Our reference: MGLA100325-1783 (Internal Review of MGLA050225-9679)

15 August 2025

Dear

Thank you for your request for an internal review of the Greater London Authority's (GLA) response to your request received on 11 March 2025. Your request for a review has been considered under the Freedom of Information Act (FOI) 2000.

You originally requested:

> I hope you are well. I am writing to you under the FOI Act 2000 to request the following information:
>
> 1) A copy of any bid documents submitted by LS Events as part of their successful bid to be chosen as a supplier for the provision of Operation London Bridge
>
> 2) A copy of any formal assessments or reports produced by the team handling the procurement process for Operation London Bridge made in regards LS Events' bid.
>
> Let me know when this email has been received. Without such an acknowledgement, I will calculate the expected return date from today meaning an expected answer by 4th March. I am reachable over email or on [REDACTED] if you have any questions.

Our response to your request is as follows:

I can confirm that the GLA holds information within the first part of your request. This information is exempt from disclosure under Section 24(1), Section 31(1)(a), Section 38(1)(b), Section 40, Section 41 and section 43(2).

The arguments for the above cited exemptions were further laid out and provided in our response to you dated 5 March 2025.

On 10 March you requested for a review of our response which you commented as being mainly baseless, you provided us with further detailed information n 11 March because the GLA wrote to you seeking clarity for the specific areas you disagree with. You wrote:

> *Here is a breakdown of the concerns I have about the refusal:*

- *The GLA used a total of six exemptions to refuse my request asking for access to bidding documents and internal assessments carried out by the firm LS Events. I believe every single one was applied inaccurately.*
- *First of all, officers cited the need to protect national security. Given the event happened almost three years ago, it seems baseless*
- *The only evidence that officers cite to support this claim is that these bidding documents may be used as the basis of a future funeral. Beyond the facts that that presumes the same private contractor would handle the event when in theory it should be an open tendering process, it has to be noted that the vast majority if not all of the security arrangements are arranged by police so will not form a meaningful part of a private firms bid for the day-to-day running of events for the Queen's funeral.*
- *Even if there were sensitive parts of their bid it is categorically inaccurate to suggest no aspect of these bidding documents could be shared, given the ability of the GLA to redact or remove sensitive sections.*
- *It is also worrying that bid documents submitted before a tender was awarded (therefore in theory before a company knows how the event will run, would endanger national security. In theory, at this point, the firm in question should have no awareness of the national security arrangements needed for the funeral. So unless the GLA breached its own national security arrangements by sharing vital details of national security arrangements with third party contractors before they even bid for an event, this refusal is void.*
- *It should be stressed given the event's historic nature and the fact viewers will have already watched or been to the funeral, means the idea of sharing information about the first stage initial pitched proposals for the funeral risks giving information about future events to terrorists or other dangerous actors is laughable. If they wanted said information, they can very easily access the widespread coverage on the day of the event.*
- *The facts outlined above also apply to the exemptions on personal information, public safety and law enforcement. On personal information, it is typical for people's names and personal data to be redacted in any FOI disclosures so the suggestion here that these documents would reveal said information when it could very easily be redacted (as is standard procedure) is erroneous.*
- *The GLA also claimed sharing the information would jeopardize the commercial interests of both the GLA and LS Events if it were to be shared. This seems questionable. First, there is a precedent of officers sharing such documents (examples can be seen here). Secondly, the openness of the tender means large amounts of information about the contract is already in the public sphere. Finally, the unique nature of the event (the death of a monarch) is a once in a generation event. Therefore, the idea its award could affect future contract awards or tendering feels tenuous at best given how incomparable in size, scope and nature this contract would be compared to those LS Events may bid on in future.*
- *Similarly, the claim the information was provided in confidence is questionable. It was part of an open tendering process through which the GLA will have received a wide array of bids. While there is a small chance a small section of the information in the bid may relate to specific confidential financial disclosures by the firm, the vast majority of documents in question, including and especially internal assessments made by GLA officials, will not.*
- *The exemption claims the "information contained the set of LS Events proposals were obtained from another 'person' and is of a confidential nature". It is unclear what this sentence means. It seems to suggest that any documents submitted to a public authority by a third party would be exempt as it is confidential which clearly is*

not supported in the legal precedent on FOI cases. It is also unclear how bidding documents for an event that was run by LS Events can be deemed confidential in nature –– their proposals outlined in those documents and City Hall's assessment of them concern an event that then happened. The suggestion their successful proposals for an event that was then broadcast minute-by-minute on national news is confidential is questionable at best. If there is confidential disclosures of internal financial information in small sections of the documents, then the obligation of the GLA in this case would be to redact those sections not to categorically refuse the request altogether.

- *I also believe the public interest test applied by FOI officers failed to acknowledge the heightened public interest in the handling of tender by LS Events specifically. The company has spent £3000 on free tickets for the Mayor and his team, tickets that the GLA did not fully declare. Given the perception of potential conflict of interest that situation poses, the heightened public interest in transparency in this case should supersede any of the conditional exemptions cited by City Hall.*
- *Given the scale of exemptions used to reject this request and the total and utter inaccuracy of their use, I can only conclude it was done in an effort to dampen the transparency of operations at City Hall and serves as a clear breach of the organisation's obligations under the Act.*

Internal review

The Freedom of Information Act gives you the right to access official information. Internal reviews are handled by the Information Governance team. We are responsible for reviewing any decision and the material (if held).

This internal review is conducted by someone who was not involved in the handling of the original request. I have taken into consideration your complaint and the points made there in, I have also as mentioned before, discussed with all other parties involved in the provision of Operation London Bridge. I have therefore set out my decision below, I have upheld in part some of your complaint. I have reviewed your full comments in which you have outlined your reasoning for requesting an internal review. As you may know, an internal review does not need to answer a new request for information but is aimed at conducting a review of the GLA's original response to your request and either uphold our original decision or provide further amendment to the original response.

- Response timeline

Your request was received on 5 February 2025. The deadline to respond to your request was 5 March 2025. The GLA responded to your request on the day. This response was provided within the deadline, and therefore met the statutory timeline to respond.

I must however apologise for the delay in responding to your internal review request, your request was received on 11 March 2025 and was due a response by 8 April. While there's no statutory deadline for the of an internal review request, the Information Commissioner's Office (ICO) recommends completing the review within 20 working days, with a maximum of 40 days in exceptional circumstances. It is also the GLA's policy to respond within 20 working days, I therefore apologise that we were unable to respond within the required timescale. The delay was as a result of consulting with other external bodies as the documents were received from other parties.

- Information held

For the purpose of conducting this internal review, I have been in touch with the third party contractor, LS Events, as well as third-party consulted with other joint bodies including central government departments involved who provided funding and support to the London-wide (and beyond) events, and as such we are able to provide some information subject to the applicable exemptions and redaction of commercially sensitive data where necessary.

I have therefore considered and upheld your complaint where you say the following: *"Even if there were sensitive parts of their bid it is categorically inaccurate to suggest no aspect of these bidding documents could be shared, given the ability of the GLA to redact or remove sensitive sections."* As well as *"The facts outlined above also apply to the exemptions on personal information, public safety and law enforcement. On personal information, it is typical for people's names and personal data to be redacted in any FOI disclosures so the suggestion here that these documents would reveal said information when it could very easily be redacted (as is standard procedure) is erroneous."*

To maintain confidentiality, some information have been withheld and or redacted from the documents provided, we have however provided information that is held within the scope of your request. The redactions have been made in line with the applicable exemption within the FOIA, under S*ection 40, Section 41 as well as* section 43(2), for clarity I will provide more details and the public interest arguments particularly for s43(2) which is a qualified exemption further below.

I have not however upheld some other parts of your complaint that made some assertions, including:

- *It is also worrying that bid documents submitted before a tender was awarded (therefore in theory before a company knows how the event will run, would endanger national security. In theory, at this point, the firm in question should have no awareness of the national security arrangements needed for the funeral. So unless the GLA breached its own national security arrangements by sharing vital details of national security arrangements with third party contractors before they even bid for an event, this refusal is void.*
- *It should be stressed given the event's historic nature and the fact viewers will have already watched or been to the funeral, means the idea of sharing information about the first stage initial pitched proposals for the funeral risks giving information about future events to terrorists or other dangerous actors is laughable. If they wanted said information, they can very easily access the widespread coverage on the day of the event.*
- *I also believe the public interest test applied by FOI officers failed to acknowledge the heightened public interest in the handling of tender by LS Events specifically. The company has spent £3000 on free tickets for the Mayor and his team, tickets that the GLA did not fully declare. Given the perception of potential conflict of interest that situation poses, the heightened public interest in transparency in this case should supersede any of the conditional exemptions cited by City Hall*

Our role in information governance is to respond to requests and deal with any follow-on complaints, responding with information that the GLA holds and is therefore recorded, it is not in our position therefore to hold opinions or to advise on how decisions, like procurement

decisions, are reached. I believe that there is due process for this type of concern which you may be aware of and well within your rights, should you wish to, to pursue outside of the FOIA remit.

I will deal with each of the two points below specific to your original request of 5 February 2025 and provide further explanation as to the application of exemptions under the FOIA.

1. **A copy of any bid documents submitted by LS Events as part of their successful bid to be chosen as a supplier for the provision of Operation London Bridge**

Please find enclosed (**Appendix 1**) information we hold related to your request in the above. This is provided as PDF parts of which have been redacted because the following exemptions apply which have been largely explained in our response to your original request, namely:

- Section 40(1) – personal information of staff of LS Events, the GLA and relevant government departments, local authority staff involved in the provision of the required services.

Section 40 – Personal information

In upholding your comment at the seventh bullet point, please note that the names and details of third-party staff members have been redacted from the information disclosed to you, as they are exempt from disclosure under s.40 (Personal information) of the Freedom of Information Act. This information could potentially identify specific employees and as such constitutes personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual that is identified directly or indirectly.

It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

- 41(1) – information is provided in confidence, and section 41(1) of the Act provides that:

"Information is exempt information if- (a) it was obtained by the public authority from any other person (including another public authority), and (b) the disclosure of the information to the public (otherwise than under this Act) by the public authority holding it would constitute a breach of confidence actionable by that or any other person"

For the exemption to apply, it must be demonstrated that disclosure would constitute an actionable breach of confidence. The Information Commissioner's Office (ICO) have long advised public authorities to be mindful of the test of confidence set out by Judge Megarry at the High Court of Justice in *Coco v A N Clark (Engineers) Limited [1968] FSR 415* as a framework for assessing whether a disclosure would constitute a breach of confidence:

…that three elements were usually required to bring an action for a breach of confidence: – the information must have the necessary quality of confidence, – it must have been imparted in circumstances importing an obligation of confidence, and – there must have been an unauthorised use of the information to the detriment of the confider.

Therefore, we consider that the following applies:

Section 41 is designed to give those who provide confidential information to public authorities a degree of assurance that their confidences will continue to be respected.

Both exemptions are absolute and not subject to a public interest test. However we are required to carry out a test to determine whether it would have a public interest defence for the breach of confidence. We consider that there are strong reasons why it is in the public interest to uphold LS Events' right to confidentiality, in light of the arguments you made in your request for internal review, we have reviewed and believe that some of the information in scope of your request can be disclosed whilst removing or withholding any that is exempt under the Act. In our response to you and whilst considering the public interest test, I agree with the argument that there is a clear public interest in the release of information that helps demonstrate the work of public bodies involved in planning events involving operations such as this scale. To help facilitate this understanding, there is a justifiable public interest in placing information into the public domain, information that would allow the public to assess the nature of the proposals that take place, and the way it is presented. Transparency of these proposals will generate confidence in the integrity of the procedures involved.

Having taken this argument into consideration in my review, I uphold your complaint at bullet points nine and ten, that clarification is required with information considered as 'held in confidence' Some information have been disclosed subject to that exemption. I wanted also to clarify that some information that fall in scope of your request were obtained from third party entities such as the central government on which LS Events relied for information relating to their bid, this further clarifies the line used in our earlier response and the reason we have had to third party consult to respond to your requests:

"information contained the set of LS Events proposals were obtained from another 'person' and is of a confidential nature"

Having taken into consideration the level of confidence, including the confidentiality of the contract L S Events hold with HMG as well as the GLA and in considering that L S Events will provide the services in similar events in future, some of the information have therefore been withheld.

2. **A copy of any formal assessments or reports produced by the team handling the procurement process for Operation London Bridge made in regards LS Events' bid.**

We have reviewed the information that the GLA holds that falls within the scope of this part of your request. Please find enclosed information that is relevant to your request subject to the applicable exemptions, this is (**Appendix 2**) the document titled 'Single Source Request Form (SSR)'

- S43 – commercial interests

A commercial interest relates to a person's ability to participate competitively in a commercial activity. In this instance, the requested information relates to the information provided by LS Events as part of a tendering process as well as the assessment completed by our procurement partner of the company's ability to provide the services required, of which there are significant commercial interests. Disclosure of this information would prejudice the ability of LS Events to participate competitively in future tendering activities where other similar organisations are also

seeking to offer similar services. We have therefore redacted information that is deemed commercially sensitive but have provided the rest of the assessment report.

Outcome of the internal review

In reviewing your complaint, I consider that the GLA has re-considered its original response and has now reconsidered its position on the matter and have provided some information in scope of your request, subject to the applicable exemptions. Where applicable and to protect confidential and commercially sensitive official information as well as personal data of officers, we have withheld some information and redacted some in part in order to comply with our obligations under the applicable legislation.

I therefore have partially upheld the issues raised in your complaint in providing a guided explanation of our joint decisions, with other third parties involved, above.

I trust I have addressed your concerns. However, if you remain dissatisfied you may take your complaint to the Information Commissioner at the following address:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
SK9 5AF
http://www.ico.org.uk/complaints

If you have any further questions relating to this matter, please contact me, quoting the reference REFERENCE

Yours sincerely

SE

Sylvia Edohasim
Information Governance Manager
Information Governance & Assurance Team

RFP SUBMISSION

Document Control

Document ref	RFP Question ref	Document Title	Saved location	Classification
XLM21-001		XLM21_ref001_Document Control - RFP Submission_v1_020221	XLM21- RFP Response Submission - FINAL	Restricted
XLM21-002	Q1	XLM21_ref002 RFP - Q1 response_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q1 Response	Restricted
XLM21-003	Q1	XLM21_ref003 RFP - Loud Sound Event & Operations Experience_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q1 Response > XLM21 - Q1 Supporting Documentation	Restricted
XLM21-004	Q2	XLM21_ref004 RFP - Q2 response_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response	Restricted
XLM21-005	Q2	XLM21_ref005 RFP - Project Delivery Model_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-006	Q2	XLM21_ref006 RFP - Risk Register_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-007	Q2	XLM21_ref007 RFP - SAGE Papers_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-008	Q2	XLM21_ref008 RFP - Loud Sound Project Plan_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-009	Q2	XLM21_ref009	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-010	Q2	XLM21_ref010 RFP - Loud Sound Policies_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q2 Response > XLM21 - Q2 Supporting Documentation	Restricted
XLM21-011	Q3	XLM21_ref011 RFP - Q3 response_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q3 Response	Restricted
XLM21-012	Q3	XLM21_ref012 RFP - Loud Sound Supplier Matrix_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q3 Response > XLM21 - Q3 Supporting Documentation	Restricted
XLM21-013	Q3	XLM21_ref013 RFP - Supply Chain Budget Summary_v1_020221	XLM21- RFP Response Submission - FINAL > XLM21 - Q3 Response	Restricted

			> XLM21 - Q3 Supporting Documentation	
XLM21-014	Q3	XLM21_ref014 RFP - Scores & Ratings Report (Sunbelt Rentals Ltd)_v1_020221	XLM21 RFP Response Submission - FINAL > XLM - esponse > XLM21 - Q3 Supporting Documentation	Restricted

RFP SUBMISSION

Q1 Response

Q1
A brief summary, maximum two pages detailing; - Your understanding of and complex multi-agency high profile events - Your appetite and motivation to deliver the work - Your experience in successfully delivering events of this scale in London
SUPPORTING DOCUMENTS

Reference	File name	
XLM21-002	XLM21_ref002	RFP - Q1 Response_v1_020221
XLM21-003	XLM21_ref003	RFP - Loud Sound Event & Operations Experience_v1_020221

RFP

London Sound Event Operations & Experience

Project	**HUB LOGISTICS – TEMPORARY STORAGE FACILITY MANAGEMENT**
Term	2020 – present day
Location	London (various locations – scalable as required)
Client	1st Wave - Greater London Authority (GLA) 2nd Wave - Westminster City Council (WCC)

Comparability with

COVID-19 compliant project management and operational delivery. Implementation of high level data and information security protocols. Resilient resourcing plan. Flexible operational plans enabling scale to be adapted. Engagement with London emergency planning and multi-agency stakeholder management. Significant media interest.

Project Description

London's Emergency Planning response to provide excess death storage facilities as a result of the COVID-19 Pandemic. In support of the Strategic Coordination Group (SCG), and the Mortality Management Sub-Group (MMG), the Greater London Authority (GLA) supported the mobilisation, logistics and operation of four temporary storage facilities for excess deaths across London to aid the city's response to the COVID-19 pandemic. Loud Sound was contracted by the GLA to provide the operational delivery of all four facilities.

Stakeholders

Throughout the project, collaborative planning was required with multiple stakeholders and contractors, including public bodies whilst taking into account the strain they were under. Loud Sound found additional ways to collaborate with stakeholders and public bodies to offer support beyond original requirements. These stakeholders include;

- London Resilience Group (LRG)
- Greater London Authority (GLA)
- London's Strategic Coordination Group (SCG)
- Mortality Management Group (MMG)
- Local Authorities where facilities were located
- NHS England
- Westminster City Council
- Metropolitan Police
- Transport for London
- London Fire Brigade
- Hospital and Public Mortuaries within every Borough of London
- Funeral Directors
- On-site contractors including Losberger DeBoer.

References

1st Wave - John Barradell, [redacted]
2nd Wave - Stuart Love, [redacted] / Devika Samlal, [redacted]

"On behalf of Her Majesty, thank you for the additional burden you and your colleagues are undoubtedly bearing as you face increased numbers as a result of this terrible virus. There is a significant emotional strain at this time, and this is likely to take its toll on you and on your colleagues. You know that the work you do is an essential public service, but it is the way in which it continues to be carried out that sets apart those who really care from others" **HM Lord-Lieutenant of Greater London, Sir Kenneth Olisa OBE**

"I saw at first hand the temporary mortuary facilities you established...This was an enormous logistical challenge...creating facilities at an exhausting pace. The combination of thoughtfulness, pragmatism, sensitivity, and pace you brought to this endeavour was striking" **Richard Goodman, Director of COVID-19 (London)**

"We have stated publicly that we have every confidence in your organisation and in your management and leadership but most of all in you as individuals undertaking the various roles that have been asked of you..... We are proud of the way you have all stepped up to support London by undertaking difficult tasks in a sensitive and respectful way during these extremely challenging times.....your day to day work is essential and very much valued." **LRF to all HL colleagues**

Project	**HUB LOGISTICS – LATERAL FLOW TESTING SITES**
Term	2020 – present day
Location	North East London
Client	Greater London Authority (GLA)

Comparability with

COVID-19 compliant project management and operational delivery. Local Authority and multi-agency stakeholder management. Flexible operational plans enabling scale and approach to be adapted. Resilient resourcing plan.

Project Description

In support of the Department of Health and Social Care (DHSC), the Greater London Authority (GLA) contracted Loud Sound Ltd operating as Hub Logistics to manage operations of Lateral Flow Testing Sites (LFTS). The LFTS were mobilised in North East London on direction from the London Boroughs' appointed Chief Executive for Lateral Flow Testing (Andrew Blake-Herbert, CEO of London Borough of Havering) to aid the response to increased COVID-19 infections within this area.
The LFTS operate across eight identified London Boroughs in North East London to provide the affected communities with accessible LFTS facilities.
The Lateral Flow Community Testing Programme, its target audience, and clinical guidance is under constant review by the DHSC. The task set by DHSC to the Borough's has developed and become more focused through the duration of the project. Each Borough has an individual plan of how to achieve the desired end goal. Loud Sound are currently delivering these individual plans highlighting their ability to flex and adapt with the development of a project and to understand the individual objectives of each stakeholder.

Stakeholders

- Greater London Authority (GLA)
- London Boroughs of Barking & Dagenham, City of London, Hackney, Havering, Newham, Redbridge, Tower Hamlets, Waltham Forest
- Department of Health and Social Care (DHSC)
- Public Health England (PHE)
- North East London NHS Foundation Trust (NELFT)
- East London NHS Foundation Trust (ELFT)

References

James Fitzgerald, [redacted]
Andrew Blake-Herbert, [redacted]

Project	BST HYDE PARK
Term	2013 - present day
Location	Hyde Park, London
Client	AEG Presents & The Royal Parks

Comparability with

Prime contractor delivering end to end project management and event delivery. Long established strong relationships with The Royal Parks and multi-agency stakeholders.

Project Description

Loud Sound have produced the award-winning event “BST Hyde Park” on behalf of promoter AEG Presents since 2013. Loud Sound are the Prime Contractor delivering the Project Management, Event Management, Site and Infrastructure Management, Operations Management, Technical Production, Creative Production, and Partner and Sponsor Delivery.

BST Hyde Park is the largest (65,000 daily capacity) and most well-known festival in London, attracting high profile artists and guests who continually return because of its first-class delivery.

The event brief was to produce 10 days of events in Hyde Park annually in July. Within these there are two weekends of concert events with a total audience of over 400,000 with 4 free to enter midweek event dates providing entertainment for the local community.

Loud Sound played a pivotal role in the successful bid for the Hyde Park events Tender and are contracted to produce the event for the next 7 years.

Through Loud Sounds Accessibility Management BST Hyde Park was awarded Attitude is Everything’s Gold Standard in 2019 making this one of the only London festivals to carry this standard.

BST Hyde Park has also been awarded the ISO standard for ISO 14001 (Environmental Management) and ISO 20121:2012 (Event Sustainability Management Systems), whereby Loud Sound produced and now maintain the Integrated Management System to deliver this.

Stakeholders

- The Royal Parks
- Westminster City Council
- Greater London Authority (GLA)
- Metropolitan Police
- Police Gold Working Group
- Transport for London
- London Fire Brigade
- St Johns Ambulance
- London Ambulance Service
- Hyde Park Friends Group and residents groups
- Park Users
- The Royal Parks Operators and Concessions
- Local further education e.g. University of Westminster
- LSAG
- Attitude is Everything

References

Colin Chappel, [redacted]
Alun Mainwaring [redacted]

Project	**UEFA EUROS 2020 (2021) FAN ZONES**
Term	2020 – present day
Location	North East London
Client	The GLA and Jack Morton Worldwide

Comparability with

Full event management and event delivery of the primary London Fan Zone. Engagement with all major London multi-agency stakeholders, participation in City Coordination Group, that is responsible for the pan-city arrangements.

Event Description

UEFA EURO 2020 (2021) Men's Football Championship hosted by 12 European cities creating a festival of football across the continent. 51 matches held and screened between 11th June to 11th July 2021 (tournament delayed a year due to COVID-19). London, as a primary host city, will provide Football Fan Zones including large screens, stages, activations, food and drink outlets where families, neighbours and fans can come together to watch the tournament.
During the 2020 planning, Loud Sound were appointed as Event Management Company to provide services including; feasibility scoping and site research for the primary Fan Zone of 30,000 capacity at Greenwich Park, Stakeholder Engagement, overall Project Management, Event Delivery, Business and Resident Comms, Concessions Management and integration with the overall City Coordination approach and Pan-City plans.

Stakeholders

This project collaboratively engaged all major stakeholders within London who are responsible for both the experience and safety of not only the event attendees but also Londoners in general and international visiting tourists. The key agencies included;

- City Coordination Group, chaired by Westminster City Council
- Greater London Authority
- The Royal Parks
- Royal Borough of Greenwich
- Royal Museums of Greenwich
- Old Royal Naval College
- Metropolitan Police (Gold and Silver Command)
- Transport for London
- London Underground
- Network Rail
- Royal Docks
- London Ambulance Service
- NHS Emergency Planning and Resilience Team
- London Fire Brigade
- London & Partners
- The FA and UEFA.

References

James Fitzgerald, [redacted]

Project	**BROCKWELL PARK EVENTS**
Term	2019-present
Location	Brockwell Park, London
Client	Summer Event Series (Mighty Hoopla, Cross the Tracks, Wide Awake Festival) London Borough of Lambeth (Lambeth Country Show)

Comparability with

Stakeholder engagement with London Borough of Lambeth, effective community engagement

Project Description

Mighty Hoopla, Cross the Tracks, Wide Awake Festival
Loud Sound produce Mighty Hoopla, Cross the Tracks and Wide Awake Festival for a series of independent promoters in Brockwell Park each summer since 2019. These are 25,000 capacity festivals taking place in Brockwell Park, Lambeth. Through effective stakeholder engagement, Loud Sound were pivotal in the successful reintroduction of events to the park.

