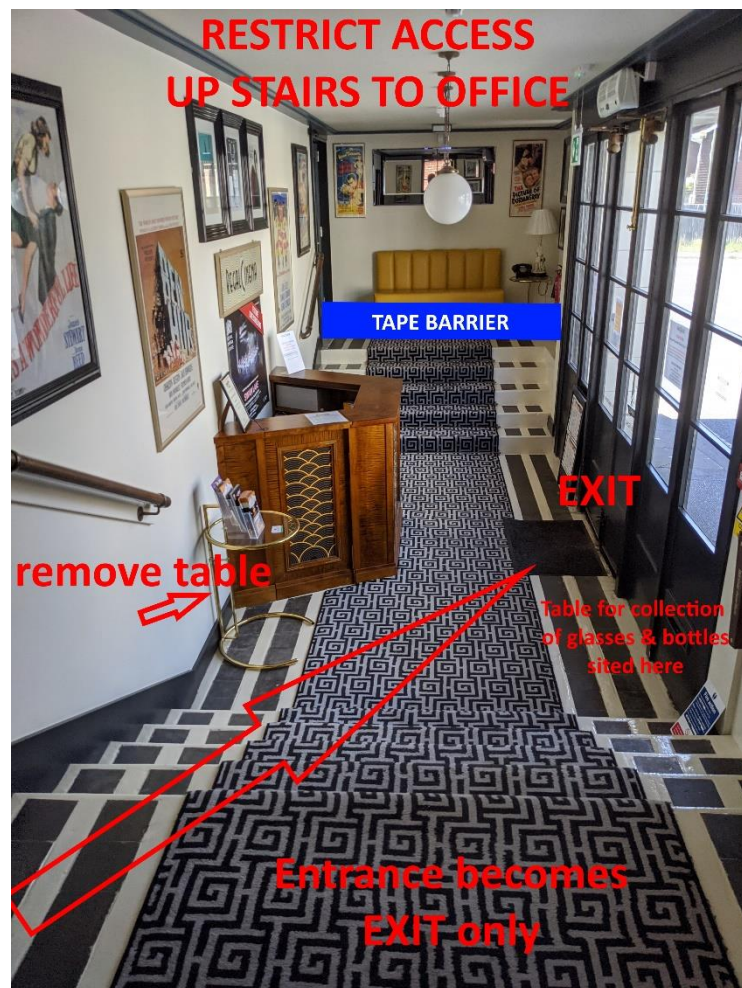
Access to the office

Whilst COVID-19 operational changes prevail, general public access to the office will be strictly controlled and limited by means of a physical rope or tape barrier stretched across the foyer at the foot of the office staircase.

This can only be accessed by staff and volunteers who need access to perform technical operations or to leave belongings within the office itself.

The blocking of access to the staircase to the office will require a relocation of the coat hanging facilities from the top of those stairs. A new location is envisaged in the bar area, beneath the wall-mounted television.

Arriving guests can be relieved of their coats which can then be immediately hung on the rack on arrival.



After the film has started the coat rack would be carefully relocated from the bar by volunteers (being mindful of health and safety issues regarding handling the rack & coats) to the foyer area at the bottom of the stairs, allowing guests to collect their coats on the way out.

A-14 Create an 'EXIT ONLY' sign for the front of the building on the main doors to indicate that the main entrance is now through the iron gates on the left of the building

O-8 Update operational procedures and incorporate within COVID-19 training that use of the ticket booth should be suspended; that the coat rack should be relocated to the bar and moved to the foyer while the film is underway.

PRE-SCREENING REGAL COVID-19 INFORMATION FILM DURING SIGNAGE REEL

A brief film will be shown immediately prior to the film starting explaining:

- The need to minimise movement within the cinema building
- The risk of moving past someone seated (e.g. for a toilet visit) is minimal
- The cinema exit procedure – to remain in seats until directed to leave by the Duty Manager
- The need to bring all rubbish, classes, mugs & bottles and deposit it in the designated receptacle at the bottom of the stairs on exiting

A-15 Create a short information film designed to explain the COVID-19 exit procedures and post-film disposal of rubbish and empty bottles and glasses/mugs.

PUBLIC ACCESS TO CINEMA DURING WEEKDAYS FOR ENQUIRIES, ETC

Because of the difficulties inherent in maintaining an 'open door' policy with general access to office staff throughout the week during the COVID-19 environment, it is envisaged that the cinema will be closed to the public other than on a specified day (or days) in the week. On one, or possibly two days, per week during some specified and limited hours, the office would be manned and the cinema could be open on a drop-in basis for enquiries from the public. However, it will be necessary to prevent access to the office via use of a roped off barrier at the bottom of the office stairs. This will ensure that enquirers remain in the foyer area and do not travel up the stairs to the office space, potentially compromising the COVID-secure office area for staff and volunteers.

All office inquiries should ideally be made online or via telephone, leaving a message if the cinema is unattended when the customer calls. The office staff can then call back and deal with any query as and when necessary. It may be necessary to update the Answerphone message to provide the necessary guidance.

The hours of opening will need to be posted on the main doors, confirmed in a membership mailshot and highlighted on The Regal website.

A-19 Opening Hours Notification: update Answerphone message to provide necessary guidance on opening hours; Create sign for main doors; update website; member mailshot

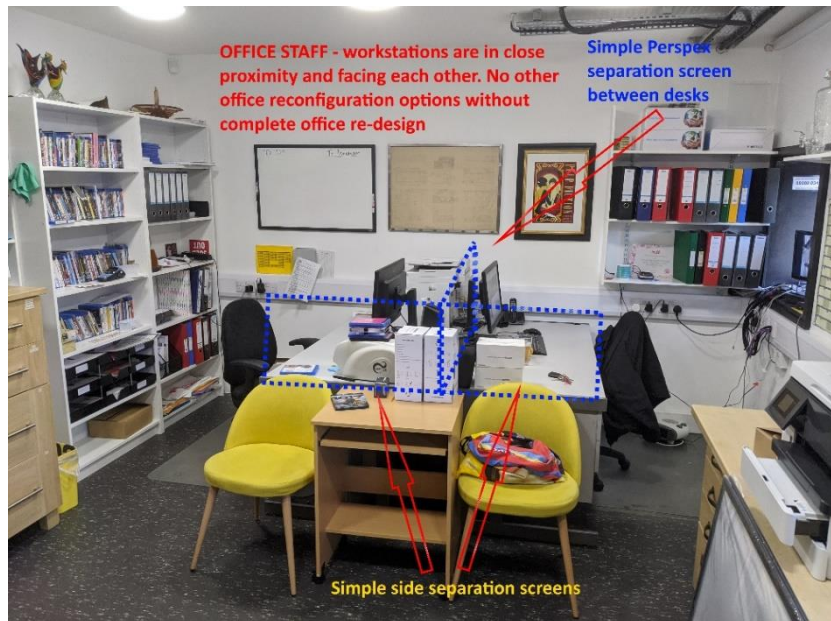
A-20 Procure & install a tape barrier by the office stairs with 'No Entry' sign.

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OFFICE

Current Arrangements

The office serves multiple purposes: it is a place for the resident office staff (*Ops Manager & Bookkeeper*) to base themselves when they are working at the cinema; it is a place for the duty Tech Volunteer to prepare and manage the technical delivery of the screening with access to the equipment rack and controls; it is also used as a place for volunteers and the duty manager to leave bags, coats and personal belongings at the start of a screening shift. Due to space limitations in the office space, the office staff are seated opposite each other which makes for easy verbal communications and exchanges throughout the day.

