

How to effectively manage the COVID-19 risk during an event?



AN OPERATIONAL GUIDE : *Efficient Tools & Practical Solutions*

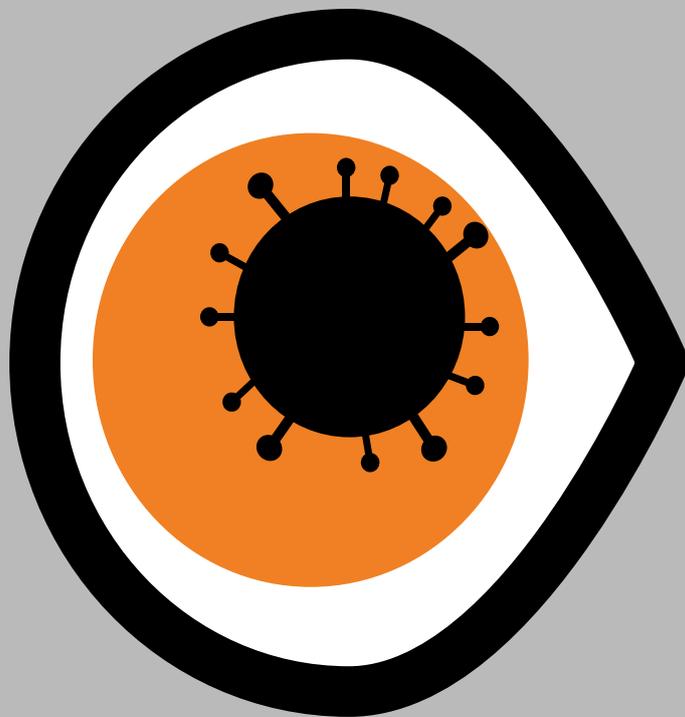


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1. INTRODUCTION

Active since 2001 in risk management for the security of institutional events in particular, I have never doubted the fact that this famous "SRAS-CoV-2" would impact the events world in one way or another, however, like many, I considered it to be a temporary risk... Extreme, but short-lived !



It was at the end of February 2020 ... And suddenly one thing led to another on a global level: 195 countries in lockdown, most of the economic sectors at a standstill ... No travel outside your region or even the occasion to leave the country... and all of this in only 20 days !

From astonishment to multiple questionings, from stupor to an anxiety-ridden atmosphere as a result of hesitant or even absent communication, this natural "event" dealt a strong blow to the pride in our society, which was convinced of its ability to cope with any circumstance. In 2020, while we plan to go to Mars, we must now remember basic hygiene rules: "*wash your hands*"...

"*What is happening ? What do we have to do in order to hold our event ? What are the solutions ? How much longer will organising events be impossible ? What can we consider for the rest of the year ?*" We have heard these questions countless times over the last few months. I humbly admit that responding to them in an efficient manner seemed quite impossible. Therefore, I felt connecting a group of professionals from the congress and seminar sectors, assisted by health, workplace and public safety experts, was urgent.

For 8 weeks, the 21 experts who responded affirmatively to my invitation and participated in this project addressed two essential questions:

- Is holding an institutional or corporate event, in the form of a seminar or congress, conceivable in the months to come; taking into account the COVID-19 health risk?
- Which organisational and operational measures, if any, are needed for this risk to be handled efficiently?

We have produced the following report, the sole purpose of which is to allow event organisers to understand the risk in the best possible way and from there, provide the most concrete and efficient management tools and solutions. It is clear that local, regional and federal authorities have and will always have "the ball in their court" regarding the conditions and settings in which an event can/should take place; no need to reiterate, this goes without saying. Nevertheless, I remain convinced that the complexities in the events sector as well as the specific aspects of risk and, above all, its impact on our society, require a "neutral" perspective from recognised industry experts within the sector. The work accomplished is, and was important to each of the 24 experts. This report is methodical, scientific, precise and concrete and has at no point been influenced and/or impacted by politics! It is available to all: organisers, decision-makers, industry experts; free of charge and in full, without limit and/or prerogative.

Our aim is to humbly and efficiently develop "*tools*" that should give you an answer to the following question: "*What can be done in order to handle this risk efficiently ?*»



2. EXECUTIVE SUMMARY

The COVID-19 pandemic has shaken the meetings, incentives, conferences and exhibitions (MICE) industry worldwide. Since March 2020, we have witnessed an immediate freeze in the organisation of most in-person events in Europe, and a rapid shift towards digital solutions.

In the meantime, one burning question has remained unanswered: How can in-person events take place again?

This practical guide, aimed at event organisers, decision-makers and trade experts, is based on input from 21 experts of the Belgian MICE industry. The approach taken here is first to give readers an in-depth understanding of the risks linked to the organisation of events during this pandemic. It then argues that we must take organizational and operational measures to effectively manage and control this risk.

To begin with, in chapter 3, Dr Biéva shares strong scientific data and statements, including transmission modes and virus viability, on which this report is based. He reiterates that today, no treatment has been formally proven to be effective. More than that, the most optimistic assumption is that a vaccine “should be” expected by 2021.

The ‘Managing COVID-19 Risk’ section highlights the “tools” that are available and adapts the overall approach of risk management to the COVID-19 pandemic and the organisation of events. It argues that effective and objective risk analysis, planification, methodology and “common sense” is key. It introduces the idea that a well-prepared risk management plan that includes each trade expert involved in the organisation of an event can drastically reduce the risk, as well as the major impacts of COVID-19.

It recommends identifying from the start of the planification of an event, a COVID-19 Coordinator who will be responsible for the risk management plan, including tools to put in place.

The following chapters are dedicated to more specific areas of event organisation. It provides detailed guidance on how the COVID-19 risk should be approached by the different trade experts, demonstrating that in most cases, solutions exist. These, when carefully planned from the start, can be put in place with limited impact for event organisers and participants.

Finally, the COVID-19 pandemic will unfortunately persist to affect our lives for quite a while. Burning questions about when and how can in-person events be organised are not easy to answer. Not all events can be organised during this pandemic. Yet, it would be too restrictive to say that no in-person event can take place. A specific risk management plan should be prepared for each of your events, as many events can be achieved by having the right people in place to manage the risks.



3. A SCIENTIFIC APPROACH

3.1 Preamble

For more than five months, our country has been living to the rhythm of coronavirus and National Security Council meetings. Five months of crisis during which important decisions capable of disrupting the everyday lives of Belgians have had to be taken. All sectors of the economy have been confronted with the need to implement preventive measures against infection that are also compatible with carrying on a business. The events sector has been particularly affected because, by definition, it works to bring together a certain number of people in a confined environment to attend an exhibition, a conference, reception, training etc.

This difficult exercise had to rely on scientific evidence or, alternatively, on collective common sense, given that this coronavirus has turned our virological certainties upside down and that **we are currently far from knowing everything about how it is spread**, its resistance and viability, as well as how we are going to eradicate it.

3.2 A viral cause

At the end of December 2019, several unexplained pneumonia cases arise concurrently in the city of Wuhan in the Chinese province of Hubei, the 7th largest city in China with a population of 11 million people. The cluster seems to be centred around the South China Seafood Market, a vast seafood and live animal market. On the 30 December, the Wuhan administration issues an initial alert notice with recommendations on how to treat this infection. The first mention of this epidemic outside of China also dates back to the 30 December 2019, through a post on the ProMED-MAIL newsletter. Its aetiology remains undetermined and the question whether the virus is of bacterial origin (plague, legionnaires' disease) or of viral infection origin (previous SARS-CoV) is raised. The next day, an urgent symposium is held in several hospitals in the city of Wuhan about treating this pneumonia, and the regional office of the World Health Organisation (WHO) is informed of 44 unexplained pneumonia cases, of which 11 patients were in a serious condition. Later analysis would show that the virus had already been circulating for several weeks. On the 1 January, the Wuhan market is closed for health reasons. The virus would quickly be identified as belonging to the family of Coronaviridae, related to the Severe Acute Respiratory Syndrome (SARS) virus. The virus would later be called Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2), while the illness that it produces was given the name COVID-19 for Coronavirus disease 2019. According to a death toll drawn up on Sunday, 5 July, the pandemic has caused at least 531,789 deaths worldwide. More than 11.3 million cases of infection have been diagnosed in 196 countries and territories. The most affected country is the United States with 129,718 deaths. Followed by Brazil (64,265), the United Kingdom (44,220), Italy (34,861) and Mexico (34,861), whose death toll now surpasses that of France (29,893).

3.3 Transmission modes

The transmission mode of SARS-CoV-2 remains not entirely understood. While the traditional droplets-aerosol dichotomy is likely to be a slightly simplistic reduction, the fact remains that SARS-CoV-2 is primarily transmitted from human to human through larger respiratory droplets (typically defined as particles larger than 5 to 10 μm) which are emitted and spread within a limited area (about 2 meters) by individuals when



they cough, sneeze or talk. Individuals become infected either by inhalation or by the mucous membranes coming into contact with these droplets. It is also possible that the virus is spread to a certain degree through airborne transmission (aerosol generation), but this topic remains uncertain. Alongside direct contact, transmission can also occur through indirect contact, with hands becoming contaminated by touching contaminated surfaces. The significance of this transmission mode is unknown, but the risk is probably above all present in healthcare settings or in the homes of those infected.

3.4 Viability of the virus

The virus can survive several hours on exterior surfaces; how long the virus persists is not well known and depends on the initial inoculum, the surface type, the temperature and on the surrounding humidity. As an example, it has been shown (under laboratory conditions and with a high-speed spray) that the virus is viable for about 4 hours on copper, 24 hours on cardboard and up to 72 hours on plastic and stainless steel. But, for all that, detecting viral RNA does not mean that the virus is viable and capable of replicating. It is however well established that the virus is sensitive to soap and common disinfectants. For disinfecting hands, according to the recommendations of the WHO, disinfecting hydroalcoholic solutions must contain at least 70% alcohol to be able to fight bacteria and certain viruses such as SARS-CoV-2. For disinfecting surfaces, the 2 recommended virucides are bleach and alcoholic solutions with a minimum alcohol content of 70%. Points that are of concern include the fact that the virus can be transmitted by people before symptoms begin to appear, the length of contagiousness, the immunity acquired, the fact that children do not become ill, an exclusively pulmonary tropism, to mention but a few.

3.5 The COVID19

The incubation period of the disease can be as long as two weeks. However, symptoms appear in most patients within 4 to 5 days of infection. By day 11, 97.5% of people have developed symptoms. The classic case is that of pneumonia with a fever, coughing and shortness of breath. The absence of fever to begin with does not, however, rule out a diagnosis: thus, in a large American sample, only slightly more than 30% of patients had a temperature higher than 38°C to begin with. Diagnosis is based on a chest scan and on searching directly for viral RNA via PCR (polymerase chain reaction through a nasopharyngeal or an oropharyngeal swab. Depending on the studies, the sensitivity of PCR varies between 59 and 83%. An initial negative test result does not, therefore, completely rule out a diagnosis. To complete the large collection of diagnostic tools, serology should also be mentioned. As with PCR, the time window needs to be taken into account, since IgM antibodies (and IgA antibodies) begin to appear from the 5th day and IgG antibodies from the 10th. These antibodies seem to disappear after 2 to 3 months. Currently, no treatment has formally demonstrated to be efficient against the virus. A vaccine is expected for 2021.

This and other data have served as a basis for the development of procedures and recommendations intended to control the risk of COVID-19. They are the "State-of-the-Art" of the profession, on the basis of current knowledge.

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4. MANAGING COVID-19 RISK

Effectively managing a risk for peoples' safety requires **an efficient and consistent analytical and methodological approach**. There is no doubt that many "pseudo-experts" in COVID-19 risk management have discovered a lucrative surfboard. However, while it is obvious that the wave is tempting for some, commercial and intellectual honesty leads us to reframe ideas and things somewhat. The management approach must take into account the numerous direct and indirect impacts that the plan may have on other risks which, even in these complicated and exceptional times, are still very much present. Fire, intrusion and the risk of terrorism are all spectres that must also be effectively managed, in coordination with the notorious health risk we are all familiar with today. Therefore, it will be important to understand the key elements on the basis of which the safety risk manager will have to develop his overall safety management plan.



We will discuss below, the main parameters on the basis which effective COVID-19 risk management solutions will have to be developed. From the understanding of the risk itself; to the "COVID-Coordinator's" function and the importance of effective communication to attendees, we wanted to be as clear and thorough as possible in our risk management approach.

4.1 Understanding the risk to control it better...

It is essential to be able to develop an in-depth and objective risk analysis in an impartial and practical manner.

This analytical, methodical and practical approach makes it possible to develop a management/control plan with which will the aim of developing the necessary tools for a responsible approach. Yes, the risk exists - this cannot be disputed by any correctly informed and intellectually honest person; HOWEVER, an effective management plan can reduce the risk occurrence as well as its major impacts.

Three key elements must be identified/developed to produce such a risk management/control plan:

4.1.1 What are the hypotheses on which I'm going to have to base my plan?

These should be understood as a set of facts that are established and over which the risk manager has no influence or no longer has influence.

Some **organisational hypotheses** examples within an event context:

- The event theme/identity
- The event location has often been decided in advance
- The budget or budgets (according to the expertise required)
- ...

As you can easily appreciate, it is important to understand that its organisational hypotheses constitute so many "limits" already set by the event organiser for the



relevant contractor and/or risk manager. It will therefore be essential to ensure that as many organisational hypotheses as possible are defined in line with a consistent risk management approach.

The **scientific hypotheses** related to the COVID-19 risk itself are, needless to say, important to consider:

- How the disease spreads
- The fact that no vaccine has been developed yet
- There is currently no known curative medication
- A healthy person can unknowingly be a contagion vector (asymptomatic cases)

In any effective safety risk management plan, it is imperative to clearly and objectively identify and, above all, take these many hypotheses into account; otherwise there will be a document/plan that will have no concrete effect on the people's safety level !

4.1.2 What are the management principles on the basis of which I will be able to develop my management plan?

In any safety risk management plan, it is crucial to clearly and transparently define the principles on the basis of which the management methodology will be developed. These principles must be clearly stated, accepted and understood by all parties involved in the management plan (organiser, emergency services, authorities, etc.).

A few principles which apply at all times in safety risk management are:

- The management plan will have to comply with all the legal frameworks in force at the place staging the event.
- The management plan will be coordinated and developed with all the official safety authorities and services.
- The management plan should be developed in such a way that it does not generate any risk to the organiser's reputation/image.
- ...

It is essential not to underestimate the importance of these management principles and, above all, to ensure that they are fully accepted and understood by all parties involved.

4.1.3 What methodology will I develop in my safety protocol to achieve my goal? Controlling the risk ...

This is the so-called "*safety protocol*" section in which we will be taking into account the hypotheses and on the basis of the management principles (points 4.1.1 and 4.1.2.), develop the methodology that will be put in place to effectively manage the risks for people's safety and for the event itself. The manager's experience in the events sector is very important here. Without an in-depth and expert knowledge of the "*event world*", it is obvious that the level of risk control will be lower.

It is fundamental to understand that the "*safety*" of an event does not solely depend on the safety teams and/or the police and/or the emergency services ... All too often, it is useful to remind the organiser that the way each job in an event is carried out will have a direct or indirect impact on the safety level of the event. Each person is, in their event



expertise, an active and efficient participant in managing the safety levels. This is what we call the **integrated management of safety risks**.

Some concrete examples of important management tools:

- **Definition of the safety framework:** what risk management obligations are imposed on the staff working on the event?
 - ✓ Access conditions to the event / to the different event areas?
 - ✓ Advance operational briefing for the operational teams; by area and/or expertise.
 - ✓ ...
- **Communication management:** who communicates with whom and in what circumstances? Who can give immediate safety management instructions to whom?
- **Registration of those present:** In full compliance with the legal obligations (GDPR) imposed by the collection of private data (*), how are the people present at the event (attendees, staff, officials, etc.) registered?
- ...

There are 3 steps throughout the entire report below, which have guided us in developing the tools that you will find in section 5 of this document. We have developed working hypotheses in which we have grafted clear and precise management principles and have finally been able to identify a set of operational solutions that make it possible to effectively control the COVID-19 risk during an event.



4.2 Global Communication

Global communication around an event is key and should include information related to COVID19 in order to ensure that participants, stakeholders, as well as contractors and suppliers are properly inform of the measures taken to limit the risk of spreading the virus, including what is expected of them to manage the risks (wearing a mask, keeping distances, ...). Communication towards the participants to an event should aim to **reassure participants by clearly demonstrating that the organiser has taken all the measures necessary to manage the risks** related to COVID19.

To do so, the organiser and the contractor(s) should agree on a communication plan regarding the COVID19 security measures and risks before the implementation work of the event begins. This will ensure that all communication activities are aligned before, during and after the event, and that the correct information is disseminated in a timely manner. Communication on security measures must start early on to reassure participants that the risks are being addressed professionally.

Communication around an event should accurately reflect the security measures that are put in place both by the organiser(s) and the local/ regional/national authorities. The organiser should also be prepared to communicate at any time about specific measures put in place by suppliers (hotels, catering...) if necessary or requested by specific participants.

Communication on security measures must be clear and applicable. The organiser should provide assistance towards the understanding and implementation of these measures. For example, a Q&A could be foreseen.

As stated above, the organiser should ensure that specific communication is also foreseen towards suppliers to ensure that security measures are in place.

4.2.1 Ensure quality and value

Events are a key communication channel for organisations and companies towards their stakeholders, government representatives, businesses, academia and the general public. By organising events, they aim to share important information with participants, allowing space for debate, as well as providing platforms for the exchange of knowledge and best practices at EU level.

The success of events remains in the quality of the content, the promotion and the communication towards the speakers, the participants, as well as any broader audience. In the COVID19 context, this is even more important since some participants may feel reluctant to attend an international event. Event organisers should therefore **take continuous care in developing meeting programmes of quality** to ensure that participants will see the added value of attending events in Belgium or elsewhere.



4.2.2 Protect and promote socialization

In these times of uncertainties, many meetings have moved online providing an alternative to in-person events. While this alternative has certainly allowed for businesses and organisations to continue to operate and for people to meet, the value of face-to-face interaction should not be diminished.

In-person events provide a full experience, especially when it comes to meeting other people and networking. The value of many events lies in their ability to bring together European and international stakeholders around a same topic.

Networking moments such as lunch and coffee breaks remain key for formal and informal interpersonal exchanges and are generally one of the highlights for the meeting participants. By creatively adapting the concept of the event programme, the organiser can ensure that networking during those breaks can happen for all participants.

With the right security measures in place, the European & national institutions, international organisation and companies, should continue to be the catalyst leader of knowledge exchange.

4.2.3 Continue to guarantee social inclusion

The institutional organisers and their contractors have always pride themselves in organising events that are inclusive to all by providing interpretations, assistance for people with disability, financial support to attend and so on.

It is therefore important that the organiser clearly communicates that the COVID19 security measures are not affecting the inclusiveness of the event and that special care is taken with the use of masks, accompanying persons, translation of key safety information etc.

The organiser will also need to ensure that the briefings of suppliers include information related to the COVID19 security measures and their implication on social inclusion.

Events are enhancing social cohesion: this must remain a priority.

4.2.4 Communication with the Contractor(s)

As indicated in this document, there is a series of COVID19 measures related to the organisation of institutional events that the contractor(s) and suppliers must take into account.

As a best way to proceed, **the organiser needs to communicate clearly at the contractual stage** what is expected in terms of security measures from the contractor(s) and the suppliers, in order to avoid any room for uncertainties or errors. This will allow the contractor(s) and its suppliers to assess the security measures and integrate these into the planning of the event.

This, in turn, will result in a coherent event design that is quality oriented and coherent in terms of budget and deliverables, as well as in line with the contractual terms of reference signed between the organiser and the contractor(s).



4.3 The COVID-19 Coordinator ... A key role!

Taking into account the COVID-19 risk, it will be essential to develop tools and solutions making it possible to effectively control this risk and applies to each area of expertise present at the event. **The coordinated and integrated approach will be (even more) important in this case.** Several avenues are currently being considered to oversee and coordinate the management of this particular risk. The most recommended and effective avenue at the present time is to have some sort of COVID-19 “*referent*” or “*coordinator*” within the organisation team.

In order to be effective in this role, it will be important to clearly define the profile of the resource that will be in charge of effectively coordinating the management plan. Of course, an event is not an industrial enterprise or an office building, and practical experience of the “events world” will be essential.

4.3.1 Roles and responsibilities

It is paramount to include the COVID-19 Coordinator from the beginning of the process of setting up. The coordinator will have to guide the event organiser, from the first layout plans and/or budgets, in order to avoid any concerns about consistent development, taking into account the risk to be controlled. Important/essential functions to be performed by the designated coordinator include:

- Validation of infrastructure plans ... Flow management!
- Validation of any specific budgets ... Extra risk = appropriate means!
- Validation of data collection methodology ... GDPR and legal aspects!
- Validation of the schedules for setting up and dismantling the event ... E.P.I.(*)
- Development of specific plans, as required ... PRM and/or the hard of hearing!
- Coordination meetings with the relevant authorities ... Consolidated approach!
- ...

It is understood that these examples are only meant to be illustrative ... There are many more roles for the coordinator, but these will also depend on the event organiser's "internal" structure; does the organiser have a safety department within its company/institution? If yes, some tasks can be performed by representatives of this department.

4.3.2 The ideal “COVID-19 Coordinator” profile :

- Resource with an in-depth knowledge of the health risk
- Resource with an in-depth knowledge of the event's technical nature. How is an event developed, planned and operationally organised?
- Resource with sufficient knowledge of safety risk management methodology. COVID-19 does not cancel out all the other risks ... It will be important for the coordinator to understand the direct and indirect impacts of the COVID-19 plan on the other safety risks of the event...
- Resource with sufficient knowledge of the legal frameworks to be applied at the event location (social law, civil law, GDPR, etc.).
- Resource capable of developing a risk management plan in a coordinated manner with official safety services. Who will be in charge of managing which measures at what level of the event and at which of the event's locations? Being able to define everyone's roles and responsibilities at any time and place during the event will be essential.



The aim here, in attempting to define the "ideal profile", **is not to favour a person** or a company or a type of service, **but, rather, to validate the essential skills** that the resource in charge of coordinating the tools and solutions can employ to control the COVID-19 risk. As in every crisis, too many opportunists currently position themselves as "experts" ... The organiser will have to confirm that the resource has the knowledge and experience necessary for an effective and coherent approach to risk management!



4.4 The “COVID-19 Regulators” concept

It will be important to have watchful eyes everywhere during every phase and at every moment of your event. Indeed, whether in terms of complying with social distancing rules, the need to disinfect contact surfaces or the lack of hydroalcoholic solutions; you must constantly ensure the strict and consistent compliance of the measures put in place to control the risk of accidental contagion.

For the sake of efficiency and the responsible management of budgetary aspects, it is therefore advisable to implement the "COVID-19 Regulators" concept. This function (it is not usually a service provided by a company, but a function that is taken on by certain staff members) will be implemented in accordance with the area and the significance of the flows.

- In the reception area, a member from the hostess staff could take on this responsibility
- In the access control area, a security agent can perform this function
- In the conference rooms and auditoriums, this can be done by the conference assistant

This team will be briefed by the COVID-19 coordinator (see above) and will be in communication with the event dispatching service in order to keep the coordinator informed of situations in real time. The following tasks would be assigned to these people:

- Ensuring that personal protective equipment is worn in line with the management protocol communicated by the COVID-19 Coordinator
- Ensuring that the social distancing rules imposed by the organiser are followed in line with the management protocol communicated by the COVID-19 Coordinator
- Ensuring that the products required for cleaning and/or disinfecting hands are present in sufficient quantities and at all times, based on the management protocol communicated by the COVID-19 Coordinator
- Ensuring the disinfection of soiled "*contact*" surfaces (shelves, door handles, coffee-break equipment, etc.). Either by calling in the cleaning team or by using the wipes that will be provided.
- Ensuring that bins are closed and emptied regularly.
- Responding to questions and requests from attendees regarding the COVID-19 protocol:
 - ✓ Where can I find a new mask?
 - ✓ Where can I find hydroalcoholic gel?
 - ✓ Is there any tissue paper available?
 - ✓ ...

As you can see, **their main task is to “keep an eye” on the effectiveness of the management protocol** established by the coordinator. They will preferably be easily recognisable (jumper, T-shirt, etc.). This will reassure the attendees and highlight the fact that the organiser has taken practical steps to establish a “*risk management team*”!



4.5 Staff management

Depending on the size of the event, the number of teams and/or people who will be in charge of managing this will change substantially. For some events, there will be up to 850 people (or even more...) who, depending on their respective employers, will receive instructions and/or management methods specific to their organisation and which will vary. Therefore, it will be important, to take into account the COVID-19 risk management plan for the event, to harmonise and structure the way in which the staff will carry out their tasks, within the framework of your event.

All these measures (access conditions, monitoring the COVID-19 risk management protocol, various obligations, etc.) must be communicated and accepted by all teams (legal entities and natural persons) before the organiser enters into a contractual commitment with its contractors and/or subcontractors. Some of these measures may have a direct impact on the number of working hours and/or days, but also on the ability of the subcontractor to comply with them. It is better to be prudent and have the COVID-19 risk management plan, developed by the event organiser, approved by the contractors and/or subcontractors before entering into a contract with the organiser!

It is important to clarify what is meant by the "staff" at the event, as part of managing this risk:

While it is clear that the staff includes **all employees of the contractors and/or subcontractors** contracted by the organiser, it is important to add **those working on behalf of the organiser** himself; at the very least, the staff members who "work/provide a service" and participate in the event management for the duration of the event. Also included in this category are **the staff working for the venue manager of the event**. Indeed, in many event venues, certain services are "imposed" by the venue manager; those staff working on behalf of the venue manager will also be understood to be part of the event staff and will have to respect the management plan established by the organiser.

It is undeniable that if "the whole team" does not comply with the rules, it will be difficult to have an effective risk control plan!

The basic principles which the staff management plan should be based are as follows:

- The COVID-19 risk management plan, including **all the obligations imposed** on contractors and/or subcontractors, **must fully comply with all the legal frameworks** in force at the event venue.
- The organiser will develop a COVID-19 risk management plan that **will take precedence over any other management method**, specific to contractors and/or subcontractors.
- Each speaker and/or team will have to **adhere to an attendance schedule for the event venue**. Only persons listed on an attendance schedule will be authorised to access the event, on the schedule basis confirmed in advance by the organiser. The contractor and/or subcontractor will be responsible for (after their schedule approval) arranging sufficient resources to perform the missions assigned to them.
- **Each person present at the event venue must be formally identified** on the basis of a management plan complying with the legal obligations (GDPR) linked to the collection and processing of personal data. The surname, first name and direct contact number will be collected and kept by the organiser for a maximum of 14 days after the last day of dismantling of the event¹

¹ It will be important to be supported by a legal expert in the field of GDPR. Indeed, the collection and processing of personal data is a sensitive subject and it will be important that every precaution is taken as to the way this process is managed.

Source to be consulted for events to be held in Belgium: https://www.belgium.be/fr/justice/respect_de_la_vie_privree/



- On arrival at the event site, **each person working on the event must be in possession of their personal protection equipment which they will need during their work**, taking into account the COVID-19 risk management plan developed by the organiser. It will be the respective employers' responsibility to provide their staff with this PPE.
- The person designated by the organiser as the COVID-19 coordinator "[4.3 The COVID-19 Coordinator ... A key role!](#)", page 13 will be authorised and **can impose** (at any time and at any event venue) **that all persons present at the event comply with the rules** imposed by the organiser with regard to COVID-19 risk management.
- The contractors and/or sub-contractors undertake to inform the event organiser without delay from the beginning and before performing the services contracted within the framework of the event and until 14 days after the end of these services, any confirmed cases among their staff and/or the staff of their direct subcontractors having contracted COVID-19
- Failure by any person present at the event venue to comply with the rules put in place by the organiser in managing the COVID-19 risk may result in the permanent exclusion of the person concerned. This exclusion shall not affect the obligation of the contracted legal entity to comply with the terms of its commercial contract with the organiser.
- **The organiser** may not allow one risk to take precedence over another and **will therefore ensure that the rules of "well-being at work" are complied with** at all times and for all the staff of its contractors and/or subcontractors.

