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Phase Two of Re-opening for Museum Stakeholders

1. On 15 June 2020, the Ministry of Health announced that Singapore would move into Phase Two of Re-opening from 18 June 2359 hours, and that further guidance would be provided by the relevant agencies for their respective sectors.

2. **Museums will be allowed to reopen to the public from 26 June 2020, subject to safe management measures to ensure the safety of employees and visitors. Through this advisory, the National Heritage Board (NHB) would like to inform museum stakeholders of the measures which have to be in effect before museums are permitted to reopen.**

3. Museum stakeholders should also log onto MTI's [Go Business portal](#) with your CorpPass to confirm the activities you are permitted to resume, and the date of resumption. Queries can be addressed to NHB at NHB_MR_Secretariat@nhb.gov.sg with your organisation's Unique Entity Number (UEN).

Museum Re-opening

4. The key safe management measures are as follows:

- a) Manage visitor volume and density by reducing operating capacity to 25% of entire venue.
- b) Limit group size to no more than five persons per group, and maintain a safe distance of at least 1 metre between groups. There should be no mingling across groups.
- c) Ensure all visitors and employees wear masks as a default.
- d) Encourage online ticket purchase and e-payment methods as far as possible.
- e) [Updated as of 7 July 2020] Tours within museum premises may be conducted for groups of no more than 5 (excluding guide), and should not exceed one and a half hours. The following measures should also be in place:
 - i. Details of tour itinerary (including date, time and participants) should be kept for at least 30 days for contact-tracing purposes.
 - ii. Participants and guides to use hand sanitisers or wash their hands with soap and water prior to start of tour.
 - iii. Participants and guides to wear masks at all times.
 - iv. Guide to conduct a pre-tour briefing to remind participants to adhere to safe management measures.
 - v. Guide should maintain a 1 metre spacing from participants and group should maintain a 1 metre spacing from other groups.
 - vi. Guide is strongly encouraged to use a microphone, or should refrain from speaking loudly to reduce risk of transmission through aerosol.
 - vii. Participants should also refrain from speaking loudly.
 - viii. There should be no interactive elements during the tour.
 - ix. Any shared equipment, including mics, should be sanitised after each use.

[Please note that tours conducted outside museum premises, including those by tour operators or tourist guides engaged by museum stakeholders, are subject to the [Singapore Tourism Board's advisory](#).]

- f) Interactive exhibitions, including dedicated children's exhibitions/installations as they tend to be more high-touch in nature, should be removed or cordoned off.
- g) No shared headphones, audio guides or other common items are to be provided.

- h) Implement visitor registration and contact-tracing measures via SafeEntry.
- i) Obtain visitor health declarations and put in place temperature screening measures. Persons who are unwell should be turned away and encouraged to seek medical attention.
- j) Adopt SG Clean standards as new norm for sanitisation and hygiene, which includes regular cleaning of common and high-touch surfaces (e.g. handrails, handles, knobs)
- k) Put up notices to remind visitors and employees of prevailing safe management measure, practice social responsibility and encourage the observance of social norms such as:
 - i. Observe good personal hygiene (e.g. regular hand washing, refrain from touching face);
 - ii. Avoid handshakes and greet with a smile;
 - iii. Avoid speaking loudly to reduce risk of transmission through aerosol.

5. Museum stakeholders should refer to the checklist at [Annex A](#) and ensure that these safe management measures are in place before re-opening. Museum stakeholders are to submit their safe management plan (SMP) to NHB at NHB_MR_Secretariat@nhb.gov.sg, at least three days prior to reopening to the public. However, NHB reserves the right to suspend activities if there are gaps in the SMP submitted or inadequate implementation, until the necessary rectifications are made. If the museum stakeholder wishes to deviate from the safe management measures indicated in the checklist, NHB's approval must first be obtained before premises can be re-opened.

6. Museum stakeholders located in tenanted spaces (e.g. commercial malls) must comply with the requirements above, as well as any other requirements that the Government may impose through landlords on tenants. Museum stakeholders who are also landlords must ensure their tenants comply with any such requirements.