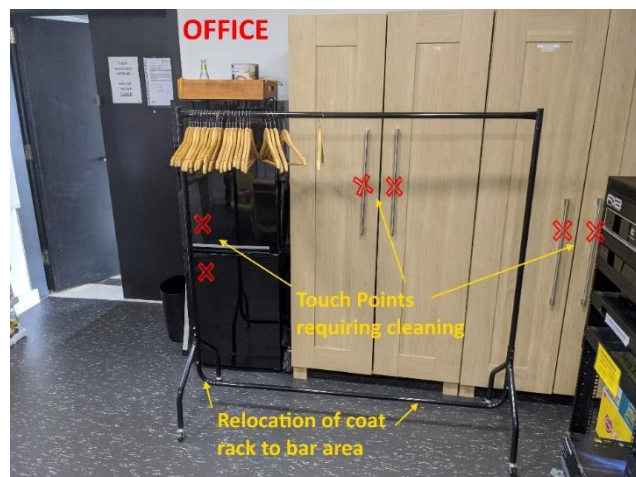


Proposed Arrangements to Reduce Risk:

Protective Screening: It will be necessary to install clear *perspex* screening between the facing desks and along the sides of the desks to provide a COVID-secure work environment for the desk users in the office.

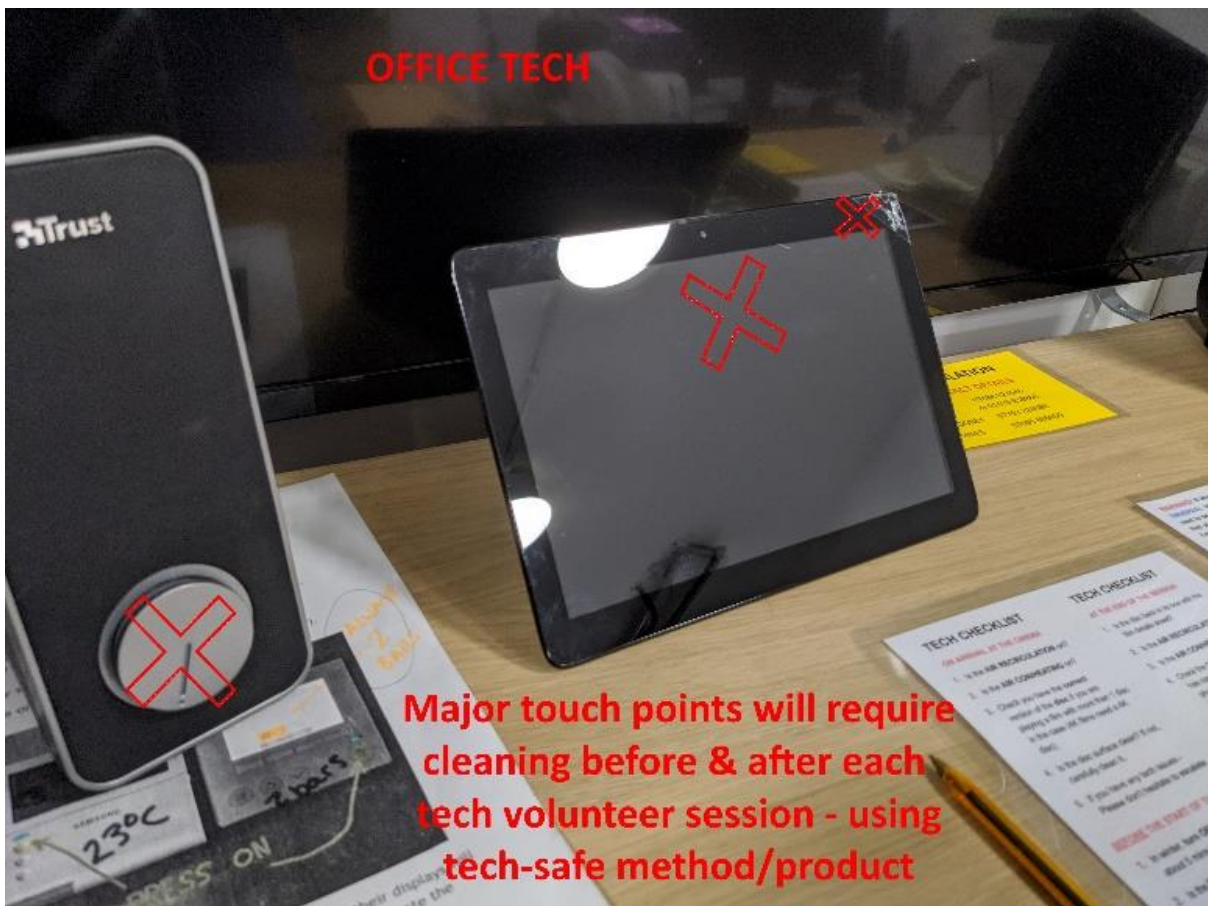
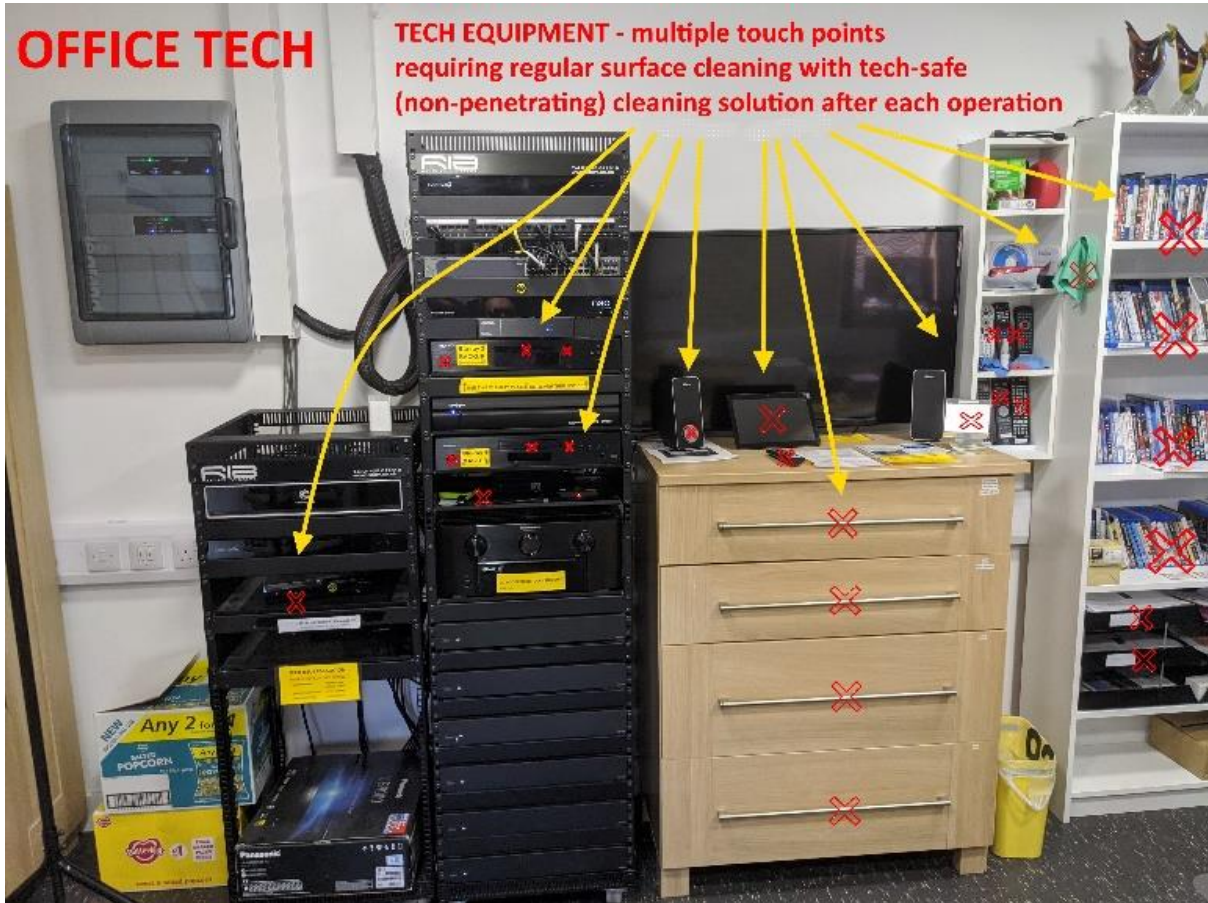
Volunteer Perk Suspended - the ‘perk’ of non-Tech volunteer being able to watch the film on the office screen if they wish during screenings will be suspended

Coat Rack: The coat rack will need to be relocated – to the bar area under the TV screen so that arriving guests can leave coats there after guest registration. The rack of coats can then be relocated to the bottom of the office stairs by the main doors whilst the film is running and guests can collect them on the way out.