It is obvious that the organiser will have to consider the impact of these measures on the persons concerned. Therefore, it will be important to have an appropriate schedule for executing the tasks. For example, it is recommended to plan additional short breaks in an "open" space... This will allow the teams to receive fresh air on a regular basis. Obviously, the aim is not to develop "forced labour" and the organiser will have to put in place an effective and responsible framework for COVID-19 risk management.

Some recommendations (to be supplemented, if necessary) on risk management methodology:

- Favour FFP2 masks for all staff. They provide better individual protection for the wearer and are more likely to be in line with the legal obligations to protect the staff concerned
- For functions/tasks where it will not be possible to maintain social distancing at all times, plan to wear full face shields in addition to masks. Of course, it will be important to limit people's discomfort in relation to controlling the risk... There is no point in making an entire team wear a face shield if only 25% of their work can be done without respecting social distancing.
- If you do not organise this in "normal times", it is advisable to provide effective medical support during the assembly and dismantling phases (A.M.U. team or trained first aiders, at the very least). This will enable them, if necessary, to intervene effectively should a problem and/or accident arise.
- The event organiser will provide the teams with the places and products necessary for optimal hand hygiene (soap, water and/or hydroalcoholic gel). The positioning of these "water points" will be defined in a logical manner and included in the event management plan (event assembly and dismantling)
- ...

Once again, you will see that we have elaborated and developed the details of this

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subject. **Common sense and a management plan which is clear, effective and communicated to all, will allow these aspects to be managed in a manner that is effective and acceptable** to all teams and individuals involved.



4.6 The Technological Solutions ... "Corona Safe"?

It is undeniable that over the last few months there have been numerous technological "solutions" on the market. For the most part, these are presented as "miracle" solutions to ensure the ultimate control of the COVID-19 risk. Caution and common sense must guide any event organiser and it will be essential to take the time to fully understand not only the scope for action but also the indirect impact on people that these solutions may generate.

We don't want to enter into the "this solution is reliable and the other one isn't" debate. We will, however, clearly explain the principles and guide you through the analysis of these solutions. Some are clearly and scientifically rejected by the WHO and are clearly considered to be harmful to people's health¹. If this is the case, it is our duty to highlight these scientific confirmations.

The following questions should guide **your analysis as to the effectiveness of the "Corona-Safe" concept** that we will present to you:

- Does the solution guarantee total disinfection of the surfaces concerned?
- Does the solution guarantee, at all times during the event, that the virus is destroyed and cannot infect the participants (principle of the "Corona-Safe" event)?
- Is the solution in line with the local authorities' recommendations? (FPS Employment, FPS Health, etc.)?

The following questions should guide **your analysis, as the solution cannot have the slightest impact on people's health** attending the event:

- Does the solution contain chemical substances? Can these substances be harmful to the people attending your event?
- Is the solution included in the WHO's list of solutions to be proscribed¹ because it is dangerous to people's health attending your event?
- Could the solution represent a danger to certain groups of people (asthmatics, etc.)?
- Is the solution in line with the legal framework related to working conditions (in Belgium, the FPS Employment)?

Taking into account scientific knowledge and the WHO's recommendations¹, all solutions that require the spraying people with any chemical product that may be harmful to health must clearly be banned.

In conclusion, the watchword will be *"caution; as in every crisis, many solutions emerge to manage the crisis ... the opportunism of some have no limits, so it is essential to clearly analyse and understand the real effectiveness and impact on people of the proposed solutions"*.

¹ <https://www.who.int/publications/i/item/cleaning-and-disinfection-of-environmental-surfaces-in-the-context-of-covid-19>



4.7 Temperature Check... A good idea in theory?

This is a sensitive subject ... in fact, a temperature check is often seen as THE solution to controlling the risk of infection. It seemed important for us to go into detail both legally (*is it properly authorised legally speaking*), and scientifically (*is it really effective from a scientific point of view?*).

4.7.1 Is it legally authorised?

Apart from the fact that each State is entitled to develop its own legal frameworks, applicable within its territory, it is clear that the answer deserves some distinction, which are necessary for a perfect understanding of the frameworks in which we navigate:

- **Concerning the personnel/staff** working on the event, in Belgium:

It is difficult for service providers (legal entities) contracted for an event to be able to put these temperature checks into practice legally. Indeed, the FPS Employment is very clear in its stance on this subject (*"The employer, whether through the line manager and/or any other person, first-aid worker, independent nurse, security company guard, cannot take temperatures."*)¹

However, the FPS Employment states that (and I quote) *"For the duration of this crisis period, it may be agreed that temperature readings may be accepted following a procedure similar to that provided for in CLA 100 of CNT 4, 8 and 14), i.e. that any decision to apply screening tests (...) in the company is covered, with the procedures that will be followed in this context, in the work regulations according to the ordinary procedure. The work regulations are drawn up in consultation between the employer and its employees."*¹

Therefore it seems obvious that, for event service providers, and in the absence of a formal instruction and/or recommendation from a competent authority, it is complicated - if not impossible - to imagine being able to oblige staff to undergo a temperature check before their services at the event venue.

The FPS Employment also points out, in its position paper, that this temperature check is similar to (I quote): *"In addition, temperature taking is considered to be the collection of information in relation to the physical health of the body, which can be equivalent to a medical act. This is all the more the case if there is a work capacity linked to it. This act is the prerogative of the attending physician or the occupational physician, who then refers to the worker's attending physician."*¹

- **Concerning participants/guests** at the event:

It is not officially forbidden to take the participants temperature at the event. In fact, unlike the staff, we are not talking here about people who have a "contractual working relationship" with the organiser, its contractors and/or sub-contractors who provide a service at the event. However, it will be important to comply with all legal obligations concerning temperature checks if the organiser wishes to impose this approach on the participants.

The legal elements to be observed in this case are as follows:

¹ Source: <https://emploi.belgique.be/fr/faqs/questions-et-reponses-coronavirus>



- ✓ Prior agreement of the persons concerned²
- ✓ Management of the data collected in accordance with the GDPR and all its local applications (some countries go further in their approach to the protection of private data)
- ✓ Temperature taken by a person legally authorised to do so. Legal frameworks have been evolving continuously over the last few months throughout the EU. In Belgium, the taking of an individual's body temperature is understood as a "medical act" and can therefore only be carried out by staff trained and authorised to perform this medical act. Therefore, it is unthinkable to have a guard, steward or hostess carry out this check; it will be necessary to validate the profile and training and/or authorisations that the persons in charge of this check must have.

² What we are talking about here is what is called "explicit consent" with regard to the collection and processing of data. One of the requirements for express consent is that the consent must be freely given. See in this respect recital 42 of the GDPR: "Consent should not be regarded as freely given if the data subject has no genuine or free choice or is unable to refuse or withdraw consent without detriment". (...) Where refusal of consent results in access to a building being denied, it is also difficult to speak of free consent.

Source: <https://www.autoriteprotectiondonnees.be/prise-de-temperature-dans-le-cadre-de-la-lutte-contre-le-covid-19>

4.7.2 Is it scientifically effective as a measure?

From a purely scientific point of view, the answer as to the effectiveness of this control is clear. However, **it is important to survey the fact that some States and/or regions have taken the decision to impose this measure** ... Obviously, once the measure is imposed, its scientific effectiveness is no longer a matter for debate: the measure will apply as a condition for holding the event concerned. However, it seemed relevant to us to detail the response of the scientific experts (doctors, virologists, etc.) on the subject:

No, this is not an **effective measure to control the contagion risk** of the virus. Why is that?

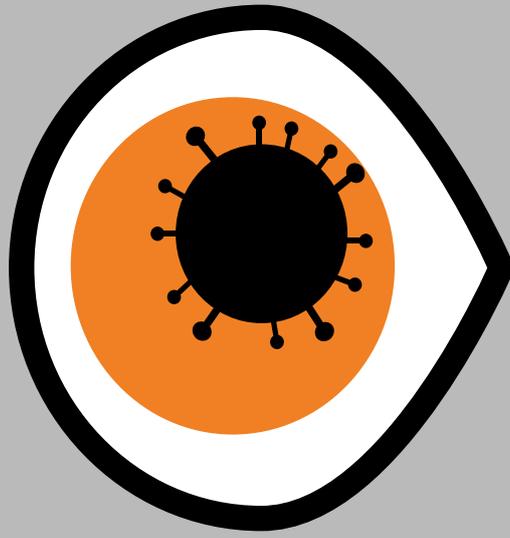
- In view of the high number of asymptomatic cases, giving the impression that excluding people with symptoms of a fever (and only fever) is deceptive. If only people without a fever are admitted to the event, there is no guarantee that the risk of contagion will be reduced
- Bearing in mind that a fever alone is no guarantee that the person is suffering from COVID-19 ... Other pathologies still exist, and some of them can also involve a fever.
- In view of the fact that there are simple and universally accessible ways of "not having a fever" at a given time of the day (e.g. drugs to reduce high temperature), it is not at all certain that checking a person at a given time known in advance (the time at which he or she reaches the event) provides any guarantee that the person concerned does not have a fever.



4.7.3 Conclusion

On the basis of these two analyses, both legal (**based on the legal framework in Belgium**) and scientific, we do not recommend temperature taking as an effective "tool" in line with a key principle of risk management (compliance with all legal obligations). The organiser of the event may, if he wishes (**as a reminder, if this measure is legally imposed at the event venue, it will apply without any possible argument!**) and if he deems this may "reassure" (but it must be clear that this is a measure intended to reassure and not a risk control tool) participants to have their temperature checked at his event, it will be important to be clear and precise as to the legal frameworks to be respected when implementing this measure. Be careful; personal and private data ... related to a person's health, **are extremely sensitive data to manage!**





5. EFFICIENT TOOLS AND SOLUTIONS

5.1 HYGIENE AND SANITATION

It is undeniable that, taking into account the virus we are dealing with, the principles and methodology that will be defined by the organiser regarding cleanliness will be **important “tools” for controlling the risk** of contagion/contamination. Common sense and the usual rules of hygiene, to be applied in all cases and for all events, must form the basis of the cleanliness plan for the event. During our numerous meetings, our scientific expert reminded us of the golden rule: **“common sense prevails”** ... Disinfecting a ceiling that's 10 meters high doesn't make sense ... *“Who is going to want to climb a ladder during the event to give it a sniff?”*.

This does not mean that we should not ask ourselves every question... Indeed, if a decorative element had to be hung from the ceiling, what are the measures to be considered? The goal is to develop a cleanliness plan following a methodical and thorough risk analysis! This plan must be detailed and complete (initial cleaning and/or disinfection, frequency of disinfection of contact surfaces, monitoring methods, evacuation and storage of the numerous wastes, etc.).

In itself, nothing insurmountable, you'll see... Just as long as the watchword is *“Rigour”*!

5.1.1 General principles for cleaning & disinfection

Some basic technical principles should always be respected:

Clean surfaces, starting with the least soiled areas and ending with the dirtiest areas.

- Always clean a surface before disinfecting it; especially if it is dirty.
- Disinfecting a surface can only be done with a product containing a minimum of 70% alcohol. So be careful about the products used!
- Use "2 in 1" solutions for surfaces with little or no soiling (shelves, door handles, etc.): disinfecting wipes, for example.
- Always follow the instructions for use of the product! Both the dosage and the precautions for using the product. Also think about the safety of the people who will be in charge of these cleaning actions!

It is also important to fully **understand the terms used**:

- **Cleaning:** Cleaning removes dirt and/or soiling from a surface or object.
- **Disinfection:** Disinfection reduces and kills bacteria/viruses on surfaces or objects. Please note, however, that disinfecting must inactivate the viruses present and not only the bacteria! It will therefore be important to confirm that the disinfection process must be carried out using a virucidal solution and not just a bactericidal solution!
- **Sterilisation:** Sterilisation is a technique that destroys all microbes or germs. This is done by immersing the material in boiling water for at least 20 minutes.

It is therefore very clear that the two actions related to cleanliness that can be carried out as part of an event are cleaning and disinfection. It is useless (common sense principle) and very complicated to imagine having to sterilise an object or surface.

We believe it is important to elaborate the aspects related to the products and their composition, but also the rules of protection to be put in place for the people who will have to use the cleaning and/or disinfecting products. Many cleaning products are available on the market to clean and disinfect surfaces and items.



The use of products, equipment and machines must be done in accordance with the instructions given by the manufacturers. Depending on the activity and the working method, the use of PPE is compulsory.

To avoid any deterioration, discoloration or other, before cleaning, it is recommended to carry out a test on the material in order to check the compatibility between the product, material, machine, the working method and the surface / material itself. This test will be carried out on a surface that is not very accessible, or even not visible (for example: in a corner, on the back of a surface, etc.).

The table below refers to the use of the chemical, concentration and/or temperature of use, and where it can be used.

- Note that a very accessible chemical and virucidal is “sodium hypochlorite” commonly known as bleach. It may be not used in all areas of your event due to its odor, or on textiles due to discoloration, but is very efficient and accessible.
- Textiles are to be washed at minimum 60°C with your regular laundry detergent.

Disinfectant	Concentration/ Temperature	Usage
Ethanol	70 % (60 - 80 %) (v/v)	Skin, surfaces
Isopropanol	70 % (50 - 75 %) (v/v)	Skin, surfaces
Iodine-based products	0,5 % iodine	Skin
Povidone-iodine	7,5 % (soap), 10 %	Skin
Chloroxylenol	0,12 - 0,24 %	Skin
Hydrogen peroxide	0,5 % (0,5 - 7 %)	Skin (0,5 %), surfaces (! not electronic!)
Chlorine derivatives	0,1 % de active chlorine	Surfaces
Sodium hypochlorite	0,1 - 0,5 % 0,05 %	Surfaces Textiles (!fading!)
Washing machine	60 - 90 °C	Textiles

Let's end with some information more "technical", but important to understand in order to develop a coherent and efficient cleaning plan:

- **Carpeting deep cleaning and disinfection** can be done with Specific virucidal detergents available through professional cleaning providers. (example: ALCOSURF HY1069 from Labo WTC contains: 77% ethanol + 4,7% IPA = 81,7%



alcohol)

- Disinfectants must comply with standards **EN 13610** (communities sector) and **EN 14476** (medical sector), which guarantee virucidal activity.



- The validity of the solution depends on each product. **The disinfection effect is only valid at the time of disinfection**, for all products. Surfaces are re-contaminated by ambient particles (which are deposited) or by contact (for example: the hand).
- **Surfaces for food treatment / preparation: disinfectants should always be rinsed off with clear water.** In the majority of cases, and certainly depending on a certain degree of soiling, these surfaces will first be cleaned and then disinfected.

As a reminder, what is a hydroalcoholic solution?

- The general principal for the use of hydroalcoholic gel: must contain **minimum 70% of alcohol and 30% of skin protection**



5.1.2 Cleanliness ... A concept and a team effort!

The concept of "cleanliness" is to be understood as all actions leading to a "healthy" state of the structures/surfaces. Therefore, depending on what it is intended to be rendered "clean", both cleaning and disinfection are involved. The **risk management plan**, developed and coordinated by the COVID-19 Coordinator (["4.3 The COVID-19 Coordinator ... A key role!"](#), page 13) must define which of these actions will be appropriate.

The team in charge of cleanliness is, in an event and taking into account the COVID-19 risk, extremely broad and should not be understood to be, in a reductive way, only the cleaning team. Yes, it is clear that, as long as this risk is present and/or as long as it requires a particular cleanliness process, the cleaning team will have to be reinforced and/or adapted (coordination profiles? area supervisors?), However, as you will discover in the following chapters, with cleanliness clearly being an important key to risk control; each member of the event staff will be responsible for the cleanliness of the event!



5.1.3 What should I put in place before the event?

On your own premises, contact your cleaning supplier to plan a thorough cleaning of the event space you are planning to use.

In external venues, check with the venue operator:

- How the venue manages the cleaning and disinfection of the areas you will be occupying during your event.
- What are their sanitizing procedures between the occupation of the areas by two different events?
- What cleaning services do they offer during the event? Detail with the venue all cleaning and disinfecting procedure and frequency.

Some general principles to understand:

Ambient air - Ventilation ...

- The ventilation of the premises must be permanent by way of natural or mechanical action. In both cases, ventilation must be from the inside to the outside.
- Ensure that artificial ventilation systems (air-conditioning) are maintained in accordance with the manufacturer's instructions, in particular with regard to cleaning and replacing filters.
- This ventilation must operate before and during the event.

Ceilings, walls, floors ...

- Walls and ceilings must be clean (that said, common sense will tell us that this is the case in every venue and under all circumstances), and do not need to be disinfected if the premises have not been occupied by a group of people identified as infected.
- If carpets are installed at the entrances, they must be maintained frequently and regularly.

The trucks delivering the equipment ...

- Privilege ventilation of the trucks for at least two hours when possible.
- For trucks, disinfection by fogging or spraying is recommended as there are many points of contact. A portable electric nebuliser is relatively easy to use. On the other hand, the downtime of a vehicle is greater and can vary between 30 and 120 minutes, or even more.

The methodology to be put in place for equipment management ...

- Create a buffer zone for the deposit/arrival and pick-up/despatch of equipment for unpacking or disinfection if the equipment is not packaged or has to be available immediately ("[5.7.1 Materials and equipment management](#)", page 77).
- Identify "*clean*" and "*dirty*" circuits for equipment, so that there is no possibility of cross-contamination between "*clean*" incoming equipment and "*dirty*" outgoing equipment (e.g. hospitals)
- Place closed, pedal-operated bins on the sites specifically for COVID-19 waste (masks, gloves, etc.).
- Avoid textured materials. The smoother and more impermeable it is, the less of a hold the virus has and the easier it is to clean/disinfect.
- Make sure that the use of the chosen disinfectants does not damage the



equipment concerned.

- Favour automatic opening accesses for the doors/access to your spaces/rooms; this will greatly reduce contact with, for example, door handles.

Sanitation and disinfection of equipment ...

- For disinfection, you must work wet enough to allow the disinfectant's action time. The choice of materials and products is therefore important; avoid materials sensitive to humidity, which limits the means of disinfection.
- For small surfaces or objects, give preference to disinfectants or cleaning & disinfectants (2 operations in 1 = simplification of operations, safety and time saving). Use of pre-saturated wipes or spray with disposable wipes is recommended.
- For sensitive equipment: electronics, membranes, cells, screens, lights, etc. , particular attention must be paid to so-called "*wet*" methods, which carry the risk of infiltration and electronic/electrical problems.

Don't forget the basics ...

- Installation of a **water point** at the entrances and exits of the sites / areas that can be used by the staff concerned (e.g.: car park exit before entering a building)
- **Soap dispensers**: if possible, automatic or foot or elbow pedal dispensers (also in washrooms)
- **Hydroalcoholic gels dispensers**, if it is not possible to install soap and water points.



5.1.4 Que dois-je mettre en place, pendant l'événement ?

It is clear that, in all circumstances, it is important to have an **operational plan for the "in-depth" cleanliness** of all areas. This cleaning is done between sessions, between days (in the case of events taking place over several days), or at any time during which it is possible to plan it without disturbing the course of the event in question. Once again, common sense and logic must guide the cleanliness manager!

The cleanliness management methodology (cleaning or disinfection) during the event will be defined as such:

- The **cleanliness management plan** must be defined by the COVID-19 Coordinator ("[4.3 The COVID-19 Coordinator ... A key role!](#)", page 13), in agreement with the experts in charge of the areas concerned (reception, catering, conference and technical rooms, etc.) and the event's cleaning service provider.

The **operational management principle** for cleanliness tasks (cleaning or disinfection) will be the following:

- Tasks related to the cleanliness (cleaning or disinfection) of the infrastructures will be carried out by the cleaning company staff.
- Common sense must, once again, prevail: on specific workstations, the staff must be made responsible for the cleanliness (cleaning or disinfection) of the areas in which they work. Examples:
 - ✓ The hostess in charge of welcoming the participants will have disinfecting wipes at her desk which she will use to disinfect her keyboard during any change of shift. The same logic applies to the treatment of any payment terminals.
 - ✓ The technician in charge of equipping the speakers with a lapel microphone will have disinfecting wipes at his disposal which he will use to disinfect the lapel microphone before and after use.
 - ✓ The interpreter will have disinfecting wipes available in the interpreting booth for disinfecting the keyboard, buttons and headphones, etc.
 - ✓ ...

It is important to understand that, with a view to effective risk control, but also optimal management of available budgets, **each member of staff will be made responsible for the fact that he/she is in charge of optimal control of the COVID-19 risk...** This also involves the commitment of each person to 'clean up' their tools and workstations.

It is undeniable that, based on current scientific knowledge of the risk, "contact" surfaces are an important element to be managed in an optimal contagion risk management plan. It is therefore important to:

- analyse in detail and specify, in each area (catering, seminar rooms, chairs, tables, rest areas, changing rooms, various desks, etc.), all these "contact" surfaces.
- work with a dynamic and efficient manage plan for each defined area of the event.

As examples, a non-exhaustive list of "contact" surfaces to be taken into account is set out below for each area:

In the common areas of the event:

- Door handles, knobs and door bars,
- Stair railings, escalators and handrails,



- Switches
- Interior and exterior elevator buttons and any support bars
- Lids on dustbins (preferably use pedal bins to limit contact)
- For seats (chairs, armchairs, etc.) and tables/desks, etc., "grip" surfaces (backrest tops, seat sides (2 sides), table edges (2 sides) as well as armrests).
- The push-buttons on beverage or food vending machines.
- When using individual lockers (for recharging mobile phones or storing personal belongings), the opening buttons and/or padlocks and/or personal keys
- ...

In the "Catering" areas:

- The tables and chairs between each guest (backrest (front and back), seats (top and bottom) and armrests)
- The lids on bins (give preference to pedal bins to limit contact)
- The preparation areas (kitchen, washing up and service areas) will be managed by the caterer's teams.
- For seats (chairs, armchairs, etc.) and tables/desks, etc., "grip" surfaces will require special attention (backrest tops, seat sides (2 sides), table edges (2 sides) as well as armrests).

In the "Welcome" areas:

- The reception desks and cloakrooms
- The lids on bins (preferably use pedal bins to limit contact)
- Touch screens, computer keyboards and payment terminals will be disinfected with wipes after each use by a participant.
- For seats (chairs, armchairs, etc.) and tables/desks, etc., "grip" surfaces will require special attention (backrest tops, seat sides (2 sides), table edges (2 sides) as well as armrests).

In the "Meeting" areas:

- The chairs, rows of seats, tablet chairs for the public (backrest (front and back), seats (top and bottom) and armrests)
- Speakers' lecterns
- Microphones (HF, Tie clip, Gooseneck, etc.) will be cleaned and disinfected by the technical teams using wipes soaked in an alcoholic solution identified as effective and not harmful to the equipment.
- Chairs, armchairs, stools, low or high tables made available to the speakers (backrest (front and back), seats (top and bottom) and armrests)
- Translation booths, including tables and chairs
- Translation equipment (headphones, consoles, etc.) will be cleaned and disinfected by the technical teams using wipes soaked in an alcoholic solution identified as effective and not harmful to the equipment.
- Water bottles, glasses and name cards for the speakers will be dealt with by the conference assistants. Items identified as "dirty" may not be stored or allowed to come into contact with items identified as "clean" so as to avoid cross-contamination.
- For seats (chairs, armchairs, etc.) and tables/desks, etc., "grip" surfaces should be treated with particular care (backrest tops, seat sides (2 sides), table edges (2 sides) as well as armrests).

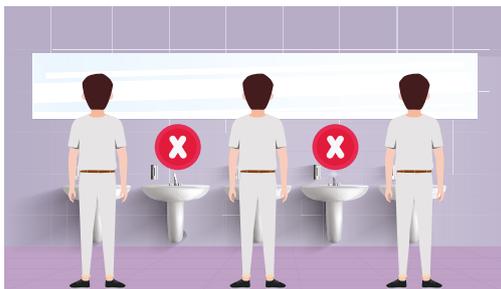


In the "sanitary" areas:

- The sinks, consoles, mirrors
- Soap and paper towel dispensers
- Individual cubicles (walls/partitions, doors, latches and locks)
- Urinals, including the flushing system
- Toilet bowls (indoor and outdoor) and the toilet seat and flushing system
- Waste bins for sanitary towels
- A "**Close toilet lid before flushing**" sign above each flushing system (in a visible location)



- Place a hydroalcoholic solution dispenser outside (at the entrance of the toilet)
- Install an adapter to open doors with the elbow or, if possible, leave the doors open.
- Communicate cleaning hours (digital devices are available to confirm the movement of cleaning staff)
- Automatic taps, if possible
- Remove/seal off fabric hand towels and hot air dryers
- Limit the number of people in the toilets, observing social distancing of 4m² per person.
- Recommend the wearing of masks inside sanitary areas
- Limit the availability of toilet facilities: 1 urinal out of 2, 1 cubicle out of 2, 1 washbasin out of 2



5.1.5 What should I put in place at the end of the event?

It is essential to look at what needs to be done, at different levels, as a clean-up task at the end of the event. Indeed, there will be a lot of "contact" equipment that will have been used by a lot of people during the event. Is it essential/necessary to arrange special disinfection of this equipment before it is loaded onto a truck to return to the supplier's stock ... or to another event?

Some principles to be observed at the end of the event, **concerning the equipment**:

- Taking into account that, during an event, a clear protocol for maintaining equipment in a state of maximum cleanliness (cleaning or disinfection) has been developed (see section 5.1.4. of this document: "What should I put in place during the event?"), it is therefore reasonable to assume that the material is not to be considered soiled and/or infected.
- It is worth considering (to be defined with the COVID-19 coordinator) that the equipment should be disinfected by the event's cleaning team before loading the equipment into the vehicles. This option will be preferred if the equipment is not returning to the supplier's stock but is to be delivered to another event without going through the equipment supplier/owner again.
- It is also possible to seal the equipment or wrap it in film, load it into the vehicle and arrange for disinfection of the equipment by the supplier on arrival in its stock.

Once again, the relevance of these approaches will have to be assessed at the outset of the event, in collaboration with the event's COVID-19 coordinator (See section 4.3.1. of this file: "The COVID-19 Coordinator – Roles and responsibilities")

Some principles to be observed at the end of the event, **concerning the venue** itself:

- Very often, specific clauses are included in the **contract for the event venues** regarding the cleaning of spaces at the end of the event. It will be important to read these clauses and confirm that they are "*acceptable*" to the event organiser. **Be extremely cautious about this and pay attention to any clause that would oblige you to "completely disinfect the spaces"** ... We are talking here about extremely expensive processes carried out by specialised companies.
- Common sense must be the watchword. Yes, soiled areas and contact surfaces will have to be returned to a spotless state of cleanliness ... But, when you think about it, this is nothing more than what should be done at all times!
- It is a fact that, **in the event of proven contamination** in the course of an event
- (voir parties "[5.3.2 Crisis management plan](#)", page 38 et "[5.3.3 Medical support – Emergency assistance](#)", page 39), it will be necessary to **prepare an appropriate cleanliness protocol**.

Finally, it will be important to establish **a management plan that is in line with the operational reality**. If everything has been kept in an optimal state of cleanliness, it will serve no purpose to "start cleaning again" when you reach the end of the event. **Proper use and handover of spaces in a state of impeccable cleanliness will therefore be "the norm"**.



5.1.6 Waste management

Waste management is, in terms of managing the direct and indirect impacts of the COVID-19 risk, an important chapter not to be neglected. Indeed, the survival time of the "SARS-CoV-2" virus is still relatively uncertain ... and depends largely on the surface on which it is present. As a responsible manager, the organiser will have to develop, in coordination with the COVID-19 Coordinator, a waste management plan; for both during and after the event.

- Ideally intelligent waste management systems should be put in place, to avoid accumulation of waste and overflow of garbage bins (PMC, Paper, Compostable and Others).
- Specific lid covered disposal bin with pedal are to be used and reserved for the disposal of masks, gloves and other items which are used for cleaning with high potential of viral contamination
- All garbage containers in public areas are to be lined with a plastic bin bag
- When emptying garbage bins, plastic bags are to be closed before taking the bag out of the container.
- Do not compact the plastic bag and its content to avoid flushing air out which could disseminate viruses and other bacteria
- For items such as paper or plastic cups, prefer waste tube instead of bin, to avoid overflow of bins with a potential high viral charge

Here below an example of an intelligent cleaning and waste management system available on the market.



Intelligent bins weighing its content by type of waste are connected live to a central dashboard managed by the cleaning team/company. According to the weight detected the intervention of cleaning staff will be dispatched for action. The solution is also available for cleaning, after a spillage for example.