Workplaces and Other Activities

7. Museum premises can be used as workplaces from 19 June 2020, subject to the Ministry of Manpower's Requirements for [Safe Management Measures at the Workplace](#). Access to the premises should be restricted to employees and authorised visitors only. Museums premises should remain closed as workplaces if they are unable to adhere to MOM's requirements.

8. From 19 June 2020, museum premises can also be used for training classes and professional workshops. These activities should be conducted in line with the relevant safe management measures set out in the National Arts Council's (NAC) advisory at <https://www.nac.gov.sg/whatwedo/support/sustaining-the-arts-during-covid-19/Arts-and-Culture-Sector-Advisories.html>. The owners/managers of museum premises are responsible for ensuring that this is done.

9. Later in Phase Two, arts and culture premises, including museums, can also be used for digital productions and recording of performances, masterclasses and courses, as well as rehearsals without audiences. NAC will provide an update on when arts and culture premises can be used for these activities, and the necessary safe management requirements, at a later date.

Venue Hire Subsidy

10. The Ministry of Culture, Community and Youth will extend its existing 30% subsidy for venue hire and in-house production costs (where applicable) to 80% during Phase Two, subject to review and the prevailing national situation. This subsidy will be for arts and culture activities permitted to resume in Phase Two at venues in the Esplanade, National Gallery Singapore, National Heritage Board museums and heritage institutions, STPI Creative Workshop & Gallery, Singapore Chinese Cultural Centre, Singapore Conference Hall, as well as those managed by Arts House Limited. It will also be extended to select arts centres with shared facilities under NAC. Participating organisations will

communicate details of how arts and culture stakeholders can benefit from the extended subsidy, separately.

11. Details on other forms of support for the arts and culture sector can be found at <https://www.nac.gov.sg/whatwedo/support/sustaining-the-arts-during-covid-19/acrp.html>. Self-Employed Persons and freelancers can also subscribe online to NAC's [Arts Resource Hub](#) for access to shared resources, services and advice.

Towards a Safe and Sustainable Re-opening

12. NHB will monitor the situation closely and take action against any non-compliance with required safe management measures. Museum stakeholders who do not implement or comply with requirements may be closed down, ineligible for government grants and assistance, and subject to penalties under the COVID-19 (Temporary Measures) Act 2020. Additional penalties may be imposed on museum stakeholders whose premises are found to have been a place of transmission of COVID-19, if they have not adhered to these requirements.

13. A safe and sustainable re-opening requires all of us, including museum stakeholders, to play our part. It is critical that we continue to exercise caution, adhere to safe management measures, and practice social responsibility. Collectively, we can progressively re-open our economy and society while remaining safe.

NATIONAL HERITAGE BOARD



CHECKLIST OF SAFE MANAGEMENT MEASURES FOR MUSEUM STAKEHOLDERS (PHASE 2)

Please note that mandatory safe management measures have been highlighted in **bold**.

GENERAL OPERATIONAL GUIDELINES

1. PREPARING STAFF

- Adhere to MOM's safe management measures of workplaces for all NHB staff and vendors.**
- Only workplace activities allowed in museum venues.**
- Staff to wear face masks at all times and wash hands regularly. Please note that the wearing of face mask is mandatory.**
- A face shield may be worn on top of a mask to provide additional protection. The wearing of face shields without face masks are allowed for the following exempt groups only:
 - (a) Children 12 years and below who may have difficulty wearing a mask;
 - (b) Persons with health conditions causing medical difficulties when masks are worn; and/or
 - (c) Persons speaking in classroom/lecture-style settings.

Please refer to MOH guidelines for further details on the [use of face masks and face shields](#).

- Staff to use SafeEntry for checking in and out of premises**, and are encouraged to download Trace Together app.
- Museum staff and vendors to wear "I'm Ok" stickers after temperature-taking.
- Prior to re-opening, all staff are to be briefed and trained on SOPs.
- Conduct daily briefing and check-in with staff (including vendors) on duty on safe management SOPs, personal responsibilities, and SOP for management of unwell and noncompliant visitors if necessary.