Touch Points/Cleaning: The office contains a large number of potential regular ‘touch points’ because it is the location of the technical equipment and media. It is also the location for all of the bar stock in the cupboards and fridge-freezer.

O-10 Update operational procedures for Tech and Bar re-stocking volunteers to ensure that all touch points that have been used during a shift are cleaned after use, including technical equipment like the remote controller and Blu-ray cases.



OPERATIONS

Suspension of Subsidised/High Risk screenings (Family, Silver Screenings)

The Regal will pause the *subsidised and themed monthly screenings* until further notice. These are: family screenings on a Saturday afternoon, Silver Screenings, Westerns, Foreign Films and Musical Mondays. This decision has been taken following extensive financial forecasting (taking into account the loss of revenue from closed seats and reduced bar sales) – to continue to offer these subsidies in the new COVID-safe operating environment would significantly affect the viability of the cinema. In addition, it was recognised that some of the screenings could be considered a higher risk than regular screenings – e.g. Silver Screenings with all attendees in the higher-risk 55+ demographic; and Family screenings where it might be considered more difficult to guarantee social distancing with young children present, sometimes unattended.

Regular Screenings - changes to previous model

When public screenings are re-established (per the planned phasing detailed below) it is likely that there will be some changes to the previous schedule - which used to be based around weekends with multiple screenings on Fridays and Saturdays and occasional screenings mid-week.

Because of the difficulties of ensuring safe separation of leaving and arriving guests where previously back-to-back screenings operated, programming of screenings will be limited to *one screening per day*. This will also mean post-film cleaning/decontamination can take place in an unrushed and controlled manner. It is also likely that programming will take place during some weekday evenings and Saturday nights, avoiding Friday nights at least initially. Once cleaning routines have been established it may be possible to reintroduce Friday evenings again as long as we can be sure that the cinema can be cleaned prior to the Saturday screening.

PHASED RE-OPENING

It is envisaged that the Cinema will reopen in a two-phased approach. The first phase would be *limited private hires*, commencing from the beginning of **September 2020** for a period of approximately *two months*. Planned *public screenings* would commence in early **November, 2020** (subject to completion of all of the documented Actions and Operational Changes highlighted in **Appendix 1** and **Appendix 2** of this document - all of which are pre-requisites for a COVID-secure re-opening).

By initially re-opening only to support these controlled and limited private hires, we will ensure that all of the COVID-19-secure preparations are effectively tested and exercised, prior to us opening for full public access to regular public screenings and any rescheduled screenings of films that were cancelled because of the COVID-19 outbreak.

It is believed that after two months of operating limited private hires, the cinema operations and COVID-19-safe infrastructure credentials will be well tried and tested. This period of no public screenings will also allow additional time to be spent training volunteers and staff on the necessary changes to operations while operating safely in the COVID-19 environment.

MODIFIED PRIVATE HIRES – CHANGES TO ARRANGEMENTS – *Reduced Service Model (Phase 1 of Re-opening)*

The pre-COVID private hire arrangements will need to be changed for the duration of the COVID-19 operational environment. Previously a four-hour window was available for hirers to have a social event, followed by a film, and often then followed by further social activity, such as a cake-cutting.

In the COVID-19 environment the form of private hires will need to change significantly. As social activities will need to be curtailed in the new environment, it is envisaged that a reduced service private hire offering be introduced temporarily which allows pre-arranged guests to arrive at the cinema to purchase a drink (or collect a drink if pre-paid by the hierarchy). After collecting refreshments, they would move immediately to watch a film in the cinema auditorium. At the end of the film the guests would leave promptly without further social activity.

Although this is not an ideal private hire scenario, it is recognized that there is a demand for these more limited private hires, and as such the Regal should accommodate this demand by allowing these to occur, while reducing the price to reflect the reduced service and time that would be required to run the hire event.

The private hirer would need to ensure that social distancing is maintained during the event, especially if the guests are from different households. So normal social distancing rules will need to apply in terms of seat spacing, and eliminating the use of the aisle seat if different households are present during the screening.

A-16 *Create an amended Private Hire Agreement Document for the duration of the COVID-19 operational environment. All private hires during the COVID-19 environment must be of this type. Any Private Hires agreed under the previous terms should be rescheduled or refunded.*

PRIVATE HIRE – RESUMPTION OF PRE-COVID HIRES

Standard (4hr) Private Hires – At a point in the future after re-opening, when government guidelines suggest that a return to pre-COVID-19 normality is both possible and legal, the appropriate time to re-introduce the standard 4hr Private Hires should be determined and should replace the modified (reduced service model) hires.

VOLUNTEER OPERATIONS

A volunteer survey will be undertaken to assess the volunteers' willingness to continue volunteering in the current environment. This would establish if there are any volunteers at heightened risk who may wish to stand down for a period of time. It will be necessary to confirm that we have sufficient volunteers to operate, given a potential increase in roles.

With the proposed operation of the Bar by one single volunteer, some bar staff may be happy to adopt different/new roles (e.g. Registration & Screening) for sessions where the Bar role is already occupied.

An increased minimum number of volunteers/staff will be required for each screening due to the COVID-19 operational overheads and the need for enhanced cleaning. Volunteer & Staff Training will need to be carried out based on the needs identified in this risk assessment - and delivery of training must take place prior to operations, possibly via online delivery (zoom session).

A revised list of volunteer roles & responsibilities will need to be defined and enhanced with COVID-19 risk reduction activities.

It will be necessary for volunteers to remain fairly regular in their attendance to ensure that they remain 'current' in terms of awareness of COVID-related procedures and to avoid the need for regular re-training. If Government or industry guidelines change, there will need to be a training update for all active volunteers so that any changes to procedures can be rolled out to everyone.

Training Pre-requisites

Having sufficient volunteers & staff who have all been certified as COVID-trained in Regal Cinema operations is clearly a mandatory pre-requisite for re-opening for public screenings in Phase 2 of the opening plans. As Phase 1 relates to the reduced service private hires (operating for 2 months prior to reopening) using core cinema staff and a more limited number of volunteers in support, this small subset of volunteers will need to have COVID Operations training as a pre-requisite for supporting the Phase 1 private hire events.

TEST SCREENINGS – PRIOR TO PUBLIC SCREENINGS

It is envisaged that at least *two 'test screenings'* should be operated ahead of re-opening by volunteers both working in the newly defined roles, and acting as typical guests arriving for a screening. This will allow us to assess the effectiveness of the controls introduced and should highlight any issues which have not been foreseen in the planning – allowing us to amend operational procedures should they be necessary, well ahead of the full public opening.

After each test screening, feedback should be sought from both active volunteers and 'guest' participants (also volunteers) to assess their level of comfort and safety from their perspectives as either volunteers or guests. Feedback should drive any changes to procedures to make.

One should take place in late September; a second in mid-October.