These types of solutions will allow constant monitoring, avoid overflow of waste bins and quick intervention. It will also allow the organiser / contractor to optimize waste management budget and tracking during and post event.



5.2 PARTICIPANTS' COMMUNICATION

Communication with participants, whether before, during or after an event, has always been of the utmost importance for the smooth running of the event. Communication becomes even more important when an unprecedented situation forces a new participation protocol to be introduced.

In order to guarantee optimal communication that allows the participants to understand everything perfectly, information must be communicated precisely and efficiently. We have 3 categories to distinguish different communication phases, each with a precise aim;

1. Before the event (registration)
2. During the event (on-site communication)
3. After the event (follow-up)

Government measures in effect at the time of the event must be followed and communication with participants must be adapted accordingly.

5.2.1 Registration

Every participation at an event starts with a "Save the Date"; a digital announcement indicating where the event will be held and/or an invitation to attend it. During an event, such as conferences and congresses, signing up in advance via a registration form is necessary. However, before proceeding to the registration, informing prospective participants of all the compulsory measures installed by the organiser is part of the vital fight against the spread of COVID-19.

This stage will allow the participants to prepare in the best possible way and enable them to ask the organisation any potential questions.

The various points to be communicated and to which particular attention should be paid are;

- Respect the scope defined by the legal framework of the GDPR when collecting private data.
- State all compulsory measures that the participant will have to comply with at the beginning of the registration form.
- Depending on the nature and structure of the event, collect all information from the participants that may be useful to the organiser in order to guarantee an optimal experience for the participant.
- In the registration confirmation that will be sent via e-mail, reiterate all of the compulsory measures that the participant will have to follow.
- In the final confirmation sent to the participants a few days before the event, repeat all the practical information linked to the measures taken which will be in force during the event according to local regulations. Furthermore, indications and contradictions from the participants will help to prevent the possibility of misunderstandings, while at the same time allowing participants to become organised and prepare for their participation at the event in the best possible way.

Remind the participants of the essential rules on how they should conduct themselves in the fight against the spread of COVID-19 whilst participating in an event;

- ✓ Face Coverings (a mask) is compulsory for the duration of the event



- ✓ Keep sufficient distance from your colleagues (at least 1.5 m)
- ✓ Wash your hands regularly with soap and water or use a hydroalcoholic gel
- ✓ Sneeze or cough into the crook of your elbow or, better still, use a tissue and throw it away immediately after use
- ✓ Avoid contact with people who have a fever or who are coughing
- ✓ Touch your face as little as possible
- ✓ Avoid shaking hands with your colleagues/other participants or giving them a kiss on the cheek
- ✓ Avoid close contact with people who are ill
- ✓ Stay at home if you are ill and if you have been or may have been in contact with the virus. Ask your general practitioner for advice.

5.2.2 Onsite communication

Upstream communication (invitation, registration site and final confirmation) allows the participants to prepare for their participation on the actual event day.

With this situation being unprecedented and new, on a personal as well as professional level, preventive gestures and certain measures to combat the spread of the virus have not yet been fully integrated into the day-to-day behaviour of the general public. Consequently, vigilance and monitoring will be ensured throughout the event using, in particular, appropriate signage.

This will avoid any unpleasant surprises for the participants as well as for the organisers, thus guaranteeing that the event runs smoothly and safely.

1. Signage

High-quality signage giving precise and concise information and instructions. This signage will be available in various forms:

- Stickers (on the ground, walls, doors, lifts, etc....)
- Roll-ups
- Backdrops and structures on pedestals
- Digital
 - > Information and direction screens
 - > Directional light beams
 - > Audio announcements

2. Conference assistants/event staff

The staff in charge of managing the participants during the event will be a vital key in controlling the risk of COVID-19. The operational instructions to be given to the staff must include a detailed and structured section on their risk management tasks. These particular instructions will be defined and elaborated on in coordination with the COVID-19 Coordinator ["4.3 The COVID-19 Coordinator ... A key role!"](#), page 13 & ["4.4 The "COVID-19 Regulators" concept"](#), page 15

- Reception staff to direct the participants
- Conference assistants to (re)direct the participants to the communal spaces and to the meeting/conference/congress rooms
- Event staff to ensure that the measures in place to combat the spread of the virus are being correctly followed.
- Helpdesk



3. Nouvelles technologies

- An application for the event incorporating spontaneous reminders in the form of messages and notifications regarding hygiene measures and social distancing.
- QR codes in specific and strategic areas redirecting the user to the desired information.
- Intelligent digital signage adapted to the number of people in any given space.

5.2.3 Follow-up

Thank you emails and messages are already common practice as part of event organisation, whether to win the participants loyalty for a certain brand, inform them of future events, simply to thank them, or to carry out a quality analysis via an evaluation form.

However, in the fight against the spread of COVID-19, the post event follow-up is of the utmost importance and is compulsory.

In the case that, after holding an event, a confirmed COVID-19 case has been brought to the attention of the organiser, this post event follow up will guarantee a close collaborative process with the Belgian government thanks to the partnership in "tracing" against the spread of COVID-19. The latter will thus be able to inform any person who came into contact with the infected individual during the event. This will always be applied in such a way as to guarantee the anonymity of the patient and protect all information pertaining to their private life¹².

¹ This is what is referred to as "explicit consent" in relation to the collection and processing of data. One of the requirements for consent to be explicit is that it must be freely given. See in this respect Recital 42 of the GDPR: "Consent should not be regarded as having been given freely if the data subject does not have a genuine freedom of choice or is not able to refuse or withdraw consent without suffering prejudice". (...) Where the refusal of consent results in a building to which access is sought being denied, it is also difficult to speak of free consent.

² Source : <https://www.autoriteprotectiondonnees.be/prise-de-temperature-dans-le-cadre-de-la-lutte-contre-le-covid-19>



5.3 SAFETY & SECURITY

It is understood that in this section of the file, **we will only develop the aspects linked to controlling the COVID-19 risk**, while the other risks (incidentally, this should be the case for every event,) will need to undergo precise analysis.

Taking into account the impact generated by the special "COVID-19" plan on the level of other risks, will be essential. It goes without saying that your ability to control the exceptional risk we are currently facing is based on coherence as well as effective risk management in case of eventual fire, intrusion, terrorist acts, protests or health risks... Consequently, it will be important to develop, in a coordinated manner, a security protocol which includes the more "classic" risk spectrums identified independently of the COVID-19 risk.

Below you will find, point by point, the management principles and specific methodological approaches that should allow for the risk to be controlled effectively in a coordinated manner. It goes without saying that the proposed methodologies are only operational "tools" that must be able to take clear management tools into account, to achieve the following intended goal: effectively managing the COVID-19 risk in events. Any other "tool" can also be considered/imagined, provided it follows these principles. **Common sense is often the best management tool!**

5.3.1 Access control

In section "[5.4.2 The different event areas](#)", page 44 in this file, you will find the schematisation and principles that have been put forward to operate effective and reliable access control in a safe manner. This process of "**access authorisation validation**" will be divided into three successive approaches which should allow for the health risk to those present to be effectively controlled in a coordinated manner and integrated into the overall flow management plan. It will also be important to distinguish between three different types of access controls at any given event:

1. Access control for personnel/staff working on the assembly, execution and dismantling of the event.
2. Access control for the people and goods being supplied as part of the event.
3. Access control for those attending the event

No matter who is being monitored, the basic principles for which people will be monitored are the following:

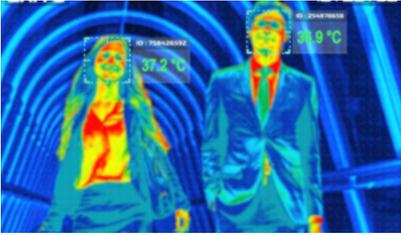
- Is the person entering the event venue potentially contagious for other individuals present¹ ?
- Is the person entering the venue authorised to do so?
- The person being authorised to access the event is not bringing any objects/liquids to the venue that could jeopardise the event itself² ?

¹ Important to refer to section 4.5. "Temperature taking: a good idea in theory?». A measure that is legally sensitive and scientifically unreliable. It can help to "reassure" but has to be implemented in such a way as to comply with all the relevant legal frameworks.

² Clearly not every seminar and/or congress requires "active control" of people. An endogenous and exogenous risk analysis will define whether this step is envisaged and/or necessary.



STEP 1



STEP 2



STEP 3



In order to control the risks (intrusion, incidents, terrorism, COVID-19) in an efficient and coordinated manner, it is important **to conduct these successive controls in a logical order**. It is imperative to understand that managing queues (inflows) at successive access points and controls must also be taken into consideration and will be subject to a special management plan see section 5.4.2. "The Different Areas of an Event - Area A2 Queuing" without which there will be little or no control of the health risk.

5.3.2 Crisis management plan

Any security protocol must, take into account the identified risks and their possible impacts, contained in a crisis management plan; "*in a COVID-19 situation*" or even aside from this exceptional situation which we are currently facing. Considering the direct and indirect impact of a health crisis situation (discovery of a suspected case at an event), it is undeniable that this crisis management plan is mandatory/essential to control the risk effectively. **The crisis management plan is the "guide" that will help you to manage an exceptional, complicated situation** and for which a precise and efficient methodology is necessary. Improvisation is never an effective option in a crisis situation!

Important elements to take on board when implementing a crisis management plan include:

- **Identifying the decision-makers** (organiser, contracting party, authorities, medical service,...)
- **Identifying the industry experts** whose roles have a direct impact on the operational capacity to manage the crisis situation (security, communication, technical teams,...)
- **Implementing an efficient organisation chart for coordinated management** (organiser, contracting party and external services)¹ . Who will take on what role and accept which responsibility in the event of a crisis?
- **Coordinating and validating** the crisis management plan with all the services and authorities involved² .
- **Implementing a coordinated briefing** before the event begins during which the crisis management plan will be explained and detailed to the managers/functions concerned.

It is clear that producing a crisis management plan will be left to a trained resource. The aim of this document is to stress that, taking into account the exceptional risk to be controlled, it is essential not to underestimate the importance of having a coordinated and efficient crisis management "*too!*" at your disposal.

¹ It is important to understand that a crisis organisation chart is not necessarily (and moreover not very often) the event project management organisation chart. The criteria considered when defining the roles and responsibilities of each person during a crisis should not take into account the "internal hierarchy" criterion of the project or the company. It must, however, take the skills suitable for each actor into account, allowing them to perform their role and assume their responsibilities during a crisis.

² In the eventuality that your event hosts foreign dignitaries/delegates and/or high-ranking officials, coordinating the planned measures will be important, whilst considering the security of these individuals. It will subsequently be essential to include protocol services (of the event as well as the institutions and/or embassies involved) in the definition of the measures taken by the organiser in the event of a crisis.



5.3.3 Medical support – Emergency assistance

Considering the nature of the "COVID-19" risk, it is important to put in place a team capable of **providing support and medical interventions** during the event. Risk analysis will help to define which type of medical support is best suited to managing emergency medical care. Although several different types of support could be contemplated, there is no doubt that the organiser will need to create a team capable of managing the emergency medical care in an efficient manner.

It is advisable to develop, in a coordinated manner with the official emergency services (S.I.A.M.U.), **a management plan that details the management of a suspected case of an infected person**. The emergency services intervention should be performed in a coherent and logical manner, in view of the major impact regarding the safety of all the individuals involved.

Some medical support examples that can be in place during an event:

- The presence of Red Cross teams, with or without a doctor
- The presence of private A&E teams (E.M.R. training)
- The presence of security agents who have been trained in occupational first aid
- The presence of a medical cell area with the capacity to quarantine immediately.
- ...

Only a precise and in-depth risk analysis, taking into account the event itself, will be able to guide you as to the possible solutions to be implemented. **However, it is not advisable to ignore this risk management "tool"...** A health risk such as "COVID-19" requires a management tool dedicated to the health impacts for the individuals present!

Some questions to ask yourself when it comes to **preparing a specific response plan** for an event?

- Do you have a trained team in the management of these cases at your disposal?
- Do you have the necessary equipment to protect the individuals who will have to intervene?
- Do you have a room that allows you to quickly isolate the patient?
- Do you have a medical expert/doctor at your disposal within your organisation?
- Do you have the capacity to identify those present?
- ...

What are the intervention principles as well as **the objectives to be attained** in your specific contingency plan?

- Respecting individuals dignity must be the first management principle.
- Protecting the health of all the individuals present should be the objective to be achieved. Adjourning the event is an eventuality to be examined, if necessary.
- Being able to communicate and respond efficiently to the questions of those present during the intervention. Provide the teams with clear answers and coherent communication guidelines.
- Immediately activate the event's crisis cell should a suspected case be discovered, this is a priority.
- ...



5.3.4 Emergency evacuation

Once again, an emergency evacuation must (or rather "should"...), to all intents and purposes, whether or not the health risk is present, be subject to a clear management plan and the procedures communicated to be known by all the responders. The health risk we are facing today only serves to reinforce this need!

Based on the prevention measures in force to control the contagion risk (social distancing, notably), **it will be important to use the most essential common sense in your conceptual management approach:**

- **Primacy of extreme and immediate risk management...** It is clear that, in the event of a fire or any incident that immediately or imminently jeopardises the physical integrity of the individuals present, the priority will be to evacuate those present quickly and efficiently¹.
- **Once the individuals have been removed from danger**, or once the danger is eliminated (start of a fire, for example), **social distancing rules and maintaining evacuation "clusters" will apply.**
- The evacuees, in groups (for example, taking into account possible escape routes and emergency exits), should remain in separate groups for as long as possible.
- It is likely that, based on social distancing requirements and/or the importance of having ultimate control of the risk², you will have to **review and potentially increase the number of assembly points**; this is to prevent people gathering in excessively large groups.

¹ If you add meeting points to your specific evacuation plan, it will be important to alert the local fire brigade service.

² If, for example, your event is hosting people "at higher risk", then it is important to take this factor into account when you are developing your procedures and emergency evacuation plan.

5.3.5 Conclusions – Safety & Security

In the security approach that will be developed for your event, it is quite clear that these **particular measures need to be added to the usual measures** (and in some cases mandatorily) **implemented** to prevent and manage the security risks to the people present during your event.

It is important to understand that during an event, each job and above all, the way in which they will operate at the venue, will have an impact on the level of risk control for the safety of the individuals present. From the accreditation management teams to the "press officers", everyone is important to the event security management plan.

Two "*operational*" examples:

- How will the "**accreditation team**" handle accreditation requests? How will they ensure that each person's personal data is collected (legally, of course) in such a way as to warn/alert the people affected in the event of contagion? What type of badge (RFID or not) and, in addition, how will such badges be delivered/reclaimed (waste management/contact surfaces!)? Do individuals with reduced mobility need to be identified, taking the specific access plan into account?
 - > A clear and precise plan based on the risk identified and allowing it to be



controlled in the best way possible will be communicated to the accreditation teams.

- **"Press officers"** are important tools in crisis situations. They are constantly in contact with the press and also know where they are and what they are doing. Consequently, they will be able to give you updates immediately in the event of a crisis, if necessary. Where are the press teams? Who is attending the event as a member of the media? Do the journalists present have any questions regarding the event's COVID-19 management plan? If yes, to whom should they be directed in order to have a strong line of communication and receive full information/a complete message?
 - There will be many questions in the weeks/months to come regarding what has been put in place and how effective this will be during events. Providing the press officers are equipped with a clear plan and an adequate procedure, this will allow you to effectively manage the potential risk/crisis impacts for the event organiser.

As you can see, when it comes to security risk management, it is essential to **use common sense** (first and foremost) to develop an **objective risk analysis** and finally, to **have trained expert resources** to create a coherent and effective risk management plan... in short, to *"put all of this into music"*.



5.4 ATTENDANCE

The event configuration known to date can be adapted to varying time slots and different meeting/assembly areas.

Arrival and departure times will have to be determined for participants. These will have to be selected by the participant when registering online. This methodology can be implemented thanks to technology and digital signage. The aim is to welcome as many people as possible to the event while differentiating distinct flow areas as well as various time slots for the common assembly areas (welcome area, lunch, etc.).

We can identify and distinguish two structural models for an event:

1. A single event venue divided into several event areas taking place simultaneously, consisting of similar participation time slots. All of this depends on the number of participants desired/ registered.
2. A single event venue in one and the same event area, consisting of different participation time slots. All of this depends on the number of participants desired/ registered.

Contact tracing will be crucial! This is in order to identify and locate which participants will be in contact with whom, in which meeting room and at what time, so that we are able to inform the relevant authorities depending on the demand.

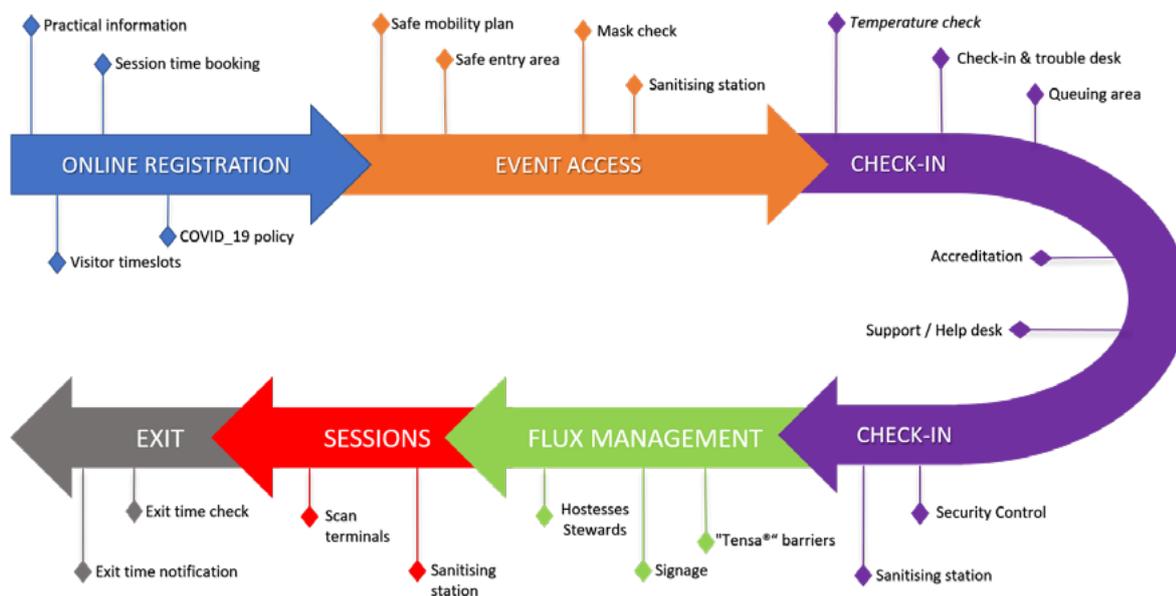


Figure 1 The COVID-19 Event Flow Chart
(based on *The COVID safe event solutions framework*, Fielddrive.eu)



5.4.1 Participants Flow Management

Controlling the areas is essential for implementing the best choices and solutions to effectively manage the challenges posed in the fight against the spread of COVID-19. In order to arrange the areas efficiently, the following points must be considered, among other things:

- The location
- The event size
- The participant numbers
- The physical arrangement of the areas available
- The correct anticipatory gestures linked to physical space.

It goes without saying, that this is not an exhaustive list and that each event will have its own restrictions and configurations. These principles are to be applied to all types of events, including "*small events*" but also, and above all, to "**large events**".

Here again, all possible factors will have to be enforced to combat the spread of the virus.

- The main areas to consider are:
- Queues on arrival, at the entrance and reception
- Accreditation - badging
- Security check and baggage scanning
- Cloakrooms
- Exhibition areas
- Catering area - all categories
- Conference, congress, seminar, workshop and subcommittee areas
- Production office
- Backstage
- Catering crew
- Kitchens
- Car parks
- Lifts and escalators
- And others...

In order to achieve this, floor plans will need to be drawn up, incorporating the "COVID-19 protocol" and is essential for an appropriate configuration including effective risk control.

The participant flow and the management of these areas in their function(s) must be studied and designed before being implemented. Here we are talking about the "**conceptualisation versus implementation**" principle.

Controlling the COVID-19 risk initially depends on infrastructure planning and taking into account risk management principles such as:

- The participant flow must comply with social distancing rules (1.5 metres in Belgium and Spain, 2 metres in the United Kingdom, 1 metre in France, 6 feet in the United States, etc.)
- The required surface area in m² per participant has been revised upwards in all aspects of event planning.
- Reducing the contact surfaces by applying, where possible,
 - The "*self-service*" principle (sauf catering - voir "[5.6 CATERING](#)", page 68)
 - Automatic participant badging
 - Cloakrooms with self-contained lockers or hanging rails sufficiently placed apart.



- Frequent hand washing points by reason of placing antiseptic gel units and self-contained hand-washing units in the various areas.

The connection between each of these areas will be subject to the adapted layout plans for each given event. Furthermore, these flow and space arrangements have a direct impact on all aspects of production:

- The staff required for the service
- The material and equipment
- The planning for each phase and action
- The production costs (additional costs as a result of the impacts of COVID-19 measures)

Given that this planning phase is essential, **the organiser must be able to validate the proposed measures in order to control these risks efficiently.**

5.4.2 The different event areas

Each event must be set up in different areas, with each area having several spaces and functionalities. The COVID-19 protocol plan must be established for each area.

This chapter is dedicated to the logistics for welcoming and managing participants, these different areas will be:

- A. Reception
- B. Cloakrooms
- C. Assembly areas (conferences, congresses, workshops, exhibitions, stands, etc.)

The areas dedicated to catering will be explained and detailed in chapter ["5.6 CATERING", page 68](#)

A) RECEPTION AREA

The reception area corresponds to the first point for participants attending an event. It consists of **a queue, a security check and accreditation management**¹.

The aim will be to control the flow of people as well as the potential risks linked to participant crossovers.

The welcome area consists of 7 different zones, one after the other in a chronological order of access:

1. COVID-19 Check ²
2. Check-In & Trouble desk
3. Waiting lines
4. Badging
5. Support / Information
6. Contrôle de sécurité
7. Entrée zone «événement»

As mentioned above, the presence of clear and visible signage reminding people of good practice will be essential. (Social distancing, wearing a mask, hand disinfection, etc.).

1 See attached plans - ZONES A1 to A7

2 Voir ["4.7 Temperature Check... A good idea in theory?"](#), page 20



A participant who does not have an invitation or a registration confirmation will then be directed towards the help desk where a database check will be carried out. After analysing and eventually solving the technical problem, the badge can then be printed. However, the printer must be pointed directly at the participant, avoiding any surface contact when exchanging the badge from the service provider to the participant. The help desk stand will need to have counters which can be easily cleaned and a Plexi wall



Le participant qui n'est pas sur une liste ni une base de données sera pris en charge par le Trouble Desk. Celui-ci validera avec l'organisateur l'autorisation d'accès de la personne concernée.

A participant who is neither on the list nor on the database could be a problem and will have to be taken to the legal event organiser, while following the COVID-19 protocol established for the event.

After checking with the legal event organiser, an invitation will be printed via a printer facing the participant (to avoid all contact between the staff and the participants' badges) in order to proceed to the next area. In the event of access being refused, the individual will have to leave the venue via a separate route and dedicated exit to prevent them from crossing with the participants entering the area.

N.B. It will be more than useful, taking into account the sensitivity of the reception area, to have at least one COVID-19 Regulator ("4.4 The "COVID-19 Regulators" concept", page 15) in this area.

ZONE A1 : COVID-19 CHECK

We did not wish to recommend temperature control ("[4.7 Temperature Check... A good idea in theory?](#)", page 20) as an effective measure to control the COVID-19 risk. However, if the organiser wishes, in order to reassure the participants in its event, to enforce this measure (as a reminder, it will be important to respect all legal obligations to be applied at the event venue), this should be done before the participants enter the event areas. If not, this measure will be meaningless for the participants; this goes without saying.

Once this "*control*" has been carried out, the person will be invited to continue on his or her way, taking into account the access protocol that will be defined.

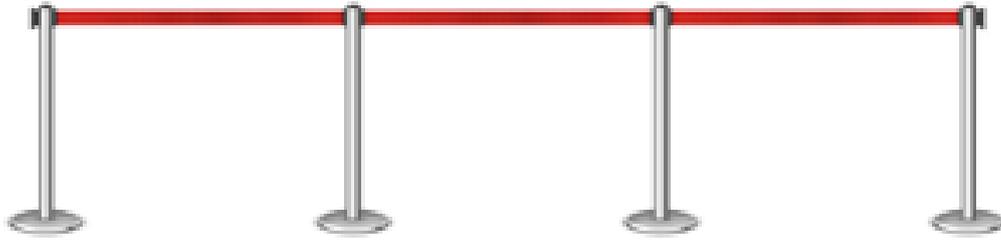
ZONE A2 : CHECK-IN & TROUBLE DESK

The "Check-In" check consists of validating that the person wishing to access the event does indeed have an invitation. Indeed, when registering for the event ("[5.2.1 Registration](#)", page 34), the participant will receive an invitation which is considered as "confirmation that he is invited to participate in the event AND that he accepts the security measures that are put in place during the event". In the event of a problem, if a person does not have their invitation, for example, the "*Trouble Desk*", installed in the area, will deal with the problem with the participant and the organiser.

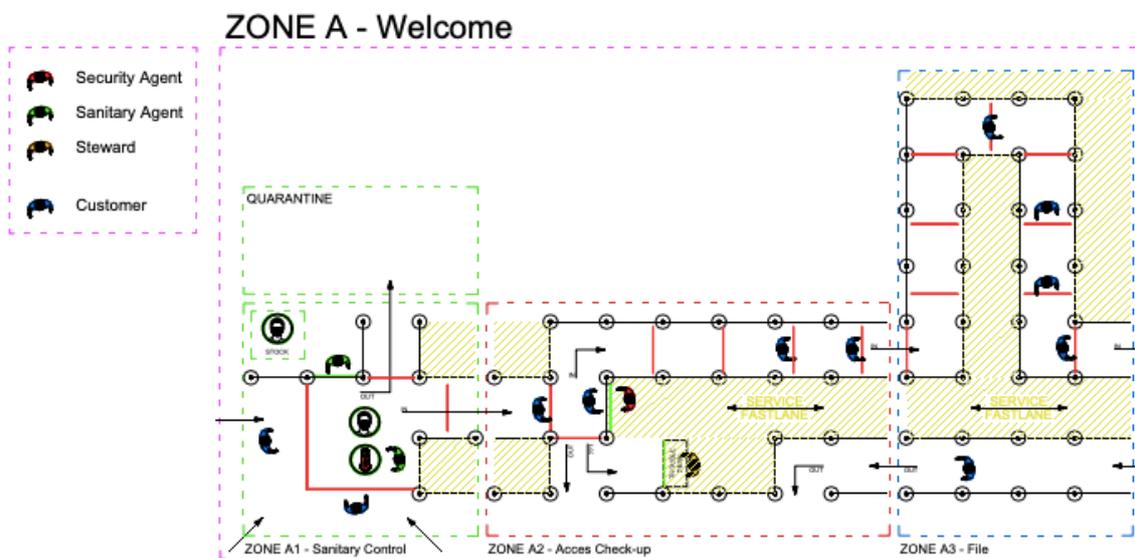


ZONE A3 : WAITING LINES

METHODOLOGY :



The queue could be managed outside or inside, depending on the event structure and the weather. If the event is to be held outside in a public space, particular attention will be paid to others using the public road, by implementing a separation barrier. As is common practice since the beginning of the COVID-19 pandemic, social distancing



measures must be followed in the queue.

IN PRACTICE :

"Tensa®" barriers and signs in the form of floor markings (spray, adhesive, floor covering, etc.) must be provided to channel the participants while guaranteeing social distancing.

As previously stated, clear and visible signs which remind participants of good social practices will be of the utmost importance. (social distancing, wearing a mask, regularly disinfecting your hands, etc...)

ZONE A4 : BADGING

METHODOLOGY :

In order to avoid too large a flow, it is preferable that the time slots for the distribution of badges are selected in advance by visitors when they register online.

The registration system will serve as a database to facilitate "*tracing*". It is thanks to



this system that it will be possible to trace contacts between visitors afterwards. It is therefore essential that the badges are printed "on demand" and not pre-printed, in order to know the exact time of arrival of each participant.

Putting these new measures in place will require clear instructions and a full and coherent briefing by the COVID-19 Coordinator. ("[4.3 The COVID-19 Coordinator ... A key role!](#)", page 13). It will be more than useful, taking into account the sensitivity of this area, to have at least one COVID-19 Regulator in this area.