2. PREPARING FACILITIES: SAFE MANAGEMENT

- Limit visitorship to 25% of operating capacity.** For all museums and institutions, apply the following formula to calculate visitorship capacity: Usable space (70% of GFA)/2 sqm/pax x 25%
For example, Museum A has a total of 1,500 sqm of Gross Floor Area (GFA)
Usable space = 70% of 1,500 sqm GFA = 1,050 sqm
Visitor limit = (Usable space/2 sqm/pax) x 25% = (1,050/2) x 25% = 525 x 25% = 131 pax
Museum A can allow up to 131 visitors into its premises at any point in time.
- Put up notices in both front and back of premises to remind visitors and employees of prevailing safe management measures and encourage them to observe social norms such as:**
 - **Observe good personal hygiene (e.g. regular hand washing, refrain from touching face, etc);**
 - **Avoid handshakes; and**
 - **Avoid speaking loudly to reduce risk of transmission through aerosol.**

- Close all interactive exhibitions, and dedicated children’s exhibitions and installations as these tend to be high-touch in nature.**
- No museum workshops/programmes for public are to be conducted during Phase 2.**
- Limit entry and exit to one entrance.
- Establish appropriate cleaning protocols for shared work areas and equipment (e.g. front desks, computers, phones, handrails, door handles, elevator buttons, bathrooms, etc.).
- Determine which galleries/spaces/elevators will be off-limits to the public and define no-go zones where safe distancing is not practicable.
- Define and indicate direction of foot traffic in corridors, galleries and stairways where possible.
- Review hours of operation to ensure adequate time to clean and disinfect premises.
- Establish protocols in the event a visitor becomes sick on site, or if an infected visitor is confirmed to have been on site (please refer to the attached “SOP and Checklist Guide for Management of Confirmed COVID-19 Staff Cases”).
- Establish protocols for handling noncompliance incidents (e.g. visitors refusing to wear masks, etc.).

3. PREPARING FACILITIES: SANITISATION AND HYGIENE

- Ensure SG Clean standards for sanitisation and hygiene standards**, such as:
 - Frequent disinfection of common surfaces and communal areas.
 - Place hand sanitisers at key area/high touch-point areas.
 - Provide cleaning agents (e.g. toilet paper, soap, etc.) at all toilets.

4. CONDUCTING GUIDED TOURS WITHIN MUSEUM PREMISES

- Communicate that tours are kept to maximum 5 persons and below (excluding 1 guide).**
- Ensure tour programme is kept to below one and half hours (1.5 hours).**
- Keep a record of tour itinerary (including date, time and participants) for at least 30 days for contact-tracing purposes.**
- Ensure participants and guides use hand sanitisers or wash their hands with soap and water prior to start of tour.**
- Participants and guides to wear masks at all times**
- Guide/Museum Staff to conduct a pre-tour briefing to remind participants to adhere to safe management measures.**
- Guide should maintain a 1 metre spacing from participants and group should maintain a 1 metre spacing from other groups.**
- Guide is strongly encouraged to use a microphone, or should refrain from speaking loudly to reduce risk of transmission through aerosol.
- Remind participants not to speak loudly.
- There should be no interactive elements during the tour.
- Any shared equipment, including mics, should be sanitised after each use.

[Please note that tours conducted outside museum premises, including those by tour operators or tourist guides engaged by museum stakeholders, are subject to the [Singapore Tourism Board’s advisory](#).]

VISITOR MANAGEMENT

1. PRE-ARRIVAL

- Ensure that there are no groups of more than 5 persons.**
- Provide pre-arrival information on Safe Management Measures (e.g. make the information available on website, social media platforms, etc.).
- Inform visitors that no programmes are available until further notice and to check museum website or social media channel(s) for updates.
- Encourage online ticketing with timed entry where possible.
- Public communications:
 - Publish and explain new entry procedures and safe distancing protocols on all media channels to manage visitor expectations.
 - Clearly state museum policy regarding acceptable group size and hours of operation.