Lambeth Country Show
Contracted directly with London Borough of Lambeth, Loud Sound are responsible for the event management and site management and infrastructure delivery of the widely popular community event Lambeth Country Show.

Stakeholders

- London Borough of Lambeth
- Metropolitan Police Service
- NHS London
- Transport for London
- Network Rail
- London Ambulance Service
- London Fire Brigade
- 27 Community Groups

References

Claire Horan, Senior Events Officer, Lambeth Events, [redacted]
Lee Fiorentino, Head of Events and Filming, Lambeth Events, [redacted]

Project	**CHINESE NEW YEAR CELEBRATIONS**
Term	2018-2019
Location	Trafalgar Square, Shaftesbury Avenue, Charing Cross Road, Leicester Square and China Town.
Client	London Chinatown Chinese Association (LCCA)

Comparability with

Full event management and event delivery with heavy focus on stakeholder engagement, procession and crowd management, traffic management, licensing and health and safety.

Project Description

Loud Sound were engaged by SEL UK, to deliver the event management and operations for the Chinese New Year celebrations in Central London in 2019. This high-profile event spanned Trafalgar Square, Shaftesbury Avenue, Charing Cross Road, Leicester Square and ChinaTown. The event included parades, market stalls and 4 stages. The Trafalgar Square operation took place within a 72-hour period, and the peripheral activities within a 14-hour period, working around the clock. Through our experience on other central London Events, Loud Sound has an excellent working relationship with Westminster City Council, the GLA and other key agencies and stakeholders. It is through the confidence in Loud Sound that we were trusted to manage an intricate and successful event in this complex location in central London.

Stakeholders

- LCCA
- Greater London Authority
- Westminster City Council
- London Fire Brigade
- London Ambulance Service
- Metropolitan Police
- Transport for London
- Team London Volunteers
- St Martins in the Fields Church
- National Portrait Gallery

References

Peter Phillips, Managing Director, SEL UK, [redacted]

Project	**FOOTBALL WORLD CUP FAN ZONE**
Term	2018
Location	Hyde Park, Queen Elizabeth Olympic Park, The O2
Client	The GLA via AEG Presents Ltd

Comparability with

Delivery of project within 48 hours, engagement with multi-agency stakeholders and suppliers, creation of ticket ballot T&C's and on sale within 24 hours, adapted infrastructure implementing a new site design and creation of new Event Management Plans which resulted in the sign off and approval from the LSAG.

Event Description

In 2018 Loud Sound were tasked with hosting a screening of the World Cup Semi Final using the event site at BST Hyde Park. In conjunction, we needed to ensure the normal running of all previously programmed shows. We were able to fully utilise our resilient and unperturbed Project Management team to react and respond quickly, mobilising full operations within hours of notice.
If England successfully made it through to the final game, Loud Sound were also tasked with hosting further screening on the London Stadium's Queen Elizabeth Lawns and other venues around London within 96 hours.
This required mass co-ordination of not just the immediate Loud Sound project team but multiple stakeholders and suppliers including setting up a new SAG group for the Queen Elizabeth South Lawns, London Stadium Stakeholders, TfL, and London Venues such as the O2.
A World Cup football audience would be a significant shift in demographic from that expected for BST. Due to this unforeseen change, the safety of the event was of paramount concern, particularly to the LSAG. Appropriate actions were taken to manage audience through ticket balloting, adapting site infrastructure, implementing new site design and developing an entire suite of Event Management Plans to satisfy all Authorities and Stakeholders. Concerns were addressed, resolved and approved by LSAG within 48 hours.
This demonstrates Loud Sound's robust competence to host and mobilise an outstanding event, within an extremely short lead time.

Stakeholders

- Greater London Authority
- The Royal Parks
- Queen Elizabeth South Lawns
- London Stadium Stakeholders
- TfL
- The O2

References

JP Graham, [redacted]
Colin Chappel, [redacted]
Alun Mainwaring, [redacted]

Project	**THE PATRON'S LUNCH CELEBRATING HER MAJESTY THE QUEEN'S 90TH BIRTHDAY**
Term	2016
Location	The Mall, Horse Guards Parade, Green Park, St James's Park.
Client	Peter Phillips, SEL UK Limited

Comparability with

Full end to end project management of an event of national significance, involving the direct coordination of comparable stakeholders and multi-agency groups. High quality operational delivery under pressured timescales, with general public, media and political scrutiny. Management of confidential and highly sensitive content alongside thorough security planning involving both Gold and Silver Command at the MET Police, Counter Terrorism Security Co-Ordination Units and MET Police Ceremonial Event Planning Team. Event locations directly comparable with The Mall, Green Park, St. James's Park, Horse Guards Parade and the surrounding areas.

Project Description

The brief from the client was to design and deliver a large-scale celebration in the style of a "traditional street party" on The Mall for 10,000 ticketed guests, to celebrate Her Majesty The Queen's patronage of over 600 charities. This included two external free to enter "live sites' in Green Park and St. James's Park for non-ticket holders to enjoy the proceedings with screens, bars, concessions and necessary welfare. Loud Sound Senior Leadership team, Grace Noest and Jen-e Jones were the Project Director and Operations Director responsible for full end to end project and event management and delivery alongside Steve Reynolds acting as Live Site Manager. The brief included the operational delivery of the largest ever Royal Family 'Walk-about', involving engagement with high level stakeholders including the Royal Household Security Liaison Team, the MET Police Royal Protection Teams and the Royal Household Transport Team.

As Project Director, Grace's role was responsible for maintaining strong relationships with all the key stakeholders and at the highest levels to ensure the success of a nationally significant event. These stakeholders included; The Royal Household (including Her Majesty The Queen's Private Secretary and the Private Secretaries of all principal members of the Royal Family, The Royal Household Communications Team, DCMS, The Cabinet Major Events and Operations Team, Department of Communities and Local Government, GREAT Campaign through No.10, Defence Services Security department, Ceremonial Events Broadcast Teams at BBC and ITV and the major London agencies, including the GLA, Westminster City Council and all associated departments.

Jen-e Jones, as Operations Director, led the complicated delivery of on the ground operations which incorporated the necessity to ensure a seamless handover from The Trooping of the Colour to the Patron's Lunch in less than 16 hours. The stakeholder planning and engagement was complex and involved multiple agencies and organisations including both Gold and Silver Command at the MET Police, Counter Terrorism Security Co-Ordination Units, MET Police Ceremonial Event Planning Team, key departments at Westminster City Council, The Royal Parks and all necessary emergency services and emergency resilience groups.

A successful and secure celebration of Her Majesty The Queen's 90th birthday was delivered; experienced by 10,000 attendees on The Mall, thousands in the Live Sites and millions watching the proceedings live on the BBC.

Stakeholders

- The Royal Household (including Her Majesty The Queen's Private Secretary)
- Private Secretaries of all principal members of the Royal Family
- The Royal Household Communications Team
- DCMS
- The Cabinet Major Events and Operations Team
- Department of Communities and Local Government
- GREAT Campaign through No.10
- Defence Services Security department
- Ceremonial Events Broadcast Teams at BBC and ITV
- Major London agencies, including the GLA, Westminster City Council and all associated departments.

References

Peter Phillips, Managing Director, SEL UK, [redacted]

Project	**SENTEBALE CONCERT**
Term	2016
Location	Kensington Gardens
Client	AEG Presents

Comparability with

Infrastructure built within a highly sensitive historical location. Suitable PA installation to be sympathetic to surrounding fragile architecture. Temporary structures and stages within the grounds and surrounding existing protected infrastructure. Mobilisation of an event with a 6-week lead time. Set up and derig of event infrastructure within a limited build time and within a public space. Robust and transparent finance approval process to support the charity.

Project Description

In 2016 Loud Sound were briefed by AEG Presents to design and operate the charity concert at Kensington Palace in aid of the Sentebale charity.

Loud Sound were briefed with delivering the concert on the East Front Lawns of Kensington Palace for an audience of 3,000 ticket holders, VIP guests and invited media. The key elements of this brief were to select structures that could quickly be installed and removed. These included: a staging structure capable of being installed and removed within a limited time frame, and capable of hosting one of the biggest touring bands in the world. A grandstand for 510 VIP's and a PA system, which would provide first class sound, while not disturbing the local residents or have an impact on the integrity of Kensington Palace facade.

Loud Sound were appointed to the contract only 6 weeks prior to the event, requiring strong strategic event planning and project management.

Stakeholders

- Sentebale Foundation
- The Royal Parks
- Kensington Palace
- The Royal Household
- Metropolitan Police
- Royal Borough of Kensington and Chelsea

References

Alice Lycett Green, [redacted]

Project	**INVICTUS GAMES CEREMONIES**
Term	2014
Location	Queen Elizabeth Olympic Park South Lawns
Client	Invictus Games Foundation / AEG Presents

Comparability with

Full event management and event delivery of the Opening and Closing Ceremony. Engagement with all major London multi-agency stakeholders, working with Royal Household and Metropolitan Police.

Project Description

The first 2014 Invictus Games were held on 10–14 September 2014. Around 300 competitors from 13 countries which have fought alongside the United Kingdom in recent military campaigns participated. These included the United States, Australia, Canada, France, Germany, Denmark, New Zealand and Afghanistan. Competitive events were held at many of the venues used during the 2012 Olympics, including the Copper Box and the Lee Valley Athletics Centre. The Games were broadcast by the BBC.

AEG Presents and Loud Sound were appointed to deliver the Opening and Closing Ceremonies for the games. Both ceremonies took place on the South Lawns at the Queen Elizabeth Olympic Park. Close liaison with a number of stakeholders took place to ensure a safe and securely delivered showcase. Heads of State, Ambassadors, Celebrities and other VVIP's required careful coordination and liaison with the Security services and Metropolitan Police.

Stakeholders

- Queen Elizabeth Olympic Park
- Invictus Games
- Royal Household
- Metropolitan Police

References

Dominic Reid, CEO Invictus Games Foundation

RFP SUBMISSION

Q2 Response

Q2

Your approach; maximum two pages detailing;

- How you would approach achieving the deliverables by March 2021
- Staffing resource and structure, you would be using to support this (you may include organograms/ staffing charts separate to the two-page maximum)
- Please also outline names of members of staff that you would utilise for this project

SUPPORTING DOCUMENTS

Reference	File Name	
XLM21-004	XLM21_ref004	RFP - Q2 response_v1_020221
XLM21-005	XLM21_ref005	RFP - Project Delivery Model_v1_020221
XLM21-006	XLM21_ref006	RFP - Risk Register_v1_020221
XLM21-007	XLM21_ref007	RFP - SAGE Papers_v1_020221
XLM21-008	XLM21_ref008	RFP - Loud Sound Project Plan_v1_020221
XLM21-009	XLM21_ref009	
XLM21-010	XLM21_ref009	RFP - Loud Sound Policies_v1_020221

LONDON MINUS RFP SUBMISSION

SAGE PAPERS: Transmission of SARS-CoV-2 and Mitigating Measures (4th June 2020 & 23rd Dec 2020)

The document contains the SAGE papers presented by DCMS on the efficacy of COVID-19 mitigation measures as part of the outdoor events working group whereby Loud Sound are a member.

The document contains the following two papers:

- Transmission of SARS-CoV-2 and Mitigating Measures EMG-SAGE 4th June 2020
- Mitigations to Reduce Transmission of the new variant SARS-CoV-2 virus SAGE-EMG, SPI-B, Transmission Group, 23 Dec 2020

Our response references Figure 2 in section 23 of the 4th June 2020 document which can be used to graphically determine appropriate prevention and mitigation measures for COVID-19.

Transmission of SARS-CoV-2 and Mitigating Measures

EMG-SAGE 4th June 2020

Executive summary

- Transmission of SARS-CoV-2 is most strongly associated with close and prolonged contact in indoor environments. The highest risks of transmission are in crowded spaces over extended periods (*high confidence*).
- Physical distancing is an important mitigation measure (*high confidence*). Where a situation means that 2m face-to-face distancing cannot be achieved it is strongly recommended that additional mitigation measures including (but not limited to) face coverings and minimising duration of exposure are adopted (*medium confidence*).
- Selection of prevention and mitigation measures should consider all the potential transmission routes and need to be bespoke to a setting and the activities carried out (*high confidence*).

Key conclusions

1. We consider the following:
   - Evidence relating to transmission of COVID-19 as at 3rd June 2020;
   - The potential effectiveness of a range of different prevention and mitigation measures, and the factors that will determine this;
   - Selecting measures to effectively control all the transmission mechanisms for the disease;
   - How measures in the UK compare to other countries;

2. Understanding transmission:
   - Transmission of SARS-CoV-2 is most strongly associated with close and prolonged contact, suggesting that close-range direct person-to-person transmission (droplets) and indirect contact transmission (via surfaces and objects) are the most important routes of transmission.

   - There is weak evidence that aerosol transmission may play a role under some conditions such as in poorly ventilated crowded environments. This evidence is predominately from one outbreak investigation. Laboratory bio-aerosol experiments show that SARS-CoV-2 can survive in the aerosol state for over 1 hour.

   - There is evidence for asymptomatic transmission and weak but evolving evidence for super-spreading events where a small number of people infect large numbers of others. Given that these people may be asymptomatic (and thus not coughing or sneezing) it is possible that they are able to disperse large amounts of virus through normal respiratory activities.

3. The role of physical distancing:
   - There is a non-linear relation between the risk of transmission and distance of separation for face-to-face contact. Duration of this contact is also important with risk proportional to time. Given the uncertainties about transmission and dose-response it is not possible to say with

certainty what a safe distance of separation is, but best current evidence suggests that 1m carries between 2 and 10 times the risk of 2m of separation.

- Where it is necessary for people to be closer than 2m face-to-face for a prolonged period or where someone has multiple frequent interactions with others at shorter distance, additional measures will be required to disrupt close-range transmission. In most cases this is likely to be based on limiting duration of contact, using face coverings and orientation of people.

- Countries that specify a separation distance below 2m generally mandate other mitigation measures, usually face masks or face coverings as a minimum. The exception is Australia which recommends 1.5m and does not mandate face coverings but, this is in the context of very low disease prevalence.

- Outdoor transmission remains low risk through aerosol and indirect contact routes, but face-to-face exposure (e.g. ≤2m for a prolonged period) should still be considered a potential risk for transmission via respiratory droplets.

4. Prevention and mitigation measures:
   - Selecting prevention and mitigation measures should use a "hierarchy of control" approach as described in the EMG paper [C]. It is important to ensure that measures are in place to cover all the transmission routes, and groups of measures are likely to be needed to ensure this is achieved. Graphical methods may be beneficial to help organisations visualise the impacts and interactions of different measures.

   - Evidence relating to hand-hygiene and face coverings includes a number of randomised trials and meta-analyses. A recent meta-analysis study has also considered the role of distance in transmission and is consistent with our analysis around this measure.

   - Given the very recent origin of this novel virus, very few engineering or environmental mitigation measures have strong evidence to support their effectiveness. A number have data from idealised studies to show theoretical efficacy, but there are very few real-world studies. Decisions on selection of engineering controls will inevitably need to be based on incomplete evidence as "do nothing" is not an option. Appropriate controls should be identified through collaborative risk assessments carried out between employers and employees.

Overview of modes of transmission

5. Transmission is still thought to occur through three main mechanisms as illustrated in Figure 1:
   - **Close-range direct person-to-person transmission** happens when someone is directly exposed to the respiratory droplets emitted by another person. These virus carrying droplets and aerosols can lead to virus entering the body through eyes, nasal membranes, oral mucosa, or the respiratory system. Close range transmission can also be through direct physical contact with the infectious person.

- **Indirect surface contact transmission** happens when someone touches a surface that has been contaminated with the virus. They may then become infected when they touch their nose, eyes or mouth with a contaminated hand or object (fomite). Surfaces can be contaminated through the deposition of respiratory droplets and by people who are infectious touching surfaces with their hands.
- **Aerosol transmission** occurs when small virus containing respiratory droplets evaporate to less than 5 micron diameter particles (droplet nuclei) and are carried by the air, where they are subsequently inhaled. This may be released from respiratory actions (breathing, talking, coughing etc) as well as through aerosol generating procedures in a hospital or dental environment. These particles principally transit infection over short distances but potentially could transmit over longer distances (<2m) too.

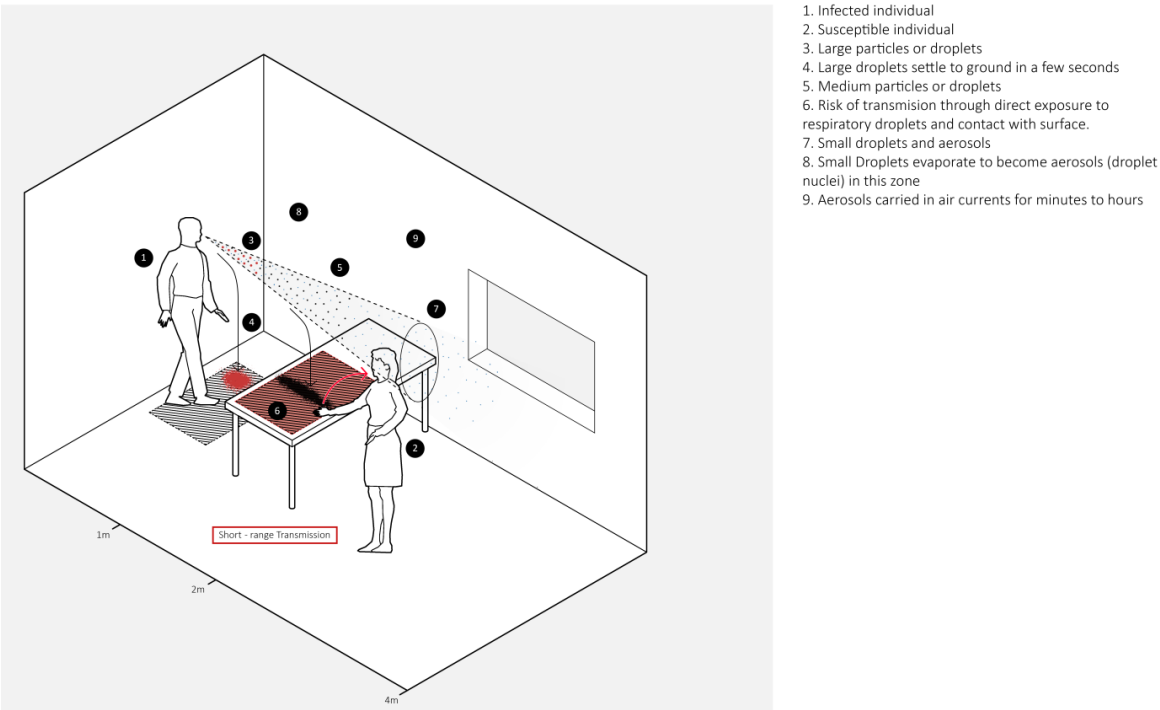

Figure 1: Illustration of the transmission routes for COVID-19 (image adapted from [1] and [2]

6. Infection requires inoculation by sufficient number of viral particles to cause infection – the number of particles required to cause infection is not yet known. However, the infectious dose received depends on the **quantity of infectious virus x the duration of exposure**, and hence **both** must be considered when evaluating risk.

7. Risk of transmission depends on a number of factors. These have been set out in previous EMG papers [A,B,C], but the key factors are reiterated here for clarity:
   - The highest risk for *close-range transmission* is when someone is face-to-face with an infectious person at a distance of 2m or less for a prolonged period. The risk increases with the amount of time spent in close proximity to the infectious person and with the reduction of distance. A calculation based on [3] suggests risk at 2m face-to-face is around 10 times lower than the risk at 1m. A new meta-analysis paper of reported transmission suggests that the risk of transmission at 2m separation is approximately half that at 1m, although this does

not consider the orientation or the mode of transmission [4]. When people are side-to-side or behind one another risk is via aerosols and so is determined by the influence of ventilation; at 1m the exposure risks would be similar to 2m when face-to-face in an indoor environment

- Risk of *contact transmission* increases with the proximity to the infectious person (surfaces close by are more likely to be contaminated), the number of surfaces touched, virus survival on hands and surfaces, and higher frequency face touching behaviour. Frequent cleaning of hand touch surfaces and good hand hygiene reduce risk. Virus is not likely to survive for long periods of time on outdoor surfaces in sunlight, but may survive for more than 24 hours in indoor environments.
- Risk of *aerosol transmission* is highest when people share poorly ventilated spaces where the viral aerosols can build up rather than being diluted and removed by the ventilation. Risk increases with time spent in the same shared air. Risk is generally higher closer to the infectious person, but beyond this close proximity the concentration of aerosols that a susceptible person will be exposed to depends on the ventilation in the room. Transmission by aerosol can happen at distances beyond 2m in the same enclosed space especially if the ventilation is poor and duration of exposure is sufficient. It is possible but unlikely that aerosol transmission can happen between people in different rooms (via ventilation systems). Aerosol transmission risk is considered to be very low outdoors due to high dilution of virus carrying aerosols and UV inactivation of the virus.
- The amount of virus released by an infected person and its dispersion characteristics facilitates the transmission. Dispersion is governed by complex flow physics as described in previous EMG papers[A,B]. Key factors include the type of respiratory activity (a sneeze generates the most particles, breathing and talking produce less), the velocity of the release (a cough or a sneeze is more violent than breathing or talking and hence the droplets can travel further and with higher momentum). Virus could also be introduced via nasal discharge through contamination on hands. The point at which the exposure occurs in the disease progression of the infected individual may also be important. There is evidence that viral shedding depends on the progression of the disease and may be highest the day prior to symptom onset [5]. No viable virus has been recovered from air samples taken in hospitals from patients who generally are at a more advanced stage of infection. Viral RNA has only been recovered occasionally at low levels, although one study suggests it is higher for patients in the first week of illness [6] . There is limited quantitative data yet to indicate how this varies between people.
- Transmission may also be influenced by environmental conditions. As detailed in previous EMG papers[A,B,D], the virus is stable on surfaces and in air under laboratory conditions that simulate indoor environments. The virus survives better under colder, drier conditions with survival times of hours to days. Experiments under simulated sunlight suggests that high exposure to UV in outdoor environments will reduce the survival time to the order of minutes, however this will depend on the time of year and the cloud cover.

8. All of the issues identified above are important to consider when developing a risk assessment. Given each job comprises a mix of individual work activities, it will be important to identify the factors that influence risk and the appropriate mix of prevention and mitigation at the level of the work activity to reduce these risks to levels which are as low as reasonably practicable. This

underlines the need for front line employees as well as managers to be involved in risk assessment preparation.

Latest evidence for importance of different modes of transmission and key factors

9. Evidence that transmission is predominantly occurring in indoor spaces where people are in close proximity continues to grow [7]. Care homes and hospitals have been recognised as high risk environments. Household transmission also remains one of the most significant environments (considered in SPI-M and SPI-B papers) and hence continuing to provide guidance to households and public health messaging on mitigating transmission is important[8]. An increase in work place contacts will increase risk of infection, and is thus likely lead to further household transmission.

10. Recent animal studies [9], [10], [11] have shown that transmission can occur without direct contact between animals housed in separate but closely located cages, confirming that close range droplet and/or aerosol routes are important (it is not possible to determine from these experiments whether transmission was through droplets, aerosols or both). CDC in the USA have recently clarified their information on transmission to indicate that direct person-to-person exposure is likely to be the predominant form of transmission.

11. There are growing numbers of anecdotal reports of outbreak clusters, where one person is responsible for localised clusters (super-spreading events involving multiple highly over-dispersed numbers of secondary cases), sometimes over a relatively short time period (typically hours). Very few of these outbreaks have been formally reported in the academic literature yet, and those which have contain very limited information on the environment and routes of transmission. However the types of environments and circumstances of transmission are concerning as the involve commonly practised communal activities. At least two outbreaks with a high attack rate have been associated with choir rehearsals and several clusters are associated with religious settings, parties, bars, restaurants, and nightclubs. The Skagit Chorale outbreak [12] resulted in 33 confirmed and 20 probable cases among 61 people from one infector in a 2.5 hour period. Transmission could include contact and close-range as well as possible aerosol transmission which may be exacerbated through singing.