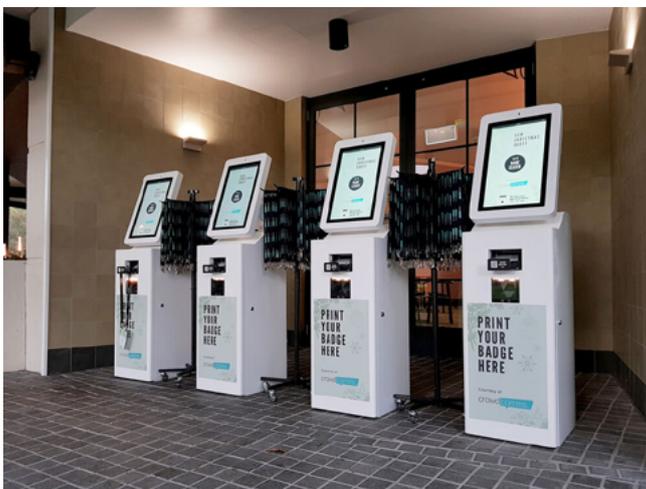
It will be essential to respect the time slots for arrival at the event site. Unfortunately, visitors often tend to be late, and this could have an impact on the fluidity of access.

There will also be work to be done on the notion of autonomy in the printing of badges. Most events (especially for the European Institutions), give rise to the distribution of badges by hostesses/stewards. The notion of "*self-badging*" is therefore likely to slow down participants, which is why it will be necessary to have a physical presence to support the technical means.

IN PRACTICE :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).



The principle of "*self-registration*" is highlighted here. If the participant already has his badge, he takes the "*Fast Lane*" lane and moves on to the next zone.

First of all, as explained above, the participant will, as is currently the case, have to register online but also choose a timeslot for his arrival (e.g. between 9.00 and 10.00 am).

He/she must go to the "*self-registration*" terminals (which must be separated from each other by at least 1.5 meter). There will also be markings on the ground to make it easier for participants to understand. The participant will then be able to scan their confirmation code (smartphone or paper), without touching the screen.

Once the confirmation has been scanned, the badge will be produced and delivered directly to the receptacle provided for this purpose.

On the back of the badge, there may be reminders of the safety measures to be observed (distance, gel, emergency number, etc.). The layout of the badge will be important and may indicate the important elements regarding the zones, times and services to which the participant will have access.

If a service provider has to "*take charge*" of the participant's invitation, they will have to take the adequate measures necessary in a responsible and safe/secure manner.





Using a colour code for the participant's category will make it possible to identify the lanyard to be used. Lanyards will be available via "trees" in order to avoid direct contact with a conference assistant.

A hydroalcoholic gel dispenser will be available at these machines, while bearing in mind that a dispenser will have to be available as soon as the participant enters the event area (Area A1).

The COVID-19 Coordinator of the event ensures the proper implementation of these principles on site, assisted by the COVID-19 Regulators.

If the event does not require a badge, it will be possible to use manual scanners and to scan as soon as you enter the car park to keep the "tracing" system. This can be done on the basis, for example, of a QR Code that the participant has on his or her mobile phone. To scan the entrances and exits of the different zones, floor-mounted scanners with screens will be used, or NFC readers.

The terminals and/or other scanning devices will have to be regularly cleaned and disinfected.

At the end of the event, the kiosks will be cleaned, disinfected, filmed and packed for loading. In an ideal scenario, the event organiser will ensure that this equipment leaves the event "clean". If this is not the case, the sub-contractor concerned will have to ensure that the terminals are disinfected before they are put back into operation at another event. (["5.1.5 What should I put in place at the end of the event?"](#), page 32).



ZONE A5 : HELP DESK

METHODOLOGY :

In the event of a participant who has signed up in advance encountering difficulties printing his/her badge at the scanning machines situated in the preceding area, the badge can be printed at the help desk by a conference assistant after analysing and solving the problem. The logistics of the help desk would be similar to that of area A1 Access check in (see part A - Reception Area).

The help desk will also serve as an info desk for general questions on how the event is being run.

IN PRACTICE :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social



distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

ZONE A6 : SECURITY CONTROL

MÉTHODOLOGIE :

See chapter "[5.3 SAFETY & SECURITY](#)", page 37

IN PRACTICE :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

Participants visibly wearing their badges will pass the security check and, if necessary, the active check. It goes without saying that it will be necessary to provide sufficient staff and equipment according to the size of the event and the number of participants expected in a defined time slot.

ZONE A7 : "EVENT" ENTRY AREA

METHODOLOGY :

It is through this area that participants will enter the assembly areas in a safe and secure manner. A final reminder will be given to participants regarding the obligation to wear a mask, ...

IN PRATICE :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

B) CLOAKROOM AREA

METHODOLOGY :

The cloakroom area³, located after the reception area, must be optimally managed in order to control the COVID-19 risk and thus avoid possible accidental contamination.

In this area, the "*do it yourself*" principle should also be applied in order to limit contact.

The participants themselves should:

1. Leave their personal belongings in a locker protected by a code, the combination of which is chosen and set by the participant
2. Hang their jackets/coats on a dedicated hanger and leave sufficient space between it and the other hangers. If a suitcase is also being left, it will be deposited on the

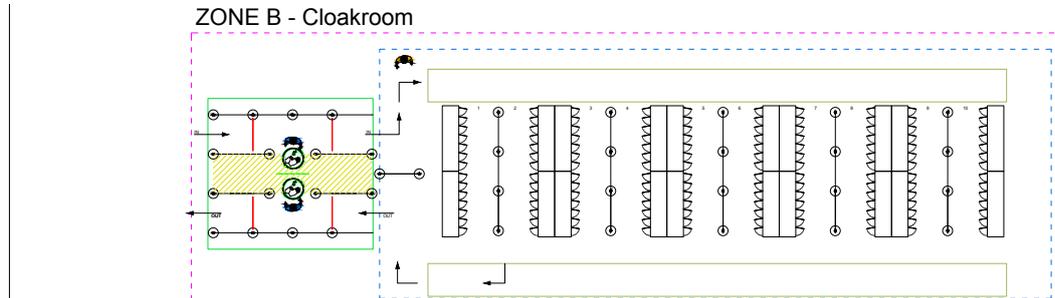
³ See attached plans – ZONES_B_Cloakroom



ground and under the owner's jacket.

In both cases, at least one COVID-19 Regulator, should be present to secure the cloakroom but also, and above all, to ensure that the flow of movement imposed is adhered to.

IN PRACTICE :



The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

The space manager, located at the entrance to the cloakroom, will direct the participant to an open aisle. The organisation of the columns of lockers or hangers will be done in aisles (aisle 1, aisle 2, aisle 3, ...). The participant may return to this area at any time. The service must therefore be provided from the beginning to the end of the event. The corridors of hangers and lockers will be regularly cleaned and disinfected during the event. At least twice an hour.

At the exit of this area, a new hydro-alcoholic gel terminal will have to be made available for the participants.

C) ASSEMBLY AREAS

The assembly areas, located after the cloakroom area, are unequivocally the areas that require the most attention and optimal risk control. As each event is different, it is not possible to define a generic plan applicable to every type of event.

However, within the framework of MICE events, 3 categories of assembly areas have been identified:

1. Conferences and Congresses
2. Exhibitions
3. Workshops

1. CONFERENCES & CONGRESSES⁴

The rooms intended for conferences and congresses will have to follow and put into practice all the measures to prevent the spread of COVID-19, both in the way they are established and in the movement of participants and staff.

In order to arrange the spaces efficiently, it will be necessary, to consider the following points, among other things:

4 See attached plans – ZONES_C_CONFERENCE



> Logistics :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

- Scanning machines will have to be installed at the entrance to the meeting rooms in order to scan each participant's badge. This will allow the number of people present in the meeting room to be counted and will support the tracing policy after the event, if this proves necessary.
- A hydroalcoholic gel dispenser should be placed at the exhibition entrance and exit areas.
- Chairs will be placed 1.5 metres apart, in a 360° orientation.
- The stage area will be placed 3 m away from the forestage. This will allow for the correct distance to be kept if a service provider or cameraman uses the corridor in front of the stage.

> Flow management :

- A conference assistant will manage the incoming flow to the room.
- A conference assistant will be in charge of placing the participants, beginning with the chairs closest to the stage, while respecting reservations and seating arrangements where applicable.
- Leaving the room will have to be conducted in reverse order, i.e. those seated closest to the exits will be the first to leave. This will avoid close contact between participants leaving and those participants who are still seated.
- A one-way traffic flow will have to be implemented: one for participants to access their chairs and the other for leaving the rows in order to avoid any crossover of participant flows.

> Stage area :

- The stage furniture, such as the lectern or the speaker panel, will also need to take account of social distancing.
- A hydroalcoholic gel station will also need to be available near the stage.
- The supply and location of water bottles and glasses will have to follow the COVID-19 protocol. Among other things, it must be strictly single use.
- The COVID-19 protocol must be implemented for microphones and laptops, when transferring media sources, and for any other technical and audio-visual equipment, guaranteeing disinfection and/or single use. ("[5.7.1 Materials and equipment management](#)", page 77).
- Speakers will have to wear a mask. In the event of it not being compulsory to wear a mask when speaking, it will be necessary to clean and disinfect the furniture and the technical accessories between each new speaker and between each session.
- Encourage the use of chairs, or even lecture chairs, that are made from solid and easily cleanable materials, such as PVC made from renewable plastics and with solid shelves. Fabric chairs and armchairs are not recommended.

> Control room :

- The control room, if placed in a public area, must be installed 1.5 m from the public.



and must be protected by physical protection (e.g. Plexiglas wall)..

Generally speaking, a reminder of proper behaviour at the barriers and health rules will be the introduction subject to the conference, in a pleasant, even humorous way.

2. EXHIBITION⁵

The rooms and spaces intended for the exhibitions should follow all the measures against the spread of COVID-19, both in the way they are set up and for participant and staff movements.

In order to arrange the spaces efficiently, it will be necessary to consider the points below, among other things:

> Logistics :

The use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc.) will be required to channel the participants while ensuring social distancing.

As previously stated, the presence of clear and visible signage that recalls good practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

- Scanning terminals will have to be installed at the entrance to the spaces in order to scan each participant's badge. This will enable the number of people present in the room to be counted as well as help with post-event tracing.
- A hydro-alcoholic gel dispenser must be placed at the entrance and exit of the exhibition areas.
- The creation of a "fast lane" allowing participants to overtake each other while avoiding crossovers.
- The creation of a "slow lane" allowing a longer stop in front of a work of art or a stand. The distance between the "slow lane" and the works/stands must also be at least 1.5m.
- The works (in the case of a photo exhibition printed on rigid and washable materials such as forex, dibon,...) and rigid surfaces must be cleaned regularly during the opening hours of the exhibition. (Depending on the distance and frequency of exposition to visitors).
- At the end of the exhibition, the works and self-supporting structures, screens or audio-visual materials must be cleaned and disinfected before being packed and filmed.

> Flow management :

- Only one traffic direction should be implemented while managing the flow into and out of the exhibition room to avoid crossovers. Signs on the floor to remind people can be put in place to avoid misunderstandings.

3. WORKSHOP⁶

> Logistics :

- In the access areas to and within the workshop room, the use of "Tensa®" poles and signage in the form of floor markings (spray, adhesive, floor covering, etc...) will be required to channel the participants while guaranteeing social distancing.
- As previously stated, the presence of clear and visible signage that recalls good

⁵ See attached plans - ZONES_C_EXPO
⁶ See attached plans - ZONES_C_WORKSHOP



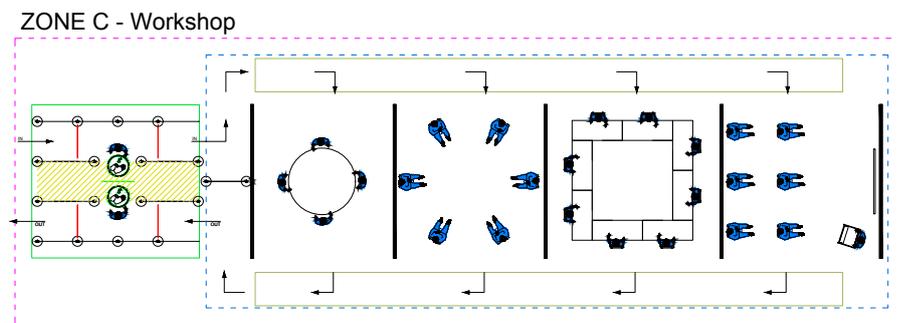
practices will be essential. (Social distance, wearing of masks, regular hand disinfection, etc.).

- Scanning machines will have to be installed at the room's entrance in order to scan each participants badge. This will allow the number of people present in the room to be counted and will help with tracing after the event, if this proves necessary.
- A hydroalcoholic gel dispenser should be placed at the exhibition's entrance and exit areas.

> Flow management :

- A conference assistant will manage the flow into the room.
- A conference assistant will be in charge of placing the participants, starting with the chairs closest to the stage, while respecting the reservations and seating arrangements, if applicable.
- The exit from the room should be reversed; those seated closest to the exits will be the first to exit. There must be a one-way traffic flow. A path to access the chairs and another to exit the rows in order to avoid any crossover of participant flows.
- The facilitator of each workshop should remain in his or her area while the participants move around.

> Workspace :



- The social distance of at least 1.5 m must be respected in the placement of participants in the various workshop set-ups and in the various space arrangements. (see workshop plan in the appendix).
- A Plexiglas separation between the different workshops could be envisaged if the space is too small to ensure sufficient distance.
- The markers should be for individual use and then disinfected.
- The flipchart papers should be photographed and sent to the participants by computer for their records. The papers should be thrown in the waste bin at the end of each workshop.
- Each workshop should have its own suitable waste bin. ("[5.1.6 Waste management](#)", [page 33](#))

> Furniture and technical/audio-visual equipment :

- The use of rigid and washable furniture and infrastructure should be favoured.
- Management of audiovisual material according to a COVID-19 protocol must be respected.
- The facilitator, service providers and participants must all wear the appropriate protection. The nature of these protections will be defined by the COVID-19 Coordinator of the event.



5.4.3 Mobility

Introduction :

Finding the right location for your event is more important than ever, taking into account the COVID-19 risk! For example, you must always be able to guarantee the minimum surface area per person, set up a good traffic plan, take the necessary hygiene measures, etc.

However, **an event starts as soon as the participant leaves his or her home** and not when he or she arrives at the event. The choice of event venue will therefore also determine the modes of transport used by the participants. This is why it is important to think about how they will travel and to take all the necessary measures to do so. You will need to think about the design of a bicycle parking area, the reception of cars by car parking-boys, the use of shuttle buses, etc. Know who is coming to your event (see "database") and inform your participants in advance of all the precautions and guidelines that apply to your event, particularly those relating to mobility (type of transport, parking, shuttles, etc.).

Means of transport :

The first step is to determine how participants can arrive and what means of transport they use.

For those **participants** at your event who will be **coming by plane**, it will be important to remind them of the following points:

- Check with the airline company for any travel arrangements they have made.
- Check if any "*quarantine*" apply on their return to their original destination (at the moment, these regulations are excessively unstable and changeable!

It will, of course, also be important to inform them of any legal requirements linked to their entry into the territory/region of the country where your event will be held.

For "local" participants at your event, below are the means of transport to be considered:

- **On foot:** Coming on foot is good for your health! Make sure that large visitor flows are manageable, so that social distancing is always guaranteed.
- **By bike:** Cycling is a healthy and sporty second option. Think about the layout and reception of a (secure!) bicycle parking facility.
- **Public transport:** Taking a bus or train has not been so obvious for some time. Many measures have been taken to ensure the safety of passengers and drivers. Check with the various transport companies what the current measures are and communicate them to your guests.
- **By car:** This is a good means of transport if you are travelling alone to the event, or with the people you live with (bubble). Carpooling with colleagues, friends or other people is not recommended at the moment. At the entrance to the parking areas, do not hesitate to communicate/recall instructions, via dynamic and precise communication.
- **Shuttle service :**
 - > Group transport: If visitors are leaving together from the office, the town, ... to the event venue, it will be necessary to be able to develop a specific plan, taking into account the COVID-19 risk (capacity, hygiene measures, protective equipment, etc.).
 - > Transfers: Transporting visitors (by van or bus) between the car park and the



event venue is a complex task at this time. It is important to take all measures into account. Always use professional shuttle services, and make sure they are fully aware of the measures to be taken to effectively manage the COVID-19 risk.

For transport intermodality, it is important that participants consider the measures taken for the different means of transport.

By bicycle - Organisation of bicycle parking :

Cycling is healthy and should always be promoted. Promote the use of bicycles in communication by highlighting the measures taken and your bicycle parking will be a guaranteed success!

What do you need to do to make your bike park a success?

- **The location:** The success of a bike park starts with its location. Arrange the car park as close as possible to the event entrance to avoid unruly parking.
- **The layout:** A well thought-out installation of bike racks guarantees the physical distance between visitors. To do this, carry out an analysis of the space available to determine the number of bikes that can be parked. Make sure that this is correctly adjusted to the number of cyclists expected.
- **Security:** It is possible to opt for supervised bicycle parking. This will reassure participants.
- **Traffic:** If possible, differentiate between entry and exit flows and provide a one-way flow to limit contact between participants.
- **Hygiene:** Each cyclist should use his/her own anti-theft device. Do not hand out tickets or receipts.

By car :

In the search for the ideal location for an event, the presence of an adapted and available car park is too often ignored. This aspect will already be an important factor when choosing the site for your event.

Tips & tricks that apply to all car parks:

1. Provide a distribution in time and space. Make sure that all guests do not enter the car park at the same time and therefore do not wish to board the shuttle bus at the same time.
 - Allocation in terms of time: Inform participants of the different arrival time intervals.
 - Allocation in terms of space :
 - Use the different floors.
 - Send the cars alternately to the different areas of the car park.
 - Use the different entrances and exits of the car park (one-way IN/OUT flows).
 - Distance between rows and if possible between vehicles.
2. Use technology (scanning), signage and deploy parking-boys or stewards in crucial areas.
3. Display the parking voucher behind the windshield (and possibly the scanner).
4. Keep the vehicle window closed as much as possible.

Open-air parking :

- **Description:** Wasteland, grassy meadow, it can be rented or made available free of charge.
- **Type of parking vs COVID-19:** This type of car park offers the possibility to easily apply COVID-19 measures (distance between rows, entry-exit separation, alternate parking, low risk of contamination via objects/infrastructure). However, make sure



you organise access control and guide cars that have entered your car park.

- **Tips & Tricks :**
 - > Check with the domain owner to find out what additional restrictions or rules are imposed.
 - > If you can organise the parking spaces yourself, make sure you have a distance of 1.5 m between each car.
 - > Write a (summary) parking regulation.
 - > Make sure that the weather allows you to use the area efficiently (meadow ... storm ... risk of vehicles getting stuck in the mud at the end of the event!).

Company car park or car park adjacent to the event venue :

- **Description:** The event venue has its own car park and is therefore reserved exclusively for your participants. The same rules apply for the parking area and for the building itself, so that management consistency is guaranteed. The organisation is less bound by the rules for parking on public roads, which means that the organisation of the car park will be easier.
- **Type of parking vs. COVID-19:** Is it an outdoor car park, or rather an indoor car park? Keep in mind the pitfalls that apply to each of these types of parking.
- **Tips & Tricks :**
 - > Do not hesitate to communicate/recall instructions, via dynamic and precise communication.
 - > Carefully check how you use the privatised zone and how you will be able to segment it. This segmentation can be achieved using "physical barriers", but it will be even more important to put in place an efficient and coherent traffic plan.

Paid parking :

- **Description:** A car park where parking is organised (paying or free) via access control.
- **Type of parking vs. COVID-19:** It is important that guests from the moment they arrive in the car park to the moment they leave the car park are properly supervised by a team of stewards / parkingboys. This type of car park presents many obstacles to be taken into account :
 - > Taking a ticket at the barrier.
 - > The lift you have to take.
 - > The ticket that must be validated on departure.**Tips & tricks :**
 - > Check whether there is a system with number plate recognition available and whether it is possible to transmit number plates in advance to allow contactless access and departure.
 - > Ask the guest to take a parking ticket himself after showing the parking permit.

When no parking is provided :

If guests have to look for a parking space by themselves, the organisation will have no control over arrivals. Guests may park on the public road or use a paid parking space. Unlike the parking solutions mentioned above, this one will not be managed by the event staff.

Each car park is unique, so **an in-depth analysis of the risks associated with the choice of car park is essential**; this will be carried out in coordination with the event's COVID-19 Coordinator. A consultation with the car park owner will be necessary in



order to take into account any additional measures that may be imposed by the owner himself or his manager.

Parking-boys ... an essential role! :

A team of experienced parking-boys ensures the smooth running of arrivals and departures. Some of them will act as COVID-19 Regulator and will therefore ensure perfect coordination with the overall COVID-19 risk management plan.

These car parking-boys will at all times respect the principle of social distancing and will wear the necessary P.P.E. (Personal Protective Equipment). The equipment provided

Type de Parking	Description	Type de stationnement vs Covid	Trucs & Astuces
<i>Parking en plein air</i>	Terrain en friche Prairie enherbée Location ou mis à disposition gratuitement	Application facile des mesures Covid Uniquement vos propres invités sont attendus Aucun contact avec surfaces ou infrastructure	Vérifiez auprès du propriétaire du domaine quelles restrictions ou règles supplémentaires sont imposées Rédiger un (résumé) règlement de stationnement. Mesures Covid facilement applicables - Séparation entrée-sortie - Stationnement alterné - Distance entre les rangées
<i>Parking payant en plein air</i>	Parking avec contrôle d'accès Un étage	Risque de contact avec surfaces ou infrastructure - Prise de ticket à la barrière - Validation du ticket lors du départ	Un parkingboy peut appuyer sur le bouton de la barrière d'entrée. L'invité peut ensuite lui-même prendre le ticket Désinfection des surfaces de contact après chaque utilisation ou passage Une consultation avec le propriétaire du parking est nécessaire pour savoir quelles mesures ont déjà été prises. - Parkingboy qui ouvre la barrière avec badge - Système avec reconnaissance de plaque d'immatriculation Ce parking est ouvert à tout public. Essayez également de sensibiliser ces personnes-là.
<i>Parking payant grand public</i>	Parking avec contrôle d'accès Souvent plusieurs étages	Risque de contact avec surfaces ou infrastructure - Prise de ticket à la barrière - Validation du ticket lors du départ - Bouton d'ascenseur	Un parkingboy peut appuyer sur le bouton de la barrière d'entrée. L'invité peut ensuite lui-même prendre le ticket Ouverture des portes avec de cales Désinfection des surfaces de contact après chaque utilisation ou passage Une consultation avec le propriétaire du parking est nécessaire pour savoir quelles mesures ont déjà été prises. - Parkingboy qui ouvre la barrière avec badge - Système avec reconnaissance de plaque d'immatriculation Ce parking est ouvert à tout public. Essayez également de sensibiliser ces personnes-là.
<i>Parking du lieu de l'événement</i>	Le lieu de l'événement a son propre parking Les mêmes règles s'appliquent souvent ici que dans le bâtiment lui-même	Uniquement vos propres invités sont attendus	Vérifiez dans quelle mesure les trucs et astuces d'autres parkings peuvent être d'application



to them will be "for individual use" and will be regularly disinfected (if the event takes place over several days, morning and evening. If several shifts, between each user). It is obvious that the parkingboys will not be able to exchange equipment!

The disinfection of contact surfaces (latch, lift button, cash box, etc.) can also be part of their tasks.

The indications given by the parking-boys on the car park are often made by gestures, and/or with the help of glow sticks, very rarely orally.

The "last kilometre" and the concept of multimodality :

As mentioned previously, accessibility to the venue will be important in the choice of the site for your event. Whether from the event car park or the train station, the last part of the route to the event site is largely on foot. This "last kilometre" should be done in compliance with the rules allowing optimal control of the COVID-19 risk. Therefore, analyse this part of your event carefully and identify the "potential pitfalls":



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Is it necessary to create partitions along the walking route?

Do I need to set up a steward who operates the push-button traffic lights on the route to the event venue?

The importance of signage and orientation :

Adapted signage from the various hubs and for the different means of transport ensures easy accessibility. Make sure that your signage corresponds to what has been communicated to guests when they check in. Do not hesitate to remind people of the measures by means of (dynamic) information boards along the route. This will ensure a better dissemination of the message.

Shuttle services :

First of all, a distinction must be made between group transport (e.g. from the company to the event venue) and a shuttle service that transports guests over a shorter distance (e.g. from the car park to the event venue).

As far as group transport is concerned, it is important to know that :

- In many cases, coach toilets are no longer accessible, taking into account the COVID-19 measures put in place by transport companies.
- It will be necessary to ensure that the seats are used individually (same seat on the outward and return journey for the same person).



It can be estimated that the available capacity (both with smaller shuttles and with larger buses) will be limited; this is due to the rules of social distancing. The number of shuttles required will have to be reviewed in the light of the number of places available per vehicle.

Do not forget also to :

- Indicate the seats that participants cannot use.
- Make sure that a coordinator is present to direct departures and boardings in the best possible way.
- Make sure that a queue is set up for boarding. This queue must be structured and allow the rules of social distancing to be respected.

"*Everyone's safety is ensured by everyone ...*". The driver, the steward as well as the participant have a common responsibility in limiting the risk of accidental contamination. Some advice to limit this risk:

- Disinfect, between journeys, the most important parts of the bus with which passengers may come into contact (armrests, seat belts, etc.).
- A coordinator can ensure the opening and closing of doors for small shuttles. This service also enhances the VIP aspect and "*personalised service*" approach of your event.

Also take into account that the frequency of shuttle trips will be lower. This is normal, given the special measures to be put in place to effectively control the COVID-19 risk. Consult and ask the transport company about the measures they are taking, taking into account the risk, and see with them whether additional measures are possible for your event.

To conclude this section on mobility aspects, always remember that the arrival and departure of each participant will determine his or her first and last impressions of your event... Each of us knows how important these two moments are in the success of an event. So don't underestimate the impact of mobility on your event and don't hesitate to ask an experienced professional to accompany you!



5.5 VIP AND HIGH-LEVEL CONFERENCES

This part of the file is clearly aimed more specifically at organisers of institutional or state events. However, as a result of our experience, we have also had to coordinate these more "diplomatic" aspects within the framework of events organised by industrial and/or stock market economic players. The fact that your event is considered "High-Level" depends on your approach to it and your goals. Would you like to invite a high-ranking personality, a public figure or a politician? If so, it will be important to consider certain management "rules" that must also be developed in order to effectively control the COVID-19 risk.

It is very clear that, **taking into account the impacts of the pandemic, it is unlikely that a large number of official delegations would be able to attend an international event.** We do not claim that this is "*reasonable*", given the current instability of the crisis. However, an event bringing together a few ministers and/or high-ranking personalities cannot be ruled out in the coming weeks/months.

That is why we have taken the option of developing, as for all parts of this file, a detailed and precise operational approach.

When arranging a high-level international meeting, conference, VIP visit or diplomatic event, it's as important to follow protocol in the lead-up to the event and during the event itself. International business etiquette, and international protocol are points to keep in mind.

High-Level event management and protocol are intertwined by logistics, operative work and security management due to the fact that we are working very closely with high risk participants.

Protocol :

Diplomacy uses protocol as one of its chief tools. Protocol is rooted in the sound knowledge of human relations. Those relations, particularly official ones between nations, have come to be governed by accepted practices. These practices are based on the observance of mutual respect and consideration among sovereign countries. These in turn are based on rules of attention, courtesy, respect, and civility. They have proven over time to be a favourite tool in achieving international understanding and cooperation.

Diplomacy takes place in both bilateral and multilateral contexts. Bilateral diplomacy is the term used for communication between two States, while multilateral diplomacy involves contacts between several States often within the institutionalized setting of an international organization.

COVID-19 context :

Even though the configuration of this type of events and conferences are not drastically impacted by the measures related to the prevention of the COVID-19 spread, due to their natural configuration, some aspects and logistics will need to be adapted.

Beyond the usual logistics and aspects related to High-Level Events, all access points and areas will have to be adapted in order to respect the risk management principles of the COVID-19 sanitary crisis.