2. AT MUSEUM ENTRANCE

- Conduct temperature screening for all visitors, and anyone with temperatures of 38°C and above should be screened again or refused entry.**
- Do not allow groups of more than 5 persons.**
- Demarcate 1-metre spacing with visual indicators or physical barriers.**
- Ensure all visitors wear masks.** The wearing of face shields instead of face masks are allowed for the following exempt groups only:
 - (a) Children 12 years and below who may have difficulty wearing a mask;
 - (b) Persons with health conditions causing medical difficulties when masks are worn; and/or
 - (c) Persons speaking in classroom/lecture-style settings.

Please refer to MOH guidelines for further details on the [use of face masks and face shields](#)

- Provide onsite information such as:**
 - **Information on arrival procedures, such as SafeEntry, temperature-taking, safe distancing, etc.**
 - **“How we are keeping you safe” signages (e.g. on cleaning/disinfecting, safe-distancing measures & management of confirmed case, etc.).**
 - **“What you need to do” signages on public responsibility, such as hygiene and social responsibility.**
 - **All visitors (except for children belong the age of 2 years old) must wear a mask.**
- Request visitors to use SafeEntry prior to entry (for contact tracing, travel & health declaration) to museum and/or F&B outlet.** Temperature screener/security guards to ensure that all visitors use SafeEntry to check-in.
- Visitors can use QR code or barcode scanner method. Temperature screeners to assist visitors to manually key-in details if required.
- Limit entry to one entrance.

3. AT ADMISSION COUNTER

- Demarcate 1-metre spacing with visual indicators or physical barriers in common and/or high traffic areas and areas where there is queuing/designated seating.**

- Inform visitors (e.g. via signage) that no programmes (e.g. workshops) are allowed until further notice.
- Promote the use of contactless payment where possible. If cash payments are necessary, wear gloves and/or sanitize hands after handling cash.

4. IN THE GALLERIES

- Gallery sitters/security to gently remind visitors not to congregate and keep 1-metre spacing between groups.**
- Close all interactives**, and use clear signage or physical barriers, where possible, to indicate closure of interactives.
- Demarcate 1-metre spacing with visual indicators or physical barriers in common and/or high traffic areas and areas where there is queuing/designated seating.**
- Increase frequency of cleaning of common surface areas.**
- Remove shared headphones/audio guides, reusable translation text guides, and where possible, make available online versions.**
- Make hand sanitisers available in high touch-point and high traffic areas.
- Provide online versions of gallery text and/or captions where possible.

5. AT THE MUSEUM RETAIL SHOP

- Limit group size and the number of people who can enter at any given time based on Enterprise Singapore's prevailing advisory for retail establishments.**
- Demarcate 1-metre spacing with visual indicators or physical barriers in common and/or high traffic areas and areas where there is queuing/designated seating.**
- Implement a touch-free gift store except for purchase transactions.
- Promote the use of contactless payment where possible. If cash payments are necessary, wear gloves and/or sanitize hands after handling cash.
- Remove excess merchandise on display, and install signage saying, "Please let us know if you wish to view or purchase a merchandise."

6. AT FOOD & BEVERAGE OUTLETS

- All F&B outlets to abide by prevailing guidelines by Enterprise Singapore.**
- SafeEntry to be in place.**
- Limit group size and the number of people who can enter at any given time based on Enterprise Singapore's prevailing advisory for F&B establishments.**
- Demarcate 1-metre spacing with visual indicators or physical barriers in common and/or high traffic areas and areas where there is queuing/designated seating.**
- Remove or cordon off tables and chairs to allow for safe distancing.
- Promote the use of contactless payment where possible. If cash payments are necessary, wear gloves and/or sanitize hands after handling cash.