A-21 *Schedule two test screenings – one in late September; a second in mid-October engaging volunteers to perform volunteer roles and guest roles.*

REVISED SCREENING ROLES & RESPONSIBILITIES

Duty Manager (COVID-19 Officer)

- The Duty Manager has overall responsibility for all operations during a screening including managing incidents and making decisions about whether it is safe for a performance to proceed.
- Where an incident is suspected as a COVID-related issue, follow a specific COVID-19 Incident process (see **Duty Manager's Suspected COVID-19 Incident Checklist**)
- Responsible for ensuring all volunteers & staff are strictly adhering to COVID-safe practices, highlighting any issues and providing direct/immediate feedback where necessary
- Check all dispensers are adequately stocked with sanitiser and refill if necessary
- Set-up any external queue management barriers and take down after the film has started
- Check the contactless thermometer is working correctly
- Ensure all volunteers' temperatures have been checked prior to the shift
- Ensure all COVID-19-related signage and floor markings are still in place
- Monitor volunteer, staff & guests social distancing practices outside and within the building, highlighting any recurring issues to cinema management (noting any trends towards relaxation)
- Notify the office if additional sanitiser/PPE is required
- Managing row-by-row exit of guests from the auditorium after the film.

Bar Volunteer (1)

- The Bar Volunteer has sole responsibility for all Bar operations during a screening, including serving cold and hot drinks, snacks; and taking payment for purchases via a **mandatory contactless payment** method.
- Responsible for ensuring they strictly adhere to COVID-safe practices, including regular hand-washing & disinfection of surfaces and highlighting any COVID-related issues to the Duty Manager via direct/immediate feedback where necessary
- Check Bar soap dispenser is adequately stocked with soap and arrange refill if necessary
- Monitor volunteer, staff & guests social distancing practices in the Bar area, highlighting any recurring issues to cinema management (noting any trends towards relaxation)
- Notify the Duty Manager if additional sanitiser/PPE is required
- Managing collection of dirty glasses, bottles and waste after the screening and carrying out washing up and waste/bottles disposal.
- Ensure Bar is adequately stocked.

Tech Volunteer (1)

- The Tech Volunteer has overall responsibility for all technical operations during a screening including cueing up the film with signage/trailers, and controlling lights within the auditorium when it is time for a performance to proceed, following the published schedule
- Set Auditorium Air recirculation prior to each screening, according to guidelines defined by cinema management (minimum setting of 3)
- Responsible for ensuring they strictly adhere to COVID-safe practices, including regular handwashing & disinfection of surfaces and equipment (before and after use) and highlighting any COVID-related issues to the Duty Manager via direct/immediate feedback where necessary
- Work closely with the Duty Manager (COVID-19 Officer) at the end of the film raising the house lights at the appropriate time (either during the rolling credits, or at the very end of the credit sequence depending on Film tech sheet notes) to allow the Duty Manager to coordinate a safe row-by-row evacuation of the auditorium
- Monitor volunteer, staff & guests social distancing practices outside and within the building, highlighting any recurring issues to cinema management (noting any trends towards relaxation)
- Notify the Duty Manager if additional sanitiser/PPE is required

Guest Registration & (Health) Screening Volunteer (1)

- Guest Registration & Screening Volunteer has responsibility for initial 'meet & greet' activities including carrying out the following:
 - Wearing protective PPE Visor and/or mask
 - Checking Track and Trace details are held for at least one person in each booking/party and recording details on a clipboard
 - Performing a brief health check: asking if everyone is feeling well, and carrying out a contactless temperature check on *each person* in the party (anyone registering **37.8 C** or above should be politely declined access (with help from/referral to Duty Manager if necessary)
 - Ask guests to use hand sanitiser on entrance
 - Take coats and hang on coat rack
 - Regulate flow of queue – releasing registered guests to the bar only when the space by the bar is vacated by previous guests and only processing the next booking when it is safe from a social distancing perspective.
- Pass the Track and Trace information to the Duty Manager once the film has started
- Responsible for ensuring they strictly adhere to COVID-safe practices, including use of PPE, regular hand-washing and highlighting any COVID-related issues to the Duty Manager via direct/immediate feedback where necessary
- Check sanitiser dispenser is adequately stocked with sanitiser and escalate to Duty Manager if necessary; Escalate to Duty Manager if battery level is low for thermometer

Post-Screening Cleaning Volunteer

- Post-Screening Cleaning Volunteer should work with other available volunteers after a film screening to:
 - Clean the auditorium seating and arm rests
 - Clean all cinema 'touch points' e.g. door handles, following a laminated checklist to ensure all listed touch points are covered
- Responsible for ensuring they strictly adhere to COVID-safe practices, including regular handwashing & disinfection of surfaces and highlighting any COVID-related issues to the Duty Manager via direct/immediate feedback where necessary
- Check toilet soap dispenser is adequately stocked with soap and arrange refill if necessary, by raising with Duty Manager
- Notify the Duty Manager if additional sanitiser/PPE is required

STOCK HANDLING & CONTROL

It is not envisaged that there would be significant changes to the ordering or re-stocking processes, other than:

- Staff & volunteers must ensure that hands are washed/sanitised before handling any stock - including accepting any stock deliveries
- The wearing of PPE should not be necessary as staff & volunteers dealing with stock are not handling open food/drink directly (Bar volunteers who are opening drinks and handling products will wear PPE)

CLEANING

Broadly speaking, there are up to 4 categories of cleaning which will be taking place going forward:

- **Regular, comprehensive cleaning of all areas** – this will be increased to at least 2 times per week, and occasionally up to 3 times per week, depending on the number of public screenings scheduled, to be carried out by a professional cleaner
- **Cleaning, ad hoc, after additional private hires** - as a condition of booking a private hire, a new cleaning charge has been introduced on top of the hire charge, to cover the cost of carrying out a further cleaning of the cinema, to be carried out by a professional cleaner
- **Immediate post-screening cleaning by volunteers** – to be carried out by volunteers immediately after a public screening, mopping up spills, cleaning the drinks holders, etc, and cleaning/disinfecting a list of 'touch points'
- **Deep-clean (post incident)** – in the event of a COVID-19 incident (e.g. where *track and trace* identifies that an individual recently attended a public/private screening at The Regal), an ad hoc 'Deep Clean' of all areas will be carried out by a professional cleaner taking additional precautions such as wearing PPE while cleaning.

TEST & TRACE

Test & Trace Process - Customer Tracking

The opening up of the economy following the COVID-19 outbreak is being supported by *NHS Test and Trace*. The Regal Cinema will be assisting this service by keeping a temporary record of our guests, volunteers, staff and visitors for 21 days, in a way that is manageable for us, which will allow us to assist NHS Test and Trace with requests for that data if needed. This should help contain clusters or outbreaks.

Although The Regal Cinema already has a system for recording our visitors' attendance via the online booking system, it will be necessary for a registration process to check that we have captured this correctly and to note any missing information.

Test & Trace - Data Protection

A form will be created and used ahead of each screening to note the details of visitors to the cinema – a contact name *per household* along with a phone number and/or email address. This form will be dated and held in the secure Regal Cinema Office for 21 days, after which it will be destroyed in line with recommended GDPR practice.

Test & Trace – Contact Tracing

In the event that The Regal is contacted by NHS Test & Trace, we will provide the NHS service full details of our visitor/contacts data for the day/days in question so that they can commence contacting visitors who may be at risk.

If The Regal Cinema is contacted by a member of the public to say that they believe they may have been at the cinema while infected but asymptomatic, The Regal Management or Duty Manager will contact any staff or volunteers (likely to have been present during their visit) immediately and advise them to arrange a COVID-19 test, by calling **119**.

A-22 *Create a Test & Trace Contact details form to be used by the Registration & Screening Volunteer, and designate a folder in the office to be used to store these complete forms, destroying forms once 21 days have elapsed.*

PLACEMENT OF SOAP AND SANITISER

It will be necessary to site hand sanitiser in multiple locations within the cinema – for use on arrival, outside the toilets, and upon exit from the auditorium.

These will need to be maintained and topped up constantly. The Duty Manager should check whether levels of sanitiser are appropriate for the anticipated numbers of people attending the screening.