12. There is good evidence that presymptomatic and asymptomatic transmission occurs, and may underpin some of these clusters. These people are not necessarily coughing and sneezing, but they are shedding sufficient virus to cause multiple secondary cases through normal respiratory activities and/or through contamination of surfaces. A case in a church in Singapore [13] identified transmission to one person who sat in the same seat as an infector at a subsequent event suggesting transmission through contaminated surfaces. A cluster in a shopping mall in China indicated some close contact, but several cases occurred with no direct contact and hence transmission through “virus contamination of common objects, virus aerosolization in a confined space, or spread from asymptomatic infected person” was implicated. The areas proposed for this transmission were restrooms or elevators [14]

13. A new meta-analysis study [4] considered influence of distance and the application of face masks and eye protection (face shields) on the transmission of SARS, MERS and SARS-CoV-2. This does not provide detail on the mechanisms for transmission, but shows how these factors influence the risk of exposure. The paper reports that a physical distance of more than 1 m probably results in a large reduction in virus infection (adjusted relative risk 0.20 (95% CI 0.10-0.41)); for every 1 m further away in distancing, the relative effect might increase 2·02 times (95% CI 1.08-3.76; p=0.041). The paper considers masks and eye protection as exposure controls only and shows both reduce risk but with low certainty in the evidence. It should be noted that many of the papers within this meta-analysis are from healthcare settings and all are based on indoor environments.

14. In a recent single study infectious virus has been isolated (but not enumerated) from faeces [15].While there is not yet any evidence of transmission, this may raise the possibility of transmission through contact with faecal matter and potentially during toilet flushing or faulty building drainage systems. Transmission through direct exposure to droplets, inhalation of aerosol in bathroom environments or contamination of surfaces including hand washing facilities in bathroom environments could be possible, although there is no evidence currently to suggest that it is a significant route.

15. Two recent computational studies [16], [17] have modelled dispersion of respiratory droplets in outdoor conditions and shown that the wind can carry droplets further than 2m. Neither of these studies have been validated in a real-world context and neither take account of the infectious dose needed to initiate infection, but one showed that the fraction of respiratory droplets that deposited on a person at a distance of a 1.83m (6ft) doubled at a wind speed of 4 m/s compared to 0 m/s. There is no further evidence for transmission outdoors, and EMG believe that the risk outdoors remains very low. However we remain of the view that face-to-face transmission could be possible and the ability for wind to keep droplets airborne means that we recommend that people continue to observe a distance of 2m when face to face and avoid prolonged exposure to other people.

16. Many gaps in knowledge remain about the importance of different transmission modes and factors that influence them. We recommend that the investigation of outbreaks to a standardised protocol that includes environmental factors should be a priority in order to understand how transmission is happening across different settings.

Choosing prevention and mitigation measures

17. Creating an environment that minimises the possibility of covid transmission requires appropriate actions to prevent and mitigate risk. As detailed in EMG paper [C] this should consider **all of the known transmission routes** together with the **time that someone is exposed**. It should also consider the chance of coming into contact with an infected person, which will depend on the nature of the job, the prevalence of the virus in the population and the level of vulnerability of susceptible people. A greater level of mitigation will be needed where:
    - The environment includes people who are particularly vulnerable to COVID;
    - People are at high risk of exposure to someone with COVID;

- People are exposed to individuals where there is little record of who they came into contact with, thus reducing the opportunities for contact tracing (e.g. public transport and other public spaces);
- The nature of a job means it is likely that people will be in close proximity other people;
- The nature of a job means it is likely that people will be highly networked and therefore may act as transmission amplifiers (see SPI-B paper on social networks 04/06/2020).

18. The efficacy, effectiveness and confidence in the evidence for 39 identified prevention and mitigation approaches is set out in **Table 2**. This considers the hierarchy of risk and the route(s) that the measure can prevent or mitigate. The efficacy is considered to be the theoretical performance under ideal conditions, while the effectiveness considers the real-world performance which takes into account likely impacts of technical limitations and behavioural aspects. Scores for efficacy, effectiveness and confidence are based on expert views from 14 people within EMG, who scored independently using a 5-point Likert scale. This was carried out rapidly to provide an initial assessment. Factors such as practicality and cost are not considered in this assessment, but are discussed in **Table 3** which summarises the rationale for each option.

19. This is a novel disease with a small but rapidly developing evidence base. There are very few randomised controlled studies, and very few systematic reviews or meta-analyses. In assessing our confidence in the evidence we have taken account of this limited nature and volume of evidence, the quality of the studies, and the risks of different forms of bias, including publication bias. It should also be noted that this has been carried out rapidly and hence there are unavoidable limitations to the analysis.

20. In selecting appropriate measures it is important to identify combinations of approaches that address all the potential routes of infection (direct person-person, indirect surface contact, aerosol) and that are bespoke to the environment and the activities that are carried out.
    - Some measures act as preventative barriers that limit exposure to a source of infection, while others act as mitigation barriers that limit the consequences when exposure does happen. Several measures act as both prevention and mitigation.
    - Some measures act against only one transmission route, while others are able to prevent or mitigate more than one route. In some cases it is possible that the introduction of a measure could raise the risk of transmission through another route, or have other negative consequences. Care should be taken to consider bot the intended and unintended consequences any particular approach.
    - The potential for interactions between different measures is not yet well understood. While some measures may be predicted to only have a small effect if applied in isolation, applying multiple measures in combination will lead to much greater, and in some cases synergistic, effects.

21. All measures should be considered in the context of the disease prevalence in the environment and the risk of exposure to an infectious person. When there is a high prevalence of disease stringent measures and good adherence are important for both personal protection and to stem the transmission of the disease in the community. When prevalence drops to a sufficiently low level it is likely that measures can be relaxed considerably in most environments. Taking these

decisions will need to weigh up the likelihood of exposure, the vulnerability of the people concerned and the wider consequences to society. It is important to have good confidence in the prevalence of the disease in order to make these judgements effectively. It may be appropriate to link measures to Joint Biosecurity Centre alert levels provided these are robust.

22. There is currently insufficient evidence on transmission to be able to confidently quantify absolute risk of infection and the impact of mitigation measures. For some modes of transmission it may be possible to use surrogate approaches, computational models or data from other diseases to estimate the relative effects of prevention and mitigation measures. However as many of these are environment specific it can be difficult to quantify with a high degree of confidence. There is a well-established concept of "tolerable risk" which is defined by HSE as "…'tolerable' does not mean 'acceptable'. It refers instead to a willingness by society as a whole to live with a risk so as to secure certain benefits in the confidence that the risk is one that is worth taking and that it is being properly controlled" .

23. Visual approaches can be a useful tool to consider the application of different control measures. A Bowtie diagram (Figure 2) can be used to show how different preventative and mitigation barriers can be applied to consider their impact on interaction points and different transmission routes. A coloured block can be used to show where a particular prevention approach applies to a particular interaction or how a mitigation measure impacts on a transmission route. It is important to have at least one coloured block on each strand. A higher number of coloured blocks would provide greater confidence of more effective reduction in transmission. It can also enable easy identification of those measures that are both preventative and mitigating, or those that only act in one way.

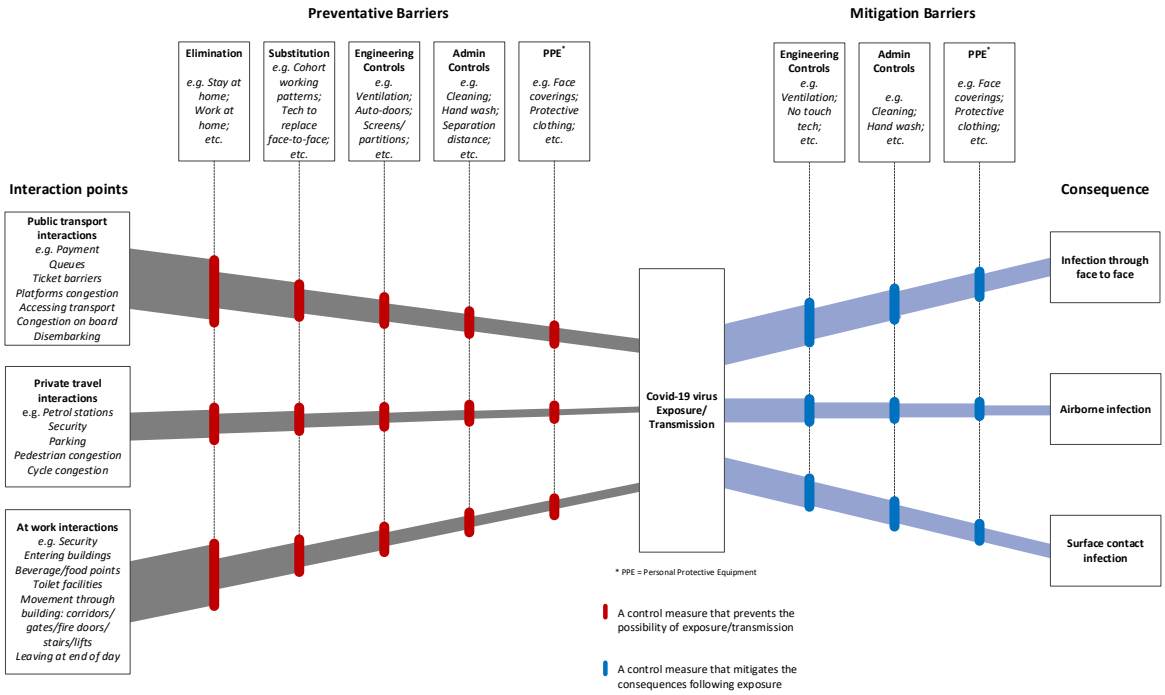

Figure 2: Bowtie diagram that can be used to graphically determine appropriate prevention and mitigation measures

International Comparisons

24. Table 1 provides a summary of current environmental and personal mitigation measures required in a number of other countries to enable working and public interactions. All countries recommend good hygiene practices including cleaning, handwashing and using tissues to catch coughs and sneezes, and we have therefore not highlighted those. The UK is most similar to the USA and Canada, both in having a current high number of cases, approximately 2m distancing and few mandated additional measures. Where physical distancing is less than 2m the majority of countries mandate additional specific prevention and mitigations measures (in most cases face masks/coverings). The exception is Australia which specifies 1.5m but has a very low number of cases.

Table 1: Environmental and personal mitigation measures in a number of countries.

High case countries (4,000+ cases over past 5 days)	
USA	At least 6ft, face coverings recommended in public, CDC guidance updated to recognise that most transmission seems to be direct person-to-person in close contact. Workplace guidance recommends face coverings and improving ventilation, worker health checks (eg symptom/temperature), risk assessment to determine measures
UK	2m, face coverings recommended in enclosed spaces where physical distancing is impractical, but not mandatory (except for infection prevention and control in healthcare), risk assessment for workplaces, ventilation recommended as a workplace mitigation
France	At least 1m, masks are mandatory on public transport and taxis if there is no separation from the driver, masks are not mandatory in shops but can be required by the shopkeeper.
Canada	At least 2m, face coverings recommended where 2m is hard to maintain including public transport and shopping. Workplaces should implement measures to ensure distancing or use physical barriers and consider face coverings where distancing is difficult.
Medium case countries(150-4000 cases over the past 5 days)	
Singapore	At least 1m for events, public venues, workplaces. Wear a mask to leave your house (2 year old and above), avoid social interactions in work places, logging of workers and visitors.
Germany	1.5m, transparent screens must be installed in public spaces, masks mandatory on public transport and public places. Employers must provide masks.
Spain	Recommend masks on public transport, 2m in workplaces
Italy	1m for public spaces including cafes and shops as well as workplaces, temperature measurement in workplaces, travel restrictions between regions. Masks (age 6+) mandatory in closed spaces including transport and where it is not possible to guarantee the safety distance.
Low case countries (less than 150 cases over past five days)	
New Zealand	2m recommended in uncontrolled environments (supermarkets, shopping, parks) where you don't know people and they can't be contact traced. 1m in controlled environments (work, church, clubs etc) where there is a contact tracing register. Guidance linked to the alert system
Australia	1.5m as far as possible in public, improve ventilation in workplaces, avoid social spaces and meetings in workplaces, need a C-19 plan

Hong Kong	Wear a mask with symptoms, wear a mask in public transport or crowded places (surgical – fluid repellent), ventilation, cleaning, maintenance of drainage pipes, temperature checks, no distance seems to be specified

Table 2: Impact of mitigation measures on three transmission routesranked in terms of Efficacy (theoretical performance), Effectiveness (real-world performance) and the Confidence in the quantity and quality of evidence. Very low Low Medium High Very high No response

Hierarchy	Mitigation	Short range	Air	Contact	Efficacy	Effectiveness	Confidence
Elimination	Prevent the presence of an infector in the environment*	***	***	***			
	Remove the use of a particular environment	***	***	***			
Substitution	Reduction of time spent in an environment*	***	***	***			
	Change work patterns to work in a cohort*	***	***	***			
	Move to outdoor working	**	***	**			
	Changes to restrict “loud” activities (e.g. reduce talking time, no singing)	***	***	*			
	Technology to replace face-to-face interactions	***		***			
Engineering	Anti-microbial surfaces			***			
	No-touch technologies			***			
	Provision of new hand wash stations			***			
	Screens/partitions	***	*	**			
	Increased fresh air ventilation rate	*	***	**			
	Change to room air distribution patterns	**	***	*			
	Application of room scale air cleaning/UV devices	*	***	*			
	Installation of local exhaust systems or local air cleaning devices	***	***	*			
	Propping open internal doors to enhance airflow		***				
	Personalised ventilation systems	**	***				
	Use of UV/HPV decontamination		***	***			
	Good maintenance of sanitation/drainage systems		**	***			
	Enhanced daylighting in buildings		*	**			
Administration	Frequency of high touch surface cleaning			***			
	Frequency of general room surface cleaning			***			
	Training on quality and effectiveness of cleaning			***			
	Provision of hand sanitiser			***			
	Replacement of jet dryers with paper towels		**	***			
	Avoid sharing equipment (e.g. IT, hotdesking)			***			
	Management of waste			***			
	Hygiene behaviours in bathrooms (e.g put the toilet seat down)		***	***			
	Changes to touch behaviours (e.g. education programmes)			***			
	Lower density of occupants	***	***	***			
	Maintain 2m distancing	***	*	**			
	One-way systems for moving through spaces	***					
	Orientation of people	***		*			
PPE	Respirator (N95/FFP3) face masks	***	***				
	Surgical face masks	***	**				
	Face coverings	***	*				
	Gloves			***			
	Protective clothing	*		***			
	Face shields/goggles	***	*				

Table 3: Summary of rationale for each measure including the evidence available and practical considerations. Further detail on evidence is available in previous EMG papers [A-F] and the companion paper [G].

Hierarchy	**Mitigation**	**Rationale and considerations**
Elimination	Prevent the presence of an infectious person in the environment	Rationale: Removal of infectors eliminates the source of the hazard – in this case the virus - and thus reduces the risk of others becoming exposed and infected. The need for other controls is therefore negated. Evidence: Strong evidence from clinical and societal practice that a disease cannot be passed on if an infectious person is effectively isolated. Practical considerations: This would be through actions such as effective test, trace, isolate approaches at both national level and through effective application within organisations. Environments that can track people on their premises will likely have greater success than those that are public with no records. Feasibility relies on the being able to detect and quickly react. This will be more effective with lower prevalence of virus. Asymptomatic carriers reduce the real-world effectiveness as they are much harder to detect. Social factors (e.g. financial issues if staff don't work, people ignoring rules) reduce the effectiveness.
	Remove the use of a particular environment	Rationale: Closure of some high contact or high risk environments can remove the potential for infection. This could be a whole organisation or just selected environments within an organisation. Evidence: Evidence from modelling and experience in the current pandemic that environments which enable a high degree of social contact (bars, restaurants, religious settings etc) are associated with clusters of cases. Evidence to show that closure of spaces within an organisation (e.g. cafeterias) is effective is weaker. Practical considerations: Closure can be very effective but needs full cooperation of the organisation and may require financial incentives to support the action. Closure of some environments has knock on impacts on other factors (e.g. dentistry/health services, impacts on mental health).
Substitution	Reduction of time spent in an environment	Rationale: Shorter times in roles where face-to-face contact could happen can reduce duration of exposure to infectious people and reduce likelihood of transmission. Evidence: Good evidence from analysis of other respiratory infections and modelling studies that risk is related to duration of exposure. There is insufficient data on the infectious dose of SARS-CoV-2 virus required for infection to be able to specify a safe duration of contact. In addition this is likely to be subject to uncertainties such as

		environmental conditions (light levels, temp, RH), any level of viral shedding by an infected individual and mechanical ventilation influences. Practical considerations: Feasibility will depend on the flexibility of a work environment and ability to manage roles differently.
	Change work patterns to work in a cohort	Rationale: Cohorting workers/groups limits the size of the network where the virus can spread. If there is a case of infection, it is less likely that it will be spread widely within a workforce. Evidence: Modelling papers from SPI-M support this. Practical Considerations: Feasibility will depend on the flexibility of a work environment and ability to manage roles differently. This is detailed in the SPI-B paper on social networks (SAGE 04062020).
	Move to outdoor working	Rationale: Likely to reduce the amount of surface contamination as decay rate on surfaces is likely to be higher outdoors. Aerosol is more effectively dispersed than in an indoor space. Face-to-face exposure is still possible. Evidence: Very few reports of transmission of SARS-CoV-2 in outdoor environments. Some modelling studies suggest the wind can carry particles further, but no consideration of dose. Laboratory evidence to show shorter survival times for virus in bright sunlight. Practical considerations: Weather and role dependent. Enclosing outdoor spaces may increase risks. In many environments it is easier to enable physical distance between people when outside. May be issues with accessibility for some people.
	Changes to restrict “loud” activities (e.g. reduce talking time, no singing)	Rationale: Louder activities produce higher numbers of aerosols and droplets which could lead to higher viral emission rates. Activities increase breathing rate which could increase exposure. Evidence: Small amount of mechanistic evidence from studies measuring droplet production, high rates of transmission reported in several choirs and religious groups. No conclusive evidence of higher viral loads through different respiratory activities or that it is the singing activities that are responsible. *EMG have noted this is a research gap which would be important to address for opening up musical activities, including the importance of wind and brass instruments.* Practical considerations: Impact is likely to be low for most environments; however there is sufficient concern around singing and musical activities that activities have been restricted. There is a significant lack of evidence in this area.

	Technology to replace face-to-face interactions	Rationale: Application of mobile phone based readily-available systems such as remote ordering, “click and collect” in hospitality, retail and food sectors which can substantially reduce face-to-face exposure and in some cases can eliminate this. Evidence: Evidence that lower levels of contact at a greater distance reduce transmission, but weak evidence that technology interventions specifically achieve this. Some technologies can introduce risks as touch screen surfaces have been shown to harbour microorganisms that can be transferred between users. Practical considerations: May require technology investment (although paper based is feasible) so cost/time are factors. Potential social impacts through impact on jobs in some sectors. Digital technologies should be used with care where their introduction results in a new surface that has lots of contacts – need to be careful that these don’t become a “hot spot”. May add new challenges in cleaning of technology interfaces (touch screens) as harsh cleaning agents can often not be used. Touch screens in high risk settings such as healthcare or pharmacies should be treated with a high degree of caution.
Engineering	Anti-microbial surfaces	Rationale: Use of surfaces with an anti-microbial finish could enhance the decay rate of virus Evidence: Effectiveness is shown for bacteria. Limited evidence yet for viruses in laboratory studies although there are studies emerging to show inactivation of coronaviruses. Limited evidence to show impact on transmission in real-world settings. Practical considerations: It is important to consider the time component of viral decay relative to frequency and duration of contamination. To be effective on high-touch sites it would rely on rapid inactivation of virus on surfaces to prevent onward transmission within a short period of time. Many surfaces are unlikely to have sufficiently rapid action to achieve this. Would need to consider which surfaces are most important.
	No-touch technologies	Rationale: Contactless technology can prevent cross-contamination and improve infection control as it removes the fomite transmission pathway. Alongside digital approaches, there are also a range of low-touch methods such as elbow operated taps, foot operated door openers etc. Evidence: Evidence that contact transmission plays an important role. No specific evidence to support the reduction of infection through contactless technology. Practical considerations: Requires behaviour change and in many cases use of smart phone apps or installation of sensor technology which can be expensive. Some digital and mechanical approaches can have accessibility issues, however other technologies (e.g. remote door opening) can improve accessibility.

	Provision of new hand wash stations	Rationale: Good hand hygiene is critical to limit fomite transmission, frequent hand washing with soap removes viruses to stop them spreading, visible provision of wash hand basins. Evidence: Lack of hand washing facilities are major deterrents for implementation of hand hygiene and the visibility of sinks is thought to have a direct impact on the handwashing frequency and duration Practical considerations: plumbing a water supply, potential crowding around sink facilities, possible transmission from contact with the tap, need to keep the facility clean.
	Screens/partitions	Rationale: Physical partitions are expected to be effective at blocking larger droplets but unless they are designed to be completely enclosed will enable passage of smaller aerosols. Evidence: There is no available evidence yet on the efficacy of physical partitions on SARS-CoV-2 transmission. However, there is some evidence that screens and enclosures can be effective in reducing exposure to airborne material in occupational settings, although the details of the enclosure are important. Evidence on influenza exposure reduction is available for smaller barriers such as face shields. Practical considerations: Effectiveness will depend on design – many screens will require gaps to enable items to be passed between people and this should be considered carefully to minimise gaps at head height that could allow direct passage of the aerosol and droplets. Should also consider whether the screen blocks ventilation and hence raises the aerosol risk.
	Increased fresh air ventilation rate for poorly ventilated spaces	Rationale: Increasing the ventilation rate dilutes the concentration of fine aerosols and removes them from a room. This benefit is for the general population in a room, not just those in close proximity to an infected person. A lower concentration means that someone is less likely to inhale an infectious dose during their time in the room. Evidence: A systematic review suggests that less than 2 air changes per hour increases TB transmission risk. Several outbreak analysis and modelling papers correlate degree of risk with the number of particles inhaled and hence the ventilation. Practical considerations: Focus should be on poorly ventilated environments as this will have the greatest benefit; improving an already well-ventilated space will likely have a limited effect. Feasibility will depend on the design of the ventilation system and could be achieved through utilisation of natural ventilation (such as opening windows and vents) and increasing mechanical flow rates where possible and tolerable. Measurement of air change rates in use can be difficult, but approaches such as using CO_2 sensors could be used to indicate ventilation efficacy. Unintended negative consequences (such as noise, security, thermal comfort) should be considered, particularly in high risk environments such as healthcare. Guidance is given by engineering professional bodies (CIBSE).

	Change to room air distribution patterns	Rationale: Airflow patterns can result in zones of relatively stagnant air in a room where someone may be subject to air with a higher concentration of virus. It is therefore preferable to set the air distribution so that fresh air being provided to the room reaches all areas of the space. Pressure differences between zones can move air from one room to another. Evidence: Some evidence from a restaurant outbreak in China where the air conditioning units created poor distribution and led to viral transmission in a poorly ventilated space. Evidence of incorrect pressurisation in hospital isolation facilities leading to transmission of other airborne viral infections. Evidence from modelling/chamber studies shows influence of in-room distribution, but very little real-world evidence. Practical considerations: Encourage mixing of air in the space when accompanied by fresh air supply. Air circulation devices such as fans can help with avoiding stagnant zones.
	Application of room scale air cleaning/UV devices	Rationale: There is reported evidence to show that room scale UV systems and air filtration devices can reduce the levels of surface and airborne microorganisms in a treated space. Evidence: Evidence for upper-room UV efficacy against TB in real-world settings. Most studies are smaller scale hospital evaluation studies or laboratory based investigations conducted under well controlled conditions. Some related, independent literature reviews have also been undertaken but these are limited in number. Practical considerations: Potential benefits in rooms with poor ventilation which can't be improved otherwise. Devices need to be sized appropriately for the environment. UV systems and some air cleaning technologies have safety considerations. UV treatment is subject to shadowing effects or for ceiling mounted devices the passage of bioaerosols past the fixed UV lamps. This is linked to the energy dose delivery of the system, so devices must be validated against appropriate target microorganisms. Air filtration system efficiency is dependent on air flow rate, achieved air mixing effects and filtration efficiency. Further to this, UV lamps deteriorate over time and must be well maintained to be effective over long periods of use. More detail in EMG paper [F].
	Installation of local exhaust systems or local air cleaning devices	Rationale: It is theoretically feasible to disrupt close range aerosol and droplet transmission using technology such as a local ventilation exhaust or air cleaning devices. Evidence: There is some limited evidence for this in healthcare, such as specialised ventilation systems in operating theatres, however there is not good evidence for application in close range infection control. Practical considerations: Devices are not readily available and their effectiveness will depend significantly on design and positioning. Such approaches may be appropriate to develop for certain high risk locations (e.g. dentistry) but

		are unlikely to currently be a viable approach for most environments. *Research to explore approaches for dentistry should be a priority.*
	Propping open internal doors to enhance airflow	Rationale: Wind driven ventilation can sometimes be enhanced when opposite sides of a building are linked for airflow purposes, and propping doors open can lead to larger ventilation flow rates. Propping such doors open can also reduce contact risks through touching door handles. Evidence: Evidence is very weak Practical considerations: There may be significant barriers in many environments, including fire safety, security thermal comfort and privacy which may undermine the mitigation in practice. The impact is likely to be small. There could be risks from this strategy in high risk environments such as healthcare.
	Personalised ventilation systems	Rationale: Systems provide a clean air stream directly to individuals and hence this reduces exposure to aerosols in the general room air. Evidence: There are several studies that show provision of personalised ventilation (PV) can provide a clean air stream and could mitigate exposure, however these are all modelling/chamber based studies rather than real-world. One study shows that without careful design these systems can facilitate transport of exhaled pathogens and increase indirect exposure. Practical considerations: This is a technology area with future potential for certain environments such as offices, however there is not sufficient development yet for it to likely be a feasible solution. Approach is only effective when people are located by the PV system.
	Use of UV/HPV decontamination	Rationale: Mobile UV and hydrogen peroxide vapour (HPV) systems can reduce surface contamination levels in room spaces of various sizes and have been applied to vehicle use in some cases. Evidence: Most studies are smaller scale hospital evaluation studies or laboratory based investigations conducted under well controlled conditions. Some independent literature reviews have been undertaken but these are limited in number. There is little evidence of recent large scale side by side comparison studies of these devices. Practical considerations: Both UV and HPV treatments are subject to shadowing effects and neither can remove physical soil on surfaces. For UV this is linked to the energy dose that can be delivered to a surface and related line of sight effects. For HPV this is related to mixing and settling of the vapour or mist which may limit treatment of surfaces that are partially hidden or facing away from the delivery system. For these reasons all such devices must be validated against appropriate target microorganisms. There are additional cost, environmental and toxicity issues. More detail is given in EMG paper [F].