Liaising with the Institution's VIP' specific services, as the Protocol and Security services, will be essential to ensure thorough and efficient communication due to potential language, cultural and disability barriers associated with communicating COVID-19



information to High-Level delegates.

Close collaboration is essential and should be put in place with the risk management team including the risk management general principles. ("[5.3 SAFETY & SECURITY](#)", [page 37](#)).

Assumption :

1. 1. Identify and address potential language, cultural, and disability barriers associated with communicating COVID-19 information to event staff and high-level dignitaries. Information we share should be easily understood by all those attending the event.
2. 2. A single person nominated to monitor the approach based on the latest knowledge can make communicating with the rest of the team easier and helps ensure that the response is considered and consistent . The COVID-19 Coordinator (Voir "[4.3 The COVID-19 Coordinator ... A key role!](#)", [page 13](#)) will be the reference person with whom the risk management plan will be developed.
3. Liaise with the according Protocol and Security services.

5.5.1 Communication

1. *Intercultural perspectives*

It will be important, to organize the smoothest possible plan to manage COVID-19 risks, to develop an efficient and close communication with local authorities and the countries where high-level dignitaries will be attending from is a process to be put in place.

The team responsible for Risk management should reinforce individual strategies to ensure self-protection, but take note of separation, marginalization, and segregation of high-level participants. In order to achieve this, we would reinforce a shared vision and cooperation during social distancing whilst organizing events. We would follow through on communicating processes, policies and solutions to develop a plan for participant, speaker and high-level dignitaries' intervention at conferences.

European borders have been closed to contain contagion, travel restrictions have been imposed, but parallelly personal data collection is being authorized to a greater extent than ever. Therefore, it is equally important to ensure that human rights, solidarity and cohesion factors are taken into account when preparing high-level participants' information to a conference, starting with the Event's website, registration process and follow-up email communication.

2. *Effective 360° Communication*

- For Protocol Officers, Conference Assistants, Technical staff, Security, Liaison Officers, interpreters and caterers
- Update and distribute timely, concise and accurate communication information approved by any relevant stakeholders for everyone in the chain of command.
- Identify everyone in your chain of communication (event staff, contractors,



- suppliers) and establish systems for sharing information with them.
- Inform official protocol services of all communications and actions to be relayed to invited VIPs and delegations

3. Internal Briefings related to High-Level Management

- A separate briefing for the staff who will be attending to the VIP's or restricted areas is common for Conference Assistants and Liaison Officers. This briefing will have to be reviewed and include guidelines to be put in place and respected in order to function efficiently in the COVID19 situation
- A detailed written briefing outlining the main functions with additional points pertaining to the COVID19 risk and measures will be added for conference assistants and liaison officers, so they may refer to it at any given time

Follow through with a verbal briefing and tour of the venue explaining:

- The role, tasks and regulations for Conference assistants working in the restricted area, protocol entrance, bilateral meeting rooms and VIP cloakroom
- Covid-19 Measures should be explained and regularly prompted (hand sanitising stations, social distancing, minimising congestion and contamination, Isolation room, catering, physical cleaning of the venue and washrooms)

The written briefing will outline the main functions for Conference assistants or Liaison officers working in specific areas:

- Protocol Entrance
- Restricted Area/Lounge
- VIP cloakroom
- Bilateral Meetings

4. Delegation guide

The Delegation Guide in relation to a High-Level Conference, is the most important document for delegates to be correctly and fully prepared for their participation at the event. As a comparison, the Delegation Guide is to delegations what the practical information (usually included in the final confirmation) is to participants.

In addition to the usual content in this written guide (practical information), a section on Covid-19 sanitary measures pertaining to the event should be included in the Introduction and thereafter under the subsequent sections of protocol, Head of Delegation's Programme, security, registration, communication and logistics.

Information related to contact tracing, up to 2 weeks following the event, should be mentioned. Furthermore, the exact procedure should also be indicated. Furthermore, a specific note about physical cleaning of the venue may also be included.

5. 5. Data Management - VIP Registration Form and Personal Information

One of the key steps in Covid-19 health communication is identifying the high-level dignitaries who will be attending the event. The more personal information we can gather, the better we can communicate messages, activities and policies. These points should be included:

- A fully completed registration form is required for the high-level dignitary/Head of State/Government and each delegation member, personal security officer, journalist, photographer.



- The Event Coordinator will have to insist that all questions pertaining to Covid-19 are completed on the registration form

6. Procédure d'accréditation des délégations

- Update the delegations Point of Contact on the latest local COVID_19's measures
- Send frequent updates on attendance criteria and on-site health and safety rules: two-weeks in advance, one-week prior, three-days prior, one day prior, and throughout each event day (if applicable)

7. Head of Delegation Pins & Delegation badges

Pin and conference bags for delegations will be delivered as standard procedure but the pin and the badges will be wrapped individually, should the badge be changed on a last-minute record. A badging station will be installed into the VIP area.

8. Head of Delegation Personal Programme

- Allow for sufficient timing in this programme as movement inside the venue may be affected by flow or movement restriction due to the physical distancing induced by the COVID19 measures.

9. Press Conference and Interview rooms

- Install the same Covid-19 sanitary procedures as for other sections of the event (spacing, timing, well-aired room, masks, hand-sanitising station, disinfection of equipment, limit the number of technicians required)

10. 10. Interpretation

- Limit the number of interpreters per booth
- Interpretation services will be provided by the organizer and delegations will not be allowed to impose their own interpretation team. This is linked to the COVID-19 risk management plan that will be developed and detailed to the local organization teams.

5.5.2 Présence à l'événement

Assumption

- Obligation to wear masks for all event staff and high-level participants
- Covid-19 Sanitary Measures – this will affect timing for staff and participants but with regards to VIP's, the separate entrance and various arrival times will not have much of an impact on timing.
- Organizer will develop a dedicated badging process and manage the risk of last minute accreditation. This "last minute process" will, for organizational reasons, be reduced as much as possible and will need to be approved by the organizer, case by case. Number of delegates will also have to be limited to the minimum.

COVID-19 measures are to be applied and respected by every single person present at the event. This is applicable to every single aspect of the event and the various zones.



1. *On-site display and communication*

Refer to "5.2.2 Onsite communication", page 35

2. *Protocol Welcome*

- Plan ways to limit in-person contact for the protocol officer - no handshakes, social distancing during the escort. This will be a challenge based on the delegation's culture
- Only the personal assistant (+1) and personal security officer (if necessary) will enter the protocol entrance with the high-level dignitary
- Hand sanitising station at the protocol entrance

3. *Parking - High-level Dignitaries*

- The area reserved for high-level dignitaries, that is, drop-off/pick-up and official vehicle parking remains unchanged for most venues and is usually well-spaced.
- Chauffeurs will receive a sign to be displayed on the Wind Shield as per normal and will make sure that they respect and apply all COVID_19 measures and remain inside their car.
- Concerning the management principles, for the parking spaces, refer to part "5.4.3 Mobility", page 54

4. *Security Plan – Protocol entry/exit points*

- Whether there is a separate protocol entrance and departure point for high-level dignitaries will depend on the number attending the event and will be discussed with the organizer and Institution's security and protocol services during the preparation phase.
- If the configuration of the venue selected permits, install a separate departure exit from the entrance.
- Advance communication is to be put in place for the chauffeurs and delegations as well as specific signage on site.

5. *High-level dignitaires Flow*

- Design event spaces and timings to reduce crowd density on the path from the VIP entrance to the conference room and restricted area.

6. *Delegations*

- Members of the delegations, councils, press members, secretaries, etc, will enter the venue through the general participant entrance.
- Restricted Area – This should be limited to only the VIP, the personal assistant (+1) and personal security officer.

7. *Restricted Area/Lounge*

- Identify a room with enough space in order to host the restricted Area / VIP Lounge in compliance with the COVID_19 social distancing measures.
- Separated areas within the lounge of no more than 4 armchairs and respecting physical distancing measures of 1,5 m between each seat in all directions and a low table with hand sanitiser on the table.
- A system should be in place to inform security when this zone is busy so that access can be limited/denied
- Catering area for coffee breaks and lunch with a waiter to serve drinks and lunch



(for all food and drink distribution, refer to point "[5.6 CATERING](#)", page 68)

- Furniture disinfected regularly by the Conference assistants working in this area.
- A cleaning staff member is to be dedicated to this area ensuring seats and low tables are disinfected when each guest leaves a seating area and before the Conference assistants lets another guest take their seat.
- Use directional flow markings on the floor to ensure distancing.

8. Restricted Area/Lounge Information Desk

- Install a Plexi-glass in front of the desk.
- Apply 1.5M distanced squares/circles on the floor.
- Desk surface is to be disinfected by the information desk staff after each passage.
- Hand sanitiser should be made available on top of the desk.
- Keep a stock of masks, gloves and hand sanitising gel behind the desk accessible for delegations, staff and liaison officers.

9. Restricted Area Cloakroom

- In addition to masks, conference assistants must wear gloves when working in the cloakroom. As a VIP cloakroom, the "self-service" procedure will not be the norm. A VIP conference assistant will still be present behind the desk, protected by plexiglass, wearing a mask and gloves.
- Separate from the main cloakroom, either set-up at the protocol entrance or within the Restricted area manned by a Conference assistants
- The same precautions are necessary as the common areas ; clearly spaced, marked floor lines (squares/circles) reminding the 1,5 m distancing measures
- Hand sanitising station at the entrance to the cloakroom or on the counter.

10. Restricted Area Washrooms

Refer to "[5.1 HYGIENE AND SANITATION](#)", page 24

11. Conference Bag

- Prepare the badges at the last minute to limit the risk of accidental contamination and distribute to high-level dignitaries on arrival/departure by the conference assistant working in the protocol area

5.5.3 High-Level debate

Hypothèse

For the purpose of this report and the organisation of events we will assume High-level Dignitaries will travel to the event. As mentioned earlier, the organiser and contractor are to be aware that cancellations may occur more often than what they have been accustomed to in events prior to the COVID-19 pandemic. VIP's will be aware of sanitary etiquette rules through thorough communication made available to them and the delegation's point of contact during the invitation and registration process. This communication will be maintained during the event.

1. Entrée/sortie de l'auditorium

- If the auditorium has doors on each side, VIP's may enter on one side of the auditorium and can exit on the opposite side. If this is not the case, then one set of doors will be for entry and another set for the exit



- Foresee at least one hand sanitizing station at entry and exit of the room

2. **High-Level Auditorium Seating**

- Social distancing will be necessary between the VIP and their personal assistant or between the delegation members as they cannot be considered as a large family living under the same roof. However, it would be necessary to limit the number in a delegation to the high-level dignitary, personal assistant and 1 security officer (if absolutely necessary).
- Obligatory wearing of masks in the auditorium
- Should the delegation be composed of members from the same family living under the same roof (for instance, Royal Families), no social distancing will be necessary between them.
- o High-level dignitaries seated in the front row with 1,5m spacing. Personal Assistant (+1) seated directly behind at 1,5m distance.

3. **Stage Set-up for a High-Level Panel**

- Limit the number of VIP speakers on-stage to 4, the use of live video presentations could be employed for other invited VIP speakers. The moderator may be the number 5 on stage, should it be necessary.
- Individual small tables for each speaker: contents - small glass water bottle and glass, individually wrapped headsets.
- Enter the stage from one side and descend the other.

4. **Interpretation Headsets for High-Level Panellists on stage**

Refer to "[5.7.1 Materials and equipment management](#)", page 77

5. **Stage Microphones for High-Level Panellists**

Refer to "[5.7.1 Materials and equipment management](#)", page 77

6. **Podium**

- Small glass bottle of water and a glass to be replaced between each speaker.
Refer to "[5.7.1 Materials and equipment management](#)", page 77

7. **Bilateral Meetings**

Try to choose a bilateral room with windows or at least a ventilated room

- Set up 1.5m distance for 2 VIP armchairs, limit the number of attendees accompanying VIP to the room.
- Supply of gloves and disposable masks in the room.
- Ventilation - windows open between each meeting, if possible.
- Enough time between each bilateral to clean and disinfect the furniture. Room and contents cleaned and disinfected in between each bilateral meeting by the Conference Assistants responsible for the bilateral room.

8. **Hair and Make-up**

- Covid-19 measures for the Hair & Make-up room should be in line with procedures the COVID-19 risk management plan of the event.



5.5.4 Catering – Restricted Area / Lounge

Refer to 5.6. : “Restauration”

In view of the participants VIP status, we would prefer seated and served options for food and drinks with sufficient waiting staff.

During bilateral meetings, refreshments will be served upon request and served by trained COVID19 catering staff.

("5.6.1 Food & Beverage for participants", page 69).



5.6 CATERING

The managing principle throughout the catering chapter will be **to manage the accidental contamination risk** and what must be put in place to limit the contacts between persons and by extension between items and persons.

The catering cluster has been approached with general food safety regulation (HACCP¹) and the COVID19 measures which need to be put in place with reference to the Belgian laws and regulations².

Mask wearing will be the norm for all participants at all times in the catering and networking areas. The mask may only be removed for the consumption of food or drink.

It has been subdivided in catering types/formats which are mostly encountered during conferences and events such as buffets, seated diners, coffee breaks,... Certain types of catering have been considered too much at risk to be organized and have been eliminated, such as:

- Cocktails and cocktail parties
- Walking diners or lunches
- Any type of self-service

According to the number of participants to the event, different catering time slots may need to be organized, all participants will not be able to eat at the same time. In coordination with the program team, we could foresee part of the participants being on lunch or coffee break while the others are still in meetings or workshops and vice-versa.

Flexibility will be necessary, break or lunch hours may need to be extended or duplicated in the spaces available in order to cater to the number of participants. To date studies show that contamination is transmitted from person to person, therefore all necessary precautions of physical distancing will be taken throughout the catering process. And **it is imperative that participants, guests and staff wear a face mask over their nose and mouth at all times.**



WASH
HANDS



DISINFECT
SURFACES



DISINFECT
HANDS



USE
FACE MASK



USE
RUBBER GLOVES

1 <https://www.health.belgium.be/fr/alimentation/securite-alimentaire/dangers-microbiologiques-et-hygiene/haccp-autocontrole-et-0>

2 <http://www.ejustice.just.fgov.be/eli/arrete/2020/07/28/2020031151/moniteur>



Food production areas

It has been identified that **food production should remain in the caterers' own premises**. These premises are already configured and equipped **according to the HACCP standards**, which include having hand-washing facilities installed which is not the case for all venue or office buildings.

Additional COVID19 measures are to be put in place by the caterer on his premises such as mask and glove wearing, regular handwashing, physical distancing and removing a member of staff should he/she show signs of COVID19 symptoms.

In case of final food production on site at the venue, identical measures will have to be put in place ("[5.6.4 Cleaning and disinfection of catering areas and equipment](#)", [page 75](#)).

5.6.1 Food & Beverage for participants

Vous trouverez ci-dessous une liste de mesures et processus détaillés et opérationnels à mettre en place pour l'organisation des différents types de restauration.

A) Buffet:

A buffet for 50 participants has been studied as it is the accepted reasonable standard for a buffet size. A buffet can be organised with specific measures. Should the event need to cater to more than 50 persons, (see plans "[8. ANNEXES](#)", [page 98](#)) the setup will have to be multiplied in space or in time to respect distancing and sanitary measures which have been determined as follows:

1. Flow management

- The catering area has to be well delimited and defined either by a wall (existing or constructed) or by stanchions, plants, ...
- A seating area with tables must be set up for the consumption by the participants.
- The seating area must respect a distance of 1,5m between each seated participant and allow space for circulation between the tables.
- The entrance and exit of the catering area must be visible and at opposite sides of the dining area.
- Flow management must be organized at the entrance of the catering area to respect the physical distancing (1,5m) of participants queuing for the buffet.
- A COVID Regulator providing hand sanitizer for each person will be present at the entrance of the catering area. ("[4.4 The "COVID-19 Regulators" concept](#)", [page 15](#))
- Clear marking on the ground will be applied to show flow and distancing.
- Clear signage for food & drink serving procedures.
- Clear signage for hand disinfecting availability.
- Hostess or steward to be on call to assist a disabled person at the buffet, Maître d'hôtel will assist with placing at a reserved place in the dining area, a steward will assist to the exit.
- Should a disabled person be accompanied by a Sherpa, both persons will be allowed in together through the buffet and the dining area. If required assistance can be requested from a steward.

2. Food service

- No self-service.



- No second serving nor going back to the buffet.
- A chef will be present behind each buffet to plate the food for the participant according to his selection.
- Buffet will be protected by a U-shape plexiglass, allowing the participants to see the food but no contact with food, service cutlery, crockery nor with the staff.
- The chef will take a clean plate, garnish it with the participant's selection and place it on a gueridon for the participant to collect. No contact between the participant and the chef.
- Should the buffet offer a cold and hot selection, the process above will be repeated with the hot buffet.
- Once the participant has his plate(s) in hand, he will move to the drinks station where he will be given a tray set up with his cutlery wrapped in a napkin, a glass, individual condiments and an envelope in which to place his mask while eating.
- The participant will then choose his drink, individually bottled (i.e. 50cl bottled water), which will be placed on his tray by a waiter.

3. *The dining area*

- **Free seating will not be allowed.**
- Round tables of 200cm diameter seating 4 participants maximum are to be set up.
- The participant will then move to the dining area, where he will be requested to wait to be seated by a Maître d'hôtel.
- The Maître d'hôtel will seat the participant at an identifiable clean and disinfected seating place within the dining area. He will remove the "clean & disinfected" identifier when seating the participant.
- The Maître d'hôtel will manage the seating of participants according to the flows put in place, filling up the area closest to the exit first.
- Once the participant has finished his meal, he will leave the dining area by the indicated route towards the exit and will be requested to use hydro-alcoholic gel before exiting the dining area.
- Upon departure of the participant, a waiter will clear up the tray and all items left by the participant. Items will be sorted, disposed and stored in a "Dirty area" which will at the end of the event be sent for the cleaning and disinfecting process.
- **Items will not be reused on the event** unless absolutely necessary and proper equipment is available on site (i.e. automatic dishwasher – see 5.6.4 Cleaning & disinfection of catering areas and equipment).
- Once the waiter has cleared up all items, a cleaning staff will clean and disinfect the area previously occupied by the participant, table and chair, and will place a visual marking visible by the Maître d'hôtel (i.e. a little flag) to identify the place as ready to welcome a participant.

B) **Seated and served meals**

The seated and plated meal will follow the same principle of distancing measures between participants to respect 1,5m between each person.

Food preparation will take place in the caterers' kitchen to provide the best conditions and respect all distancing and hygiene measures (HACCP standard¹).

1. *Flow management*

- All staff will be wearing facial masks and gloves.
- Flow management at the entrance of the catering area will be managed with markings on the floor. Entrance and exit will be separated and ideally at the opposite from one another.

1 FASFC Website : <https://www.fasfc.be/food>



- A disinfection station with hydro-alcoholic gel will be available at the entrance of the area.
- Guests will be allowed in the catering area one by one in order to respect physical distancing and will be guided towards a table (identified by table numbers) in order to avoid movement of persons to and from, as well as changing seats.
- Once seated **participants will not be allowed to change place and requested to stay seated throughout the meal.**
- Should a disabled person be accompanied by a Sherpa, both persons will be allowed in together. If required assistance can be requested from a steward.

2. Food service and dining area

- Each seating will be set up with cutlery, napkin and glassware.
- Specific waiters will be dedicated to the service of food and drinks directly to the participant. This/these waiter(s) will not clear items from the table, they will only handle "clean" items coming from the kitchen or the bar.
- All plated items will be covered with a "cloche" or wrapping which will be removed once placed in front of the participant.
- Bread, butter and condiments will be provided in individual packaging to each participant when seated.
- Drinks and coffee service can be done by the bottle by a waiter, in which case the bottle of coffee jug must not touch the glass or cup at any time.
- Clearing of plates, cutlery and glassware will be done by specific waiters who will only take care of "used" items. They will not serve food, drinks nor deposit items on the tables.
- Used items will be taken directly to the back-office (separated from the production area) for appropriate cleaning or storage to be taken back to the caterers' premises. Used items cannot be moved from back-office to dining area in any circumstances.
- Should the meal be composed of more than one service (starter-main-dessert) this process of service and clearing will be repeated for each course.
- Should the dining/catering area be used more than once (multiple meals throughout the event), a thorough cleaning and disinfection of tables, chairs and contact areas will be done.

C) Food trucks

Food truck personnel must respect the rules of social distancing both inside and outside the vehicle. The operator will have to take the same hygiene measures as a caterer with regard to the production of the dishes and the cleanliness and disinfection of the equipment. Staff will be masked and gloved at all times.

1. Gestion des flux

- Place poles or barriers to guide entrances and exits with distance marks on the ground.
- Provide hydro-alcoholic gel in the queue
- Limit the number of people waiting to the length marked out by the poles with a signal such as "*No more queues after this point*" to avoid disorderly gatherings.
- A COVID-19 Regulator must be present in the area occupied by the food truck to manage the flows and avoid disorderly queues.
- Electronic or contactless payment methods are to be preferred. If the non-contact method is not available, individual swabs, cotton swabs, disposable tissues, etc. are alternatives.



2. *Dining area*

- Should seating or standing areas be provided for food consumption, they will have to apply the same rules as edited for the seated meals here above or the networking areas.
- In instances when the Food Truck is catering to a more family oriented event (family day, private celebrations, ...) seating may be organised with the "Social Bubble" management principle respecting the local governmental guidelines.

D) **Lunch bags**

Lunch bags or boxes are to be prepared in the caterers' kitchen in order to comply to all the measures listed here above with regard to food production and transportation.

1. *Flow management*

- Self-service is to be prohibited
- Place stanchions or barriers to induce the in/out flows with distancing markings on the ground.
- Should more than one option of content be offered a reservation could be foreseen to avoid lengthy queuing due to choices and hesitation or use signage at the entrance or seen while waiting in line indicating choices
- Provide hydro-alcoholic gel in the queue.
- A COVID Regulator is to be present in the distribution area to manage flows and prevent unruly queuing

2. *Food service and dining area*

- Lunch bags must be kept behind the service counter, accessible only to service personnel. No direct contact between the staff and the participant; use a sufficiently wide counter or a plexiglass panel if the distance of 1.5 m cannot be kept at the counter.
- The meal must be placed on the counter by the staff so that the participant can take it.
- Lunch bags must contain food and beverages as well as cutlery and condiments in individual packages.
- Beverages must be supplied in individual bottles or cans.

3. *Dining area*

- If seating or standing places are provided for meals, the same rules apply as for seated meals (see above) or networking areas.

E) **Coffee breaks & networking**

Coffee breaks are considered to be privileged moments to exchange and quench one's thirst during events. The organiser will have to provide networking solutions allowing interaction while respecting health precautions. (see plan "[8. ANNEXES](#)", page 98)

1. *Flow management*

- Provide hand disinfection facilities at the entrance and exit of the area.
- Arrange the coffee buffet area as a check-in counter with entrance and exit lanes to manage the flow, with clear marking on the floor.
- Clear signage should be provided to inform what is being served and where, thus



- avoiding excessive queues and jumping from one queue to another.
- A Covid-19 Regulator must be present to manage the flow of participants.

2. *Drink service area*

- Drinks must be served by a member of staff in a cardboard cup, directly on order, "**Grab & Go**" will not be allowed. Once served, the cup is placed on the counter for the guest and not handed out to avoid physical contact.
- Use disposable cups to avoid handling or scattering dirty and possibly contaminated objects in the area (tables, window sills, ...).
- These break stations will be multiplied in order to avoid queues depending on the number of participants.
- Milk, sugar and biscuits must be served in individual portions.
- Pastries and viennoiseries will also be individually wrapped.

3. *Zone de consommation et de networking*

- If seating is provided, floor markings must be put in place to identify the number of people per zone in order to respect the distance.
- Provide sufficient waste bins for used cups.
- Networking areas with different types of furniture can be provided, coffee tables for 4 people, high table alcoves for one-to-one exchanges and less formal high table areas for 3 people. See the networking plan for layout and distance measures. ("8. ANNEXES", page 98)
- The cleaning and disinfection of each occupied space must take place as soon as it becomes free again. The disinfected areas are marked as such and identifiable by new participants on their arrival. See above for the process applied in the catering area for buffet service.

F) **Water distribution to participants**

Le principe directeur sera de **gérer le risque de contamination accidentelle** et de **déterminer les mesures à prendre** pour limiter les contacts entre personnes et par extension entre objets et personnes.

1. *Water bottles 50 cl :*

We recommend **providing individual bottles**, and advise against displaying the bottles in self-service, which would make them sensitive contact objects (if people take the bottle in their hands to check whether the water temperature is to their liking and possibly put it back on to check another bottle).

Apply signage at the distribution point to remind participants not to share their water bottle.

Examples of distribution given the risk of contamination :

- Include the bottle in a "*goodie bag*".
- At different locations throughout the event. In this case, the distribution will have to be carried out by a member of staff.
- 50 cl bottles of water can also be placed in advance on tables or chairs for participants in the meeting/conference rooms.



2. Fontaines à eau :

Where appropriate, it will be mandatory that water fountains be equipped with a non-contact distribution system (a different product from the one currently used at events).

According to the management principle, there must be no contact between the cup or flask and the fountain's dispensing nozzle.

5.6.1 Restauration pour les équipes

The health measures are applicable to the staff as well as to the participants. The same applies to access to the staff dining area, where tables must be set up to leave 1.5 m between each member of staff during the meal.

The organiser has two options for staff meals:

1. The organiser will not be responsible for staff meals and informs all its subcontractors that they must provide for their own staff or bring their own picnic. **In any case, the organiser will have to keep control over the organisation and planning of breaks.**
2. The organiser provides staff meals, in which case we recommend serving packed lunches to keep the time spent on lunch breaks at a reasonable level.

In both cases, we recommend that the meals are taken in different areas defined according to the staff's workstations in order to limit the length of the lunch break. Indeed, taking into account the restrictions related to the COVID-19 risk control needs, the time needed for these lunch breaks will be influenced by the number of people allowed in a single eating area. For example: if you have 200 staff and a staff lunch area with 30 seats, assuming a 30-minute lunch break and a minimum of 15 minutes of cleaning and disinfection before the next flow of 30 people arrives, it will take almost 5 hours for everyone to have had their lunch break.

We do not recommend a permanent water and coffee point for staff during the event, but recommend that staff are informed that they should bring their own (individual) refreshments and snacks.

1. Flow management

- The entry and exit points of the teams' catering areas must be identified and allow for removal measures as elsewhere in the place.
- Hand washing facilities or hydro-alcoholic gel dispensing facilities should be provided at the entrance to and exit from the team eating area.
- The flow must be managed so as to maintain 1.5m when staff are queuing, as well as elsewhere in the premises.



2. Food and drink service

- Team meals will be served in the form of packed meals during periods of high demand (lunches) when more staff are present, which will reduce waiting times as not all staff will be able to access their dining area at the same time. No direct distribution or self-service, in order to avoid physical contact with the items, the packed lunches should be stored behind a counter or table, accessible only to catering staff. The bag will be placed on the counter or table, from where it can be removed by the staff member.
- A schedule and time slots should be set for staff to come in waves, in order to limit the number of people present and thus avoid queues.

3. Dining area - if applicable

- Staff seating will be provided according to the same principles as for participants, respecting physical distance measures.
- Staff will be required to dispose of consumed items in the appropriate bins.
- Catering areas will be cleaned and disinfected between each wave.
- For longer events where a team is present in the evening, but usually in smaller numbers, a hot/cold buffet can be served following the same principles as for the buffet.

In conclusion :

As you have read above, **operational solutions exist and are available** to organisers and subcontractors for different catering formats.

Moreover, the organiser's objective, taking into account the COVID-19 risk, must be taken into account; to limit the number of catering formats that will generate large flows of participants or close movements, such as during coffee breaks, by adapting the number of coffee break points available, for example by installing them in meeting rooms.

We recommend eating seated meals in a reserved area, as respecting physical distance and managing flows will be more efficient and easier to manage.

5.6.4 Cleaning and disinfection of catering areas and equipment

In production and food service areas, specific cleaning and disinfection protocols must be followed because food and drink are high risk and affect the health of every individual. A great deal of attention must be paid to this area as it will drain a large part of the participants.

See also ["5.1 HYGIENE AND SANITATION"](#), page 24

Les normes HACCP seront respectées dans les zones de production et de service.