7. AT THE LIFTS/ESCALATORS/CORRIDORS/COMMON SPACES

- Demarcate 1-metre spacing with visual indicators, where possible.**
- Increase frequency of cleaning of common surface areas.**

- Close all water fountains and make sure they are not in operation.

8. IN THE RESTROOM/TOILETS

- Increase frequency of cleaning of common surface areas.**
- Demarcate 1-metre spacing with visual indicators, where possible.**
- Uninstall all air-dryers and provide paper towels instead.

9. AT EXIT OF MUSEUM

- Provide onsite information, such as information on SafeEntry check-out procedures.
- Visitors can use QR code or barcode scanner method to check-out. Temperature screeners to assist visitors to manually key-in details, if required.
- Temperature screener/security guards to ensure that all visitors use SafeEntry to check-out.
- Limit exit to one entrance.
- After the visit, consider sending a thank you email to visitors to invite them to continue their visit through online offerings.



SOP FOR MANAGEMENT OF CONFIRMED COVID-19 STAFF CASES

Upon receiving MOH notification of a confirmed case:

1. Gather information on movement of confirmed staff prior to exhibiting symptoms.
2. Immediately inform staff who have been in contact with the confirmed case to stay at home and self-isolate within their homes and render any support to MOH for contact tracing.
3. Provide interim update via calls/Whatsapp to museum management.
4. Immediately vacate and cordon-off the immediate section of the premises where the confirmed case has visited.
5. Museum management to consider whether there is a need for closure of museum facility (if work office is in museum). (Some factors for consideration: To err on the side of caution, to instil public confidence, to provide assurance to staff.)
6. Carry out a thorough cleaning and disinfection of all relevant on-site areas and assets exposed to confirmed cases, in accordance with NEA guidelines. Document the process such as the equipment and cleaning agents used and what PPEs were donned.
7. Checks on upcoming events, venue bookings etc which may be affected.
8. Identify immediate stakeholders to be updated (e.g. Board, tenants/landlord, external partners, etc)
9. Submit incident report to museum management within initial hours.
10. Prepare public comms statements (Proactive or reactive comms depend on incident). Dissemination in terms of website messages, on social media platforms, press releases, etc.
11. Provide timely internal communications to staff.
12. Actively monitor the health of staff who have been in contact with the infected staff.
13. Arrange for HR to check on staff who may be hospitalised or quarantined at home and to render necessary support.
14. Continue with enhanced cleaning and disinfection regime.
15. Conduct review on case management. Document and file it for future reference and knowledge management.
16. Re-engagement with media, if required.



CHECKLIST GUIDE FOR MANAGEMENT OF CONFIRMED COVID-19 STAFF CASES

BEFORE

- Ensure a pandemic plan is in place for prompt execution.
- Prepare comms templates in advance – for internal and external communications.
- Prepare a list of NEA-approved contractors to be ready on hand for ease of activation; good to already engage them prior to any case happening.
- Ensure internal comms to staff, that they should report to HR and their direct supervisor once they have been confirmed.

DURING

- Once staff has informed HR and direct supervisor of his/her positive test, speak to confirmed staff to verify details, and gather his/her movements prior to exhibiting symptoms.
- Upon knowing of such a case, provide interim update via calls/Whatsapp to museum management.
- Identify staff who have been in close contact with confirmed staff case. Identified staff should be asked to work from home, monitor their health and personal hygiene, and not wander about.
- Carry out cleaning and disinfection regime. Document the process such as the equipment and cleaning agents used and what PPEs were donned.
- Museum management to decide whether there is a need for closure of facility (if work office is within public-facing facility). (Some factors for consideration: To err on the side of caution, to instill public confidence, to provide assurance to staff).
- Check upcoming events, venue bookings, etc. which may be affected.
- Identify immediate stakeholders to be updated (e.g. Board, tenants/landlord, external partners, etc.)
- Submit incident report to museum management within initial hours.
- Prepare public comms statements (Proactive or reactive comms depend on incident). Consider format of dissemination (e.g. website messages, on social media platforms, press releases, etc).
- Internal communication lines to staff to calm the ground and provide assurance (It could also be in the form of Townhall or briefing to staff to address queries. Staff should be reminded on the confidentiality of information).
- Regular check-ins with confirmed staff case and affected staff to ensure their well-being.
- Continue to support MOH on contact tracing follow-up actions, if any.