	Good maintenance of sanitation/drainage systems	Rationale: Good maintenance and cleaning practices limit aerosolization from toilet flushing and ingress of aerosols from drainage system via defective water trap seals. Cleaning and hygiene practices with inspection and monitoring of water trap seals will limit spread. Evidence: Mechanistic and real-world studies showing aerosolization from toilet flushing and from defective water trap seals. Weak evidence of viral loads in air samples. Some evidence to suggest that higher ventilation rates in bathrooms can encourage aerosols from defects to enter the room and fall on surfaces. Some evidence of surface contamination mainly in hospitals. Probability of transmission low, however increased under defect conditions. Evidence for reducing aerosols from toilet flushing by closing lid before flushing and evidence for reducing spread by contact from enhanced cleaning and disinfection of bathrooms and toilet facilities. Whole system monitoring has been trialled successfully in real-world settings. Practical considerations: Any possibility of virus transmission will be decreased by enhanced cleaning regime. Maintenance of water trap seals (particularly in less visible places such as plant rooms) should be ongoing. Waterless traps in use but not widespread – easy to install. Whole system condition monitoring effective. Particular attention should be paid to this in buildings which have been unused during lockdown.
	Enhanced sunlight in buildings	Rationale: UV in sunlight may help to destroy COVID-19 viruses Evidence: There is evidence that sunlight can be effective against pathogens, and some evidence that it may be effective against COVID-19 viruses, but the studies are based in laboratory test environments. Practical considerations: Double glazing will provide a barrier to UV light, and in most buildings there would be limited sunlight opportunity to enable comprehensive exposure. Simple actions such as keeping blinds open is a low-cost measure that could have a very small benefit but may have negative impacts such as overheating and glare.
Administration	Frequency of high touch surface cleaning	Rationale: Contact transmission from contaminated surfaces could be ameliorated by cleaning of hand touch sites, provided the frequency is sufficient to mitigate the rate of recontamination. Evidence: Good evidence that a range of cleaning agents are effective against the virus. Some evidence to suggest that frequently touched sites in the patient zone should be cleaned once a day in hospital wards; and more often (twice/day; hourly) in critical care. There is evidence to show that sites which are handled most yield higher amounts of microbial soil; the more microbial soil there is at a site, the more likely that there will also be a pathogen. Microbial soil is not necessarily visible. No clear evidence for frequency of cleaning for COVID.

		Practical considerations: Cleaning supervisors can adjust SOPs to increase the frequency of cleaning the highest risk sites in both COVID and non-COVID areas. Provided the 'one site; one wipe; one direction' strategy is employed, surfaces can be effectively cleaned with detergent wipes in healthcare. Bleach may also be used at the appropriate dilution if there is potential heavy contamination of surfaces. Alcohol wipes may be used for some equipment in accordance with manufacturers' guidance.
	Frequency of general room surface cleaning	Rationale: Increased frequency of cleaning general room surfaces may reduce the presence of virus and reduce the risk of contact transmission to staff and visitors. Evidence: Good evidence that a range of cleaning agents are effective against the virus. There is limited evidence for transmission risks via general surfaces – there is more evidence for high touch sites. Practical considerations: Most infection control staff are likely to support increased frequency of room cleaning where there is a high COVID risk. There is a case for ensuring good cleaning generally, with a focus on high touch sites likely to increase effectiveness. The frequency selected may be dependent upon resources.
	Training on quality and effectiveness of cleaning	Rationale: Training the commercial cleaning workforce should result in more effective cleaning. Evidence: Good evidence to support the impact of targeted training for housekeeping staff in hospital environments. There is also evidence to show that this impact quickly wears off and requires repeated educational reinforcement. Practical considerations: Needs appropriate training materials to be developed and effectively disseminated in an organisation. Will need monitoring and may need incentives.
	Provision of hand sanitiser	Rationale: Increasing provision of hand sanitiser may encourage more people to clean their hands and thus reduce the risk of contact spread Evidence: Evidence that sanitiser has an antimicrobial effect, but less effective at removing physical soil. Practical considerations: Generally an easy solution in most settings. Efficacy is dependent on societal and behavioural conditioning on hand hygiene which may change with perceived level of risk. Guidance on hand hygiene is already provided by WHO and others
	Replacement of jet dryers with paper towels	Rationale: Jet air dryers can aerosolise microorganisms from poorly washed hands. Incomplete drying of hands means that contamination can persist on hands.

		Evidence: Mechanistic studies to show microbial dispersion and studies using surrogate microorganisms show persistence of contamination. No direct evidence for transmission. Practical considerations: Relatively easy action to temporarily take dryers out of action and provide paper towels. Need to consider the management of paper towel waste. Longer term there are cost and energy implications.
	Avoid sharing equipment (e.g. IT, hot-desking)	Rationale: Shared surfaces create a route for indirect contact transmission via touch Evidence: Several studies in healthcare environments have shown presence of SARS-CoV-2 virus on shared equipment such as computer mice and keyboards. For other diseases there is evidence that sharing a desk was a factor in transmission. No clear evidence of transmission for COVID, although there are office outbreaks. Practical considerations: Relatively straightforward action but there may be significant resource and space implications in some environments. Where it is not possible to avoid shared equipment, a cleaning regime between users should be implemented.
	Management of waste	Rationale: To limit transmission of SARS-CoV-2 from handling contaminated waste. This is particularly relevant to bathroom waste (paper towels used for drying hands). Evidence: Evidence for the survival of SARS-CoV-2 on different materials for considerable time. No evidence found in the literature for the safe handling of contaminated waste in buildings outside of healthcare settings and chemical contamination settings. BS5906:2005 sets out procedures for handling most types of waste in buildings. Practical considerations: Pragmatic approach required. Areas of concern: Bathroom areas, removal of potentially contaminated paper towels and other items. No evidence in literature around this area. Risk is very low but manual handling of all waste and packaging and use of compactors are possible areas of concern. Warning signage and training for staff required.
	Hygiene behaviours in bathrooms (e.g put the toilet lid down before flushing)	Rationale: Virus could be dispersed in faecal aerosol, bathrooms have multiple high touch surfaces. Both can be modified by behaviour change. Evidence: It is well known that people do not necessarily wash their hands after using the bathroom. There is evidence for reduction in aerosol plumes by closing toilet lid before flushing, although no direct evidence of transmission. Some evidence of contamination of touch surfaces such as door handles and flush activation devices (handles, buttons, no touch controls) - see no touch section for evidence on these.

		Practical considerations: Place the flush behind the toilet seat so that users need to put the seat down to use the flush. Make sure that there are ample quantities of liquid (not bar) soap and disposable paper towels. Notice on the door asking whether the user has washed their hands. While closing the toilet lid will help, it may leave the toilet seat contaminated after a flush. A regime of cleaning the toilet lid before use or at regular intervals throughout the day.
	Changes to touch behaviours (e.g. education programmes)	Rationale: Reducing facial touching is likely to lead to reductions in passing contamination from hand to viral entry points on the face – mouth, nasal passages and eyes. Evidence: The evidence for changing habitual behaviours such as face touching through education programmes shows at best weak effects. More effective approaches include shaping behaviours incompatible with face touching such as keeping hands below shoulder level. Currently there is no evidence on the potential effectiveness of this approach. Practical considerations: It is difficult to change these and other habitual behaviours that often occur without awareness. Simple messaging may have a small effect, but it is unlikely to persist, and adding additional messages of this kind may distract from other messages that have a larger and more reliable effect on reducing infection and transmission.
	Lower density of occupants	Rationale: Reduces probability of an infectious person being present, reduces duration of exposure, enables easier compliance with distancing Evidence: Evidence that transmission is occurring in highly occupied settings where people are in close proximity. Models for transmission show this is an effective measure. Practical considerations: Feasibility will depend on the design and configuration of the environment and the activities that need to be carried out. Settings such as transport are difficult to operate with a lower density. Alternative strategies for work/activities such as remote meeting software, enabling active travel (cycling), limiting time people can spend in a particular location could all assist in enabling this approach.
	Maintain 2m distancing	Rationale: Increased distance reduces the likelihood of exposure to a high viral load through droplets/air and on surfaces close to infectious person. Evidence: Meta-analysis suggests that risk is substantially reduced at 1m and 2m provides a further 2x reduction. Chamber and modelling studies show cough aerosols and droplets are greatly reduced by a distance around 2m from the source. Epidemiological evidence from outbreaks on aircraft show highest risk within 2-3 seat rows.

		Practical considerations: Distancing needs to recognise that people are not static and hence allow leeway for real-world. Challenging to maintain in some environments, in which case additional measures will be needed.
	One-way systems for moving through spaces	Rationale: Enable more effective physical distancing and preventing crowding, particularly in corridor type spaces Evidence: No clear evidence to support that this approach can influence disease risk. There is evidence relating to managing people flow in spaces. Practical considerations: Likely to be most appropriate for settings where there is a risk of crowding such as transport hubs, shops and corridors in schools/busy office environments. Will depend on the physical space available. Needs clear signage and reminders to follow. System needs to be carefully thought through otherwise people are likely to ignore it. May have some impacts on accessibility.
	Orientation of people	Rationale: Locating people to the side or back-to-back reduces close range exposure as people are no longer facing the direct plume or exposed to the high surface concentrations Evidence: There is evidence from modelling and chamber studies that suggests this is beneficial, but there seems to be limited real-world evidence. Practical considerations: Application will depend on the ability to rearrange a particular space and whether this will be effective for the particular circumstances. This approach should also take into account human behaviour and whether people will remain in a position where they don't face each other.
Personal protection	Respirator (N95/FFP3) face masks	Rationale: Significantly reduces exposure to droplets and aerosols where the respirator is fit tested for the wearer and worn properly. Widely used in exposure prone occupations prior to the Sars-CoV-2 pandemic. Evidence: There are many publications over several decades to confirm the effectiveness of well-fitting N95 (FFP2 equivalent) and FFP3 masks at protecting the wearer. This includes a number of comparison studies between different mask types. Practical considerations: Need to be fitted correctly to be effective. Only suitable for aerosol generating procedures in healthcare and other very high risk environments . The effectiveness of these masks must not be confused with surgeon style masks, which are not classed as respiratory protective equipment and are designed to protect others from droplets generated from the mouth and nose of the wearer; these are inefficient at protecting the wearer

		from inhalation of bioaerosols. There are concerns that valved masks could enhance exposure if the wearer is infected.
	Surgical face masks	Rationale: Reduces potential for droplet exposure through reducing amount that reaches nasal membranes/large droplet inspiration. Potentially effective as a source to block the emission of droplets and some aerosols. Reduces the force of respiratory emissions so they will travel shorter distance. Evidence: Several studies show that they are reasonably effective as a source and exposure control. More effective against droplets than aerosols. Evidence is covered in earlier NERVTAG paper, DELVE review and EMG paper (04062020) Practical considerations: Effectiveness depends on material and fit. Biggest impact on effectiveness is likely to be user compliance and wearing properly. Most appropriate for healthcare settings and high exposure risk workplaces.
	Face coverings	Rationale: Potentially effective to block the emission of droplets and some aerosols from a source of infection. Reduces the force of respiratory emissions so they will travel shorter distance. May have a small impact on exposure. Effectiveness will depend on the material and construction. Evidence: Some evidence from measurements with people, mechanistic data from laboratory/modelling shows materials can block a proportion of droplets and aerosols. Face coverings are detailed in earlier NERVTAG paper and a DELVE review. Practical considerations: Mechanistic effectiveness depends on material and fit. Important to consider user compliance, wearing properly, and hygiene aspects of face coverings.
	Gloves	Rationale: Wearing gloves can reduce the likelihood of contamination on hands Evidence: Standard PPE in healthcare, to prevent transmission from healthcare worker to patient and vice versa, however only effective where gloves are discarded afterwards. No evidence from community settings. Laboratory studies show that gloves can become contaminated and could therefore present a transmission risk to others. Practical considerations: People who wear gloves feel themselves to be protected and may miss opportunities for hand hygiene. Gloves can pose a transmission risk where they are worn in multiple environments. They should only be recommended for high risk settings with a proper protocol for use.
	Protective clothing (personal protective equipment [PPE])	Rationale: There is evidence that protective gowns, overalls and gloves will offer the wearer physical barrier protection from droplet splash and other contaminated bodily fluids and waste.

		Evidence: The performance quality and safety standards required for these items are underpinned internationally by a series of BS EN and ISO standard tests and within the UK only approved test houses can provide such test reassurances. Such tests provide evidence of fitness for purpose. Practical considerations: Fit, wearer comfort, including thermal comfort, requirements for manual dexterity may prevent the use of some types of PPE, acceptability to others who interact with the wearer. Donning and doffing of protective clothing is important and wearer contamination may occur during doffing if not done with care. Usage is only likely to be appropriate in a high risk environment.
	Face shields/goggles	Rationale: Reduces potential for droplet exposure through eyes for goggles and nasal membranes and large droplet inspiration for shields. Very limited effect on aerosol exposure. Evidence: No evidence as source control, some evidence from mechanistic studies and one small study with human challenge that suggests they are quite effective to prevent exposure. This is reflected in a recent meta-analysis. The performance quality and safety standards required for these items are underpinned internationally by a series of BS EN and ISO standard tests and within the UK only approved test houses can provide such test reassurances. Such tests provide evidence of fitness for purpose, including face, side of face protection and visual distortion effects Practical considerations: Relatively straightforward approach, but only likely to be appropriate for people who are at high risk of exposure and/or will struggle to maintain physical distancing. Fit, wearer comfort, including thermal comfort, requirements for good visibility may prevent the use of some visors/goggles, acceptability to others who interact with the wearer. As with protective clothing, visor/face shield removal technique is important where significant contamination is encountered and wearer contamination may occur during doffing if not done with care.

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Mitigations to Reduce Transmission of the new variant SARS-CoV-2 virus
SAGE-EMG, SPI-B, Transmission Group, 23 Dec 2020

Executive summary

- A new variant of the SARS-CoV-2 virus (VOC-202012/01, variant B.1.1.7 - 'new variant') has been identified in the UK. It is increasing rapidly in London, the East and the South East of England. While levels are currently low in other parts of the country there is a high likelihood that the new variant will spread rapidly in these areas unless stringent control measures are applied (medium confidence).

- Previously identified personal, procedural, engineering and societal mitigations to reduce transmission of SARS-CoV-2 virus all continue to apply to the new variant, but are likely to require a step change in rigour of application given that the new variant is likely to represent a significantly increased transmission risk (high confidence).

- It is essential to reinforce the core principles of a hierarchy of control measures to reduce physical transmission through the environment by all routes – close-range, airborne, and via surfaces, given the risks that transmission of the new variant may be higher for all these routes (medium confidence).

- Primary actions to reduce transmission including: reducing social contacts; effective testing and tracing; robust outbreak identification and control; support to ensure effective isolation and quarantine; and population vaccination remain essential. Population level approaches to further reduce contact between people are likely to be necessary, such as extending Tier 4; changing the operation of schools/ universities; travel restrictions between regions and internationally; and/or introducing a national lockdown (high confidence).

- As a consequence of the uncertainty around the mechanisms for increased transmission, enhanced mitigation measures are likely to be necessary including: reconsidering the 2m rule and requiring that where regular interactions less than 2m are necessary this should include correctly worn face coverings; enhancing ventilation rates to account for possible higher viral loads; and reinforcing the importance of using face coverings, including in settings where they are not currently mandated, such as education, workplaces, and crowded outdoor spaces (medium confidence).

- The importance of reducing the risk of transmission through rigorously applying mitigation measures needs to be communicated to the public in the context of the increased risk of transmission and the season. Communications should focus on alerting the public and organisations that: (a) previous levels of adherence to preventive measures are unlikely to sufficiently reduce transmission of the new variant, especially in winter; and (b) environmental and personal measures can still reduce transmission if applied more rigorously, including within the home environment (high confidence).

- A new, intensive, culturally tailored communication and support strategy should be developed, employing rapid co-design with all sectors in society (high confidence). The strategy should focus on positively encouraging and supporting the additional behaviours required to control a more infectious virus strain, particularly:
  - reducing indoor contacts to the lowest level possible;
  - high adherence to testing and self-isolation if symptomatic or a contact of a case;
  - consistent use of high-quality face-coverings whenever indoor close contact mixing is unavoidable;

- approaches to enable effective ventilation of enclosed spaces.

Part 1: Evidence Summary on Implications for Mitigations

1. A new variant of the SARS-CoV-2 virus (VOC-202012/01, variant B.1.1.7) has been identified in the UK. A new variant has also been identified in South Africa. Current evidence is limited but to date there is no indication that these new variants are transmitted in fundamentally different ways from other variants of the virus (medium confidence).

2. NERVTAG's early review of four analytical approaches suggests that this new variant could be associated with an R number that is 0.39 (95% CI: 0.24:0.55) higher than other lineages, a growth rate that could be 71% (95% CI:67%-75%) faster per generation than other variants, a decrease in cycle threshold (CT) value of 2, a potential increase in viral load. NERVTAG have high confidence that the variant can spread faster than other variants in the UK, but it is not possible at this stage to draw conclusions on any underlying mechanisms for possible increased transmissibility[i,ii]. Initial analysis suggests the new variant could be becoming the dominant strain circulating in some parts of the UK.

3. Within this paper we consider the modes of transmission from infected to susceptible people and consider the implications of higher transmissibility from an environmental perspective. Despite the lack of evidence for the mechanisms, higher transmissibility suggests that for a given exposure there is a greater likelihood of infection, and hence there is a need to take further actions to reduce exposure to the virus in order to mitigate risks. Environmental mitigations form part of these actions (high confidence).

4. The SARS-CoV-2 virus is transmitted via direct physical contact, close range aerosols and droplets (greatest risk at less than 2m), longer range fine aerosols (which can pose a risk beyond 2m) and contaminated surfaces. Figure 1 illustrates how the virus can spread between infected and susceptible people via the environment they share. It is possible that the viral load is higher in those with the new variant, which could increase the amount of virus generated by respiratory activity. This would impact on all transmission routes. It is likely that close range interactions will remain the highest risk for transmission for the new variant; however it may be the case that all routes of transmission are enhanced, which could change the balance of their importance in some settings.

5. A hierarchy of control measures should continue to be applied to establish the right measures to mitigate transmission of the new virus variant in a particular setting. Actions that limit people's interactions (e.g. online rather than face to face; reducing the size of groups; travel restrictions) which can reduce, or if possible prevent, exposure to the virus are the most effective (high confidence). Where individuals and organisations can do this, they should prioritise these actions. Providing support to enable individuals to maintain quarantine or isolation is an important mechanism for promoting adherence to rules.

6. Where interactions between people are unavoidable, then engineering, procedural and personal controls are essential for reducing transmission. It is important that these measures are applied rigorously to ensure they are effective (high confidence). Organisations and individuals should reassess their environments in the light of new evidence about transmissibility of the new variant to consider whether they have maximised all the steps they can take to reduce the probability of transmission.

7. Transmission of the virus can occur in most settings[iii]. It is important that every effort is made to implement effective mitigation measures in all settings where people interact (high confidence). This includes the home environment.

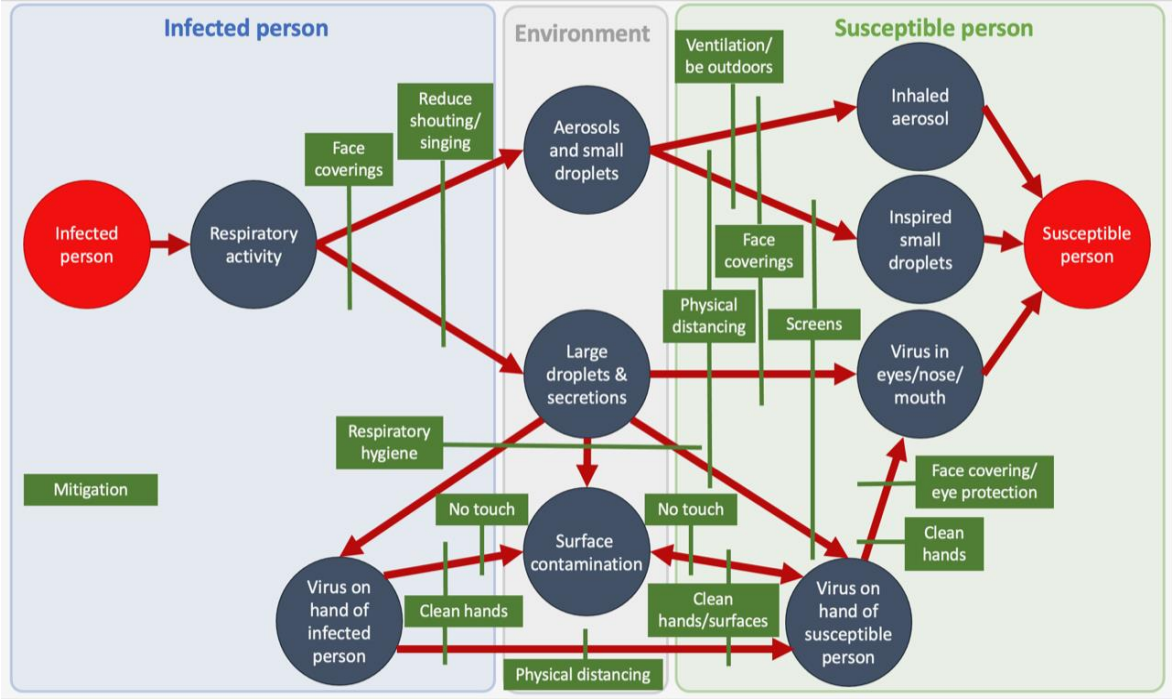


Figure 1: Schematic showing potential routes of transmission for all SARS-CoV-2 variants, together with where personal, procedural and engineering mitigation measures can disrupt the transmission pathway.

8. There is good evidence from multiple studies that **the number of interactions and the duration of exposure** are risk factors for SARS-CoV-2 transmission (high confidence). Reducing the number and duration of any interactions between people is likely to mitigate all transmission routes (medium confidence). There is no evidence yet to quantify the relationship between risk of transmission and duration of exposure for the new variant, but given the possibility of increased transmissibility it may be that even more stringent reductions in duration of transmission are required (medium confidence).

9. **Face coverings and face masks** control the source of the virus and provide important mitigation against **all routes of transmission**. They also provide a degree of protection against exposure, as shown on the right hand side of Figure 1. The effectiveness of face coverings improves with quality of design (multi-layer masks are better than single layer), a snugger fit on the face, and correct usage with both nose and mouth covered (high confidence). [a] A better level of mitigation could be achieved through specifying higher performance face coverings and masks, and this should particularly be considered in settings where people are more vulnerable to the consequences of the disease and/or are more likely to be infectious. It may be necessary to extend the use of face coverings to a wider number of settings (e.g. workplaces and education) where they are not currently mandated. This is important even when people are more than 2m apart, as correctly worn face coverings also reduce the emission rate of small aerosols.

[a] Recent analysis suggests typical reductions in transmission for previous variants of the virus in real-world scenarios, which account for both physical filter performance and behaviour, are around 6-15% (B. Cowling and G. Leung, Eurosurveillance, 25(49), Dec 2020) but could be as high as 45% depending on the implementation strategy (Mitze T, et al. Proc Natl Acad Sci USA. 2020;202015954).