- Provide for the possibility of washing your hands with soap, or failing that, with hydroalcoholic gel. Any staff member showing signs or symptoms of Covid-19 will be asked to leave the premises and consult their doctor.
- All personnel involved in the preparation of meals and handling of equipment will be masked and gloved.
- Dishes, cutlery, glasses and food containers will be washed in the automatic dishwasher at a minimum temperature of 70°C.



- Cutlery will be individually wrapped in napkins.
- Dishes, cutlery and glasses will then be placed in the appropriate transport containers, wrapped in plastic film and identified as clean.
- The lorries will be thoroughly cleaned and disinfected with suitable products before loading equipment, which will be clean and disinfected and identified as such.
- Once the furniture in the buffet and catering area is in place, it will be disinfected. Porous surfaces should be avoided, otherwise a Plexiglas cover is recommended for cleaning and disinfection.
- Only then will dishes, cutlery, glasses, food and drinks be brought to the buffet.
- If recycling is preferred, use compostable plates, cutlery and cups..

Interaction with other services during the event

- Electricity supply will be coordinated with the technical staff, who will have to follow the COVID-19 measures during implementation and operations during catering operations.
- Decorators will be required to provide clean and disinfected equipment, packed for transport, which will be unpacked prior to installation to avoid contamination from outside. No intervention during the event. Spare items such as chairs and tables must be included in the original order and delivered with it. Surfaces must be easy to clean and disinfect; avoid porous surfaces or textiles.
- Florists deliver to the caterer on site. Catering staff will make the placement to keep access to the catering area to a minimum.
- Covid-19 Regulators will be present to manage the entrances and exits to the food service areas.
- Coordination with the cleaning service provider to prepare and plan a thorough and regular cleaning of all floors, points of contact and other surfaces



5.7 LOGISTICS & TECHNICS

It is obvious that any event of a certain size requires not only a significant amount of equipment, but also the human resources necessary for its installation, management and dismantling. It may just be a set of equipment and simple actions, but due to the amount of equipment and teams (AV, technicians, fitters, decorating, etc.), these simple actions will have to be perfectly coordinated and planned. This is nothing new, in itself, for large-scale events (with some large institutional events, it is not uncommon to have to plan the arrival of a few dozen semi-trailers and organise the work of a few hundred workers), but bearing in mind the importance of controlling the risk, **it will indeed be essential to coordinate and plan** these aspects effectively.

Our rationale has been, for the sake of precision and understanding of the methodology to be implemented, to "*detail as precisely as possible*" the aspects that you will have to take into account in the risk management plan. In itself, this may seem enormous and excessively "*cumbersome*" ... but from experience, we confirm that :

- Yes, it will be important **to coordinate and plan the principles, the methodology and above all the tasks** assigned to each team in the management of the arrival of equipment, the assembly of this equipment, the management of this equipment during the event and, finally, the dismantling and loading of this equipment at the end of the event.
- No, **this is not a utopian approach** ... Common sense, precision and above all the methodology developed make it possible to effectively control the COVID-19 risk while allowing the fluid and efficient management of logistics and technology.

From the arrival of the trucks to the interpreting booths, you will find below the operational and effective COVID-19 risk management keys for every aspect of event logistics. The COVID-19 coordinator ("[4.3 The COVID-19 Coordinator ... A key role!](#)", [page 13](#)) of the event will be a key role which, while taking optimal control of the risk into account, should enable this "*musical score*" to be played perfectly !

5.7.1 Materials and equipment management

Storage and transport of materials and equipment :

We assume that materials and equipment are uncontaminated and stored securely and responsibly in the warehouses of the various suppliers. If, however, some of the equipment was brought to the site of the event from another event, it is logical and responsible to confirm with the supplier that a clean-up of the equipment is guaranteed; this goes without saying and ... common sense will tell us that it was the same before the COVID-19 risk ... It will now be important for the organiser and the service providers to make sure of this.

With a view to responsible management of the routing and arrival and departure of equipment at the event site, a number of operational risk management keys to be put in place are set out below :

- The service providers will provide a delimited "**dirty zone**" for the return of equipment after the event and a "**clean zone**" to prepare the kits that will have to be loaded for the events. The management principle will be to avoid contact between equipment returning from an event and equipment leaving for another event.



- The service providers will ensure that the **packaging of the equipment is closed**. Either in flight-cases for the technical equipment or on plastic-wrapped pallets for equipment that does not fit into the flight-cases. These packages will not be opened before their arrival in the storage area at the event venue.
- Providers will preferably provide transport **with their own trucks** or at least with a **specialised carrier** with whom a reliable management protocol is developed.
- Carriers will plan to **ventilate the trucks** and/or spray the truck with a disinfectant. ("[5.1.3 What should I put in place before the event?](#)", page 27)
- Single-use truck, no pallets from other customers. **The trucks are privatised**. Loading kits from different origins or suppliers should not be mixed together. This will significantly limit the risk of accidental contamination.
- Deliveries are made to a **delivery and unloading area specific to each vendor/type of equipment**. The same principle will apply to the dismantling before loading. These areas will be included in a special plan. The visualisation of storage spaces per supplier on the layout plan will make it easy to organise this.
- Each supplier is responsible for its own equipment. The handling and management of the equipment is done by way of work "bubbles"; only the staff of supplier "A" can manage the equipment of supplier "A". **Each team unloads its own trucks** and transports its equipment to its own storage area. This also limits contact between the teams on the way to the event's internal storage area.

It is clear that, even if none of this requires an absolutely "*revolutionary*" approach or a fundamental adaptation of the processes for managing the technical aspects, it will be important to :

- Have a **clear and efficient delivery schedule**. This should be sent to all suppliers well in advance; it is essential for the proper management of deliveries and returns. The aim being, in collaboration with the COVID-19 coordinator of the event, to plan deliveries in a staggered manner, in order to limit physical contact.
- Plan empty time slots to reschedule suppliers' late deliveries (accidents, traffic jams, etc.). Let's not forget that an event remains an event ... we will have to consider the case of last-minute deliveries. You can't always predict everything ! A special parking zone could be provided to manage the flow of trucks and create a waiting area. During this time, drivers would remain in their trucks. This would require staff specifically assigned to the management of loading and unloading.
- Provide for a single operator, in case a site vehicle is required for unloading. It goes without saying that this operator must have the necessary certificates and permits. If this is not possible, it will be necessary to disinfect the vehicle's contact surfaces between users.

Choice and management of tools and consumables :

Tool kits and small equipment (consumables)

Each team, and ideally each worker within the team, should have his or her **own equipment**. They must have the necessary tools and consumables (cable ties, duct tape, hardware, electrician's tape, etc.) to carry out their tasks. Contamination is prevented by using a pallet truck, ladder, skateboard, trolley, screwdriver or double-sided roller. Each team packs its equipment in its own storage area.



Selection and management of furnishing materials :

Much has been said concerning the infamous “contact surfaces”. Some hypotheses have now been validated; others are still subject to validation. Below is a table showing, for information, the “*theoretical*”¹ survival time of the virus on each surface :

Surface ²	Time
Paper and cardboard	24 hours
Silicone	3 days
Metal	5 days
Stainless steel	≥ 5 days
Brass 70% copper	< 60 minutes
Glass	4 days
Wood	4 days
Plastics	2 to 3 days

The principles that will be important to consider for choosing the equipment and how it is installed are as follows:

- The composition and texture of the materials. **The less porous the surface, the less chance the virus will be able to stay there** and the easier it will be to disinfect these surfaces.
- Particular attention will have to be paid to the accessibility, for those present, of the materials used (tables, decoration, etc.). Some surfaces are out of the reach of people, others not. It will be important to identify and take account of this parameter when assessing the risk of contamination.
- With regard to suspended items, it is obvious that:
 - ✓ The equipment concerned will be installed and cleaned/disinfected during this installation.
 - ✓ Nobody, apart from the technical staff themselves, will climb up a ladder or scaffolding to “touch” these suspended items.

Some recommendations concerning the installation of supports :

- Prioritise constructions, décor, stage and interview backdrops, furnishings, etc. made from non-porous materials. These are easy to wash/disinfect.
- Favour **non-porous printed surfaces**. Information panels printed on media such as forex, dibond, etc.
- Avoid porous materials and textiles. (e.g. velvet and fabric armchairs, pipe and drape dividers, etc.). We will use washable furniture (leather, imitation leather, pvc, etc.) and partitions in plexi, forex, dibond.
- Avoid green plants. Less risk of contact with flowering plants, vases and ornaments. You don't touch the vases, but you brush against the plants (if you do have plants, place them away from flow paths).
- Favour "Tensa®" type separation posts and cords and not posts and velvet cords
- **Door handles must be cleaned regularly**. Doors between areas should be opened before the arrival of the public. Only close doors when it is absolutely necessary.
- Plexiglass dividers, reception counter, info desk, dining table divider, partitions. **Give preference to this physical separation solution** in places and for functions/ desks where this is possible.

¹ We're talking about theoretical time; these are tests carried out in an aseptic atmosphere (i.e. in a laboratory). It is therefore reasonable to conclude that this time is “maximised”. Indeed, the temperature, the humidity level, the ventilation of the location, etc. are all parameters that can reduce this survival time. An event never takes place in an aseptic environment; indeed, sometimes far from it.

² US National Library of Medicine - National Institutes of Health : <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7190947/>



Choice and management of the technical and audiovisual equipment

From sound equipment to translation booths and video capture, we discuss the COVID-19 risk principles to be taken into account for each type of equipment :

Lighting

- No restrictions for suspended fittings. No contact with persons other than those in charge of their installation, i.e. the staff in charge of the technical aspects of the event.

PA system

- No restrictions for suspended fittings. No contact with persons other than those in charge of their installation, i.e. the staff in charge of the technical aspects of the event.
- With regard to the public address equipment intended for the participants, it will be important to define a specific protocol for managing the take-up/delivery of this equipment. We are talking here about the speakers, artists and the moderators, but also about the participants themselves in some events. This protocol will be developed in collaboration with the COVID-19 coordinator (see part 4.3. of this file: "The COVID-19 Coordinator") of the event.

Some recommendations concerning the PA system :

- Q&A: encourage questions by digital means. Question written and read by a single provider. No sharing of microphones ! Increase the number of HF microphones and alternate (use, then clean with each use).
- Use of hermetic packaging for accessories (headset, tie-mike, intercom, etc.). Single use. One user for each piece of equipment.
- Wear protective gloves and masks when handling, disinfection after each use. Dispose of the cleaning consumables in suitable bins in the control room.
- **Walkie-talkies & intercoms** (technical, security, control room, organisation) : Each distributed device is for personal use. **One device = One user only**. Return of the devices at the end of each day, cleaning, disinfection and charging.
- Replacement of the batteries, cleaned each time.

Audio-visual & Video

- Avoid contact surfaces. Use of touch screens only with antibacterial film.
- Encourage the use of personal equipment by those people having to interact during the event with the speakers and/or moderators of the sessions (mobile phone, USB key, laptop).
- Laptop and master cue light for single use and disinfected between each speaker.
- One laptop per speaker. When the speaker is controlling his presentation from the lectern.

Some recommendations concerning the management of AV and Video aspects :

- Consider Web streaming: Taking into account the maximum capacity of a room according to social distancing, conventions and/or shows can be broadcast on different web platforms and thus reach a wider audience.
- We would encourage when possible the use of slides operated from the control room. By preference, a Cuemaster controller in the hands of the speaker and the technical operators who operate the slides/videos from the control room. The Cuemaster is for single use only or, if that is not possible, must be disinfected between each use/user.



Camera capture

- It will be important, as far as possible, **to favour fixed locations for camera positioning**. Preferably on a high podium and surrounded by "Tensa@" type barriers, to guarantee the physical distance between the cameraman and the audience.
- During mobile recording, with the camera on the shoulder, a traffic corridor will have to take into account the physical distances between the cameraman and the public as well as between the cameraman and the stage.
- In order to manage the available space, the use of controlled cameras should be considered.

Simultaneous interpretation

- It will be necessary to plan **single occupancy for each booth**. So, one interpreter per booth.
- Each interpreter must use his/her own booth and dedicated microphone.
- It goes without saying that it will also be necessary for the distribution of headphones and receivers to be done safely, with gloves, masks, etc. A special protocol will be developed with the COVID-19 coordinator (see section 4.3. of this file: "The COVID-19 Coordinator") of the event.
- The headphones and receivers will obviously be disinfected effectively (individual wipes) between each use/session.

Some recommendations concerning simultaneous translation :

- Arrange containers so that the participants can place their headphones in them without contact with the other headphones.
- Disinfection consumables will be disposed of directly into an appropriate waste bin.

5.7.2 Organisation of work, by phase

It will be essential for the organisation to be planned in such a way as to be able to carry out all the tasks essential to the management of all the phases necessary for the logistical and technical management of an event. In itself, nothing very different from a "roadbook" as we know it in all circumstances; but taking into account the need to control the COVID-19 risk, it will be essential to manage each person's tasks in a precise manner in order to allow optimal management of the presentations ... and thus effectively manage the flow of people. To ensure the reader's perfect understanding, we have divided this part into 4 main sections, representing the 4 specific phases of logistical management of an event.

- **The development phase** : It will be important, taking into account the COVID-19 risk, to validate, step by step (on plan, according to the available space), the plans and processes for managing the event.
- **The production phase** : Even before the start of the assembly phase, what are the principles to be observed in the organisation and preparation of the work/tasks?
- **The kit preparation phase** : The preparation, at each subcontractor's registered office, of the equipment and the kits they will need (at the event venue) to transport the equipment and carry out the tasks assigned to them.
- **The assembly and dismantling phases** : Needless to say, these are the two phases that enable the assembly and dismantling of all the structures and equipment required to hold the event.
- **The service phase** : This covers all of the logistical and/or technical services being provided during the event itself.



The development phase

As soon as the event has been conceptualised, the event organiser must validate the plans that will be developed, phase by phase. This stage will make it possible to :

- Efficiently manage the event's budget
- Identify the "*useful*", exploitable areas of the event
- Clearly visualise the flow management capacity in each area of the event
- Validate, phase by phase, each stage in the operational development of the event

The production phase

This phase will be of crucial importance, as **its efficiency will determine the fluidity and effectiveness** of all the tasks that will be carried out during the set-up and dismantling phases of the event. In order to coordinate all the tasks and suppliers involved, it will be important to involve the event's COVID-19 coordinator.

This production phase should, at the very least, make it possible to develop the following elements:

- Establish worker listings
- Establish efficient delivery and pick-up schedules for materials
- Establish the requirements for the unloading area, but also the area(s) for storing the material.
- Establish a logical and efficient management plan for the assembly areas, taking into account the implementation schedule of the various parties involved. The aim is for only one team to work on each assembly area at a time. The work will be carried out in the usual chronological order :
 1. Rigging and ceiling installation
 2. Floor coverings
 3. Infrastructures, partitions, decorative stands, ...
 4. technical equipment of the infrastructures

N.B. : The process is reversed for dismantling.

It will be important to be able to organise the work, taking into account the following two parameters :

- ✓ **Space** : Which experts should have access to which spaces ?
- ✓ **Time** : Taking into account fluid logistics, how much time should be allocated to which team in each area ?

Once again, our intention is to set out the operational approaches, which may seem tedious to the uninitiated. However, **with a little common sense and a lot of rigour** in the production phase, **it is not complicated to establish a simple, effective plan** that controls the COVID-19 risk.



The kit preparation phase

The stakeholders will each prepare their equipment in their own depot/offices. They will also be responsible for organising the transport. The prevention rules (social distancing between workers) remain applicable, of course, during this preparation and loading phase (See section "[5.7.1 Materials and equipment management](#)", page 77). This approach remains valid and applicable for the construction/implementation phases of the equipment, in the workshops.

The setting-up and dismantling phases

There are two essential phases in any event. Bearing in mind that, very often, these phases require the intervention of many teams and individuals, it is therefore essential that everyone's tasks are planned efficiently. Indeed, at all times, the need to control the COVID risk will have to be taken into account. A coherent organisation must therefore be developed, under the coordination of the event's COVID-19 coordinator.

The planning and organisation of these phases will take into account, at the very least, the following elements :

- **Planning** the arrival of the teams **according to everyone's assembly schedule**.
- **Organising the reception** of the teams at the assembly site at a dedicated location.
- **Organising a check of the attendance list**, as well as a "directive" briefing of the rules that must be respected by everyone during these phases. Ideally, this briefing will be prepared and presented by the prevention adviser and/or the COVID coordinator-19 ... if not possible, the set of rules that apply should be developed in agreement with them. Let's not forget the management of the other risks (falls, cuts, etc.) that are present during these two phases of the event !
- **Organising the distribution of protective equipment adapted to the risks**. The personnel wash their hands and equip themselves with the recommended protections before entering their delivery and/or setting-up area.
- **Ensuring that each team complies with the schedule**. The aim is to effectively control the flow of people and equipment that will be present during these phases of the event. Each team works according to its work schedule and in the areas determined in advance on the assembly plan.
- **Planning and communicating the times and places for breaks** (meals, cigarettes, drinks, etc.) for the setting-up and dismantling teams. Do not hesitate to insist on the importance of respecting these operating rules ! Avoid that everyone goes to have their meal in random locations. See section "[5.6.1 Restauration pour les équipes](#)", page 74

It will, of course, be important to allow time for setting-up and dismantling, taking into account this new organisation of tasks linked to the need to control the COVID-19 risk. Allow enough time for the various suppliers to carry out their tasks !

The COVID-19 coordinator and his team (See section "[4.4 The "COVID-19 Regulators" concept](#)", page 15) will ensure that the rules are followed at all times and in all setting-up/dismantling areas.



The service provision

It will also be important to limit the number of people per service provider, while maintaining the resources essential to the smooth running of the event. The fewer people you have in the field and at events, the less the management of staff-related flows will impact the control of the COVID-19 risk. It is unrealistic to think that it will be possible, at any congress/seminar, to follow the 1.5 m physical distance at all times. It will therefore be important that these key tasks are concretely identified and are the subject of a specific management plan that will be defined by the prevention experts, in agreement with the COVID-19 Coordinator for the event.

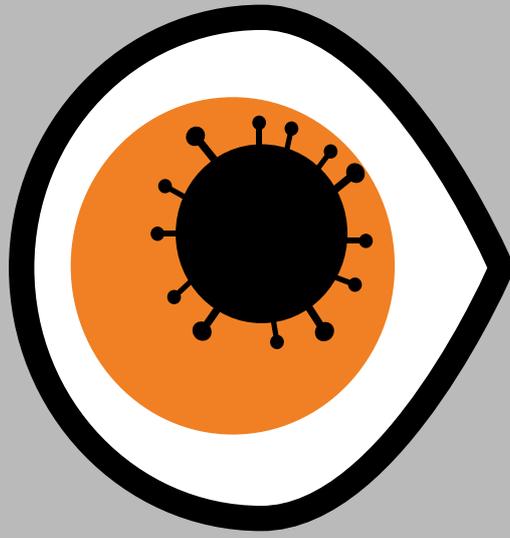
Examples :

- Fitting a tie-microphone onto a speaker
- Transport of small, heavy objects requiring two people (screen, baffle, etc.) during the event
- Moving furniture and/or buffet items
- ...

The necessary staff for the smooth running of the event must be briefed, one last time, one hour before the event on the rules of application, in order to control the COVID-19 risk.

As you can see, **this is by no means an unrealistic or unreasonable management plan**; once again, **common sense and rigour** will enable effective risk control while only reasonably impacting the logistical and financial aspects of the event. There will be an impact, there is no denying it ... but the operational plan, taking into account the importance of controlling the COVID-19 risk, will make it possible to keep the impacts within reasonable limits.





6. CONCLUSION

6.1 Conclusion

To conclude, it is highly likely that the COVID-19 pandemic will continue to affect our lives for quite a while. Burning questions about when and how can in-person events be organised are not easy to answer and, at the end, not the right approach to take. Yes, we all need to accept this risk; if not we need to accept to stop all kind of events for a while ... Yet, practical responses can be found here and, as you have seen, it is possible to organise some kind of events, managing effectively the COVID-19 risk.

It would be incoherent with what has been said so far, to tell that all events can be organised during the COVID-19 pandemic. It is equally illogical to say that no event can be held by using the number of participants or the fact that it is held indoors or outdoors as parameters !

The key message is that the COVID-19 risk identification, planning, and management must be fully integrated in the overall organisation of an event. And that there is no one-size-fit-all in the COVID-19 risk management, solutions and tools. Thinking with common sense and objectivity means that the B2B sectors that have resumed business are not subject to "*the number of workers in the company* " or "*whether or not they work inside or outside of the company*"... No, they are required to take the measures necessary to responsibly manage the risk. And that is precisely the intention of this file: to demonstrate that, **using simple and effective management tools, a certain rigour and an efficient methodology, the MICE sector can manage this COVID-19 risk quite efficiently !**

A risk management plan will demonstrate from the start whether your in-person event is feasible. It will be based on your event's parameters and the current situation of the pandemic which is continuously evolving. To do so, it is recommended to identify from the start a dedicated person that will be responsible for overseeing the COVID-19 risk.

As this report also demonstrates, trade experts involved in the event organisation have been putting together solutions to manage and therefore minimise risks. It is with great eagerness that they have shown here, what their constraints are and what realistically can be done about them.

It should be underlined that the MICE industry's adaptability has been phenomenal in the recent few months, demonstrating that many events can be achieved by having the right people in place to manage the risks.

6.2 Final remarks

Organising events in the context of the COVID-19 is a topic of extremely high importance for many institutional and corporate organisations. The aim of this report has been to provide some assistance to event organisers, decision-makers and trade-experts in the best approach to take.

We would like to close this report with some final remarks from Dr Biéva, Expert in food and environmental security; Scientific and medical director at NSF-Euro Consultants Belgium; Regular correspondent in the medical community and author of more than 50 publications, webinars and workshops on COVID-19.

"The data on which the following report is based was taken from

1/ approved and published scientific studies



2/ official Belgian sites (Sciensano, SPF santé) and
3/ official international sites (CDC, WHO, ...).

The aim of the proposed approach is to control the health risk while taking account of the reality on the ground. All of the elements have been taken on board by requiring, in some cases, courses of action that go beyond the recommendations of the authorities.

Consequently, even if there is no such thing as zero risk, we can surmise that this risk is controlled by using quite strict measures, all the more so as the basic measures (wearing a mask, social distancing, washing your hands) remain in place for the general public and help to slow down the spread of the virus. It is understood that the measures proposed in this good practice guide could be revised upwards or downwards depending on how the pandemic evolves in our country. "



7. THE EXPERTS - ONE TEAM

7.1 Project Management



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OPSMAN Consulting

Christophe has been active since 1993 in the field of personal safety. He has been working for the Hilton hotel group for about ten years, participating in the management of security risks for the formal and informal meetings of the two Belgian EU presidencies in 2001 and 2010.

In 2011, he decided to take advantage of the opportunity to work in Africa, where he was called upon to manage the security aspects of the June 2011 Summit of African Heads of State in Equatorial Guinea.

Since then, he created the company OPSMAN and since 2012, in coordination with the institutional security services of the EU Commission, he has been managing the security aspects of the European Development Days every year since 2012.

The Chancellery of the Prime Minister of Belgium called on Christophe to take charge of the aspects related to food security, but also the conditions and methodology for staff access to the dinner offered by the Kingdom of Belgium to the numerous foreign delegations invited to the N.A.T.O. Summit in July 2018. At the end of 2019, it was with great pride that he had the opportunity to participate in securing the Commemoration of the 75th anniversary of the Battle of the Bulge.

Passionate about his job, he decided at the end of April 2020 to offer to a team of 21 experts active in the events sector, to look into the best keys that should enable events to be held, while controlling the COVID-19 risk. Indeed, this risk will remain with us for many months to come and events are essential to many economic sectors, but also to many institutional and state players. This is what drives him forward: *"What is impossible can only be impossible until proven otherwise!"* »

7.2 Cross-disciplinary expertise



Michel ROMPEN - fb294181@skynet.be Mobile: +32 496 506 006
Ex-Dirco Hainaut

Michel Rompen, retired First Divisional Commissioner since 2019, has, during his 42-year career in the service of public security, developed a unique experience in preventive and operational management of crises of very different natures. From the management of public health and safety, including the "terrorism" component, to major events, Divisional Commissioner Rompen completed his professional career as Coordinating Director at the Federal Police (DIRCO) in Hainaut. His global approach and above all his operational knowledge, in risk management and crisis management, enabled the experts gathered in this working group to better understand the notion of an "integrated" approach to security management.



Dr. Claude BIÉVA - cbieva@nfs.org Mobile: +32 499 523 354
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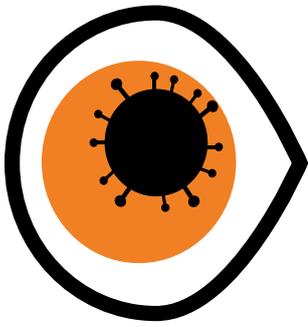
Expert in food and environmental safety

Scientific and Medical Director at NSF-Euro Consultants Belgium

Regular correspondent in the medical community

Author of more than 50 publications, webinars and workshops on COVID-19.





Contributors

7.3 The Welcome and Participant Management Team



Melinda JOVEN FERNANDEZ

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During her years as Project Manager and Protocol Officer at Destrée Organisation, Melinda acquired a large-scale experience and expertise, on events up to 2.000 participants both in the EU and outside the EU.

In charge of Protocol coordination as well as delegations management for High-Level events such as, the World Summit “Our Ocean Conference 2017” in Malta and the “European Development Days 2018 and 2019” in Brussels where she personally assisted Royal Families and Heads of States, she manages and coordinates all VIP and Protocol aspects of a High-Level event.

Melinda is on the front line of every High-Level events coordinated by Destrée Organisation.

Melinda graduated from H.E.G Brussels with a Bachelor in Tourism Management and acquired the European Bachelor at the European School of Brussels I. She is conscious of European, diplomatic and cross-cultural values. She speaks fluently French, Spanish and English together with having good notions of Dutch.



Bena MATTAGNE

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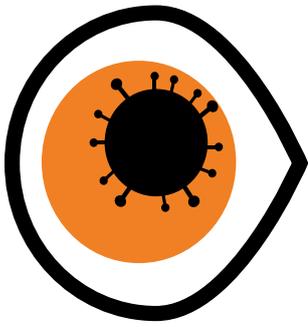
Bena is a people person skilled in cultural diplomacy and international relations/ protocol. Living in Belgium for over 25 years, Bena is bilingual with a broad working knowledge of the EU institutions and its functions.

In recent years her diplomatic approach which include strong organisational and communication skills have seen her act as an interface between organisers and heads of foreign delegations in her role as protocol officer and bilateral meetings coordinator.

Bena has had the privilege of supporting delegates at high-level international conferences, attended by World leaders, EU leaders and ministers from Member States. Her remit has covered: EU-ASEM Summit 2010, Our Ocean 2017, Committee of the Regions 2018 and 2019, European Development Days 2018 and 2019 and The Belgian Ministry of Foreign Affairs.

Bena’s friendly and open attitude, professionalism and proven ability to work flexibly, collaboratively and under pressure with a range of colleagues and stakeholders have earned her reputation for excellence in the field.





Contributors



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Alexandre Englebert has been active for more than 10 years in the events sector. An entrepreneur at heart, he takes over the PROTEINE hostess and steward agency in 2012.

Specialising in personalised service, PROTEINE has been actively contributing to the success of more than 1,500 events a year since 1996: congresses, conferences, seminars, trade fairs, sports and cultural events.

Our expertise lies in the provision of the best profiles for reception, registration, cloakroom management, room management, etc.



Jaser FORÉ

FLUXOLOGY - jasper@fluxology.be Mobile: +32 477 929 358

Jasper has 18 years of experience in event management and related-mobility aspects. As serial entrepreneur, he founded and developed several companies targeting the mobility during events. He has a sound experience in mobility and is able to run a mobility project from A to Z and whatever means used. Mobility management is part of his experience as he developed tremendous mobility plans in the context of the Bicentenary of the Battle of Waterloo, NATO Summit in 2018 and recent concerts in the King Baudouin Stadium.