Soap dispensers should be available in the toilet vestibule by the basin. An additional dispenser should be sited in the bar by the sink to allow easy access for Bar volunteers to use liquid soap without needing to share a bar of soap.

INCIDENT MANAGEMENT

Duty Manager's Suspected COVID-19 Incident Checklist

This process will need to be invoked if a cinema guest, volunteer or staff member becomes ill with symptoms that are in line with those known to be associated with COVID-19 (high temperature $>37.7^{\circ}\text{C}$; persistent, dry cough; loss or change in sense of taste or smell; feeling unwell with flu-like symptoms):

1. Make an initial assessment of the impact of the incident
2. If the incident relates to a volunteer or cinema guest feeling unwell, release the individual to go home or to seek medical advice and immediately escalate to cinema management
3. Review deep clean requirements and arrange as soon as possible via office/management if necessary
4. Liaise with the office about recommending COVID-19 testing for any staff/volunteers/guests in the cinema at the time of the incident – ensuring that screening contact-tracing information is retained.
5. Arrange taping-off of the affected area until deep-cleaning, if contamination is suspected

USE OF MASKS & FACE COVERINGS

The Government recently announced that with effect from August 8th, 2020, face coverings will be compulsory in “indoor settings where people are likely to come into contact with others they would not usually meet. This includes **cinemas**, churches and museums.”

The Government has not made it clear how this directive is to be interpreted in terms of the sale and consumption of bar/food & drink. There is evidence that the Government has been conversing with the bigger cinema chains in some capacity in order for them to determine their policies in this area. In the absence of a clear Government directive our approach will be to closely follow the policies of the leading cinema chains.

Odeon – *“We are following Government advice which is: “We recommend face coverings are worn in these settings (Cinema) now but this will not be mandatory until 8 August. Further information will be available soon...The Government also advise that we can continue to sell food and drink, which guests can consume on the premises.”*

Picture House – *“Our staff will be provided with masks or visors as part of their uniform and in addition, all employees will receive specific COVID-19 training. In line with government guidelines, all customers will be required to wear face coverings whilst visiting our cinemas from August 8. Face coverings can be removed whilst in the auditoriums but must be worn elsewhere in the cinema before & after leaving the film.”*

Everyman

“Whether it's your finest DIY made at home design or bought in store, please bring a face covering with you for your visit. We have a limited amount of Everyman branded ones at the venue too in case you forget...”

Curzon

“Face masks will be mandatory by government directive from Saturday 8th August. We kindly ask that all of our guests bring their own mask and observe this rule. (re food and drink) We have put measures in place to ensure you can order, pay for and collect food and drink safely.”

A Regal Cinema COVID-19 safety measures FAQ page should be established on the Regal's website to allow visitors to understand clearly what is expected for compliance when visiting the cinema.

The Regal will need to source some masks that can be sold cheaply (£1/£2) to customers who forget their masks or claim that they did not realise they needed one.

A-17 A COVID-19 safety measures FAQ page must be created on www.theregalcinema.org to allow visitors to understand clearly what is expected for compliance when visiting the cinema.

A-18 A supply of masks should be obtained for selling to customers who visit the cinema without a face-covering.

O-9 Update procedures and incorporate within COVID-19 training to highlight the procedure around maintaining stock of the masks and the method of selling (e.g. issued on arrival at the health check, with payment taken at the bar)

Regal Cinema Re-opening - Outline Plan

August

- Complete Draft Risk Assessment by Aug 16
- Submit Draft for review & comment by Staff & Snr. Volunteers - complete by Aug 23
- Issue/publish Final Version Risk Assessment Aug 26
- Complete all items in the Re-opening Action Plan by Aug 31
- Open - Go Live decision Aug 31
- Update Operational Procedures & complete initial Staff/volunteer Covid-19 Training

September

-
- Re-Opening - Commence Revised PRIVATE HIRES September & October
 - Carry out Covid-19 Operational Training for Volunteers involved in Private Hire Period
 - Carry out volunteer 'Test Screening' simulating a public screening
 - Review Lessons Learned from 'Test Screening' and update Risk Assessment/Training

October

- Carry out Covid-19 Operational Training for Public Screening Volunteers Throughout Oct
- Carry out FINAL volunteer 'Test Screening' to simulate a public screening
- Complete all Covid-19 Operational Training for Volunteers involved in Public Screenings
- Ensure Risk Assessment is still valid and make Public Screening Go-Live decision Oct 26

November

-
- PUBLIC SCREENINGS COMMENCE NOVEMBER 4**
 - Carry out Review of Covid-safe Operations by November 27, 2020 to confirm mitigation

APPENDIX 1

Action Plan - All identified actions/purchases necessary to open COVID-safe

A-#	Actions Necessary	Completion Date
A-1	<i>Update procedures & incorporate within COVID-19 training to highlight: prior to each screening both of the iron gates should be opened wide by a volunteer to increase the entry width into the courtyard, and then closed once the film has been started.</i>	Training being delivered via Zoom Sessions – ongoing until all volunteers trained.
A-2	<i>Update procedures and incorporate within COVID-19 training to highlight that prior to each screening a temporary barrier should be set up by a volunteer in the middle of the courtyard creating a clear queueing 'corridor' for visitors to the cinema; once the film has started the barrier should be taken down.</i>	Training being delivered via Zoom Sessions – ongoing until all volunteers trained.
A-3	<i>Prior to re-opening the cinema should acquire/install a temporary barrier system which is simple to set up and easy to store when not being used.</i>	Completed 26 Aug 2020
A-4	<i>Prior to re-opening the cinema should install floor markings externally and within the bar area to maintain social distancing wherever queueing or temporary waiting is required.</i>	Completed 6 Sept 2020
A-5	<i>Update procedures and incorporate within COVID-19 training to highlight the role and responsibilities of the Guest Registration and Screening Volunteer.</i>	R&R Identified in Risk Assessment
A-6	<i>Prior to re-opening the cinema should acquire sufficient acrylic visors to allocate them to volunteers to use in the Guest Registration and Screening role.</i>	Completed 26 Aug 2020
A-7	<i>Prior to re-opening, remove and safely store all non-essential furniture to ensure that guest traffic flow is not impeded.</i>	Completed 4 Sept 2020
A-8	<i>Deactivate the hand dryer and create a sign indicating the use of hand towels instead.</i>	Completed Use of Hand Dryers is acceptable
A-9	<i>Prior to re-opening the cinema should acquire and install soap dispensers and hand sanitiser dispensers.</i>	Completed 3 Sept 2020
A-10	<i>Take necessary steps to acquire and install Perspex screening and other COVID-19 signage.</i>	Completed 2 Sept 2020
A-11	<i>Acquire suitable large tray/receptacle for collecting glasses, bottles and mugs after screenings; and a suitable rubbish receptacle for collecting waste; Re-purpose or acquire a suitably</i>	Completed 4 Sept 2020