10. **Close-range transmission** by aerosols/droplets is primarily mitigated by **physical distancing**. Previous EMG papers have highlighted that the risk grows exponentially as distance reduces below 2m, and may be 2-10 times higher at <1m compared to 2m distancing, due to the higher concentration of virus in the immediate plume from an unmasked infected person[iv]. While there is no "magic distance", beyond 1.5-2m larger droplets typically deposit on surfaces. Reconsider 2m as the default distance (rather than 1m+) to reduce the risk of close-range transmission, however there is little benefit to increasing distancing beyond 2m; at greater distances exposure to the virus in the air is predominantly determined by ventilation rates and airflow patterns rather than distance. The use of screens may potentially mitigate transmission through droplets and larger aerosols (Figure 1), but their impact on small aerosols is very limited (aerosols can go around a screen) and they are therefore not effective beyond 2m from the infected sources. Where it is essential for people to be less than 2m apart, it is important that mitigations consider both aerosol and droplet exposure, and it is strongly recommended that face coverings are mandated. One-way systems and floor markings may provide effective reminders to promote distancing, but are not themselves a mitigation.

11. **Transmission via surfaces and fomites** is primarily mitigated by **good hand and respiratory hygiene and effective surface cleaning[v]**, although face coverings may also reduce emission in the context of high viral loads and hence contamination of surfaces and hands. Frequent, focussed, cleaning of high hand-touch surfaces is likely to be more effective than cleaning surfaces where contact with hands is rare.

12. **Transmission via the air** is primarily mitigated **by effective ventilation[vi]**. This is most important in workplace and public settings where people interact, and is also important in the home, especially if there are visitors from outside the household, or someone within it has COVID-19. Where provision of adequate ventilation is difficult, the use of air cleaning devices may be a suitable alternative[vii]. Higher viral load associated with people who have the new variant could have significant implications for transmission via the air, as previous modelling suggests that viral load is a major determinant of airborne transmission risks. As a precautionary measure it is recommended that ventilation rates stated in previous EMG papers[vi] are adjusted accordingly to account for the increased risk (potentially 1.5-1.7 times higher). Application of ventilation controls is currently very variable between different settings, and it is essential to ensure that all public and workplace spaces include ventilation as part of their COVID secure risk assessment, and adopt appropriate measures to ensure it is effective (high confidence).

13. Virus survival may have some influence on transmission. Evidence for several viruses suggests that humidity may influence survival of the virus, with low relative humidity (experienced indoors in winter) leading to longer survival on surfaces and in air. Low relative humidity can also enable more evaporation of droplets, leading to a higher chance of aerosols that remain suspended for longer periods of time. Maintaining indoor relative humidity in the range 40-60% is recommended where possible. There is currently no evidence to suggest that persistence of the new variant in the environment is a factor in increased transmissibility, however research to understand survival of different variants should be undertaken.

14. The new variants that have emerged in the UK and South Africa are the first major cases of a mutated form of the SARS-CoV-2 virus that appear to present an increased level of risk, but they are unlikely to be the last. It is important to monitor changes to the nature of the virus over time and adapt mitigation measures, and the rigour with which they are applied, accordingly.

Part 2: Recommendations to Reduce Transmission of the new variant SARS-CoV-2 virus drawing on previous SPI-B recommendations on Improving Adherence to Mitigation Measures

Several SPI-B papers have made recommendations that are relevant to the need to improve adherence to all aspects of pandemic control in view of the increased transmission risk posed by the new variant. Some key relevant points are summarised below; evidence and further details are given in the original papers, which are referenced.

1. Communicating with and supporting all sectors of the population to improve their adherence to mitigation measures

- **Provide positive feedback about a) the great efforts people are making to control the virus, b) the success of these efforts in helping to reduce infection rates and c) the need to now increase these efforts in order to sufficiently control the new variant[viii].**

There is concern among some members of the public that their considerable efforts to help control the spread of the virus have had no success. It is important to recognise the sacrifices made and emphasise that the efforts the public have made have already had success in keeping infection rates much lower than they would have been while going back to work and other activities – but that because of the greater threat of infection posed by the new variant we need to build on and extend these efforts in order to save lives and reduce the need for lockdown.

Communications should avoid giving visibility to non-adherence (which undermines social norms for adherence[ix]) or suggest the ineffectiveness of preventive behaviours[x]. Focusing on failure leads to reduced self-confidence and lower motivation to try, whereas positive feedback about coping efforts leads to further effort[xi], particularly if combined with feedback that further effort is needed to reach the desired goal[xii]. More positive messaging about the positive impact of the many ways in which members of the public are acting safely and the effectiveness of the measures they are taking when implemented fully should help to increase confidence in the value of these efforts and the ability of everyone to make them.

- **When introducing any changes to guidance for infection control it is crucial to provide a credible rationale for new guidance and changes, and the new guidance should be precise and consistent[xiii,xiv]**

Resources should include clear and convincing explanations, detailed guidance and effective behaviour change techniques to motivate and support people to adhere to the guidance. The messaging should be transparent about uncertainty where present, in order to earn trust.
In the context of the new variant, messages should focus on encouraging and supporting the additional behaviours required to control a more infectious virus strain, particularly (as recommended by EMG):

- reducing indoor contacts to the lowest level possible;
- consistent use of high-quality face-coverings whenever indoor close contact mixing is unavoidable;
- approaches to enable effective ventilation of enclosed spaces[xv];
- high adherence to testing and self-isolation if symptomatic or a contact of a case.

Communications should also include the clear message that actions that pose only a low risk at an individual level may nevertheless lead to major increases in risk at population level when many individuals are doing them[xvi].

- **Help members of the public to identify situations where they find it difficult to avoid risky behaviour and work with them to create acceptable solutions**
- **Target more intensive information and practical support for adherence to the specific behaviours, settings and populations that need it**
- **Provide appropriate communications and support for people from communities with different cultural backgrounds**

Once the specific knowledge gaps and barriers to target have been identified, rapid participatory co-design[xvii] can be used to develop acceptable and feasible solutions, effective support for each solution, and persuasive new messages. Co-creation involves working with diverse members of all target user groups and multidisciplinary experts in supporting behaviour change to develop engaging and accessible resources suitable for different user audiences, including persons of all genders, age groups, racial, ethnic and social backgrounds and different levels of health risk. This process can be undertaken as rapidly as necessary. Information and guidance should be developed, disseminated and implemented in collaboration with opinion leaders from all target communities[xviii].

Resources should identify and address concerns and barriers, suggest positive solutions, maintain social cohesion and support, and promote a shared sense of responsibility for infection control. Fear-inducing messages should be avoided as, even when health messages are adhered to, stressors remain in the physical environment that are not within the control of individuals; if a health message induces fear, it may result in denial or avoidance as a coping mechanism due to low control over external factors, such as working in frontline roles.

Detailed advice on how to communicate with young people is given in a previous SPI-B paper[xix]. Wellbeing in young people may impact their ability to adhere. Online, NHS and settings-based interventions to support young people's mental health and wellbeing should be increased, as well as practical support and opportunities for education, training and employment.

Detailed advice on how to communicate with communities with different cultural backgrounds is given in a previous SPI-B paper[xx]. Translation of guidance into a range of suitable languages is necessary, but not sufficient. It is important to understand differences within and between minority groups, identify trusted, credible messengers and media channels to reach these groups and ensure health messages reflect salient aspects of ethnic identity and experiences.

2. Reducing transmission within households and during permitted household mixing

Families and groups must be made aware of the increased risk of infection when they are considering household mixing**.** Messaging in the context of Christmas and other celebrations should be accompanied by information about the risks of traditional behaviours, opportunities to create and engage in alternative forms of celebration and make environmental changes to enable safer household visits, and the effectiveness of decreasing infection risks by changing behaviour.

There is evidence that behaviours such as handwashing, surface cleaning and use of face coverings in the home can reduce (although not eliminate) transmission of infection, including of COVID-19. There is also evidence that currently most people do not implement these as thoroughly as they could, and that providing in-depth, personalised advice on how to implement infection control in the home can reduce infections in household members.

The risks posed by social interactions can be reduced through reducing the numbers of people involved; the sizes of their networks; minimising the numbers of overlapping networks (for example through reducing connections to different households); reducing the duration of events; and maximising mitigation measures affecting the physical environment and the types of activities that take place[xxi].

3. Improving engagement with Test, Trace and Isolate

People must self-isolate immediately when experiencing any of the core symptoms of COVID-19[xxii]. Polling data suggests that many people do not recognise all of the core symptoms of COVID-19. A belief that the symptoms of the new variant must be somehow unusual or severe may also prevent people from self-isolating promptly in response to mild symptoms. Government should pre-empt any confusion by:

- being clear that the core symptoms of COVID-19 remain the same, even for the new variant;
- spelling out explicitly that the symptoms to watch for are any (not all) of: new, continuous cough; high temperature; loss or change to sense of smell; loss or change to sense of taste;
- being explicit that people should treat even mild symptoms as COVID-19 until proven otherwise by a test, and that a large proportion of cases are asymptomatic.

Some groups are likely to have particular needs in relation to symptom recognition. This includes parents of young children, people with comorbidities, people from minority ethnic groups, people from lower socio-economic groups, and people who are receiving less information about the pandemic in general. Targeted messaging to such groups may be particularly beneficial.

Perceived and real practical barriers to accessing a test or self-isolating likely deter people from attempting to seek a test. Providing easy access to testing, and support for people who need to self-isolate, remains essential to maximising uptake of both[xxiii].

4. Maintaining adherence during vaccine deployment[xxiv]:

Indirect evidence from surveys conducted during the current pandemic as well as from previous vaccination campaigns suggest that, in the absence of any mitigation policies, some of those who have been vaccinated will show a reduction in personal protective behaviours (NPIs). These behaviours are those relating to hand and surface hygiene, use of tissues and face coverings, physical distancing and ventilating rooms.

Communication strategies should mitigate the risk of reducing adherence by communicating ongoing risk and the need to protect others. A culturally tailored communication strategy targeted and stratified by different sectors in society should be developed to ensure that people fully understand why it is vital to continue to adhere to protective behaviours, whether or not they have been vaccinated while the vaccination programme is being rolled out, until population-wide immunity is achieved.

[i] NERVTAG meeting on SARS-CoV-2 variant under investigation VUI-202012/01, 18th Dec 2020
[ii] NERVTAG/SPI-M Extraordinary meeting on SARS-CoV-2 variant of concern 202012/01 (variant B.1.1.7), 21st Dec 2020
[iii] PHE: Factors contributing to risk of SARS-CoV2 transmission in various settings, 26 November 2020
[iv] EMG: Transmission of SARS-CoV-2 and Mitigating Measures, 4 June 2020
[v] NERVTAG/EMG: Hand hygiene to limit SARS-CoV-2 transmission, 2 July 2020
[vi] EMG: Role of ventilation in controlling SARS-CoV-2 transmission, 30 September 2020
[vii] EMG: Potential application of air cleaning devices and personal decontamination to manage transmission of COVID-19, 4 November 2020
[viii] https://www.gov.uk/government/publications/spi-b-positive-strategies-for-sustaining-adherence-to-infection-control-behaviours-22-october-2020
[ix] https://www.gov.uk/government/publications/spi-b-extended-paper-on-behavioural-evidence-on-the-reopening-of-large-events-and-venues-21-august-2020
[x] https://www.gov.uk/government/publications/spi-b-increasing-adherence-to-covid-19-preventative-behaviours-among-young-people-22-october-2020
[xi] https://journals.sagepub.com/doi/10.1177/109019818601300108
[xii] https://psycnet.apa.org/record/2010-16199-002
[xiii] https://www.gov.uk/government/publications/principles-for-the-design-of-behavioural-and-social-interventions-20-april-2020
[xiv] SPI-B: Implementation and communications: harnessing behavioural science to maintain social distancing (April 2020) Available from the SPI-B Secretariat.
[xv] https://www.gov.uk/government/publications/emg-simple-summary-of-ventilation-actions-to-mitigate-the-risk-of-covid-19-1-october-2020
[xvi] https://www.gov.uk/government/publications/spi-b-key-evidence-and-advice-on-celebrations-and-observances-during-covid-19-5-november-2020
[xvii] SPI-B: Principles for the development of co-creation. Available from the SPI-B Secretariat.
[xviii] https://www.gov.uk/government/publications/spi-b-communicating-behaviours-to-reduce-transmissions-between-social-networks-summary-27-may-2020
[xix] https://www.gov.uk/government/publications/spi-b-increasing-adherence-to-covid-19-preventative-behaviours-among-young-people-22-october-2020
[xx] https://www.gov.uk/government/publications/spi-b-consensus-on-bame-communication-22-july-2020
[xxi] https://www.gov.uk/government/publications/emgspi-b-mitigating-risks-of-sars-cov-2-transmission-associated-with-household-social-interactions-26-november-2020
[xxii] SPI-B: How important is symptom recognition in leading people to seek a test for COVID-19? Available from the SPI-B Secretariat.
[xxiii] https://www.gov.uk/government/publications/spi-b-impact-of-financial-and-other-targeted-support-on-rates-of-self-isolation-or-quarantine-16-september-2020
[xxiv] SPI-B: Possible impact of the COVID-19 vaccination programme on adherence to rules and guidance about personal protective behaviours aimed at preventing spread of the virus, December 2020. Available from the SPI-B Secretariat.

DATA PROTECTION POLICY
August 2020

Contents

1. Introduction

The Company is a Registered 'Data Controller' with the Information Commissioner's Office (ICO) and needs to collect and use information about people with whom we work in order to carry out our business and provide our services. We may collect personal information from members of the public; current, past and prospective staff; clients; customers; and suppliers.

We are committed to ensuring privacy and preventing the misuse of personal data by complying with all statutory data protection and privacy requirements under the Data Protection Act (DPA, 2018) and the General Data Protection Regulation (GDPR, 2018).

This policy statement sets out the Company's approach to meeting our obligations under data protection laws.

2. What We Will Do

In order to meet our obligations, we will:

1. Only collect and process personal data if we have a lawful basis for doing so.
2. Comply with the principles set out in the DPA to ensure that data:
    - is processed lawfully, fairly and in a transparent manner in relation to the data subject ('lawfulness, fairness and transparency')
    - is collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes ('purpose limitation')
    - is adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed ('data minimisation')
    - is accurate and, where necessary, kept up to date and every reasonable step will be taken to ensure that personal data that are inaccurate are erased or rectified without delay ('accuracy')
    - is kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data is processed ('storage limitation')
    - it is processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures ('integrity and confidentiality')
3. Ensure that data subjects (those to whom the personal data relates) are able to exercise their rights to: request to access, rectify, or erase their personal data; or restrict or object to its processing; or request its portability. This is subject to meeting the conditions and circumstances applicable to the request.

Appoint a Data Protection Officer (DPO), who will have day-to-day responsibility for data protection.

4. Set out our data collection and processing activities in the Company's Privacy Notices.
5. Maintain registers of personal information assets which describe how they are held, processed and managed.
6. Ensure that third party users of Company personal data confirm and demonstrate their compliance with data protection legislation.
7. Not transfer personal data to a country outside the EEA unless that country or territory ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the

processing of personal data, or where the organisation receiving the data has provided adequate safeguards.

8. Implement 'Privacy by Design' by embedding privacy considerations into our processes and assessing the impact of processing activity.
9. Provide the necessary information, instruction, training and supervision to all staff responsible for handling personal data.
10. Make sure that all new staff are aware of the Company's data protection policies and the procedures necessary to carry out their work.
11. Promote awareness of data protection matters to staff and advise of changes to the legislation and procedures.
12. Keep the Company's data protection policies, procedures, and practices under review.
13. Monitor compliance and take appropriate action to address non-compliance.

3. Roles and Responsibilities

To assist in achieving compliance with our data protection policies we have appointed a Senior Information Risk Owner (SIRO) who has overall responsibility for data protection within the Company. The SIRO is:

[redacted] – The Copper Room, Deva Centre, Trinity Way, Manchester, M3 7BG.

We have also appointed a Data Protection Officer (DPO) who has responsibility for the day-to-day implementation of our data protection policies and practices. The DPO is:

[redacted] – The Copper Room, Deva Centre, Trinity Way, Manchester, M3 7BG.

The DPO will:

- inform and advise the Company and its staff about their obligations to comply with the GDPR and other data protection laws;
- monitor compliance with data protection legislation and the Company's data protection policies;
- be the first point of contact for supervisory authorities and for individuals whose data is processed by the Company.

In addition, staff may collect and process personal data in carrying out their roles for the Company. Staff who process personal data on behalf of the Company must ensure that they understand their obligations and how to protect personal data, and that they follow any guidance provided.

Staff who have access to personal data are required:

- to access only data that they have authority to access and only for authorised purposes;
- not to disclose data except to individuals (whether inside or outside the organisation) who have appropriate authorisation;
- to keep data secure (for example by complying with rules on access to premises, computer access, including password protection, and secure file storage and destruction);

- not to remove personal data, or devices containing or that can be used to access personal data, from the organisation's premises without adopting appropriate security measures (such as encryption or password protection) to secure the data and the device; and
- not to store personal data on local drives or on personal devices that are used for work purposes.

Failing to observe these requirements will be taken very seriously in line with Company Processes and procedures for negligence / misconduct.

Signed: [redacted]	Signed: [redacted]
Date: 06/11/20	Date: 06/11/20
Name: [redacted]	Name: [redacted]
Role: [redacted]	Role: [redacted]

4. Personal Data Breaches

loss, alteration, unauthorised disclosure of, or access to, personal data.
It is important that all personal data breaches or potential breaches are reported to the DPO without delay so that quick action can be taken to assess the risks of the breach, as well as to allow the Company to comply with its obligations in relation to reporting breaches if this is necessary.

If there has been clear negligence or intent with regard to any breach by members of staff, this will may be dealt with in accordance with the Company's procedures and may result in action up to and including termination of contract. All factors will be taken into account when determining appropriate action, including whether the beach was reported promptly.

5. Exercising Your Rights

If you wish to exercise any of your legal rights in relation to your personal data, please contact the DPO in the first instance, and they will advise you of the next steps.

6. Document Control

This is a controlled document. Recent updates and changes may be lost once printed. Please check the version number and issue date to ensure you are working from the correct version.

Version number	Date	Author/Updated By	Revision History
1	17/08/20	[redacted]	Document Creation

EQUALITY, DIVERSITY AND INCLUSION POLICY

Contents

1. Introduction

Loud Sound is committed to creating an environment in which our staff, visitors' customers and partners are welcomed, valued and treated fairly. This policy does not intend to simply treat people the same. Rather it has three strands that we aim to deliver cohesively:

Equality – we will ensure that every individual has an equal chance to make the most of opportunities, regardless of their personal characteristics. We will not tolerate discrimination on any grounds that are irrelevant to decision-making. We will make decisions objectively and not on the basis of the personal characteristics of any individual, including the protected characteristics in the Equality Act 2010 - age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation – and in addition characteristics not covered by legislation (such as socio-economic background).

Diversity – we recognise that everyone is different and will create an environment that values each individual contribution. We believe staff diversity is an asset to our business. People from different backgrounds with a range of different experiences and capabilities help us to understand and serve our customers and achieve our business objectives.

Inclusion – we strive to meet the needs of different people and will take deliberate action to create an environment where everyone feels welcome, respected and able to achieve their full potential.

The purpose of this policy is to provide the foundation on which we will continue to meet and exceed our legal obligations in promoting equality, diversity and inclusion.

All staff are required to ensure their behaviour is consistent with this policy. We will also ensure that partners, suppliers and others working on our behalf are made aware of this policy and operate within it.

2. Aims

We strive to:

- Prevent discrimination, eliminate prejudice, celebrate diversity, and promote inclusion;
- Be fair in our dealings with all people with whom we have relationships;
- Ensure that equality, diversity and inclusion is embedded in everything we do.

3. Discrimination

In preventing discrimination, we must be aware of the behaviours that are unacceptable. We will challenge discriminatory conduct in all of the following forms:

- *Direct discrimination* – where one person is treated less favourably than another person because they have a protected characteristic.

- *Discrimination by association* – where one person is treated less favourably than another because they associate with a person who has a protected characteristic.

- *Discrimination by perception* – where one person is treated less favourably than another because they are believed to have a protected characteristic, even if the person does not in fact have the perceived protected characteristic.

- *Indirect discrimination* – where practices, rules or policies are in place that apply to everyone but that create a disadvantage for people with a protected characteristic, unless there is a very strong justification for the practice, rule or policy.

- *Harassment* – where a person experiences unwanted conduct specifically related to a protected characteristic which has the purpose or effect of violating that person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that person.

- *Victimisation* – where a person is treated badly because they have made or supported a complaint under the provisions of the Equality Act 2010.

We ask all staff to ensure that they do not, by their own actions, decisions, behaviour or attitudes, directly or indirectly (even unintentionally) discriminate against, harass or victimise another person. Direct acts of discrimination may include, for example, discrimination in selection for recruitment, promotion and training, or refusing to work with or for a person because of a protected characteristic. However, discrimination does not always occur as a result of a conscious decision. There are subtle and unconscious ways of unjustifiably discriminating. These can arise from making general assumptions about the capabilities, characteristics and interests of a particular group and from applying requirements, conditions or criteria without considering whether they advantage or disadvantage particular groups.

Where concerns about the behaviour of staff or other stakeholders and partners we work with are raised, such behaviour will be challenged and, where concerns are validated, appropriate action will be taken.

If any member of staff is ever concerned about the way they are being treated in the workplace, they are encouraged to raise this as soon as possible with their manager (or with another manager if the matter relates to their immediate manager).

4. Taking Action

We will apply this policy in our decision-making processes, and implement appropriate organisational measures to meet our equality, diversity and inclusive objectives.

Generally we will:

- Be open and transparent;
- Comply with all legal and regulatory requirements;
- Ensure the Senior Management Team are accountable for embedding equality, diversity and inclusion and monitoring our performance;
- Promote equality through all of our activities as an employer, partner, and service provider;
- Ensure that all other Company policies and procedures align with this policy;
- Assess the equality impact of new policies and significant change initiatives and ensure that action is taken to address any adverse impact.

We will take specific action in the following areas:

4.1. Equality Monitoring

- Ask staff and job applicants to complete an equality monitoring form covering all nine protected characteristics, giving the option to decline to answer any and all questions, and providing a full explanation of why the information is collected and what we use it for.

- Use equality monitoring data to identify areas of under-representation when compared to relevant comparators such as the working population and/ or the communities we serve.

4.2. Recruitment, Selection and Promotion

- Seek to maintain a diverse workforce that is able to serve our customers by carrying out recruitment and selection fairly and in accordance with this policy, with a preference for open competition in all but exceptional cases.
- Promote staff based on ability, using objective criteria that are fairly and consistently applied.

4.3. Removing Barriers

- Use positive action in recruitment and selection where this is appropriate to address areas of under-representation, such as encouraging applications from certain groups or, in a competitive process where there is a tie-break situation, choosing individuals with protected characteristics that are under-represented in our workforce.
- Positively support disabled applicants, staff and customers by encouraging a culture of openness and confidence to disclose disabilities without fear of detriment, recognising that not all disabilities are visible, and making reasonable adjustments such as changes to the physical working environment or our processes, to ensure that disabled people are not held back.

4.4. Training, Development and Awareness

- Promote our equality and diversity aims with staff, partners and other stakeholders by making this policy widely available through appropriate channels, and ensuring that our commitment to equality is plainly communicated in all policies and procedures and clearly evident in our practices.
- Ensure that all staff receive regular, relevant and up to date training and support to enable them to champion and meet the objectives of this policy, including analysing the need for particular training interventions, such as unconscious bias, and implementing these for relevant staff.
- Support individual commitment to and ownership of equality, diversity and inclusion objectives by ensuring that performance review conversations include these.

4.5. Disputes and Complaints

- Ensure that staff and other stakeholders who believe they have received treatment contrary to this policy have their concerns dealt with quickly, sensitively and confidentially in accordance with our grievance and complaints procedures.
- Expect compliance with and commitment to this policy, and take appropriate action for non-compliance.
- Hold managers to account for leading by example, ensuring their staff are aware of this policy, and acting swiftly if unacceptable behaviour occurs.

4.6. Pay, Terms and Conditions

- Pay staff fairly for the work they do regardless of their personal characteristics, and ensure that decisions relating to pay, such as requests for higher starting pay and staff

pay reviews, are appropriately scrutinised and justified.
- Ensure that individuals are not given less preferential terms and conditions because of their personal characteristics, and that all staff have equal rights of access to policies and procedures, for example flexible working, and will not be treated unfavourably for exercising their rights.
- Value the contribution of all staff regardless of their working hours or contract type.

5. Implementation and Review

The Senior Management Team has overall responsibility for implementing this policy and overseeing its use.

The Company is committed to regularly reviewing this policy and will do so at least annually.