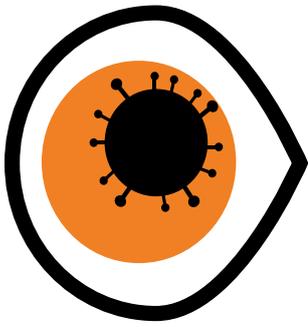
Jonathan DECAUX

ONETEC - j.decaux@onetec.eu Mobile: +32 485 325 071

The history of Onetec began as a development company at the beginning of 2000. The first major event took place in 2002 for an international medical congress. Since then, Onetec has not stopped working in this sector. Onetec's aim is to improve the efficiency of organisers and create a unique customer experience using cutting-edge innovation.

Jonathan joined OneTec (then Connect Software) in 2005 as a software developer, after three years of study at the IPL. In 2014, took over responsibility for the development department with the aim of innovating in web technology. In 2020, he became COO of the company and is responsible for the quality of each product before its implementation at events.





Contributors

7.4 The Global Communication Team



Sam VAN DE KERCKHOF - svdk@destree.be Mobile: +32 495 227 946

Destrée Organisation

Sam van de Kerckhof joined Destrée Organisation in June 2011 as Partner and Director of Public & Corporate Affairs. Sam has a long-proven record in conference organisation and meetings' management, from small VIP meetings to large international conferences, for various types of clients: international institutions and governmental bodies, associations and private sectors all over the world.

He is a recognised professional planner and organiser, with large experience in coordinating administrative and logistics tasks for the organisation of events.

His added values are particularly his support to the client in scenario planning, overall coordination and leadership, expertise, diplomacy, as well as organisation of protocol and security matters.

Coordinator of many European Informal Meetings/Councils during the 2001 and 2010 EU Presidencies, he also joined the Protocol staff at the occasion of the ASEM Summit and works regularly with the Protocol of the Belgian Foreign Affairs, Royal House, NATO and the European Commission.

He has extensive experience in delivering first class events in Europe and overseas (China and Russia).

Active as Professional Conference Organiser for 25 years, Sam is a respected voice in the Meeting's Industry, former president of BAPCO (Belgian Association of Professional Conference Organiser), co-author of the BAPCO's Code of Ethics, Lecturer in Meetings & Events Management at the "Haute Ecole Galilée - ISALT" (Brussels) and the "Institut Charles Péguy" (Louvain-La-Neuve). Since 2008, Sam has also been in charge of the Protocol training/education of civil and military staff at NATO.



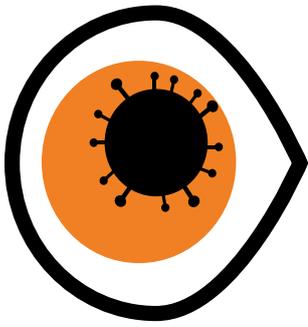
Caroline DANLOY - caroline@danloyconsulting.eu Mobile: +32 494 434 472

Danloy Consulting

Caroline has 20 years experience in communications, mainly for the United Nations and for the European Institutions. As a consultant, her passion lies in helping companies develop their business in this field by providing strategic, operational and financial advice at the tendering and implementation stages of their communication activities.

She is known for having successfully led the development of new services related to events and citizen's engagement for the market leader in European communication.





Contributors



Emmanuel DIDION - e.didion@martinshotels.com Mobile: +32 470 801 915

Martin's Agora Louvain-la-Neuve

Emmanuel has extensive experience in the hotel industry and has worked in properties with large meeting facilities. He is currently working as General Manager for Martin's Hotels and held senior level positions in renowned hotels in Brussels. Emmanuel has significant experience of organizing events & conferences, as well as welcoming business travelers. He has particular expertise in service improvement, crisis management and project management (including hotel opening).



Alexandre VELLEUER - avelleuer@vo-event.be Mobile: +32 479 903 188

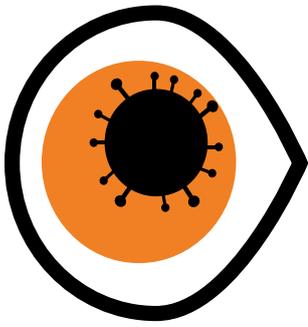
VO Event & Vo Citizen

A convinced German and European national, Alexandre has been active for almost 20 years in the field of event communication. He has acquired most of his experience by working for VO since 2003.

A partner since 2012 and Managing Director of the VO Event (event communication) and VO Citizen (institutional communication) agencies for nearly 4 years, Alexandre has acquired global experience in the supervision of large-scale Belgian and international projects.

His mastery of strategic issues, his understanding of the expectations of institutional and private clients and his experience in the management of large-scale European events have enabled him to develop recognised expertise.





Contributors

7.5 The Safety & Security Team



Lionel REUL - l.reul@highsecurity.be Office : +32 10 65 18 94

HIGH Security Group

Lionel Reul began his career in private security in the early 2000s. He started out as an agent and quickly climbed the ladder by dint of hard work, while keeping a "foot" on the ground in various activities, especially in the events sector. In 2007, he created HIGH-Security, which now has 250 agents trained and selected to correspond to the company's values of expertise and service, a key element in Lionel's vision.



Damien HAUBRUGE - asst@skynet.be Mobile : +32 473 976 681

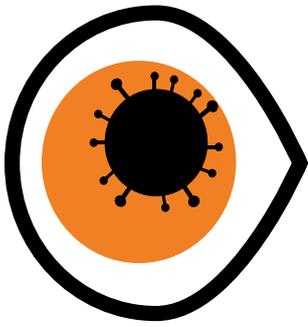
ASST.be

Metallurgical Civil Engineer - Prevention Adviser, level 1

After more than 10 years in team and production management in heavy industry, I specialised in occupational health and safety. Passionate about these fields and my job in the service of personal safety, I began my career as a prevention consultant in 2005. A good knowledge of the legal texts enriched over the years, combined with more than 25 years of experience in the industry, allows me today to have a pragmatic and operational vision of effective solutions for managing risks to the safety and health of people. In 2020, I decided to make my skills available to companies, projects and contractors as a "freelance" expert and thus be able to provide them with my assistance and advice in the implementation of a safety, health and well-being at work policy.

I am familiar with the ISO 9001 - 14001 - OHSAS 18001 standards as well as ISO 45001 and the VCA, and am a training centre instructor for numerous subjects related to safety at work.





Contributors



Chris DE SMET - chris@tob-seen.be Mobile : +32 475 297 529

To B-seen

To B-seen has been active for over 20 years as a Safety consulting agency for event agencies and organisers. With our multidisciplinary team we provide safety support and guidance for 150 to 200 events a year.

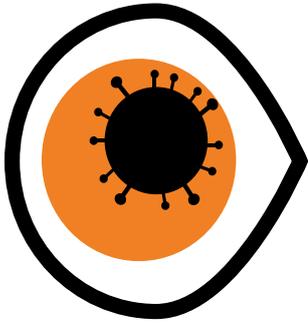
Our team includes Health and Safety Officers, Technical Advisor (Engineer), Crowd Consultants and Managers, Risk Analyst and Manager, Security Managers and Medical Advisors.

To B-seen has had the privilege to be involved in some major events. Our activities over the past years includes: the NATO-summit 2018, Tall Ship Race (2016), 125yrs VBO-FEB, official ceremony of the National Day, Match du Coeur, Supernova (2018), Rammstein (2019), Memorial Van Damme.

In addition to working with event agencies, To B-seen has built a relationship of trust with local authorities. For example with the City of Antwerp where we contribute in city events as the yearly New Year's Fire Works Displays and Winter in Antwerp, the Antwerp Pride, Victory Day Antwerp (2019), Bollekesfeesten, ...

During 2020 we broadened our scope, to address the implications of the COVID-19 pandemic, not only on events, but also on city tourism. In so doing, the City of Ostend contracted To B-seen to design and put into practice, a crowd management plan for the summer season. Furthermore, the To B Seen Safety Academy has developed a training to become the COVID-coach on your own event.





Contributors

7.6 The Logistics & Technics Team



Frank LOMBAERS - frank@eudigit.com Mobile : +32 475 457 044

EUDIGIT

Formed by cultural, event and exhibition projects all over the world, Frank designs and produces his projects with the safety of each and everyone in the foreground. The word "plan" is paramount in this approach, the plans being the detailed simulation of the project in reality that will follow the preparatory phases. Analysing the danger of COVID-19 and the preventive actions against this challenge of a magnitude unknown to date are an extension of a look towards overall safety for those who work as well as for the participants.



Nicolas LEFÈVRE - nicolas@Wabu.eu Mobile : +32 485 324 040

WABU PRODUCTION

Certified "COVID-19 REFERENT"_ Training on the initiative of Wallimage and Screen Brussels.

Active in event production and logistics for 20 years, my professional experience has been built up in the field by collaborating on numerous events of all types (conferences, trade fairs, fairs, fashion shows, events for the general public, private parties, product launches, etc.).

Manager and production director since 2013 within the company Wabu Production. We manage, for the agencies, the logistic and practical organisation of the implementation of the events. (250 projects / year).

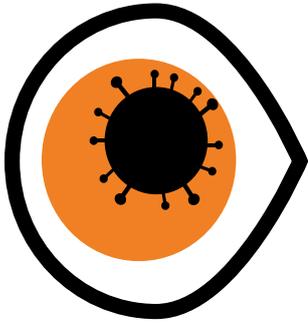
Architect of the event: our team creates the layout plans with a good knowledge of safety rules while guaranteeing the best ergonomics for the project (flow, public circulation, etc.).

Logistics coordinator: we rigorously plan transport, loading and unloading. We orchestrate the assembly and dismantling of the various trades required for the event.

Skilled workers: our field team is made up of around thirty experienced workers. (stage managers, decorators, roadies, etc.).

Workshop. Our scenographers and craftsmen bring the scenery to life in our depot/workshop.





Contributors



Bastien RICHIR - bastien@gsp2.be Mobile : +32 477 404 519

GSP2

Active for over 20 years in the event technology industry, Bastien Richir is one of the founders of GSP2 Event Technology after several years of proven experience at Cando, Procon and PRG.

Passionate about event technology (sound, lighting, video, electrical distribution, streaming, etc...) and human relations, he wants to be close to his clients, whether corporate, private or institutional. He also wants to be extremely close to his employees and teams, "L'union fait la Force".

From its expertise in small, medium and large events of all categories, to its fleet of state-of-the-art equipment and its various relationships in the world of events, GSP2 provides global technical solutions with a view to meeting deadlines and budgets.

Bastien Richir makes it a point of honour to provide quality services thanks to his personal involvement in each project and the undeniable professionalism of his teams. Today, GSP2's renown and reputation underline the success and quality of each service provided.



Santiago DE MURGA - Santiago.deMurga@challenge-partners.com

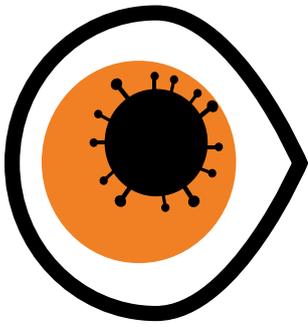
Mobile : +32 478 230 141

Challenge Partners

Co-founder of the company in 1992, Santiago has gained extensive experience in the field of simultaneous interpreting.

From corporate seminars to international conferences, from regional congresses to European summits, our teams of specialists - based in Marseille, Paris and Brussels, remain at your disposal for the organisation of your multilingual events anywhere in Europe. We will assist you both technically and with recommendations for the choice of interpreters.





Contributors

7.7 The Hygiene & Catering Team



Véronique DALLEMAGNE - veronique.dallemagne@opsman.eu Mobile: +32 489 585 595
OPSMAN Consulting

Active since 1997, Véronique has acquired most of her experience in institutional event management by having managed event creation and management services for the largest hotel chains (Hyatt, Hilton, Marriott). Active in the EU as well as in Asia and the Middle East for ten years, her knowledge of foreign cultures and customs has enabled her to develop an efficient, concrete and precise approach to the delegations she has been in charge of.

Since 2011, she has been responsible for the development and operational management of the events department of OPSMAN, of which she is also a partner and co-founder. She has developed recognised experience in the implementation of management plans for large-scale institutional events throughout Europe.



Laurent VARDARO - laurent@latabledesartistes.be Mobile: +32 476 727 036
La Table des Artistes

After 10 years working as project manager and logistics coordinator for a renowned caterer in Brussels, I felt there was a niche market in the catering business. La Table des Artistes was created 4 years ago in order to address this specific demand in catering services for cultural and corporate events, in frontline and/or in backstage. With this new challenge, our team developed a real expertise in event logistics and food services with the implementation of a temporary on-site kitchen.

Today, our client portfolio includes among other the RTBF (Viva For Life), La Terrasse de l'Hippodrome, Brussels Expo (Heysel) and the Brussels Summer Festival (BSF)..



Patrick VERLAET - patrick.verlaet@be.issworld.com Mobile: +32 498 586 931
ISS Facility Services

40 years of expertise in facilities services in Belgium and Luxembourg in three main areas:

Cleaning

- 1981: Operational management
- 1989: Management of a team of White Collars for the development of Key Accounts (Office & Hospital) with P&L responsibilities.
Development of different services annex FM

Quality & Operational processes:

- Since 2011: Quality & Environment - ISO 9001, 14001 & 45001, VCA & GMP standards
- Since 2015: SOP for Cleaning, Catering & Support Services.
Development of monitoring tools quality and satisfaction measures.
Research of innovation.

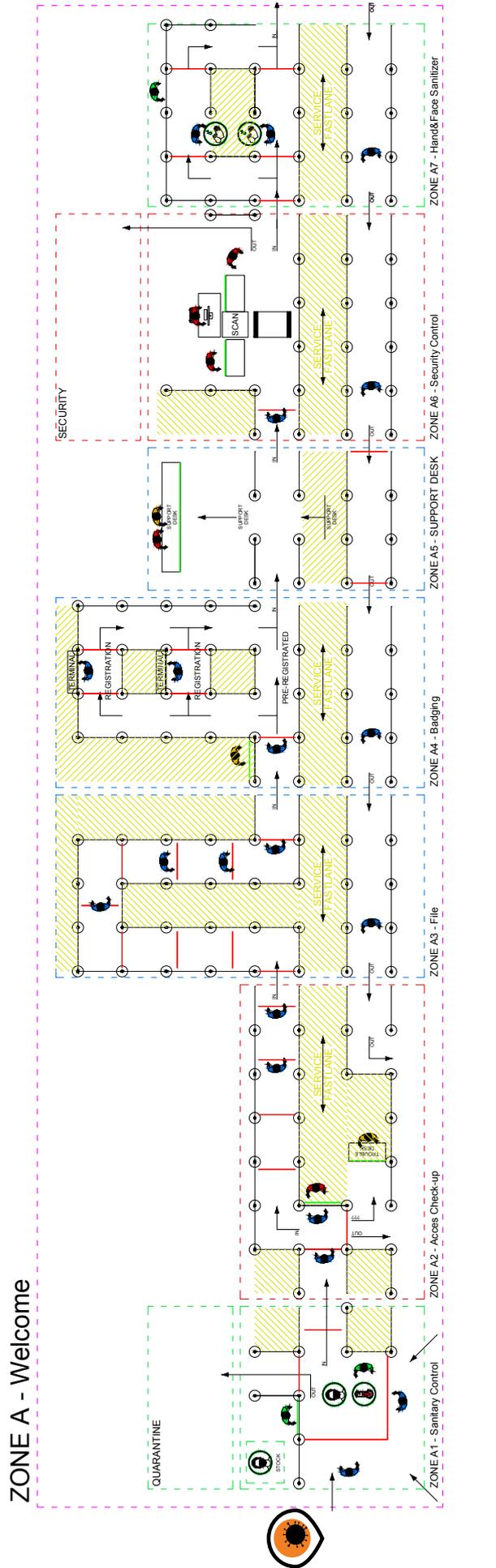
Support Services - Reception & Mailroom

- Since 2015: Development and operational management, P&L responsibilities (40% increase in turnover)

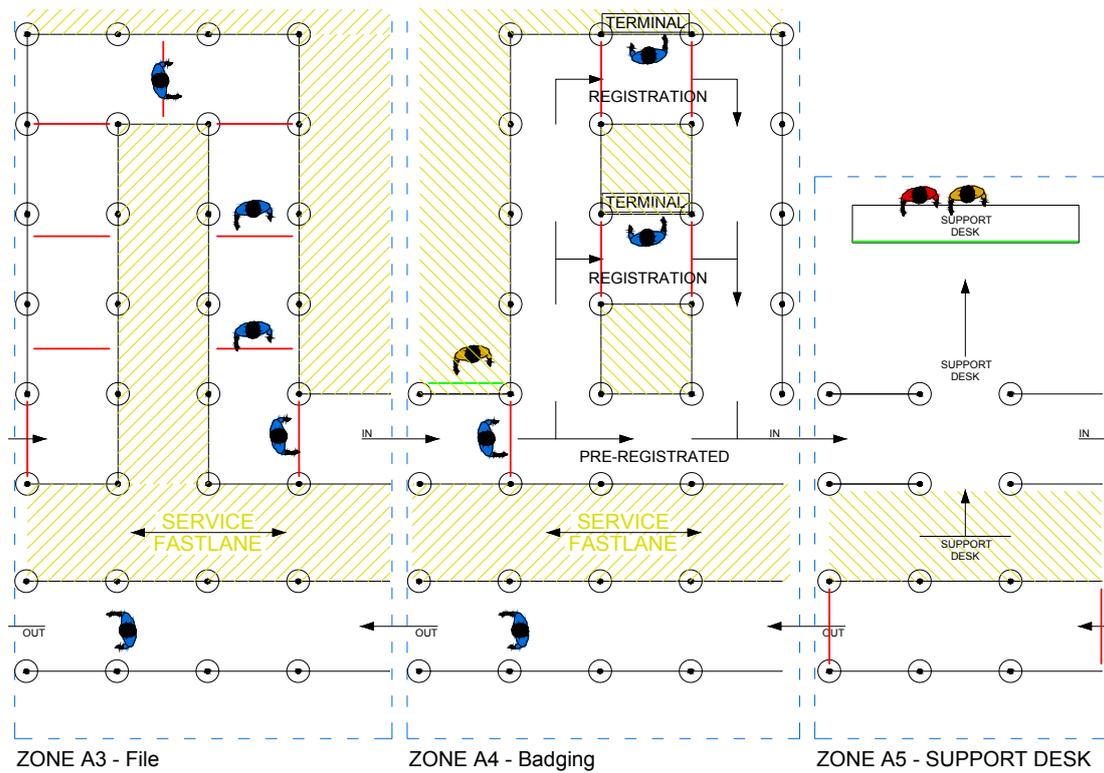
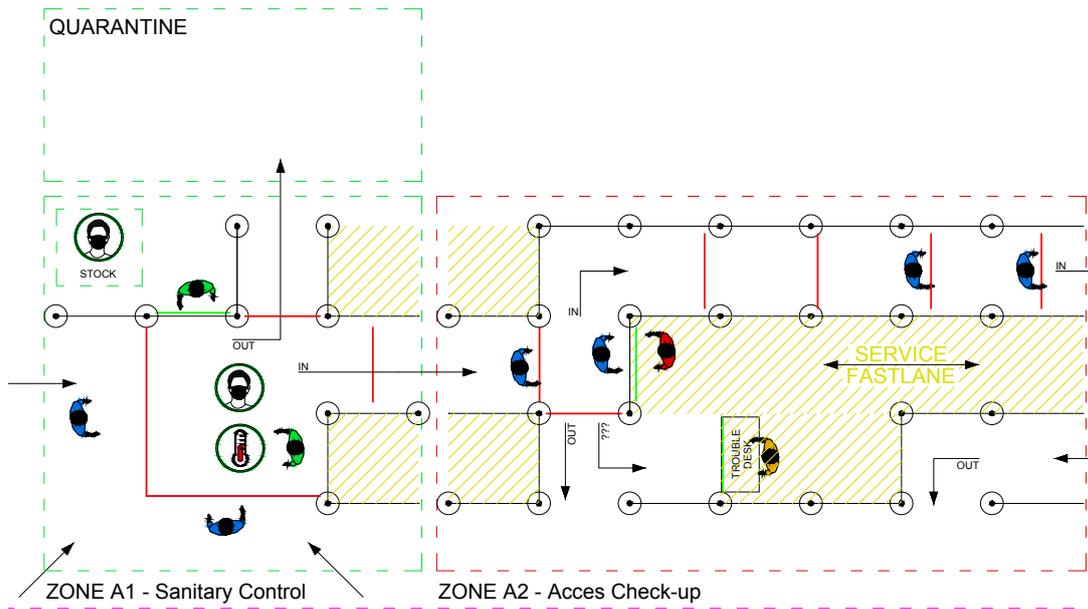