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	<i>sized table to be sited at the bottom of the stairs by the exit (front) door which will be used to locate the waste receptacle and glasses/bottles tray on it.</i>	
A-12	<i>Modify the Veezi ticketing platform to accommodate enforced 1-seat gaps between bookings and to remove aisle seats from the seating availability to allow COVID-compliant online customer self-booking.</i>	Completed Veezi has modified the system for compliance.
A-13	<i>Create a sign to indicate access to the Store/Electrics room should be limited to one person at a time.</i>	Completed 3 Sept 2020
A-14	<i>Create an 'EXIT ONLY' sign for the front of the building on the main doors to indicate that the main entrance is now through the iron gates on the left of the building</i>	Completed 3 Sept 2020
A-15	<i>Create a short information film designed to explain the COVID-19 exit procedures and post-film disposal of rubbish and empty bottles and glasses/mugs.</i>	Under Development & due for delivery Mid-October (before public screenings start)
A-16	<i>Create an amended Private Hire Agreement Document for the duration of the COVID-19 operational environment. All private hires during the COVID-19 environment must be of this type. Any Private Hires agreed under the previous terms should be rescheduled or refunded.</i>	Completed 26 Aug 2020
A-17	<i>A COVID-19 safety measures FAQ page must be created on www.theregalcinema.org to allow visitors to understand clearly what is expected for compliance when visiting the cinema.</i>	Completed 16 Sept 2020
A-18	<i>A supply of masks should be obtained for selling to customers who visit the cinema without a face-covering.</i>	Completed 26 Aug 2020 Supply of re-usable Cloth Masks Acquired
A-19	<i>Opening Hours Notification: update Answerphone message to provide necessary guidance on opening hours; Create sign for main doors; update website; member mailshot</i>	Completed 16 Sept 2020
A-20	<i>Procure & install a roped off barrier at the bottom of the office stairs with 'No Entry' sign.</i>	Completed 3 Sept 2020
A-21	<i>Schedule two test screenings – one in late September; a second in mid-October engaging volunteers to perform volunteer roles and guest roles.</i>	Dates to be finalised. Volunteers engaged.
A-22	<i>Create a Test & trace Contact details form to be used by the Registration & Screening Volunteer, and designate a folder in the office to be used to store these complete forms, destroying forms once 21 days have elapsed.</i>	Completed 3 Sept 2020 Using previous ticket sheet in conjunction with new list of households per screening.

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<p>A-23</p>	<p><i>Prior to re-opening, the cinema should temporarily remove some of the furniture within the bar or foyer and arrange for it to be safely stored until normal operations can be resumed.</i></p>	<p>Completed 4 Sept 2020</p>
<p>A-24</p>	<p><i>Create two signage slides for display immediately before the film: 1) Indicating exit process will commence during rolling credits and to remain in seats until requested to leave; 2) Informing customers that there is film content AFTER the credits and indicating the exit process will commence at the very END of the film - and to remain in seats until requested to leave.</i></p>	<p>Under Development & due for delivery Mid-October (before public screenings start)</p>

APPENDIX 2

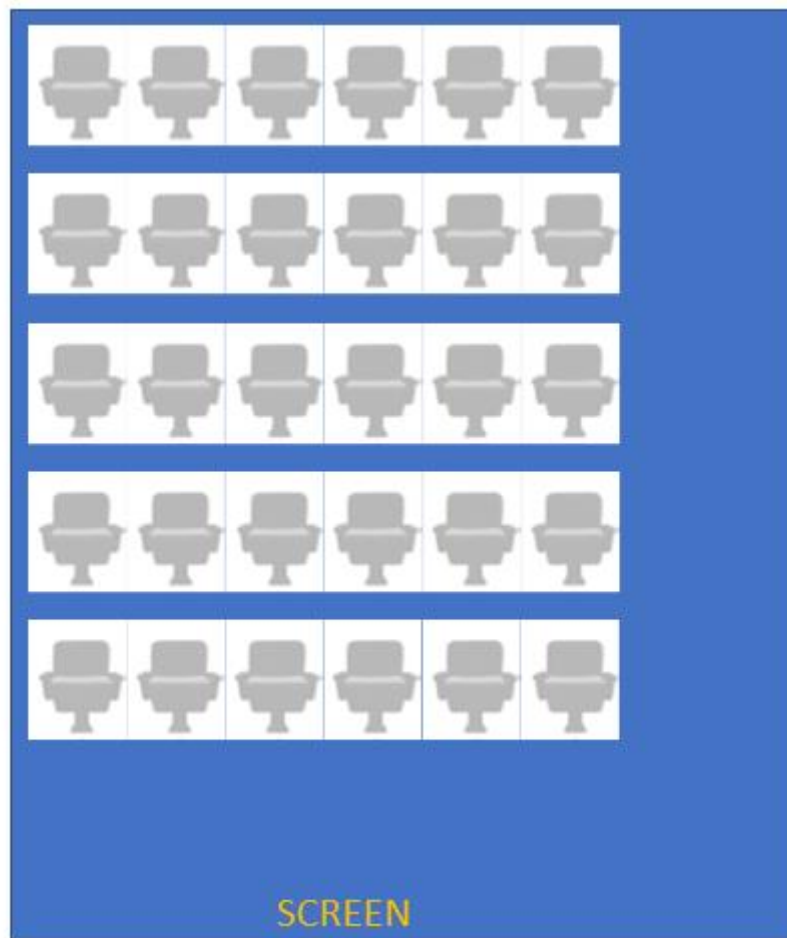
Recommended Operational Changes

O-#	Operational Change Description	
O-1	<i>Prior to each screening both of the iron gates to be opened wide by a volunteer to increase the entry width into the courtyard; These should also be closed once the film is underway.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-2	<i>Prior to each screening a temporary barrier should be set up by a volunteer in the middle of the courtyard creating a clear queueing 'corridor' for visitors to the cinema; once the film has started the barrier should be taken down.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-3	<i>A new volunteer role of Guest Registration & Screening should be established, enhancing the former 'Tickets' volunteer role with important registration and health screening responsibilities.</i>	Role Established. Check list created. To be incorporated into COVID-SAFE Volunteer Training
O-4	<i>Update procedures and incorporate within COVID-19 training to highlight the need to deactivate one of the cubicles and operate on a 1-in-1-out basis.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-5	<i>Update procedures and incorporate within COVID-19 training to revise bar operations including enhanced cleaning and eliminated cash-handling.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-6	<i>An update of operational procedures will need to be made to ensure that film checks completed by office/tech volunteers include checking the end of the film for post-film content and then be clearly annotated on the tech sheet for each film. If necessary, the Signage playlist should be updated to include a pre-film warning to wait until the end of the film before exiting in a controlled manner.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-7	<i>Update operational procedures and incorporate within COVID-19 training to ensure that the control pads used for the air conditioning & recirculation should also be wiped after each screening to ensure they are sanitised prior to the next user.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-8	<i>Update operational procedures and incorporate within COVID-19 training that use of the ticket booth should be suspended; that the coat rack should be relocated to the bar and moved to the foyer while the film is underway.</i>	To be incorporated into COVID-SAFE Volunteer Training
O-9	<i>Update procedures and incorporate within COVID-19 training to highlight the procedure around maintaining stock of the masks and the method of selling (e.g. issued on arrival at the health check, with payment taken at the bar)</i>	To be incorporated into COVID-SAFE Volunteer Training
O-10	<i>Update operational procedures for Tech and Bar re-stocking volunteers to ensure that all touch points that have been used during a shift are cleaned after use, including technical equipment like the remote controller and Blu-ray cases.</i>	To be incorporated into COVID-SAFE Volunteer Training

APPENDIX 3

COVID-19 Seating Configuration Review & Options

Standard Configuration (Pre-COVID)