Signed: [redacted]	Signed: [redacted]
Date: 06/11/20	Date: 06/11/20
Name: [redacted]	Name: [redacted]
Role: [redacted]	Role: [redacted]

6. Document Control

This is a controlled document. Recent updates and changes may be lost once printed. Please check the version number and issue date to ensure you are working from the correct version.

Version number	Date	Author/Updated By	Revision History
1	17/08/20	[redacted]	Document Creation

HEALTH & SAFETY POLICY
Loud Sound 2020

Contents

1. Health & Safety Policy and Procedures

Loud Sound Limited, (The Company), registered at The Copper Room, Trinity Way, Manchester, England, M3 7BG, United Kingdom is a live events production company, who are responsible for producing and managing events ranging from corporate productions to stadium tours for world famous artistes. Loud Sound work across the live music, charity, broadcasting and corporate event sectors.

The Company provides event production and management services in a variety of locations, invariably on premises controlled by their clients or others; the Company's own premises are solely used for administration and any equipment supplied to, or on behalf of, clients will be hired in for the duration of the task.

The Company is operated by th [redacted] and has fourteen full-time employees; any additional event managers, sub-contractors or freelance staff who may be required to complete a contract will be brought in because of their specific skill set and with the agreement of the client. Any subcontractors will be expected to have the requisite skills, knowledge, training and experience in their field of operations, as well as insurance cover and as part of their agreement with The Company, will be expected to abide by this Health & Safety Policy and any risk assessments and control measures produced by The Company where the Company has control of those matters.

The [redacted], have the overall responsibility for ensuring the Health and Safety Policy is effectively implemented and that proper resources are made available to achieve this.

1.1. Health & Safety Policy Statement

The [redacted] have overall responsibility for ensuring the Health and Safety Policy is effectively implemented and that proper resources are made available to achieve this.

Final authority on all aspects of Health and Safety at Work matters lies with the [redacted].

The [redacted] will ensure that responsibilities are properly assigned and will also monitor the performance of the company in respect of its compliance with statutory Health and Safety requirements contained within this policy.

Signed: [redacted]	Signed: [redacted]
Date: 06/11/20	Date: 06/11/20
Name: [redacted]	Name: [redacted]
Role: [redacted]	Role: [redacted]

1.1.1. General Company Health and Safety Policy

The policy which the company will follow will, so far as is reasonably practicable: -

- Provide adequate control of the Health and Safety risks arising from work activities under their control.
- Provide instruction, training and information to any workers, sub-contractors, or other persons who may require it, to enable them to perform their work safely.
- Maintain any workplace under the control of the Company in a safe condition for workers, sub-contractors and visitors.
- Ensure that all employees and sub-contractors are fully aware of and have access to the company's Health and Safety at Work Policies.
- Ensure safe handling, storage, transportation and use of substances where necessary and under the control of the Company.
- Ensure equipment is available for implementing safe work practices, including Personal Protective Equipment, as and when required and where this is the responsibility of the Company.
- Prevent accidents and cases of work-related ill health so far as is reasonably practicable.
- Consult with clients, workers, other contractors and sub-contractors on matters affecting their Health and Safety.

The company will periodically review this Health and Safety Policy and associated risk assessments and ensure that any changes in circumstances, legislation or work environments are reflected in the relevant risk assessment and health & safety policy.

In carrying out this policy there is a duty imposed on all employees and sub-contractors to take reasonable care for their own safety and for those likely to be affected by their acts or omissions and to co-operate with the company in performing any statutory obligation.

The Directors will investigate any accidents or work-related sickness absence and take measures to prevent a recurrence.

1.2. Health & Safety Responsibilities

1.2.1. Responsibilities of the Managing Director

The Managing Director will ensure, by delegation where necessary, that the Health and Safety Policy is adhered to and monitored throughout all stages of the company's operations and any employees, freelancers and sub-contract workers are aware of the company's policy and procedures.

This policy and any accompanying procedures are supported by suitable and sufficient risk assessments, which are carried out or reviewed, when required, for any individual task. All risk assessments will be adhered to and appropriate control measures implemented, where necessary.

The Managing Director will:

- Ensure that all Health and Safety responsibilities are properly assigned and performed as required by the **Management of the Health and Safety at Work Regulations 1999**.
- Ensure that risk assessments are monitored, reviewed and updated as and when necessary and on a job specific basis, when required.
- Ensure that suitable and sufficient training and information on all aspects of general Health and Safety is given as and when required; including ensuring correct working practices are carried out in all areas of any operations under the control of the Company. Any job specific training will be carried out prior to undertaking any task, where this may be required.
- Ensure that full co-operation and assistance is given to any Health and Safety Executive Inspector (or any local authority Environmental Health Officer acting in an enforcement role), in the monitoring of safe practices by co-operating with any investigation of accidents, and additionally, co-operate with any reporting under RIDDOR 2013 (Reporting of Incidents, Diseases and Dangerous Occurrences Regulations). The Company will carry out any remedial action where it is deemed necessary and agreed to be appropriate.
- Ensure that all clients and any other host or contractor of the company visiting any workplace controlled by the Company will receive all information relating to any risks to any person's Health and Safety, caused by the company's operations.
- Similarly, Health and Safety information obtained from clients and hosts of the company about their undertakings, which are relevant to operations, shall be collated and communicated to any relevant person or organisation working for, or on behalf of, the Company.
- Ensure that any changes in Health and Safety legislation or standards that may affect the company are reflected in the Company's documentation and working practices.

The Health and Safety Policy and its associated procedures will be reviewed on an annual basis and, if necessary, revised.

1.2.2. Responsibilities of Managers

Line managers are responsible for ensuring the observance of this policy in their areas of responsibility; Managers with delegated authority should:

- Ensure that they fully understand the Company Health & Safety policy and procedures
- Ensure that operations within their sphere of responsibility are being carried out in accordance with this policy.
- Ensure that all employees and other workers are aware of the requirements of this policy
- Ensure that suitable risk assessments for the task that they are carrying out, are in place.
- Ensure that they are familiar with accident and incident procedures.
- Ensure that any safety information relevant to the area or site that they are working in, are communicated to all Loud Sound workers and contractors.
- Ensure that any health and safety concerns raised by workers are dealt with appropriately and where necessary, referred to the Director responsible for health & Safety.

1.2.3. Responsibilities of Employees, Freelance Staff or Sub-contractors

It is a legal duty that everyone at work must take reasonable care for their own Health and Safety, and that of others who may be affected by what they do, or do not do. Employees and sub-contractors also have a duty to be aware of the company's Health and Safety Policy and standing procedures therein.

The company expects all of its employees, freelance staff and sub-contractors to:

- Co-operate with the Directors and Managers to ensure that a safe and healthy workplace is maintained and to comply with all procedures and policies the Company institutes to enable it to meet its legal duties.
- Not to interfere with or misuse anything provided to them in the interests of Health and Safety.
- Use correctly all work items supplied by the company, in accordance with their training and the instructions they receive.
- Notify their line manager, without delay, of any work situation, which may present serious and imminent danger.
- Notify their line manager of any areas of concern in the Health and Safety arrangements; even when no immediate danger exists, so that appropriate remedial action can be taken.
- Where Personal Protective Equipment (PPE) is provided by the company; employees and sub-contractors shall take reasonable care of it, follow any instructions for its use and shall store it appropriately after use. Any loss or obvious defect in PPE should be reported as soon as possible to the appropriate line manager.
- Raise any concerns they may have about the serviceability of PPE with their line manager as soon as is reasonably practicable to do so.
- Ensure that all floors, emergency exits and traffic routes are kept free from obstructions at all times.
- Ensure that they follow any site rules, or safety procedures set by any client, while working on premises controlled by that client
- Where freelance staff or sub-contractors are employed for a specific task, they will be expected to supply and use the appropriate PPE, in line with the Company's PPE policy.

Failure to comply with the company's Health and Safety Policy and subsequent procedures, may result in disciplinary action being taken against the employee concerned or contractual relationships being terminated.

1.2.4. Responsibilities of the Director Nominated for Health & Safety

[redacted], is the manager within The Company responsible for implementing the health & safety policy and for ensuring performance, monitoring and review; where necessary, The Company will contract external safety consultants for their specialist knowledge.

The Director Responsible for Health & Safety will:

- Review the Health and Safety performance of the company, based at N103/104 Vox Studios. 1-45 Durham St. Vauxhall London SE11 5JH, United Kingdom on a regular basis, with a minimum requirement to relay any specific information to other board members on an annual basis.

- Ensure that the current Health and Safety Policy and procedures reflect the current priorities of the Managing Director and monitor circumstances within the company which may impinge on the safety performance, such as changes in the management structure or operating procedures.

- Keep all parties within the management team fully informed of any significant Health and Safety failures or breaches and to communicate to any relevant parties the outcomes of any particular investigations.

- Ensure that all Health and Safety risk management systems are in place and remain effective, providing any audits to the board as and when deemed necessary to do so.

1.2.5. Responsibilities of any Appointed Production Manager, Event Manager, Freelancer, etc.

Any staff that are working under the umbrella of Loud Sound will abide with the Company health and safety policy and procedures. They will also ensure that all health and safety items are fed back to their appointed Loud Sound representative or directly to the Director responsible for health and safety.

1.3. Controlling and Measuring Health & Safety Performance

When undertaking any new project, the company will consider any Health and Safety implications before commencing any work.

Where there is a requirement to produce risk assessments or safety documents, or implement specific procedures for a project, the Company will ensure that suitable third-party assistance is sought.

The company is aware of its responsibilities under the relevant regulations to undertake risk assessments, the company will carry these out as and when required. The assessments will identify significant hazards and assess the risks to any employees, sub-contractors and any others who may be affected by the Company's operations.

All accidents and near misses must be reported to the manager responsible for Health & Safety and an accident report completed. Full cooperation will be given to any investigation that is undertaken. Remedial action will be taken where appropriate.

Where reasonably practicable, risks will be eliminated by the careful planning and any processes or projects undertaken.

Wherever possible the company's actions will meet current 'best practice' as well as mandatory requirements, where there are no mandatory controls the company will apply best practice. This may involve steps to introduce improvements over the medium or long term.

1.3.1. Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

The **Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013** (RIDDOR) makes it a legal requirement to report certain types of accident, or incident to the Health & Safety Executive; in summary, these are:

- fractures, other than to fingers, thumbs and toes
- amputations
- any injury likely to lead to permanent loss of sight or reduction in sight
- any crush injury to the head or torso causing damage to the brain or internal organs
- serious burns (including scalding) which:
  - covers more than 10% of the body
  - causes significant damage to the eyes, respiratory system or other vital organs
- any scalping requiring hospital treatment
- any loss of consciousness caused by head injury or asphyxia
- any other injury arising from working in an enclosed space which:
  - leads to hypothermia or heat-induced illness
  - requires resuscitation or admittance to hospital for more than 24 hours

In addition, at the time of writing, the United Kingdom is going through a pandemic resulting in extraordinary measures and legislation being put in place by the Government which are likely to last until the renewal date of this policy; one of those measures is that the HSE have requested that the following are reported through RIDDOR.

- an accident or incident at work has, or could have, led to the release or escape of coronavirus (SARS-CoV-2). This must be reported as a dangerous occurrence
- a person at work (a worker) has been diagnosed as having COVID-19 attributed to an occupational exposure to coronavirus. This must be reported as a case of disease
- a worker dies as a result of occupational exposure to coronavirus. This must be reported as a work-related death due to exposure to a biological agent

Over-seven-day incapacitation of a worker

- Accidents must be reported where they result in an employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury. This seven-day period does not include the day of the accident but does include weekends and rest days. The report must be made within 15 days of the accident.

Over-three-day incapacitation

- Accidents must be recorded, but not reported where they result in a worker being incapacitated for more than three consecutive days**.** If you are an employer, who must keep an accident book under the **Social Security (Claims and Payments) Regulations 1979**, that record will be enough.

Additionally, certain occupational diseases and ‘near misses’ are also reportable (a full list of reportable occurrences can be found in Regulation 4).

Where any person working for, or under the control of the company suffers a ‘reportable’ incident, a report will be completed on the HSE online portal at http://www.hse.gov.uk/riddor/report.htm.

1.3.2. Monitoring and Review

The Managing Director and Director of Operations will undertake an annual review of health & safety performance which will include reviewing all accidents, incidents and reportable occurrences; in addition, any feedback from workers, freelance staff, sub-contractors and clients will be considered during this review.

Appropriate resources of time and money will be allocated to undertake improvements and remedial action to achieve any improvements in health & safety performance, where necessary.

1.4. Construction (Design and Management) Regulations

As part of its day to day operations, the Company may assume various roles in projects classified as 'construction', which are legally designated by the **Construction (Design & Management) Regulations 2015** (CDM 2015).

Principal Designer
Where the Company is engaged to act in the role of Principal Designer, it will ensure that the duties assigned to that role by CDM2015 are carried out; this includes (but is not limited to) planning, managing and monitoring the pre-construction phase, coordinate pre-construction health & safety and apply the principals of prevention during the design and pre-construction phase.

Principal Contractor
Where the Company is engaged to act in the role of Principal Contractor, it will plan, manage and monitor the construction phase and coordinate matters related to health & safety; ensure cooperation between contractors and ensure that health & safety legislation is being adhered to. The Company will also ensure that there is sufficient provision of site-specific safety inductions, security and fire provision and suitable welfare facilities.

Contractor
Where the Company is acting as a contractor, the Directors will ensure that the Company's tasks are planned, managed and monitored, that suitable arrangements are in place for the safety and welfare of any persons working on behalf of the Company and that the Company complies with arrangements made by the Principal Designer and Principal Contractor. When engaging personnel or sub-contractors, the Company will ensure that they have the relevant skills, knowledge, training and experience to correctly carry out the role they have been contracted for.

Where necessary, the Company will engage the services of health & safety specialists to ensure their obligations are correctly fulfilled.

2. General Health & Safety Arrangements and Procedures

2.1. First Aid

Where possible, a first-aider and a first aid kit will always be present in any workplace under control of the Company.

Where the Company is working on a client's premises, or premises controlled by a client, the relevant manager will ensure that any particular site specific first aid arrangements are communicated to any workers, freelance staff or sub-contractors.

2.2. Accident Procedure

- If an accident occurs firstly make sure that nobody is in any immediate danger e.g. from electrocution, structural collapse etc.
- Send someone to call for medical assistance.
- Don't be afraid to ask people to help.
- If trained, administer first aid, or otherwise summon a trained first aider.
- If the patient is conscious, reassure them.
- NEVER give the patient food or drink.
- Clear bystanders and onlookers from the area but keep a note of any witnesses.
- When the patient has been cleared from the premises/office, complete an accident witness report form.
- Think how the accident might have been prevented and discuss this with the appropriate line manager or director.

2.3. Accident and Incident Reporting Procedure

In addition to the Statutory requirements under RIDDOR (s.1.4.1) there is a legal requirement to record any accident that results in personal injury; it is also good practice to record and investigate any injury causing accident or near miss for health & safety review purposes.

Any accident to any person working for, or on behalf of Loud Sound, or any other person who is on premises controlled by The Company will be recorded and investigated appropriately. Accidents taking place at the company premises should be recorded in the accident book; where an accident takes place on a site (whether controlled by Loud Sound or not) the standard incident form should be completed, along with any other records required on the particular site.

Where an incident occurs which has had the potential to cause serious injury, but did not, a near miss should be investigated and reported using the standard incident form.

Accident and incident reports should be reviewed regularly by the Director responsible for health & safety and used to assist in improving the Company's performance.

2.4. Fire Safety

The Directors will ensure that suitable fire risk assessments are undertaken and fire safety procedures put in place in any workplace under the control of the company.

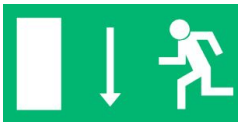
Where the Company is working on premises controlled by others, the responsible manager will ensure that any persons working on behalf of the Company are instructed and briefed on the local fire safety arrangements.

All Loud Sound workers, freelance staff or sub-contractors should familiarise themselves with the local working environment, particularly in regard to locations of fire and life safety equipment, emergency exits and escape routes.

Loud Sound workers should only attempt to use portable fire-fighting equipment if they are trained and competent to do so and should never put themselves in danger whilst attempting to tackle a fire; never allow the fire to be between you and your exit.

Any person working on behalf of the company should ensure that their actions do not compromise access to any fire safety equipment, signage or escape routes.

Standard European Fire Safety Signage is shown below



Fire Exit

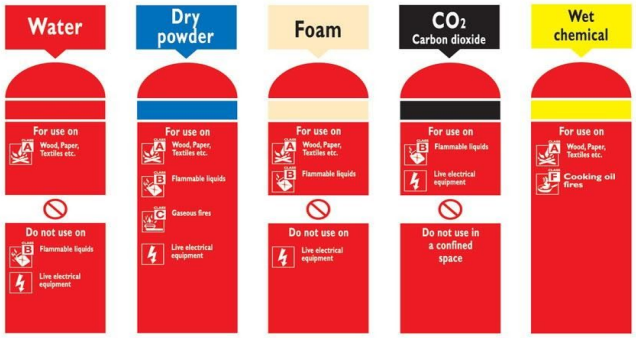
Assembly Point

Fire Extinguisher

Fire Alarm

Extinguisher Types

Fire Extinguisher Classification



2.5. Cooperation with Other Contractors

The Company and any person working on its behalf will ensure that all actions on-site are coordinated with any other contractors who may be affected by the Company's operations. The company shall also ensure that all relevant parties receive comprehensive information on the risks to their employee's Health and Safety, caused by any work carried out by the company. Similarly, Health and Safety information from individual contractors about their undertakings, which are relevant to persons working on behalf of the Company, shall be collated by the company prior to any work commencing.

2.6. Workplace Health, Safety and Welfare

Where any person is working in premises under the control of the Company, the Company will ensure, as far as is reasonably possible, that those premises have suitable ventilation, heating and lighting.

Any person working on behalf of the Company will also have access to toilets, handwashing facilities and a suitable area to take breaks.

Where the Company is working on premises controlled by others, the Directors will ensure that suitable welfare provisions are in place, as required by the **Construction (Design & Management) Regulations 2015** and that these arrangements are briefed to any employees or sub-contractors.

2.7. Control of Substances Hazardous to Health (COSHH 2002)

The company has legal responsibilities for the health, safety and welfare of employees over and above their general duties; some of these are detailed in the specific regulations on the Control of Substances Hazardous to Health. This policy sets out the framework that will ensure that these responsibilities are carried out.

The company will ensure that exposure to hazardous substances is eliminated or limited, as necessary, and set up systems to monitor the use of such substances, on an ongoing basis.

Particular attention will be given to the introduction of new substances and their method of use and any associated risks will be assessed, as required.

The company will ensure that any necessary advice is given on COSHH, and will communicate information to any affected person, as and when required.

2.7.1. Hazard Information Obtained from Suppliers and Hazard Data Sheets

Safety information will be obtained from the supplier for any substance with a potential for risk of harm when used in the workplace. This information will be held in a file as close to the products so that information on how to deal with problems such as inhalation, spillage and ingestion is readily available. All users of a product or substance must ensure that these guidelines are followed and understood.

2.7.2. Monitoring and Enforcement

In line with the company's risk assessment procedures, any employees or sub-contract staff are required to regularly and adequately monitor their work areas to ensure that the safety precautions required under this policy are being followed. It is a legal requirement to record any non-conformance with COSHH procedures; a record of monitoring will be maintained and reviewed during the annual review of safety procedures.

2.7.3. Training

Appropriate guidance and training for handling hazardous substances will be given to any person who may require it to ensure the safe use of any substance as and when it may be required.

2.8. Personal Protective Equipment (PPE)

The company will ensure that all provisions under the various regulations relating to PPE will be adhered to and followed.

All safety equipment purchased for use by the company will be in accordance with the appropriate United Kingdom and European Standard.

European PPE Standards

EN 397:1995	Safety helmets
EN 166:2001	Eye protection
EN 388:2003	Gloves
EN 345-1:1992	Footwear
EN 352-1&2:2002	Hearing protection
EN 471:2003	Hi visibility clothing

Information on provision, maintenance and use of protective clothing or equipment in accordance with the regulations and good working practices will be made available to any person who is issued such equipment by the Company.

Any person working on behalf of the company will wear safety helmets that conform to current regulations when,

- Carrying out any work where there is a risk from falling objects or any overhead working.
- Working and or visiting any other premises where they are required.
- In an area where work is being carried out overhead.

2.9. Manual Handling

The company will take all reasonably practicable action to eliminate manual handling, and where this is not possible, reduce the risk to any employee or sub-contract staff from manual handling.

Where crew are specifically contracted for manual handling tasks, the company will always choose to contract competent crewing organisations who provide staff with the correct skills, knowledge, training and experience.

Where it is not possible to eliminate the risk of manual handling in any task undertaken by The Company's workers, an assessment of the residual risks will be undertaken by the appropriate manager, or other designated person. The assessment will address the tasks, loads, the environment, individual capability and any other factors that can affect the risk associated with manual handling.

The results of the assessment will be recorded and communicated to any affected person. Any training required will be given by competent persons and appropriate equipment provided, where necessary.

2.10. Electrical Safety

2.10.1. Guidelines for the Use of Electrical Equipment

All electrical equipment purchased for use by the company, will be in accordance with the appropriate European Standard.

In order to maintain a coherent approach with regards to monitoring electrical appliances, a general inspection of all appliances will be carried out on an annual basis, thereby enabling the Directors to monitor the overall general condition of all equipment owned by the Company, in use.

Any employees or sub-contract workers will be expected to carry out their own visual pre-use inspection of plugs and leads.

Persons inspecting electrical equipment should look for:

- Damage to the cable.
- Broken plugs.
- Damage to the cord grip where the cord meets the plug.
- Signs of overheating.
- Exposed wires.

No attempt should be made to repair or make alterations to equipment and never remove permanently fixed covers from appliances.

Any defective items of equipment must be immediately reported to the relevant manager and the item labelled "OUT OF ORDER" to prevent others from using it. No person should use any equipment that is damaged or defective.

2.10.2. Electrical Safety on Company Premises

The Company is required to undertake risk regular assessments to identify any hazards that may be present from working with electrical equipment; these requirements are set down in the **Electricity at Work Regulations 1989**.

The Director responsible for Health & Safety will ensure that the principles above apply to any electrical equipment purchased for use by The Company and that suitable procedures are in place for the regular inspection and testing of that equipment.

Any permanent electrical installations installed at the company premises, or at any place controlled by the company, will be installed by a suitably qualifies person in line with the Regulations.

2.11. Working at Height

On occasion, freelance or sub-contract staff may be required to work at height on behalf of the Company. Work at height may only be undertaken by persons with the necessary skills, knowledge, experience and training and who are also competent in the selection and use of the appropriate PPE.

The Company will follow the hierarchy of controls for working at height and PPE and individual fall protection will only be used when there is no alternative; a risk assessment and suitable rescue at height plan must be in place.

2.12. Good Housekeeping

The company recognises the importance of maintaining a clean and tidy working area, both to aid Health and Safety and to improve efficiency and productivity; consequently, all efforts will be made to keep areas within the company's control in good and tidy order.

All employees, sub-contractors or contractors should ensure that their work area is kept free from clutter and rubbish; this also reduces the risk of fire from build-up of accumulated waste. Line managers will monitor the condition of areas within their area of operations at all times.

2.13. Lone Working

There are some situations where there is a serious risk to a person if they are injured whilst working alone, because they are unable to summon help.

Under **The Health and Safety at Work etc. Act 1974**, there is a duty on every employer to ensure, so far as is reasonably practicable the health, safety and welfare at work of all employees. This duty, therefore, applies to lone workers. It is necessary for the employer to consider in some depth the hazards and risks of the work involved and to take steps to minimise the hazards and so reduce those risks so far as is reasonably practicable.

With any lone worker situation, the common-sense approach should be taken relative to the inherent risks involved. Consideration should be given to the suitability of the person in relation to medical condition and emergency procedures and facilities.

A system of regular communication by either mobile telephone or two-way radio is a way of reducing the risks to lone workers and all employees who find themselves in such a situation they should therefore comply with the company regulations as detailed in the relevant risk assessment.

2.14. Use of Vehicles and Plant

Any person operating any type of vehicle on behalf of the company must be trained and competent in the use of that vehicle; training and competence can be demonstrated by provision of an appropriate license or certificate of training.

Any person operating a vehicle on behalf of the company must ensure that they are authorised to use that vehicle and that they are covered by insurance, either provided by the company, or the client in the case of site vehicles.

Any person operating a vehicle on behalf of the company on any premises, or site, controlled by the client must ensure that they follow the local site vehicle rules.

2.15. Noise

Many of the Company's activities are carried out in areas which may be subject to excessive noise, or noise levels over and above the secondary action level in **The Control of Noise at Work Regulations 2005**.