8. ANNEXES

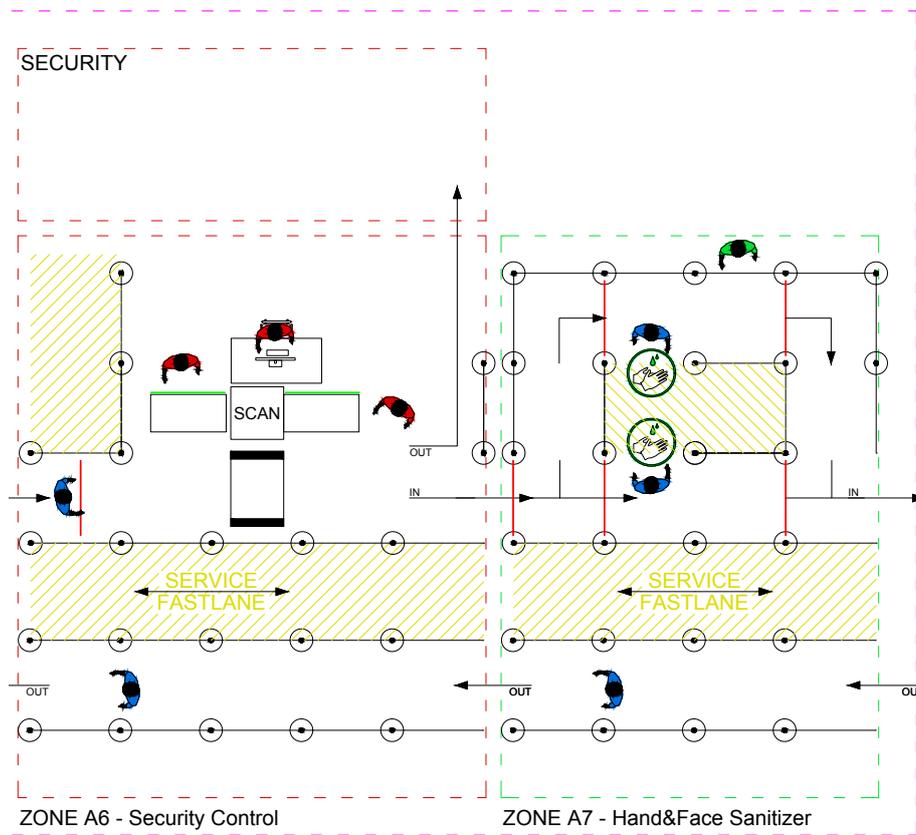
Annexe 1 - Zones A1 to A7

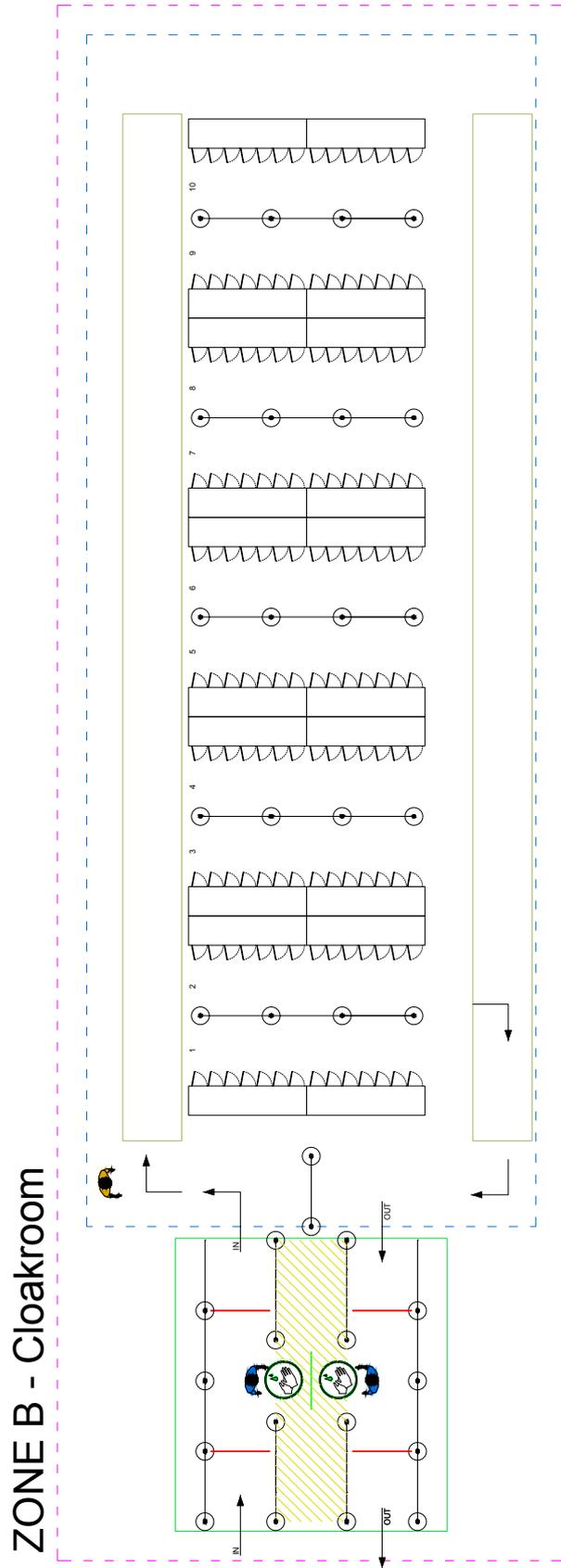


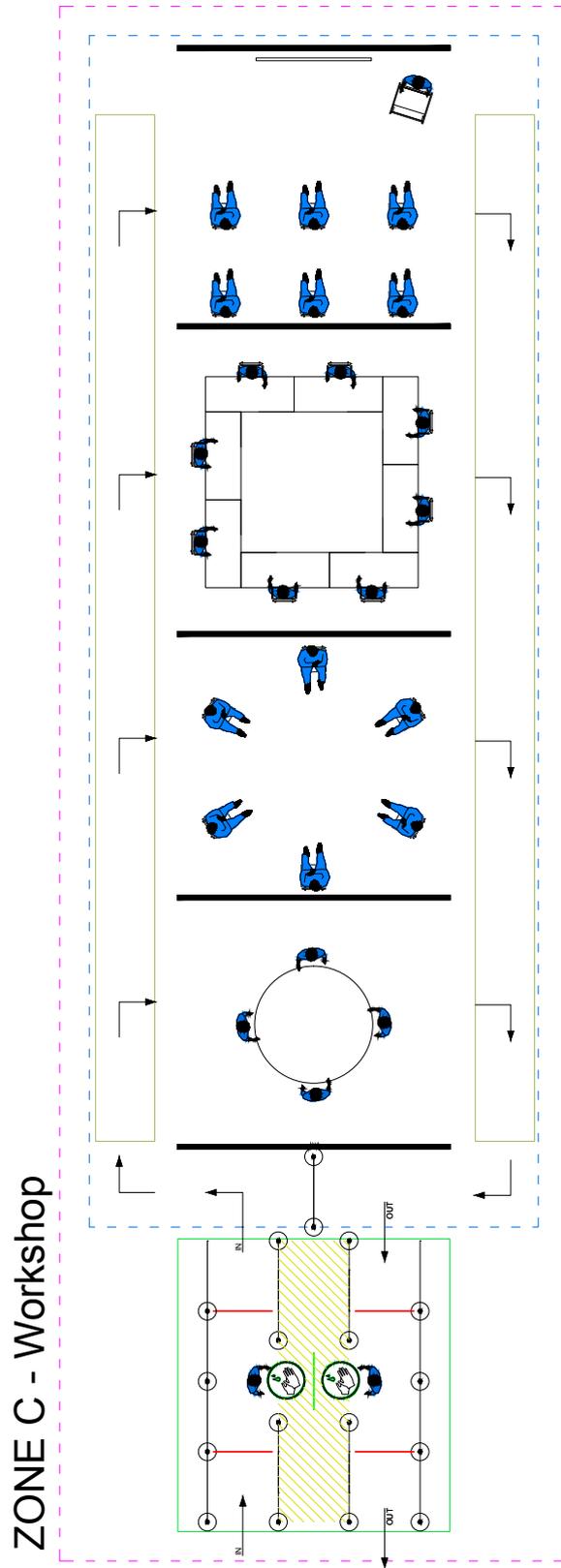
Zoom sur - Zones A1 to A5

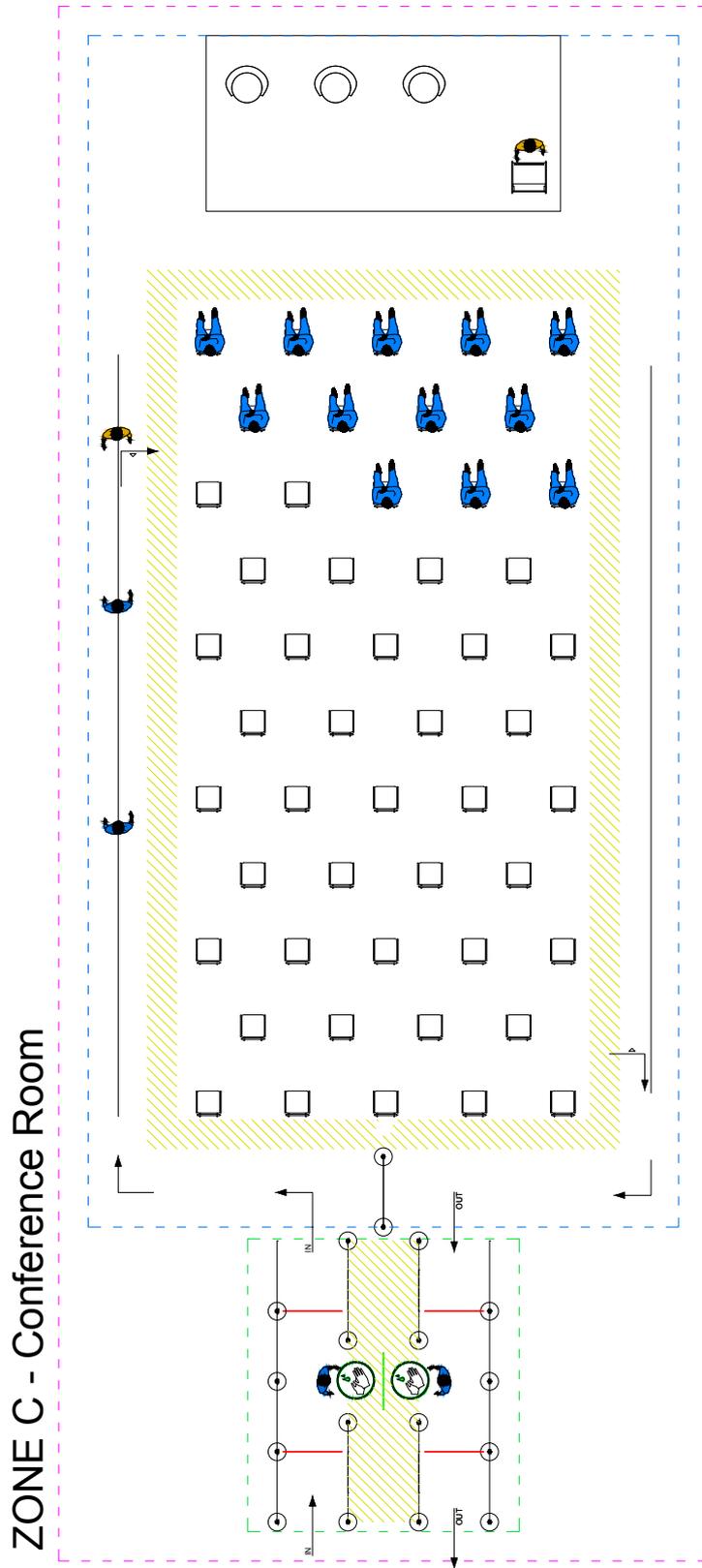


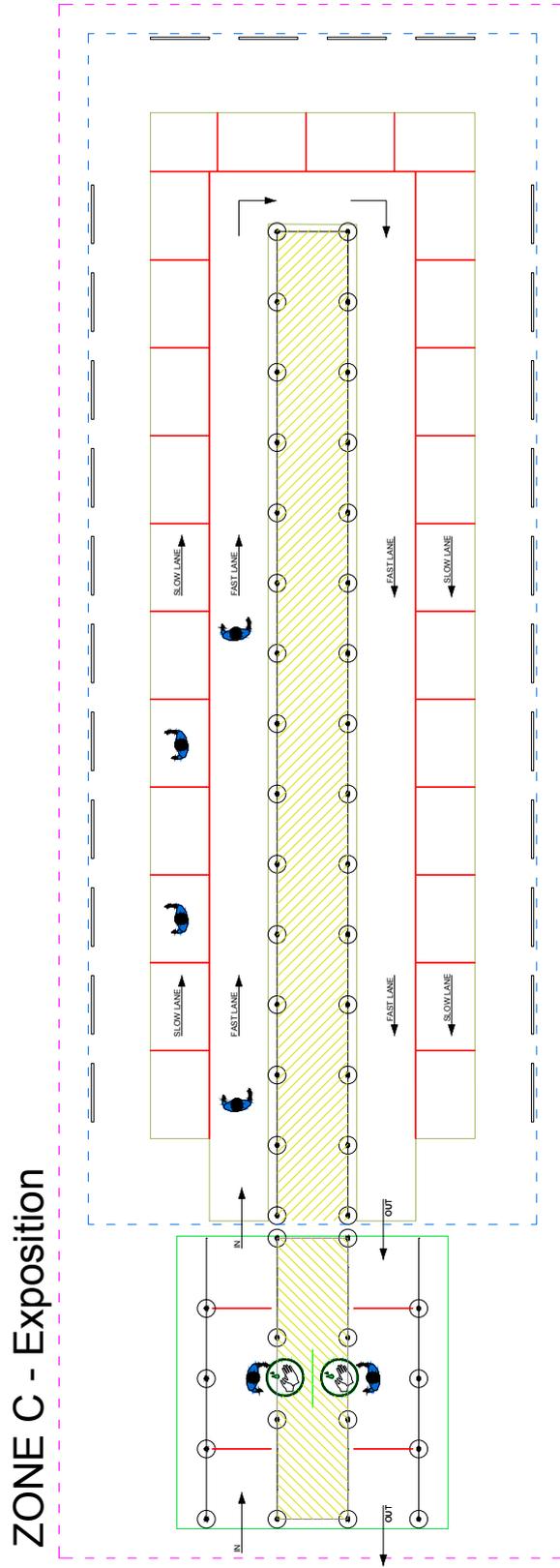
Zoom sur - Zones A6 to A7





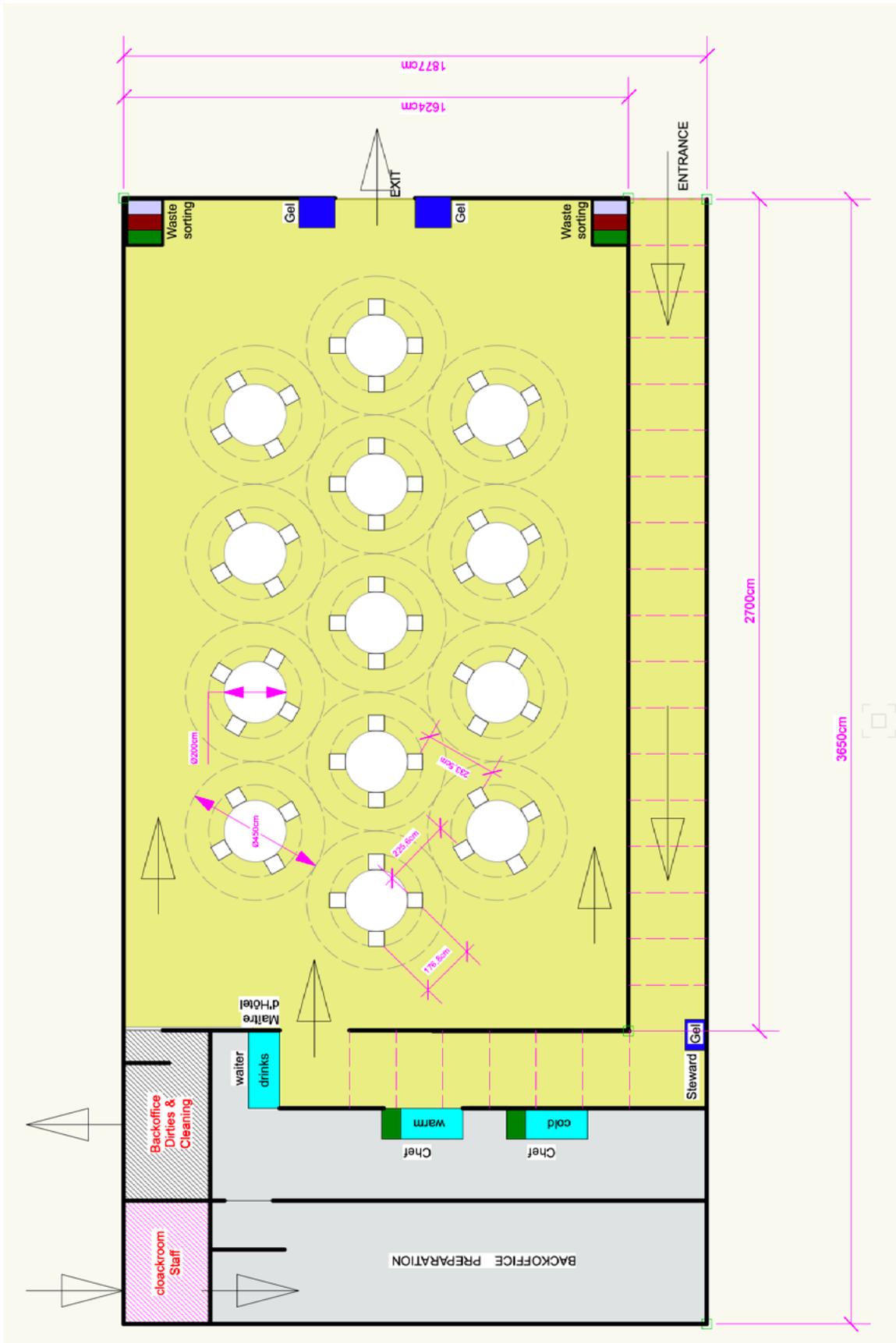






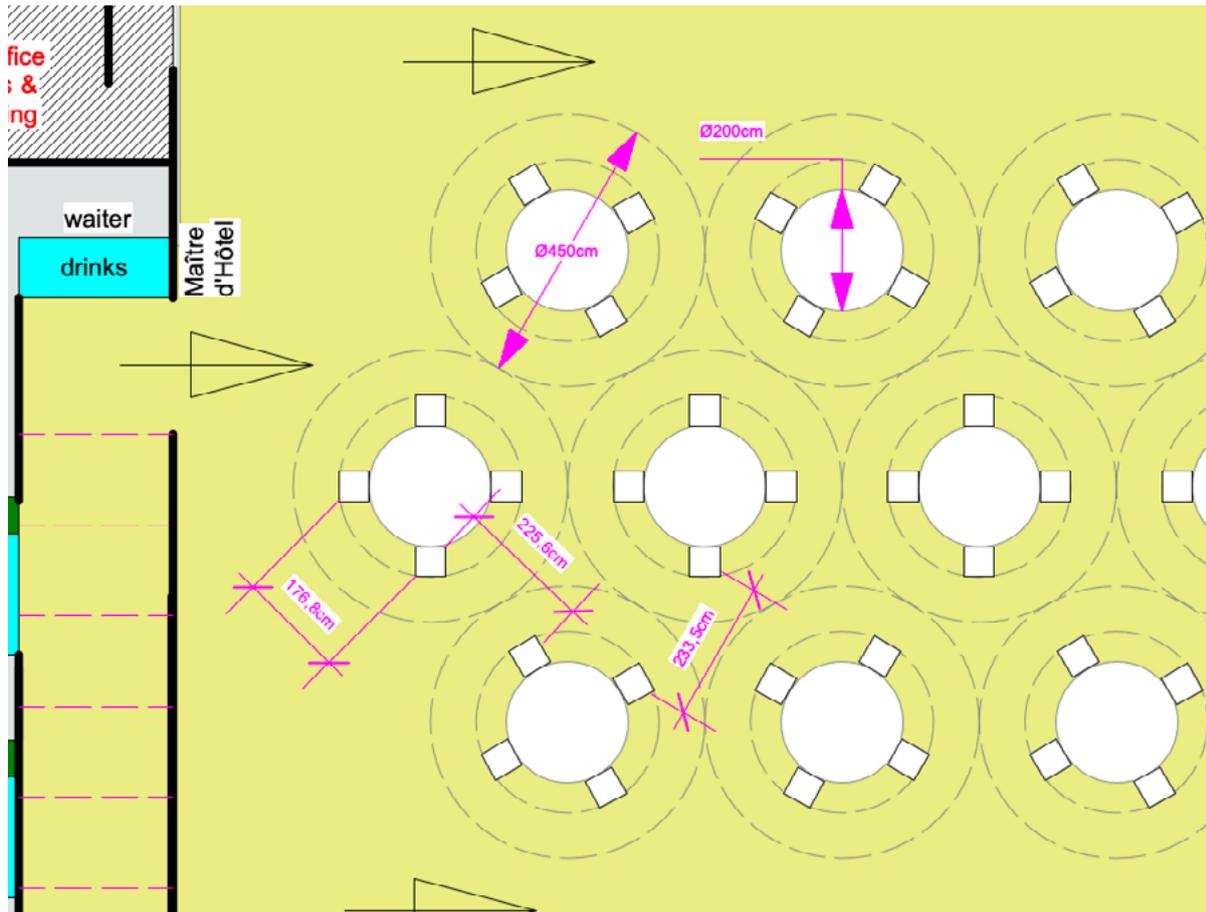
Annexe 4 - Catering Zones

Buffet for 52 people



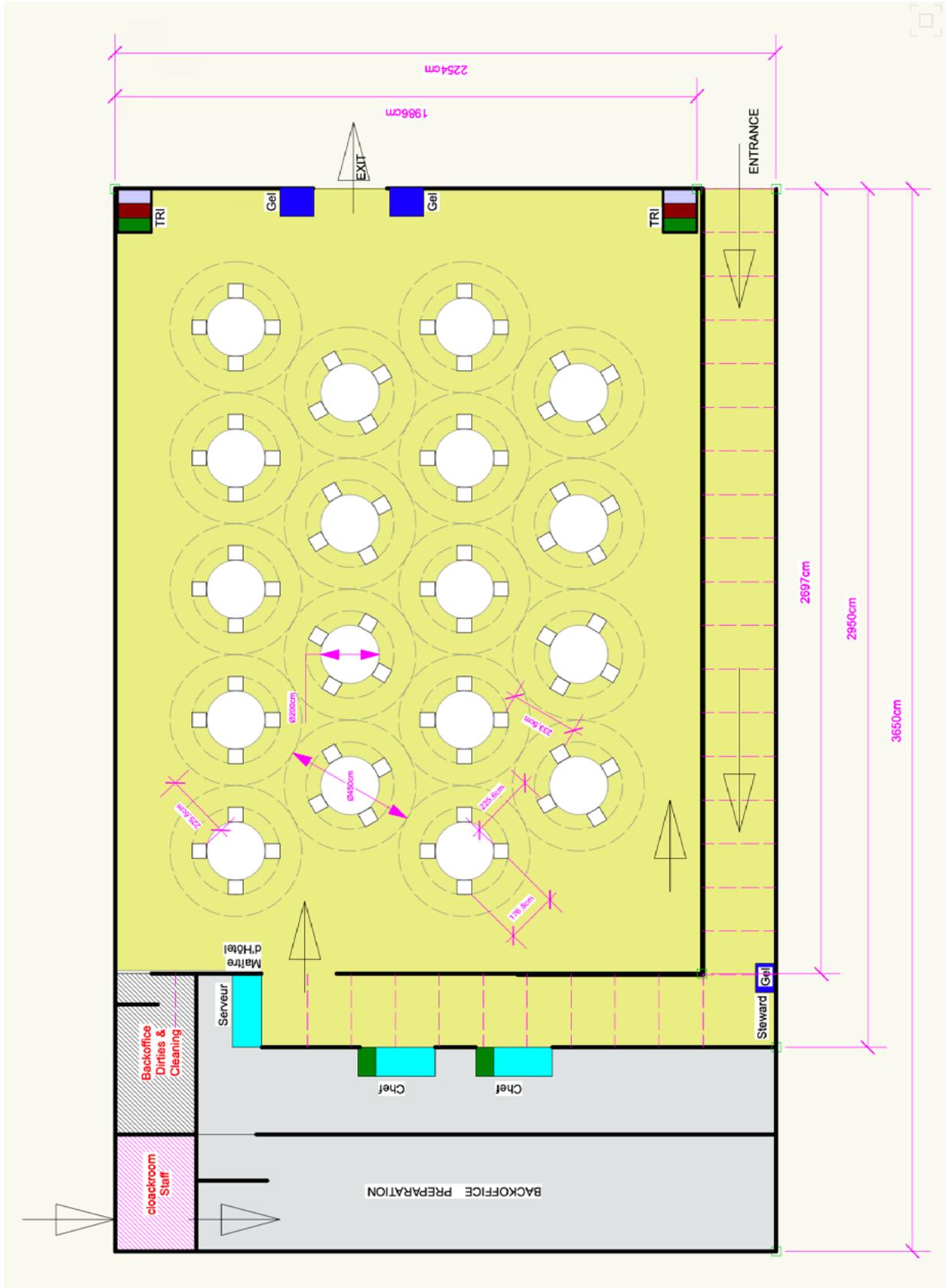
Annexe 4 - Catering Zones

Distance between guests



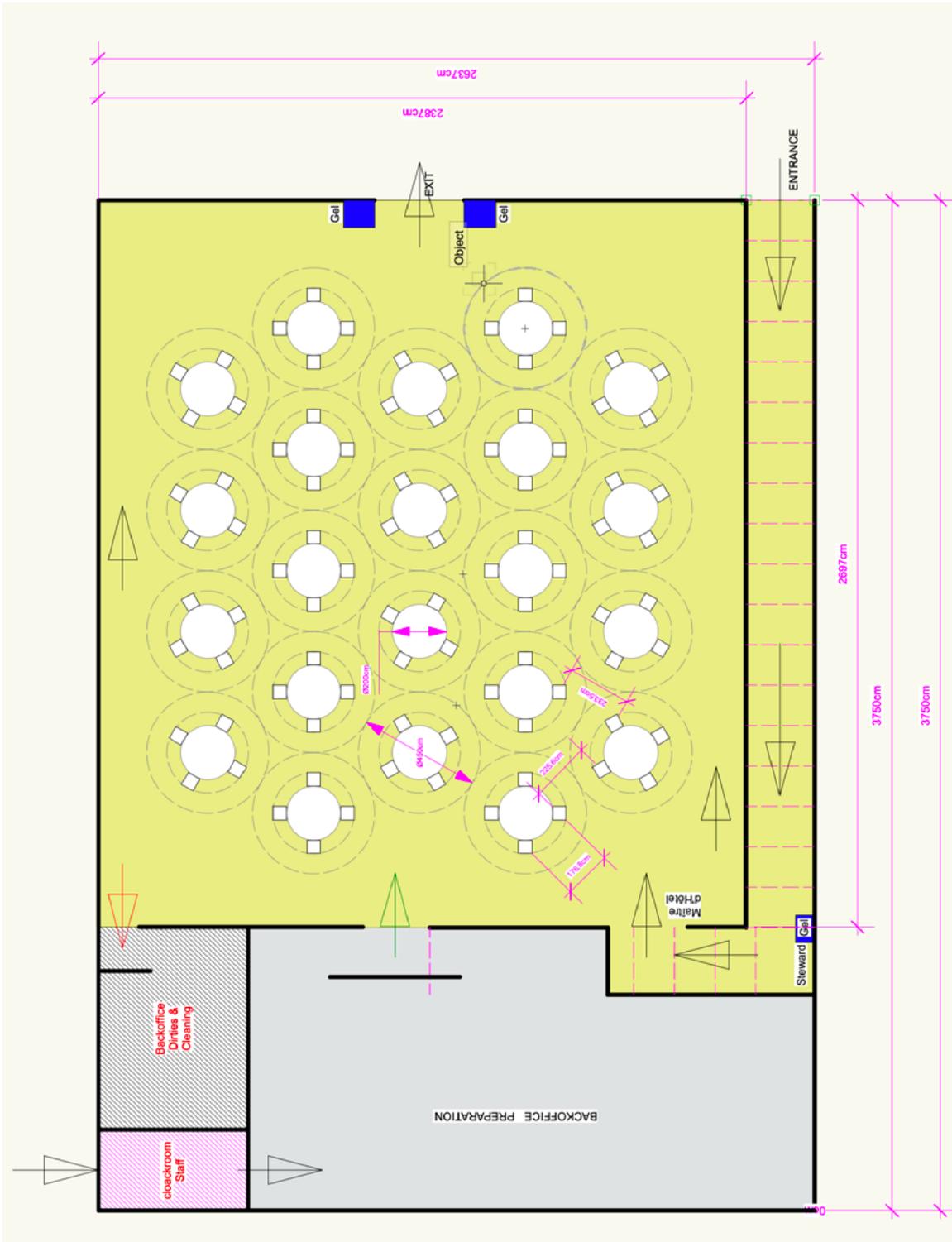
Annexe 4 - Catering Zones

Buffet for 72 people

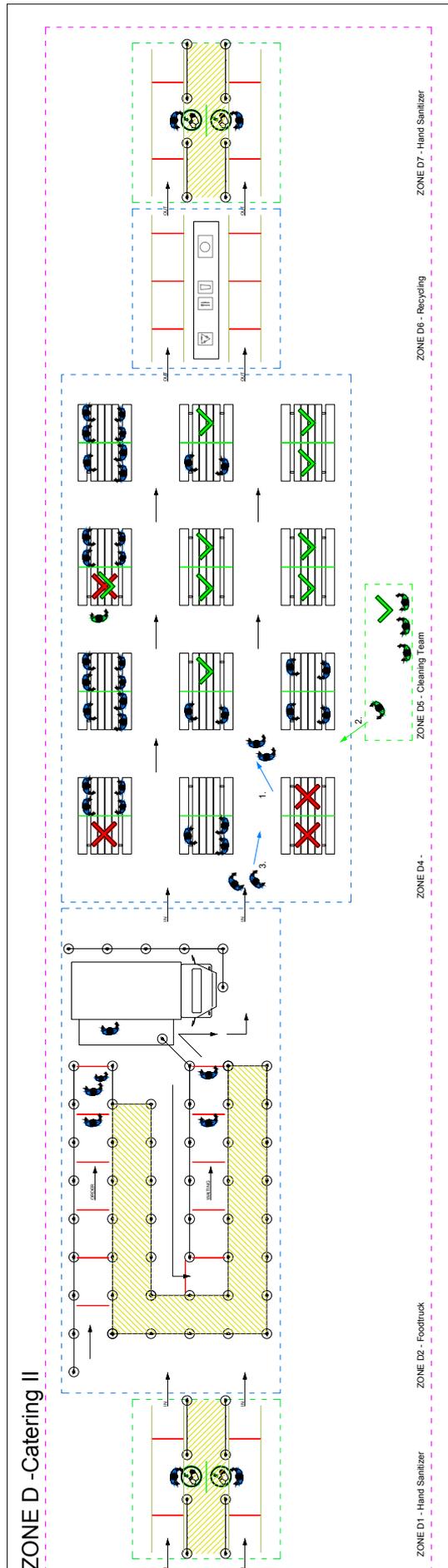


Annexe 4 - Catering Zones

Meals served at the table for 88 people

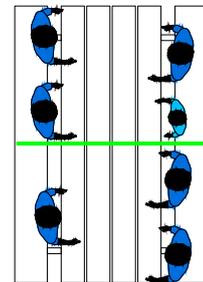
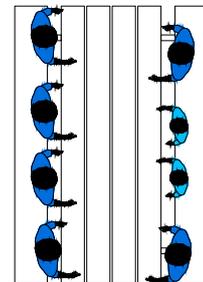


Annexe 5 - Food-Truck Zone



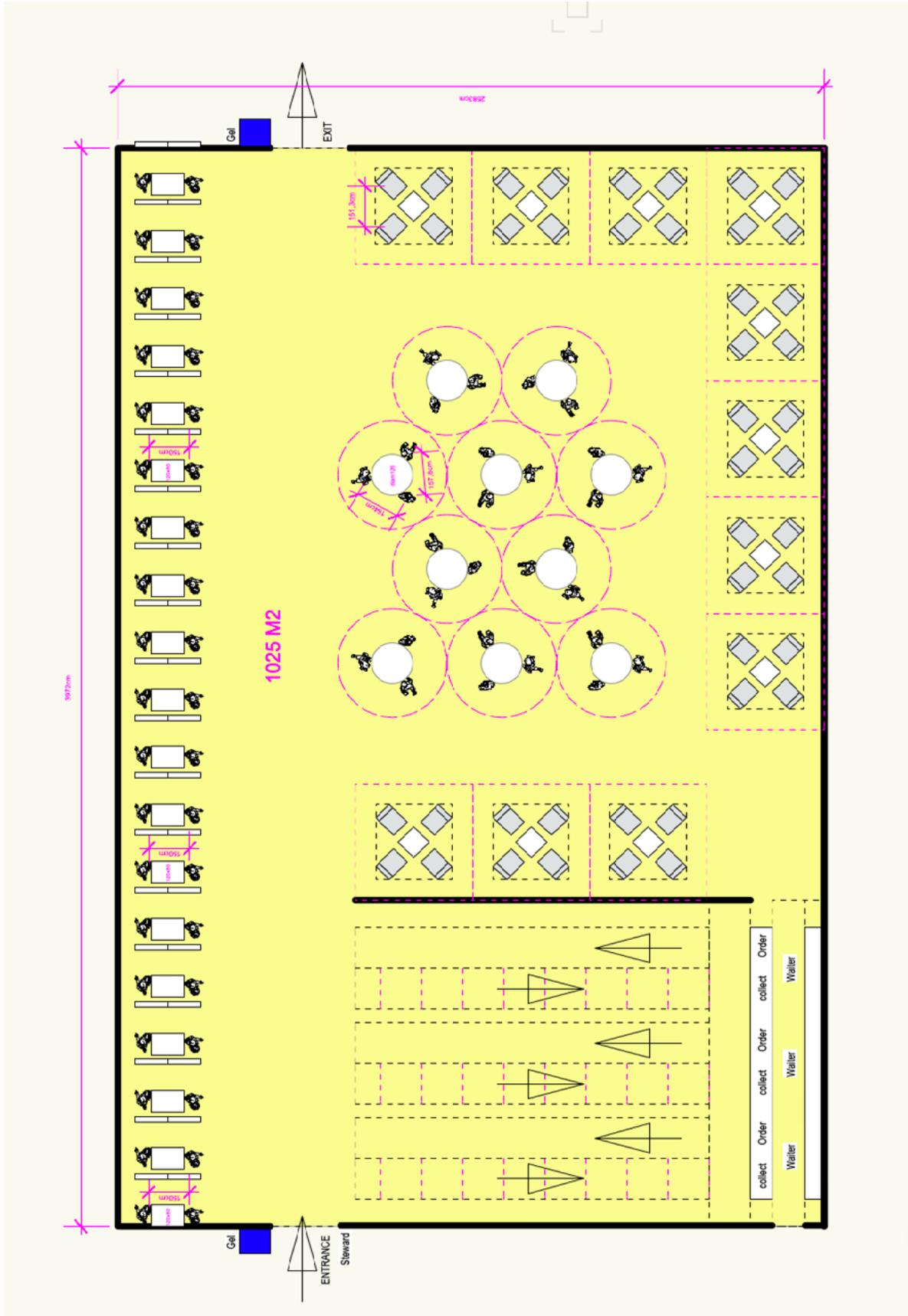
The attached illustration is a representation of a "Family Day" configuration during which the "social bubble" principle of 5 people is applied at the time of writing this report.

Plexiglass walls are placed across the width of the table to create a physical barrier between the "bubbles" of participants over 12 years of age.



Annexe 6 - Networking Zones

Coffee break with "directed" networking area for 112 people simultaneously



9. ACKNOWLEDGEMENTS



"What is impossible can only be impossible until proven otherwise ..."