Seating capacity: 30, unrestricted

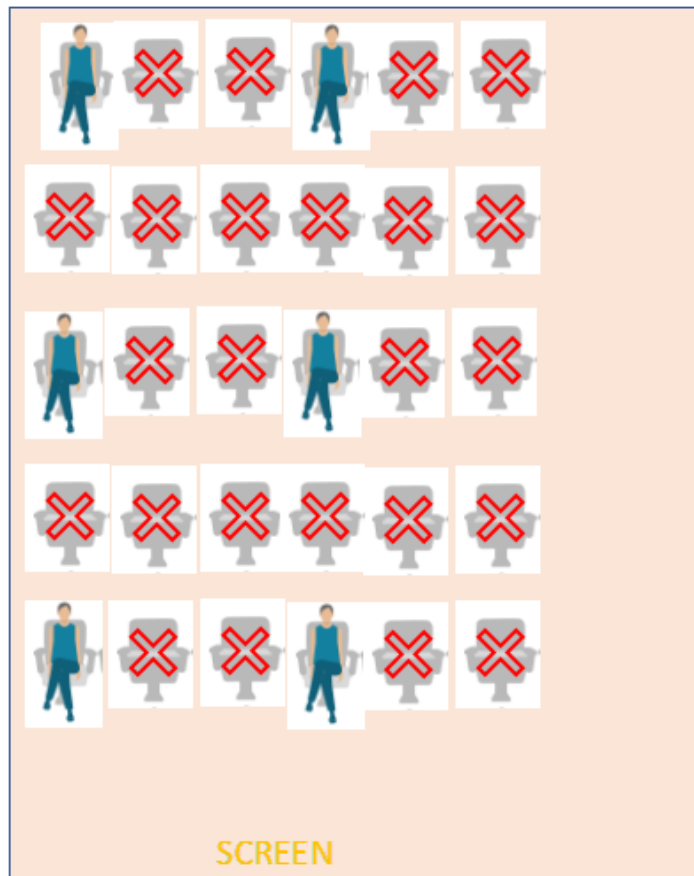
Air Recirc: Low – setting 1 or 2

Air Con: As required (heating and cooling)

Notes:

- Multiple Screenings with 15-25 min change-over gap.
- Entrance and exit via main entrance door.
- Glasses/waste dropped off at door and collected by Volunteer
- Coats left on coat-rack at the top of the stairs in the foyer on arrival

Spacing: 2 metres



Scenario A – 6 bookings of 1 seat

Restrictions: Walkway is 1 metre – will require 2 aisle seats to always be blocked

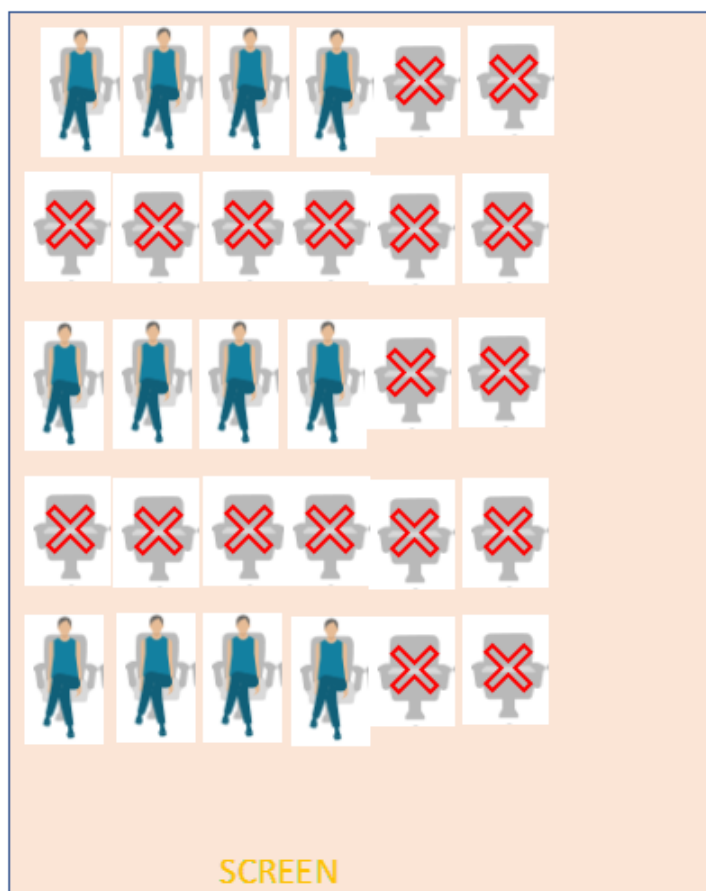
Seating capacity: 6 individual seats (restricted) 2 seat gap enforced

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Spacing: 2 metres



Scenario B – 3 bookings – 12 seats

Restrictions: Walkway is 1 metre – will require 2 aisle seats to always be blocked

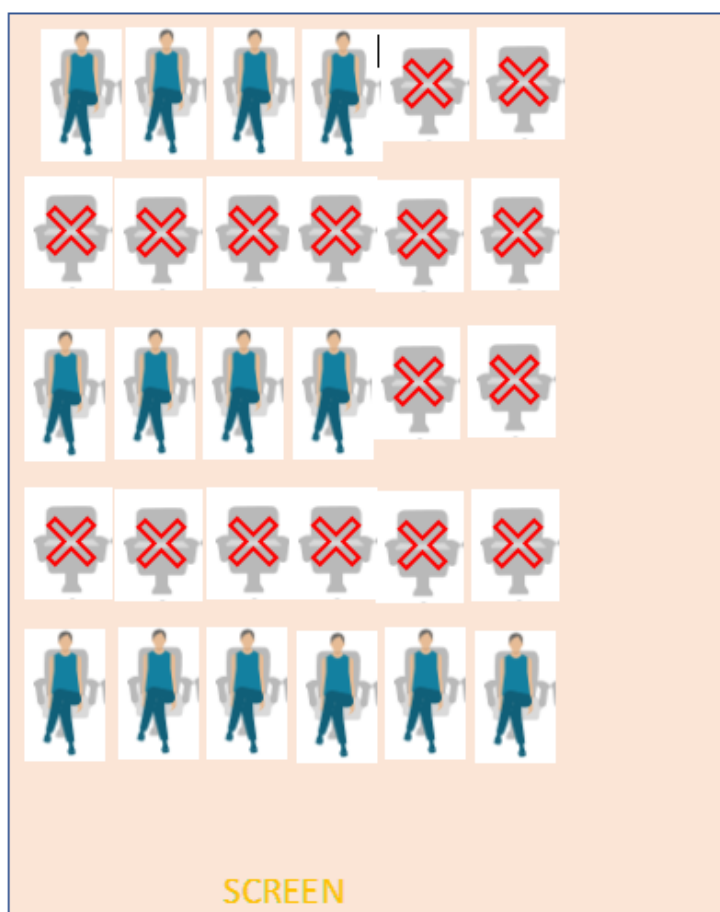
Seating capacity: 12 seats – 3 groups of 4 with enforced 2 seat aisle gap

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Spacing: 2 metres



Scenario C – 3 bookings – 14 seats (MAX capacity)

Restrictions: Walkway is 1 metre – will require 2 aisle seats to always be blocked – Row A can be filled if front row is all from same party.

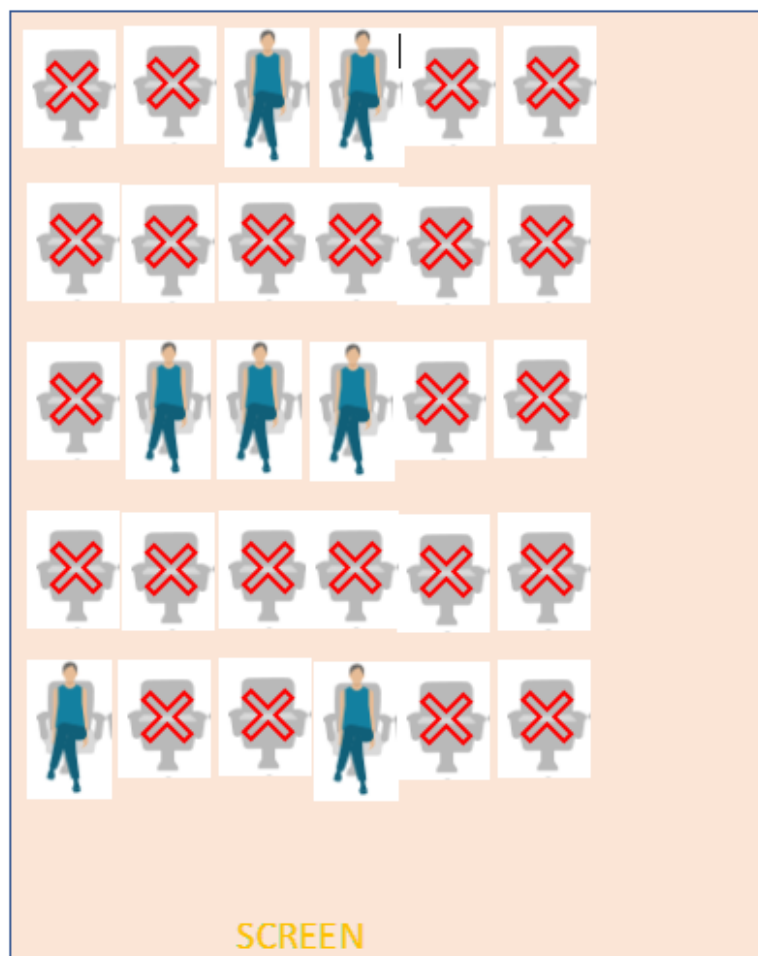
Seating capacity: 14 seats – 2 groups of 4 with 2 seat aisle gap enforced, plus 1 group of 6 only possible in front row.