Where persons working on behalf of the Company are likely to be exposed to noise, the appropriate PPE will be issued; any employee or sub-contractor must comply with any Compulsory Hearing Protection Zones which are implemented by the Company, or any other person or organisation.

2.16. Young Workers

The Company does not employ or engage young workers (i.e. persons under 18) in general; occasionally, young persons may be engaged for short periods for work experience or internships.
In all cases where young workers may be employed, the Operations Director will approve the role and nature of work and ensure that appropriate risk assessments and control measures are in place.

2.17. Working Outdoors or Away from the Office

Particular consideration should be given to ensuring that workers are protected, so far as is reasonably practicable, from adverse weather, both poor and hot/sunny conditions.
All work should be planned to take the above into account and should include the provision of advice and guidance to those likely to be affected and will also include the following;

- Provision of drinking water for hot conditions.
- Provision of protective clothing suitable for extremes of temperature, either hot or cold.
- Suitable shelter for extreme conditions.
- Adequate heating and a means to heat food and drinks in cold weather.
- Advice on the use of sun screens and if appropriate the provision of the same.

2.18. Display Screen Equipment (DSE)

The Company has Statutory responsibilities with regard to employees who use Display Screen Equipment or perform desk-based activities on their behalf; these requirements are set down in the **Display Screen Equipment Regulations 1992** and will be overseen by the Director responsible for health & safety; they can be summarised as follows:

2.18.1. Training

The company will ensure that persons who are employed in positions that require the use of DSE, or a regular workstation are already competent in their use, or receive suitable training for the role.

2.18.2. Workstation Assessments

Employees should undertake workstation assessments on first joining the company, annually thereafter or when their working conditions undergo a significant change. Assessments will be recorded on the standard company form.

2.18.3. Eyesight Assessments

Any employee who uses Display Screen Equipment for 4 hours or more per day is entitled to request an eyesight test, the cost of which is borne by The Company; tests can be requested through line managers.

2.18.4. Screen Breaks

Employees who continuously use Display Screen Equipment should take regular breaks from their workstation during the day; other tasks may be undertaken during these 'screen break' periods and it is suggested that a 'screen break' of 10 minutes in the hour is sufficient.

2.19. Legal Duties of the Employer and Employees

Finally, all employees are reminded of their responsibility under the Health and Safety at Work Act 1974 to cooperate with the company in all aspects of this policy and associated procedures. Everyone, under the Health and Safety at Work Act, has a duty to care for themselves and others, no matter what their status or position within the company.

Duties placed upon the employer (HASAWA 1974 Section 2)

"It shall be the duty of every employer to ensure, so far as is reasonably practicable, the Health, Safety and Welfare at Work of all his Employees"

Duties placed on employees (HASAWA 1974 Section 7)

"It shall be the duty of every employee while at work;-

1. To take reasonable care for the Health and Safety of themselves and of other persons who may be affected by their acts or omissions at work; and

2. To co-operate with their employer so far as is necessary to enable that duty or requirement to be performed or complied with, under requirements set down in the Health and Safety at Work Act".

3. On-Site Operations Risk Assessment

Risk Calculation and Control Measures

This risk assessment is based on a quantative model; the risk of harm is assessed against the likelihood of that harm happening and the risk is given a score; control measures are then listed and

the residual risk (i.e. that remaining following the implementation of control measures) is also scored on the same basis.

This quantative system has the advantage over subjective qualitative assessments in that it physically demonstrates the reduction of risk to acceptable levels by a measurable factor.

The methods used for quantifying risk are explained below; risk is assessed on the basis of statistics, inbuilt safety factors, experience, control measures and best practice within the fields of live event technical production.

Risk Assessment Explanatory Notes

Severity Indices

1. Minor Injury = abrasions, bruising, minor burns (reddening of the skin).
2. Significant Injury = Lacerations leading to blood loss, secondary burns (leading to blistering), sprains & strains, muscle & ligament injury, minor head injuries, acute representations of underlying conditions e.g. asthma, epilepsy, bronchitic illness, diabetes, hyper/hypothermia.
3. Serious Injury = Fractures, trauma leading to significant blood loss, head injuries leading to periods of unconsciousness, acute representations of underlying conditions such as angina.
4. Major Injury = Multiple fractures, spinal or cervical injury, multiple trauma, injury affecting respiratory system, head injuries leading to significant periods of unconsciousness, myocardial infarction, status epilepticus/asthmaticus.
5. Major Incident/Fatality = Single or multiple fatality or large numbers of injuries in cat 3-4.

Severity x Probability Values

Severity		**Probability**	
1	Minor Injury	1	Unlikely
2	Significant Injury	2	Potential to happen
3	Serious Injury	3	Possible
4	Major Injury	4	Probable
5	Major incident/Fatality	5	Certainty

The severity and probability rating associated with each individual hazard, is calculated before the controls are put into place. Once the controls are in place, the hazard and its severity may not change however, the probability shall be reduced to ensure the residual risk does not exceed acceptable levels.

Severity x Probability	**1**	**2**	**3**	**4**	**5**
1		2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5	5	10	15	20	25

2-6 Acceptable Risk 8-12 Risk Acceptable with Adequate Control Measures
15-25 Unacceptable Risk

Index	Activity	Hazards / Risks Identified	To Whom	Risk Rating S	L	RR	Control Measures	Residual Risk S	L	RR	Responsibility	Related Documents
General Office Hazards												
GO1	**Working in Office**	RSI DSE related conditions	Staff	3 3	3 3	9 9	• Working conditions assessed for suitability • Regular eye checks • Regular assessment of workstation and work positioning • Regular screen breaks	3 3	1 1	3 3	Directors Loud Sound staff Freelancers	
GO2	**Working in Office**	Fire Smoke inhalation	Staff	5 5	2 2	10 10	• Office is no smoking environment • No hazardous material storage • Regular cleaning • Worker aware of location of exit routes • FFE in kitchen • All electrical equipment regularly checked	5 5	1 1	5 5	Directors Loud Sound staff Freelancers	
GO3	**Working in Office**	Manual handling injuries	Staff	3	3	9	• Only very limited manual handling takes place • MD has had manual handling training • Vehicle access to storage area, reducing handling distances	3	2	6	Directors Loud Sound staff Freelancers	
GO4	**Working in Office**	General injuries Unfamiliar with office and location	Visitors	4 4	4 4	16	• All visitors to be signed in • All visitors to be escorted around	4 4	1 1	4	Directors Loud Sound staff	
General On-site Hazards												
GS1	**Working on Client Site**	Lack of awareness of site safety procedures	Staff	5	3	15	• Request CPP or other site specific safety information from client • Undertake site induction where available • Ensure correct PPE available • Follow instructions as given • Review company RAMS before each new project	5	1	5	Directors Loud Sound staff Freelancers	
GS2	**Working on Client Site** **Use of Vehicles**	RTC Collision	Staff Other workers Other persons on-site	5 5	3 3	15 15	• Ensure any vehicle used is roadworthy and insured • Ensure any site vehicle or driving rules are read and understood • Ensure vehicle is suitable for site work • Any vehicle used by the company should have amber warning beacons • Only hands-free communications to be used when driving vehicles	5 5	1 1	5 5	Directors Loud Sound staff Freelancers	

							• Follow instructions of site security and traffic management staff • Use caution when driving on trackway or temporary road surfaces • Only drive off-road if vehicle is suitable and has correct tyres and ground clearance • Use appropriate PPE • Always abide by site speed limits					
GS3	**Working on Client Site** **Fire**	Fire/burns Smoke inhalation	Staff Other workers Other persons on-site	5 5	3 3	1 1	• Ensure client site safety and fire safety information is read and briefed to any other staff or sub-contractors • Ensure location of fire exits and escape routes is known and briefed to any staff and sub-contractors • Confirm positions of FFE • If no FFE in area, company will provide 1 x CO2 and 1 x AFF for temporary site accommodation • Do not block exits or escape routes • Ensure no build-up of flammable waste • Ensure any hazardous materials are stored correctly in line with site procedures	5 5	1 1	5 5	Directors Loud Sound staff Freelancers	
GS4	**Working on client site** **Environmental conditions**	Hyperthermia Hypothermia Sun/heat stroke	Staff	4 4 3	3 3 3	12 12 9	• Ensure any worker or sub-contractor has the correct clothing and equipment for anticipated weather conditions. • Supply staff with appropriate foul weather clothing and footwear • Ensure sun cream is available if required • Ensure provision for hot drinks and shelter, or cold drinks depending on environment	4 4 3	1 1 2	4 4 6	Directors Loud Sound staff Freelancers	
GS5	**Working on client site** **Long hours**	Tiredness Lack of concentration Poor coordination	Staff Other workers Other persons on-site	4 5 4	4 4 4	16 20 16	• Schedule working to prevent unreasonable hours • Source additional staff or sub-contractors if overnight shifts are required • Ensure regular breaks and welfare facilities for overnight shifts • Ensure portable espresso machine in good working order	4 5 4	1 1 1	4 5 4	Directors Loud Sound staff Freelancers	
GS6	**Working on client site** **General site hazards**	Trips/slips/falls Working at night	Staff	4 5 3	3 3 3	12 15 9	• Ensure any staff or sub-contractors have the correct PPE and footwear • Only use designated pedestrian routes on roadways • Be observant of ground conditions and other activity on site	4 5 3	1 1 1	4 5 3	Directors Loud Sound staff Freelancers	

							• Ensure adequate lighting levels and hi-vis when working during the hours of darkness					
GS7	**Working on client site** **Working with temporary power**	Electrocution Fire	Staff Other workers Other persons on-site	5 5	4 4	20	• Only use power supplies that have been provided by site electricians • Ensure all supplies are protected by RCD protection • Ensure all company electrical equipment is regularly checked and has suitable plug and fuse • Do not overload electrical outlets • Do not interfere with any electrical infrastructure, cable or fuse boxes	5 5	1 1	5	Directors Loud Sound staff Freelancers	
GS8	**Working on client site** **Fire Emergency evacuation**	Crushing Fire Burns Injury Smoke inhalation	Staff Other workers Other persons on-site	5 5 5 5 5 5	4 4 4 4 4 4	20	• All staff to be briefed on client/site emergency evacuation/process • Staff to be aware of muster points/RV • Lead Manager on site to roll call all Loud Sound staff to ensure all safe • All staff to familiarize themselves with the site and follow instructions over radio or the site marshals	5 5 5 5 5 5	2 2 2 2 2 2	10		
GS9	**General Production** **Installation of site**	Trips/falls caused by infrastructure Noise hearing damage Lack of welfare Moving vehicles General production work	Staff Contractors	3 3 3 5 5	4 4 4 4 4	12 12 12 20 20	• H&S signage to be located where required • H&S reporting system to be in place • Contact with client • All staff to be aware of site rules and responsibilities • Good housekeeping • Cordons to be put in place where required • PPE to be worn • All to be aware of site first aid and fire facilities • Contractors responsible for their own working areas during build and break	3 3 3 5 5	2 1 1 1 1	6 3 3 5 5	Directors Loud Sound staff Freelancers	
WaH1	**Working at height**	Falls Falling objects	Staff Other workers Other persons on-site	5 5	3 4	15 20	• Any staff or sub-contractors who may have to work at height MUST have suitable training and competence • Where possible avoid working at height • Ensure correct PPE is available • Ensure WaH PPE is regularly inspected • Ensure any person using WaH PPE is competent in its selection and use • Follow site procedures if/when working at height • Work at height may not be carried out unless a suitable rescue plan is in place	5 5	2 2	10 10	Directors Loud Sound staff Freelancers	

							• When using ladders or access towers, follow correct techniques and ensure equipment is suitable • Ensure permission is given by structure provider before accessing incomplete structure • If working at height on structures, ensure structure providers instructions for safe access are followed					
WaH2	**Working at height** **Use of MEWP**	Falls from MEWP Overturning Falling objects	Staff Other workers Other persons on-site	5 5 4	3 3 3	15 15 12	• Only staff with correct training and equipment may use MEWPs • Complete full checks and familiarisation before use • Ensure use of correct PPE including work restraint lanyard • Ensure weather conditions are suitable prior to commencing work • MEWP use must be in accordance with current guidance • Carry out ground and route check before using MEWP off hard standing • Follow manufacturers procedures for high winds and breakdowns • Do not 'hook on' when using MEWP over or near water • Do not use non-integrated working platforms for routine or planned work; if NIWP have to be used then follow guidance in HSE Guidance PM28	5 5 4	2 2 2	10 10 8	Directors Loud Sound staff Freelancers	
WPl1	**Working with plant**	Collision/RTC Overturning	Staff Other workers Other persons on-site	5 5	3 3	15 15	• Only staff with correct training and competence may use plant • Complete full checks and familiarisation before use • Complete any client plant checks before use • Ensure keys are removed when parked up • Only use plant that is suitable for the task • Ensure use of correct PPE when working with plant • Report any problems to client plant manager • Always park forks and teles with the forks grounded • Always follow site rules for use of plant and abide by any site speed limits	5 5	1 1	5 5	Directors Loud Sound staff Freelancers	
TDS1	**Working with Temporary Demount**	Falls Trips Structural collapse	Staff	5 4 5	3 3 3	15 12 15	• Always confirm with TDS supplier that structure is safe to access • Use correct PPE • Only use safe access routes provided by TDS supplier	5 4 5	1 2 1	5 8 5	Directors Loud Sound staff Freelancers TD Suppliers	

	able Structures						• Do not enter, or climb on any incomplete structure without permission of TDS supplier • Be aware of unfinished surfaces and unprotected edges					
General Production Hazards												
STG1	**Working on stages**	Falls Falling objects Trips	Staff	5 5 4	3 3 3	15 15 12	• Only use correct access routes • Where necessary use appropriate PPE • Be aware of unfinished surfaces and unprotected edges • Be aware of moving trusses • When using ramps and docks, be aware of moving equipment • Ensure any voids, stage lifts or traps are suitably protected or marked	5 5 4	1 1 1	5 5 4	Directors Loud Sound staff Freelancers	
NaW1	**Noise at Work**	Temporary shift damage Permanent hearing impairment	Staff	3 4	4 3	12 12	• Always use hearing protection in compulsory hearing protection zones • Ensure any staff or sub-contractors have the correct PPE • Ensure exposure to noise above first or second action levels is limited and regular breaks are taken • Use noise cancelling headsets when working in pit, or audience areas	3 4	2 2	6 8	Directors Loud Sound staff Freelancers	
SFX1	**Working with special effects – lasers**	Optical damage Burns	Staff Other workers Other persons on-site	3 3	4 4	12 12	• Never look into laser beams • Pay attention to any warning signage • Confirm termination area with laser operator • Never touch, or interfere with any laser equipment	3 3	1 1	3 3	Directors Loud Sound staff Freelancers Laser operator	
SFX2	**Working with special effects – pyrotechnics**	Burns Blast injuries	Staff Other workers Other persons on-site	4 5	4 4	16 20	• No smoking around any pyro installation or store • Never interfere with any pyrotechnic products • Obtain full brief on any pyro from supplier • Do not approach any 'fired' or live pyro products until the area is cleared by the pyro operator • Ensure staff and sub-contractors do not enter firing, or fall out zones, without authorisation of pyro operator	4 5	1 1	4 5	Directors Loud Sound staff Freelancers SFX team	

							•					
FoH1	**Front of House** **Barrier lines**	Slips/falls Thrown objects Noise Crowd activity	Staff	3 4 4 5	4 3 4 4	12 16 16 20	• Check route through FoH barrier lines and 'pit' area • Wear appropriate footwear • Always keep eyes on audience when moving through barrier lines • If objects are being thrown, retreat to area of cover • Use hearing protection or noise cancelling headset in these areas when amplified music or sound is being played • Be aware of crowd dynamics and crowd activity • Ensure staff are aware of nearest exit and route to safe area	3 4 4 5	2 2 2 1	6 8 8 5	Directors Loud Sound staff Freelancers	
Special Hazards												
SHa1	**Working overseas**	Inadequate medical cover Political instability Terrorist activity Not familiar with environment	Staff	5 5 5 4	3 3 3 4	15 15 15 16	• Complete Foreign Office checks on any territory before confirming commitment • Ensure any staff or sub-contractors are briefed on local political situation and any other relevant information • Ensure any staff have the means to purchase a return flight in an emergency • Ensure contact details for British embassy or consulate are available • Ensure suitable medical insurance is in place • Ensure system for daily phone or e-mail contact is in place	5 5 5 4	1 1 1 2	5 5 5 8	Directors Loud Sound staff Freelancers	
SHa2	**Working in proximity to overhead or underground services**	Electrocution Explosion	Staff Other workers Other persons on-site	5 5	3 3	15 15	• Ensure all safety distances are observed when working near to OHP HV lines • Never climb ant OHP line supporting structure • Ensure any area where ground penetration is taking place is CAT scanned • Obtain U/G services plan for any area where ground penetration is required • Report any U/G services strike to relevant authority immediately	5 5	1 1	5 5	Directors Loud Sound staff Freelancers	

4. Document Control

This is a controlled document. Recent updates and changes may be lost once printed. Please check the version number and issue date to ensure you are working from the correct version.

Version number	Date	Author/Updated By	Revision History
1	18/08/20	[redacted]	Document Creation

INFORMATION SECURITY POLICY

Contents

1. Introduction

The purpose of this policy is to protect from all threats, whether internal or external, deliberate or accidental, the information assets of Loud Sound, it's Clients, Customers and Suppliers.

The implementation of this policy is important to maintain and demonstrate our integrity in our dealing with clients, customers and suppliers.

It is the policy of Loud Sound to ensure:

- Information is protected against unauthorised access
- Confidentiality of information is maintained
- Information is not disclosed to unauthorised persons through deliberate, careless or accidental action
- Integrity of information through protection from unauthorised modification
- Availability of information to authorised users when needed
- Regulatory and legislative requirements will be met
- Business continuity plans are produced, maintained and tested as far as practicable
- Information security training is given to all Employees
- All breaches of information security and suspected weaknesses are reported and investigated

Loud Sound Directors are responsible for the ongoing commitment and communication of the Information Security Policy.

1.1. Commitment

To identify through appropriate risk assessment, the value of information assets, to understand their vulnerabilities and the threats that may expose them to risk.
To manage the risks to an acceptable level though the design, implementation and maintenance of a formal Information Security Management System.
To comply with legislation including;

- Companies Act 1985
- Health and Safety Act
- Interception of Communication Act 1985
- The Data Protection Act (1998)
- Copyright, Designs and Patents Act (1988)
- Computer Misuse Act (1990)
- Regulation of Investigatory Powers Act (2000)
- Freedom of Information Act (2000)
- Human Rights Act (2000)

Signed: [redacted]	Signed: [redacted]
Date: 06/11/2020	Date: 06/11/2020
Name: [redacted]	Name: [redacted]
Role: [redacted]	Role: [redacted]

1.2. Project Classification

Project Classification is used to define the sensitivity of the works being undertaken. Where a project is of high, or very high classification, additional measures will be taken to ensure that the security of any information relating to that project is protected.
More information can be found here - 10.0.34 Project Classification

2. Bring Your Own Device (BYOD) Policy

- Staff and Freelancers are able to use their own equipment (mobile devices) for general low risk level activities including, web browsing, email, general document updating.
- Some roles which require access to sensitive information, using shared/protected authentication information, will be restricted to company owned assets. This will be defined by the role and project classification.

3. Mobile Device Policy

- Mobile Devices include phones, laptops, tablets and any other device which could be used for work purposes.
- Accessing emails, files, and folders is permitted through Mobile Devices, unless otherwise defined by a specific contract.
- In the event that a mobile device is lost or stolen, it must be reported to the Information Security Manager, or a Company Director, at the earliest opportunity, so that all access to information/data can be revoked.
- No sensitive images or files should be stored on private devices. If it is necessary to take or make sensitive documents or photos on private devices, these must be securely transferred to Loud Sounds file storage and deleted immediately.
- On close of contract, the worker must confirm that all project information has been removed from Mobile Devices.

4. Teleworking (Remote Working) Policy

- Teleworking permissions are defined by the Project Classification found in the Project Overview.
- Access to certain services, including cloud-based file storage, is restricted to secure networks, and not accessible by unsecure WiFi connections.
- It is not acceptable to leave devices unattended, displaying any private company information, while teleworking.
- Workers should always be aware of Information Security when working in public (i.e. responding to emails on busy trains, and in cafes).

5. Information / Documentation Classification Policy

- Varying levels of Information Security are in place dependent on Project Classification which is found in the Project Overview.
- The Project Classification levels should dictate procedures for sharing, transferring and publishing information.
- Dependant on Project Classification, Information Transfer policy would be subject to varying levels of security;
    - Public
    - Internal

- Confidential
- Restricted

6. Password Policy

- Passwords to email and cloud based folders and files must be protected with two-step authentication where available.
- All system passwords should be unique, and not shared with other accounts. They should each contain the following characteristics;
  - Be at least six characters in length
  - Consist of a mix of alpha, and at least one numeric, and special characters
  - Not be dictionary words
  - Not be portions of associated account names (e.g., user ID, log-in name)
  - Not be character strings (e.g., abc or 123)
  - Not be simple keyboard patterns

7. Disposal and Destruction Policy

- Disposal or destruction of official published Loud Sound documents and information must be approved by the Senior Leadership Team.
- No documents are officially destroyed, and are retrievable from archive folders for up to 12 months.
- Destruction of records containing personal information will occur after the ‘reasonable length of time’ has passed, in accordance with Loud Sounds GDPR Policy.

8. Clear Desk / Screen Policy

- No physical copies of sensitive information should be left unattended at any point in time.
- There should be no idling of information on displays/screens when you are either; not actively working with the information displayed, or if you are temporarily away from your workstation.
- When leaving your desk/workstation user accounts should be temporarily shut-down, with password requirement to re-access/log-in.

9. Back-up Policy

- All documents are stored on external cloud-based systems.
- Documents are manually backed-up on an annual basis.
- Documents with regular updates and amendments are backed-up more regularly (as prescribed on a case-by-case basis), as to protect historic versions of the documents.
- No documents or data which is classified as ‘Highly Sensitive’ or ‘Restricted’ should be backed-up onto personal devices.

10. Information Transfer Policy

Dependant on Project Classification, Information Transfer policy would be subject to varying levels of security;

- Private
- Sensitive
- Highly Sensitive

Loud Sound will ensure accurate transfer of information through the Document Control Procedure and Project Classification Procedure.

11. Acceptable Use of Assets

- While using Loud Sound assets, general private web browsing and monitoring of personal emails is accepted where it does not interrupt your working schedule.
- Workers are not permitted to conduct any activity which could breach any legal obligation on company owned assets.
- It is not permitted to download personal software, images or other media onto company owned assets.
- Inappropriate websites or services may be blocked on company assets.

12. Information Incident Logging

- It is essential that all staff and workers declare any Information Security Incidents and Near Misses outlined within the Incident Reporting Procedures. These include items such as;
    - Incorrectly CC'ing the wrong recipients to emails
    - Sending sensitive folders or files without password protection
    - Release of personal information to unnecessary recipients (i.e. accreditation lists, where it is not essential for the role)
- Incident recording is essential to the continual improvement of the companies procedures. When reporting an incident or near miss workers and staff shall provide detailed information, evidence and witness information where required.
- Staff and Workers at Loud Sound will report any Information Security Weakness which they come across during normal business operations, to support continual improvement of systems and procedures.
- Directors will appropriately escalate all reported breaches, incidents and weaknesses to the Incident Log, or Improvement Log where required.

13. IT and Information System Suppliers

- The procurement of all IT or Information System/Service supplies are conducted in accordance with the Supplier Management Procedure.
- Approved suppliers can be found on the Supplier Matrix. Where a suitable pre existing supplier is not found, approval is sought from company directors. Ensuring Privacy Policies and details of information storage is sought ahead of entering contractual agreements.

14. Document Control

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1	11/08/20	[redacted]	Document Creation

MODERN SLAVERY POLICY

Company Code of Conduct - Modern Slavery Act 2015

Contents

1. Statement from Directors

Loud Sound recognise that Modern Slavery and Human Trafficking continues to be a prevelant practice within golbal society.

The company directors are committed to ensuring that Modern Slavery and Human Trafficking is eradicated from it's supply chain.

Training is issued to all staff members who engage in onboarding suppliers, to ensure they are aware of the risks and vulnerabilities surrounding Modern Slavery and Human Trafficking.

2. Our Business

Loud Sound is a private limited company providing management services within the live event and logistics industry.

Founded in 2004, our experienced team operates within a tight framework of clients with whom we share a vision and a common goal of excellence.

We are very proud of the contribution that we have made to the many successes that our clients have achieved and we continue to aspire to set the highest of standards within the industry.

3. Our Policies on Slavery and Human Trafficking

Loud Sound are committed to ensuring that modern slavery and human trafficking does not exist within it's supply chain.

We constantly strive to improve our management procedures, practices and policies to ensure a robust protective structure is in place.

Annual review is undertaken of all major suppliers to ensure they are compliant with the Modern Slavery Act 2015.

- Staff will not be asked to provide services for any longer than the agreed contractual notice period.
- All overtime shall be voluntary and within accordance of national legislation
- There should be no recruitment of child labour
- All staff should be provided with clear written information regarding their payment and working conditions
- No deductions shall be made from payable wages, that aren't without permission or in accordance with national laws.

4. Due Diligence Processes for Slavery and Human Trafficking

In order to ensure that our policy is continually followed, reviewed and monitored, we have the following due diligence practices;

- Ensure all workers have provided evidence of their Right to Work in the United Kingdom
- Ensure all staff are paid minimum wage, living wage, or london living wage as appropriate.

- Ensure all suppliers are effectively managing their own supply chains.
- Issuing the Supplier Application form, which must be completed ahead of any new contract issue.

5. Supplier Adherence

Loud Sound have a zero tolerance approach to Human Trafficking and Modern Slavery. We will regularly review the the risk of exposure to modern slavery within our supply chain, through our supplier due-dilligance process, and frequent communication with suppliers. All suppliers are required to provide their own Modern Slavery Policies, or follow our own.

Where we have been made aware of a compliance breach within our supplier chain, we will act promptly to ensure a full assessment is undertaken and appropriately addressed.

- Suppliers should ensure fair remuneration for all works completed.
- Suppliers will abide by all law and legislation regarding minimum wage, and local payment terms and conditions
- Suppliers shall not use or advocate any forced labour within their supply chain.
- Suppliers should act in compliance with the standards outlined by the International Labour Organisation.
- Suppliers should act in compliance with all standards outlined by the International Labour Organisation in regards to child labour.

Signed: [redacted]	Signed: [redacted]
Date: 06/11/20	Date: 06/11/20
Name: [redacted]	Name: [redacted]
[redacted]	Role: [redacted]

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This document is associated with 4.6 Ethical Procurement Policy.
These documents must be reviewed and updated together.

QUALITY ASSURANCE POLICY
Company Code of Conduct

Contents

1. Introduction

Founded in 2004, Loud Sound is an event production agency which creates bespoke management solutions across a wide variety of sectors, from music and live entertainment to sporting and public events. Our experienced team operates within a tight framework of clients with whom we share a vision and a common goal of excellence. We are very proud of the contribution that we have made to the many successes that our clients have achieved and we continue to aspire to set the highest standards within the industry.

Loud Sound has established an Integrated Management System, to ensure all business practices are delivered with the highest quality of service.

Loud Sound is obliged to ensure that its Quality Assurance Policy is understood by its staff, and that its procedures are implemented and maintained always.

2. Commitment

We are continually committed to maintaining the highest standard of service delivery throughout all business operations and activities.

We will ensure that all events hosted by Loud Sound have been planned and implemented with great consideration to their customers, clients and stakeholders.

The assurance of quality is fundamental to all the work undertaken by Loud Sound and the procedures established shall be practised by all personnel at every level of the company's structure.

3. Objectives

Our Quality Assurance Policy has been designed to ensure that all events delivered by Loud Sound are managed with the highest regard to quality management and consistent service delivery.

3.1. Consistent, High Quality Delivery

- Clearly defined Integrated Management System outlining all key elements relating to the management and provision of Loud Sound's core business operations and activities
- Strong communication with Loud Sound Staff to ensure a deep rooted understanding of the adopted policies, processes and procedures
- Maintain consistent delivery through standardised procedures
- Maintain consistent delivery through defined Project Delivery Structure and all associated roles and responsibilities
- Consistent monitoring and measuring of service provisions, ensuring no major deviations
- Agility, accountability and acceptance to ensure improvements are made where necessary and then integrated across all business operations and activities.

3.2. Stakeholder & Client Management

- Ensure every Loud Sound project upholds the company's core philosophy of providing consistent, professional and targeted services for our clients
- Commitment to implement trustworthy, effective and collaborative Client and Stakeholder Management systems

- Provide open and transparent communications with our Client teams
- Researching our Clients and Stakeholders carefully, strategising their priorities and resolving any concerns on all our projects
- Reliable Contract Management, with a dedicated key contact within Senior Management
- Robust reporting methods, ensuring collaborative working relationships
- Regular meetings, with continual monitoring to ensure Client and Stakeholder satisfaction
- Agility, accountability and acceptance to ensure key learnings are identified and continual improvement is made on behalf of our Clients and Stakeholders

3.3. Above and Beyond - Best Practice

- Commitment to uphold and continually improve our delivery through our defined Quality Management System, Information Security Management System and Environmental Management System, via a cohesive and integrated approach
- Extensive understanding of all Legal requirements, legislation and all other industry compliance.
- Ensure all policies and procedures are systematically reviewed and updated to reflect changes made by all external governing bodies
- Continual training for all staff, to ensure company procedures and policies are upheld to the highest standard

Reporting

We will continually monitor and assess our performance against our targeted Key Performance Indicators. We will conduct annual company reviews alongside our event specific debriefs to ensure we are meeting or exceeding our targets. We will ensure all reporting data is like for like, following the same methodology, demonstrating transparency throughout our analysis.

Our policy will be reviewed annually by our company directories, with input from all current stakeholders and our appointed sustainability representative.

Signed: [redacted]	Signed: [redacted]
Date: 11/11/2020	Date: 11/11/2020
Name: [redacted]	Name: [redacted]
[redacted]t: [redacted]	Role: [redacted]

4. Document Control

This is a controlled document. Recent updates and changes may be lost once printed. Please check the version number and issue date to ensure you are working from the correct version.

Version number	Date	Author/Updated By	Revision History
1	11/11/20	[redacted]	Document Creation

SUSTAINABILITY POLICY

Contents

1. Vision Statement

We stand by our mission to deliver excellence in Event Experience, Service and Safety

2. Commitment

We are continually committed to reducing our environmental impact throughout all business operations and activities.
We will ensure that all events hosted by Loud Sound have been planned and implemented with great consideration to their environmental implications, minimising this impact through careful management.
We recognise the potentially damaging effect that our activities can have on our local and global environment, and we strive to reduce these in all ways manageable, while off-setting our impact through positive community influence and engagement.

3. Objectives

Our Sustainability Policy has been designed to ensure that all events delivered by Loud Sound are managed with the highest regard to environmental performance. We recognise that events offer a welcome platform for promoting best practice and onward inspiration, we hope to embrace this opportunity and fully utilise our position for positive change, alongside our stakeholders and clients. In particular we will focus on the following areas;

3.1. Waste

- Manage and reduce all unnecessary waste.
- Increase recycling rates across our office and event operations
- Invest in cross-event infrastructure to increase our re-use rates
- Ensure all waste is disposed of in a safe and responsible manner
- Prevent disposal and recover as many materials as possible

3.2. Energy

- Reduce energy consumption through careful Power Management
- Look for green alternatives for all temporary power solutions
- Reduce reliance on fossil fuel dependent machinery
- Measure and record energy use, exploring targets with our findings

3.3. General

- Raise awareness and increase communication of our environmental goals
- Ensure staff competency and training for their roles and responsibilities
- Reduce consumption and eliminate improper sources through procurement management
- Ensure suppliers and contractors are aligned with our core principals
- Develop and implement action plans to improve business activities
- Ensure compliance with all applicable legislation and regulations
- Strive to reduce our environmental impact and minimise pollution

4. Reporting

We will continually monitor and assess our performance against our targeted Key Performance Indicators. We will conduct annual company reviews alongside our event specific debriefs to ensure we are meeting or exceeding our targets. We will ensure all reporting data is like for like, following the same methodology, demonstrating transparency throughout our analysis.
Our policy will be reviewed annually by our company directories, with input from all current stakeholders and our appointed sustainability representative.

Signed:	[redacted]	Signed:	[redacted]
Date:	06/11/2020	Date:	06/11/2020
Name:	[redacted]	Name:	[redacted]
[redacted]	[redacted]	Role:	[redacted]

5. Document Control

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Version number	Date	Author/Updated By	Revision History
1	11/08/2	[redacted]	Document Creation

Single Source Request Form

FOR

GLA 82116 – Event Management [redacted]

PRIVATE & CONFIDENTIAL

COMMERCIAL IN CONFIDENCE

TfL Restricted

Template Version 4.0

Template version date: 13 June 2022

SUBMITTED BY:	[redacted]
Value of Procurement Authority / single source authority being requested in this paper:	Value of this transaction: £nil - There is no monetary value to this transaction. Cumulative value: As initial endorsement at up to £38m.
Paper Completion Date:	26 July 2022
Status:	FINAL
Version:	V5

DETAILS OF SINGLE SOURCE REQUEST

1. Summary

This single source request (SSR) is to provide a short-term extension to GLA 81777 event management [redacted] services for continuous and effective service provision for a project of national significance.

This short-term extension is required to allow time for GLA to put in place a new interim contract (the interim contract being required to allow time for aspects of the tender process for GLA 81644 to be re-run following a legal challenge by the unsuccessful supplier in that process.

2. Coverage

London United Kingdom

3. Requestor details

Services lead;
Jon- Paul Graham – Head of City Operations – Greater London Authority

Procurement and Commercial Lead;
[redacted] – GLA Business Partner Procurement and Commercial – Professional Services

Procurement and Commercial (P&C) Use Only			
P&C request		**Business request**	**X**

4. Contracts Register & Pipeline ID and Ariba

All proposed single source transactions MUST be entered into the Contracts Register & Pipeline BEFORE this form is finalised, and the associated auto-generated, unique ID number entered into the field below. This is mandatory and will be verified by the Delegated Procurement Authority (DPA) holder prior to approval.

	Ariba Reference
31217	

5. a) Direct Award Reason Code

Below Threshold Single Source	*Select Reason 'X'*
Absence of tenders / applications following competition	
Technical / artistic reasons or reasons connected with exclusive rights	
Extreme urgency	
Goods for the purposes of research, experiment, study or development	
Partial replacement / additional goods / installations	
Commodity market goods	
Advantageous terms due to insolvency	

Follow up to a design contest	
New works / services which are a repetition	
P&C agreed VfM benefit	
Lack of available P&C resource	
Lack of available business resource	
Insufficient notice provided to compete requirement	
Lack of pipeline planning	
Director mandate	
Business commitment leading to retrospective action	
Design liability	
Contract change due to programme delays	
Previously under threshold requirements – Cumulative value increase	
Business instruction received late	
Lack of required business resource availability	
Subscription based requirement	
Engineering IPR owned by Supplier	
Uneconomical engineering business case	
Engineering Product Approval Prioritisation	
Over Threshold Single Source	***Select Reason 'X'***
P&C agreed derogation	
P&C agreed variation	**X**
Lack of available P&C resource	
Lack of available business resource	
Insufficient notice provided to compete requirement	
Lack of pipeline planning	
Director mandate	
Business commitment leading to retrospective action	
Design liability	
Contract change due to programme delays	
Previously under threshold requirements – Cumulative value increase	
Business instruction received late	
Lack of required business resource availability	
Subscription based requirement	
Engineering IPR owned by Supplier	
Uneconomical engineering business case	
Engineering Product Approval Prioritisation	

b) Single Source Request reasons:

GLA is currently in contract with LS Events to deliver the [redacted] under the existing GLA 81777 [redacted] contract. Given that this contract was single sourced due to the circumstances in place at the time. TfL/GLA are currently running a procurement process to replace GLA 81777 [redacted] with GLA 81644 Major Ceremonials contract. This is due to take place in September 2022.

GLA/TfL concluded the procurement process for GLA 81644 Major Ceremonials contract and notified bidders of the outcome in April 2022. GLA/TfL received a challenge

to the outcome from the unsuccessful bidder in May 2022, resulting in GLA/TfL being prohibited from entering into the contract with the successful bidder. GLA/TfL has since taken the decision to rescind its original contract award decision and re-run certain aspects of the procurement process.

[redacted]

The proposed short extension to GLA 81777 [redacted] contract is therefore required to allow GLA/TfL time to agree the provisions of the new interim contract with LS Events. Once these provisions have been agreed, this new interim contract will supersede this contract extension.

There is still some outstanding work required on the [redacted] Plan as well as some maintenance of the [redacted] plan required. If the [redacted] contract expires at the end of July 2022, no alternative service provision will be in place (because the Major Ceremonials re-submission process will not have concluded). This would mean should demise occur in this time frame there would be no supplier in contract to deliver this critical event plan. It is also essential that the event plan be maintained. This high-profile project has a high reputational risk element, and if clear event plans are not developed and maintained, we could see a number of locations become overcrowded (including around Royal residences) which poses a significant public safety risk.

It is not possible in this case to consider alternative suppliers to LS Events because any new supplier would take time to mobilise. In contrast, LS Events is well embedded in the planning and stakeholder management of this event and requires no further mobilisation, meaning minimal risk of disruption to delivery.

Alternative options for procurement are as follows:

1. Do nothing – would result in at least a six (6) month gap between the expiry of the current contract and the award the proposed new contract. This will increase the risk to public safety and security for the event as well as reputational risk for GLA/TfL and must be avoided.
2. Competitive Tender – this is already occurring in parallel but will not be complete in time to avoid a risk of gap in service delivery.
3. Internal Resources (i.e. GLA second or deploy additional GLA resources to complete this project at pace) – this has been considered but the GLA Major Ceremonials team is formed of two (2) members and so this is not a feasible option without resulting in a significant risk of gap in service delivery.

4. TfL Events framework – this is not feasible due to the need to mobilise any new supplier, which would result in a gap in service delivery. In addition, even if the mobilisation issue could be overcome, this would breach the framework's published maximum value and there is only one supplier on the framework that is considered to have the necessary skills/expertise to undertake this project.

6. Title of proposed transaction/ requirement/ contract	Event Management [redacted]	**9. TfL company / contracting entity**	Greater London Authority
7. Proposed Supplier	Loud Sound Events Limited Company Registration Number 05087045	**10. Applicable Regulations (irrespective of value)**	Public Contracts Regulations 2015 - Light Touch Regime CPV Code 79952000 (Event Services) falls within the Light Touch Regime
8. Start & end dates of the proposed transaction	This extension will commence on the 01st August 2022 and conclude (at the latest) on 30 September 2022.	**11. Contract Type**	Services

12. a) Is this transaction a variation or extension to an existing contract?	*Yes*
If yes b) What is the current, approved, cumulative contract value (excluding this transaction)?	There are two elements to this contract which are planning and delivery, these can be broken down further to include resourcing, retention of services and activation. [redacted]

	[redacted] Delivery Services on Activation Costs, this is an estimate of the potential costs at activation stage based on the costs of other events projects, they include project staffing, crowd, traffic, health and safety staff, barriers, signage and toilet costs. Resource Costs, the costings have been split into six phases in order to refine and achieve value for money across the term of the contract.
c) What would be the proposed new, cumulative, total contract value (<u>including</u> this transaction)? (Note: Procurement Authority to cover the new, cumulative, total contract value will need to be in place before the transaction can be awarded.)	There is no new cumulative total for this contract the funding outline remains the same as per below in the original SSR. [redacted]
d) Please provide all relevant details of the previous transactions under this contract:	[redacted] Total to date: £2,036,344.93 out of £1.9M allocated however the £5M for retention for services has been deemed not required so overspend is being accommodated in this area.
*****Copies of any previously approved Single Source Requests and / or Derogation Requests relating to this contract must be appended to this request (see Appendix 1).*****	

13. a) If not a variation/extension, does this transaction relate to any other previous contracts?	*Yes*

If yes:	**b) Please provide all relevant details of the previous contract(s) related to this transaction:**	The original contract was an SSR GLA 81777, this is attached at Appendix 1 As part of the original SSR. The GLA approached four suppliers to provide proposals to undertake this vital work. The original contract was extended by variation in time only to expire 27 April under SSR GLA 81943, and further extended again by variation in time only to 31 July 2022 under SSR 81994 both were needed to accommodate the procurement of GLA 81644, please see Appendix 2.
*****Copies of any approved Single Source Requests and / or Derogation Requests relating to those previous contracts must be appended to this request (see Appendix 1).*****		

14. Is Procurement Authority being requested in this paper?

NO

There is sufficient Procurement Authority already in place to cover the proposed new, cumulative total contract value of up to £38M and therefore no additional Procurement Authority is needed.

[redacted]

15. Details of the works, supplies and / or services required:

[redacted] The main plan focusses on a number of events throughout a ten-day time period that are free for the public to attend in large numbers, due to the pandemic and public health guidance on events and social distancing, these plans are not fit for purpose. Therefore, new plans needed to be worked up at pace, to ensure core ceremonial deliverables can take place, these plans need to be maintained and service provision continued. The GLA have been asked to work up and coordinate these plans by the Cabinet Office.

The event management company provides end to end project management including:

- Detailed written event management plans and project delivery schedules, including maps and
- resources

- Coordinate the crowd management and stewarding plan and appoint an appropriate service provider
- Coordinate the traffic management plan and appoint an appropriate service provider
- Coordinate other operational partners to provide detailed plans including, vehicle and people accreditation, policing plans, borough and residential engagement, barrier, and infrastructure etc.

A further variation extension is now required for the planning and delivery of the event management plans for [redacted]. The original SSR was put in place to escalate planning and have a company in place to deliver should activation occur during the COVID-19 pandemic and whilst the GLA complete a formal route to market for the [redacted] contract this process is still on-going.

Since the beginning of this year LS Events have successfully developed and continue to develop two event management plans:

- [redacted] the highly restricted, socially distanced ticketed ceremonial footprint event management plan that will only be activated should the UK return to official Government COVID restrictions.

- [redacted] as of August 2021 – this is a ticketed ceremonial footprint and screen site event but with maximum capacity and the look and feel of the full plan. This has been confirmed by the Royal Household and the Cabinet Office to be the plan that would be activated should demise occur between now and Autumn 2022.

This event management plan is due to be delivered by LS Events at the end of phase six of the current contract however, there is still a number of workstreams that have been identified as gaps as well as the testing programme for this event management plan not being complete. [redacted] This scope of work will be pre-defined and agreed by the GLA and DCMS ahead of each of the phases commencing.

16. Has a separate Procurement Strategy and / or Contract Award Recommendation been prepared?
If Yes; include link below. If No; complete the questions below.

No

17. Value for Money & Benefits

Loud Sound Events Limited were evaluated and selected to deliver GLA 81777 [redacted] contract because their proposal clearly outlined resourcing requirements as well as a thorough financial assessment of their supply chain. Which in turn will give us flexibility in budgeting and value for money.

The costs for the top two suppliers were compared and Loud Sound's rates were within 1% of [redacted] (the next supplier). The GLA have been tracking LS Events staffing budget throughout the contract lifecycle to ensure that we have been driving the cost down where possible.

LS Events throughout their planning phases have been refining the budget required for their deliverables and have been continuously reviewing their supply chain due to the current market.

LS Events Management Procedure that was supplied with the original SSR which describes the policies that they put in place to bring on board second tier suppliers still stands with this extension of this contract.

18. Budget & Spend Commitment

The GLA will fund this contract upfront from the contingency budget and will recoup all costs as per an agreed payment schedule with the Department of Digital, Culture, Media and Sport. [redacted]

[redacted]

19. Sourcing Strategy

[redacted]

[redacted]

P&C use only

20. P&C assessment, comments & mitigation actions

The further extension of GLA 81777 by variation has become necessary in-order to respond to unforeseen delay encountered in awarding GLA 81644.

21. Risks [completion of this table is mandatory; add additional lines if required]

Risk	Mitigation	Owner
If this SSR is not approved there would be at least a six (6) month gap between contracts, this would mean that if demise occurred	Ensuring that a robust SSR is put in place with valid reasons why a further extension of the current	GLA/DCMS/TfL

during this time frame there would be no contract in place to deliver the plan.	arrangements is now required.	
Potential challenge to extension.	This risk is considered to be low specifically for this extension given its short length and the fact that the re-submission process for the is considered to be small particularly as we will be going out to retender for the Major Ceremonials contract is ongoing.	GLA/TfL
The incumbent refuses to accept the extension of the current arrangements	The GLA is in dialogue with the incumbent, who has agreed in principle to accept a further extension of GLA 81777 to 30 September 2022.	GLA/TfL

22. Is this a retrospective transaction? If 'Yes', please provide detailed reasons below. **Note: A retrospective transaction is when work or service delivery has already commenced, goods have been received or an instruction to proceed has already been given to a supplier prior to formal approval being in place.** **Retrospective transactions go against TfL Standing Orders and can result in disciplinary action.**
No

ENDORSEMENTS / APPROVALS OF SINGLE SOURCE REQUEST

[redacted]

To be completed by the requestor			
Print Name:	Signature:	Job title / Position:	Date:
[redacted]			26/07/22
Comments (if any):			

To be completed by any other TfL consultees (where required) (where there are multiple consultees include them as necessary in Appendix 3)			
For a Single Source Request supported by technical or engineering reasons the discipline lead must be consulted. In all other cases consider consulting other key stakeholders. For transactions exceeding £500,000 it may also be appropriate to consult the client / stakeholder Director.			
Print Name:	Signature:	Job title / position:	Date:
[redacted]			
Comments (if any):			

If the transaction relates to TfL railways, the Supplier Quality Assurance (SQA) score must be inserted below, and verified by EITHER the Delegated Procurement Authority (DPA) holder (for values of £500,000 or less), OR the relevant Head of Procurement (for values above £500,000).			
SQA score:		**Verified by:**	
Print Name:	Signature:	Job title / position:	Date:
Comments (if any):			

To be completed by the DPA holder (for values of £500,000 or less). By signing below, I confirm that I have the relevant level(s) of Procurement Authority and hereby:			
Print Name:	Signature:	Job title / position:	Date:
Comments (if any):			

To be completed by the Head of Procurement			
If the transaction exceeds £500,000, the Head of Procurement must endorse and sign the Single Source Request before it is approved and signed by the Chief Finance Officer.			
Endorsed By:			
Print Name:	Signature:	Job title / position:	Date:
[redacted]			
Comments (if any):			

To be completed by the Finance Director

If the transaction exceeds £500,000, the Finance Director must endorse and sign the Single Source Request before it is approved and signed by the Chief Finance Officer.			
Endorsed By:			
Print Name:	Signature:	Job title / position:	Date:
[redacted]			
Comments (if any):			

To be completed by the Chief Procurement Officer			
If the transaction exceeds £500,000, the Chief Procurement Officer must endorse and sign the Single Source Request before it is approved and signed by the Chief Finance Officer. **Endorsed By:**			
Print Name:	Signature:	Job title / position:	Date:
Insert Name		Chief Procurement Officer	
Comments (if any):			

To be completed by the Chief Finance Officer where the transaction exceeds £500,000:			
By signing below, I hereby:			
Print Name:	Signature:	Job title / position	Date:
		Chief Finance Officer	
Comments (if any):			

Distribution
Where appropriate, the original signed / approved Single Source Request form should be sent to the TfL Contract Store with the original contract documents. As a minimum, a copy should also be retained locally within the Procurement and Supply Chain function and by the requestor (if different). TfL's information and records management policies should be followed at all times in relation to this form and other contract documents. The relevant contracts register entry should be updated once this form has been approved.

APPENDIX 1

Attached are all approved Single Source Requests and / or Derogation Requests associated with this Single Source Request

APPENDIX 2

(A) List of Further Supporting Documents:

GLA 81943:

[redacted]

APPENDIX 3

To be completed by any additional TfL consultees (*where required*), to capture their endorsement of this Single Source Request:

Print Name:	Signature:	Job title / position:	Date:
[redacted]			

any):

Print Name:	Signature:	Job title / position:	Date:
[redacted]			

Comments (if any):

APPENDIX 4 – Assurance [MANDATORY – TO BE COMPLETED FOR ALL PAPERS]

Additional information on LoA1a and LoA1b
The commercial lead must evidence Assurance by attaching a copy of the following: • *Evidence of LoA1a Assurance* • *Evidence of LoA1b Assurance Report (if applicable)* • *These can be evidenced by noting the PowerApp submission reference number through which LoA1a and LoA1b took place*

Assurance [add / delete / amend the below list as needed]	
Forum	**Date**
Programme / Project Board / Local Procurement Board	
Pathway gateway review (if applicable)	
Crosscutting Meeting	
Finance	
Commercial Assurance Meeting (CAM) / GLA Assurance Meeting (GLAAM) [delete as needed]	
LU Executive (LUX) / Surface Board / etc. [add / delete / amend as needed]	
Rail and Underground Panel / Surface Transport Panel / etc. [add / delete / amend as needed]	

Assurance Reference Info	
Governance Approval:	*Insert the Governance Approval Point*
Compliance to Regulations:	*Insert any Compliance to Regulations Information*
Previous Governance Approval:	*Insert the last Governance Approval Point*
Assurance Level:	*Level of Assurance conducted*