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Spacing: 2 metres



Scenario D – 4 mixed bookings – 7 seats

Restrictions: Walkway is 1 metre – will require 2 aisle seats to always be blocked

Seating capacity: 7 seats – 1 group of 2, 1 group of 3, 2 individual seats – plus seat aisle gap enforced throughout

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Spacing: 2 metres

Summary:

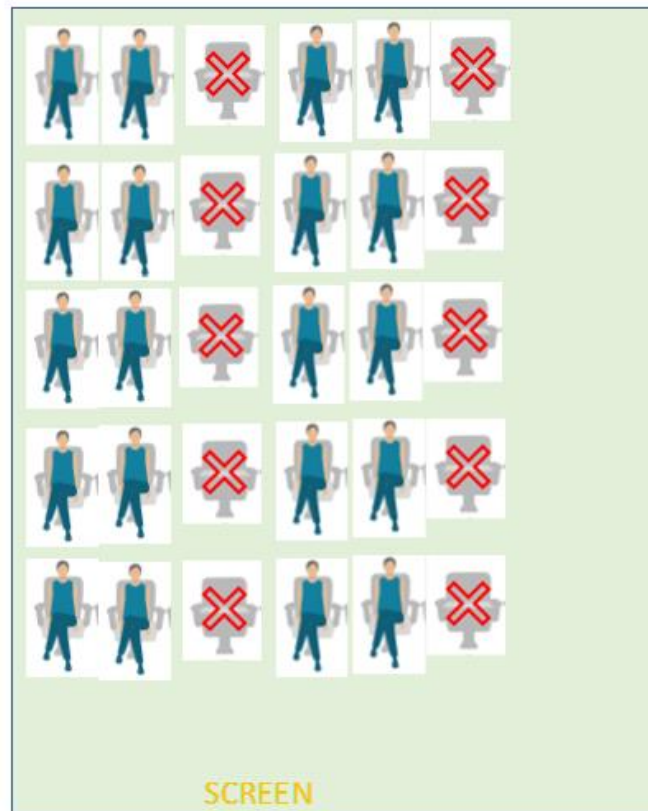
Very restrictive maximum capacity is only 14 in an unlikely booking scenario (one party of 6 plus 2 parties of 4). Reality is that bookings will most likely be in the **Scenario D** category with parties of 1, 2 or 3 – in which case seat capacity will most likely always be less than 10, making the financial viability of the screenings in doubt at current ticket prices.

Due to the inherent restrictions associated with 2 metre separation, especially with the requirement to block off 2 aisle seats, in a very small auditorium, this seating plan would undermine the financial viability of The Regal Cinema. It would require ticket prices to be significantly increased to close the likely shortfall on ticket revenue. Ticket price sensitivity is keenly felt by members and any increase, although understood as necessary by most of our membership would adversely affect attendance – further undermining viability of the operation.

Conclusion:

If 2 metres separation is required (by law or if membership feedback indicates it as a majority pre-requisite for returning) then The Regal should remain closed until separation to 1 metre or less is acceptable.

Spacing: 1 metre (plus mitigation)



Scenario E – 10 bookings of 2 seats – 20 seats

Restrictions: Walkway is 1 metre – but will require 1 aisle seat to always be blocked. Seat pitch is 1 metre so on limit but all seats point in the same direction.

Seating capacity: 20 seats – 10 groups of 2 seats – plus seat aisle gap enforced throughout

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Mitigation: Government directive re use of face covering in auditorium

Spacing: 1 metre (plus mitigation)



Scenario F – 'Typical' – 9 bookings of mixed config seats – 21 seats

Restrictions: Walkway is 1 metre – but will require 1 aisle seat to always be blocked. Seat pitch is 1 metre so on limit but all seats point in the same direction.

Seating capacity: 21 seats – 9 groups: with 6 bookings of 2 seats, 1 booking of 3, a single seat booking and a group of 5 – plus seat aisle gap enforced throughout

Air Recirc: High – setting 3 Air Con: Pre-heating or cooling only

Notes:

- Single Screening per session with volunteer-controlled row-by-row exit after the film.
- Entrance and exit via main entrance door.
- Glasses dropped off on way out in unmanned receptacle, plus bin for waste
- Coats to be taken to seats or left on coat-rack on arrival

Mitigation: Government directive re use of face covering in auditorium

Spacing: 1 metre (plus mitigation)



Scenario G – Maximum 'theoretical' – 5 bookings of 5 seats – 25 seats

Restrictions: Walkway is 1 metre – but will require 1 aisle seat to always be blocked. Seat pitch is 1 metre so on limit but all seats point in the same direction.

Seating capacity: 25 seats – 5 groups of 5 – plus seat aisle gap enforced throughout

Air Recirc: High – setting 3 or 4 (noisy and cold in winter!) Air Con: Pre-heating or cooling only

Notes: Single Screening per session with volunteer-controlled row-by-row exit after the film.

Entrance and exit via main entrance door.

Glasses dropped off on way out in unmanned receptacle, plus bin for waste

Coats to be taken to seats or left on coat-rack on arrival

Mitigation: Government directive re use of face covering in auditorium

Spacing: 1 metre (plus mitigation)

Summary:

THIS IS THE SELECTED OPERATING MODEL

Far less restrictive and gives us a theoretical but unlikely 25 seat maximum. Ensures viability of the cinema. Reality is that bookings will most likely be in the **scenario F** category with mixed parties of 1, 2, 3 or 4 – in which case seat capacity will most likely always be around 20, making the financial viability of the screenings realistically acceptable at current ticket prices.

There would be a requirement to block off the aisle seat for each row as the aisle separation would not be adequate for a person seated at the end.

Given the increased number of occupants it may be prudent to either increase Air recirculation to Max (setting 4 but this will significantly increase noise and chill factor during winter months!). Government directive re use of face covering in auditorium (when not eating/drinking) provides additional risk mitigation.

Conclusion:

If 1 metre (plus mitigation) separation is acceptable under law, and if Regal Membership feedback indicates it as majority-acceptable, then The Regal could/should reopen and should remain viable.

Challenges:

- Can the Veezi ticketing platform accommodate these seating restrictions to allow online customer self-booking? (*Yes: updates implemented to allow this*)
- Or will all booking need to be handled via a manual process until restrictions are fully lifted? (**No**)

Increasing Screenings to 2 per session:

Once we have established operations safely, it may be possible to increase the number of screenings to 2 per evening if:

- Additional change-over time is programmed in to allow deep-clean of auditorium by volunteers
- We insist on a 'do not arrive before x time' for second screening to allow first screening customers to exit with risk of meeting incoming customers.

Appendix 3

Photo Evidence of 1m Separation



(1 metre head-to-head distance due to enhanced seat pitch in auditorium)



1 metre stick – shows that distance head-to-head sideways is around 1.2m