AFTER

- Continue with enhanced cleaning and disinfection regime.
- Conduct review on case management. Document and file it for future reference and knowledge management.
- Re-engagement with media, if required.



USEFUL REFERENCES

ADVISORIES AND GUIDELINES

MOH: [Advisories for Various Sectors](#)

MOM: [Safe Management Measures at the workplace](#) (Latest update) 1 June 2020

NAC: [Advisories for the Arts and Culture](#)

NEA: [Guidelines on Environmental Cleaning](#)

NHB: [Advisory for Museum Stakeholders](#)

[COVID-19 Related Materials](#)

[Insights into Re-opening Museums Post COVID-19](#)

STB: [Advisories for Tours](#)

For the advisory on re-opening of food and beverage establishments, please refer to Enterprise Singapore: <https://www.enterprisesg.gov.sg/media-centre/media-releases/2020/june/advisory-for-phase-2-re-opening-of-food-and-beverage-establishments>

For the full list of workplaces where SafeEntry must be deployed, please refer to: <https://www.safeentry.gov.sg/deployment>.

For guidelines on the use of masks and faceshields, please refer to: <https://www.moh.gov.sg/news-highlights/details/guidance-for-use-of-masks-and-face-shields>

RESOURCES FROM INTERNATIONAL ORGANISATIONS

[American Alliance of Museums \(AAM\)](#)

[Australia Museums and Galleries Association \(AmaGA\)](#)

[Canadian Museums Association](#)

[CIMAM](#)

[International Association of Amusement Parks and Attractions \(IAAPA\)](#)

[International Council of Museums](#)

[International Committee for Museums and Collections of Modern Art](#)

[Network of European Museum Organisations \(NEMO\)](#)

[Museums and Galleries of New South Wales](#)

[Oklahoma Museums Association](#)

[UNESCO](#)

OTHER RESOURCES

Amy Hollander, "[Post Covid Balancing Act: A Strategy Primer for Museums.](#)" MuseumNext, 11 May 2020.

Andras Szanto, "[People Need Art in Times of Crisis. That's Why Museums Should be Among the First Institutions to Open for Business – Here's How.](#)" Artnet News, 14 Apr 2020.

Art Fund, "[COVID-19 Impact: Museum Sector Research Findings Summary Report.](#)" 28 May 2020.

Artnet, "[How Does a Museum Reopen in a Post-COVID World? Here is Everything You Need to Know to Do It Safely, According to Experts.](#)" May 27 2020.

Blooloo.com, "[10 COVID-19 Safety Procedures We Could See When Attractions Re-Open](#)" (12 May 2020)

Cuseum, "[Tips & Strategies for Re-Opening Museums After COVID-19 Closures.](#)" May 5 2020.

Deutscher Museums Bund, "[Opening up the museums: recommendations for action.](#)" 6 May 2020.

Jim Richardson, "[How Might Museums Look Different When They Reopen After Coronavirus?](#)" MuseumNext, 2 May 2020.

Philip Tinari, "[Greetings from a museum leaving lockdown: lessons from Beijing's UCCA Centre for Contemporary Art.](#)" The Art Newspaper, 24 Apr 2020.

Richard Whiddington and Peter Huang, "[Growing Your Audience in a Crisis: Lessons from Chinese Cultural Institutions.](#)" Jing Travel, 24 Mar 2020.

Richard Whiddington and Peter Huang, "[Revenue Strategies: Five Takeaways from CultureConnect Webinar.](#)" Jing Travel, 30 Apr 2020.

Richard Whiddington, "[Reimagining Revenue Streams and Events: Four Takeaways from Cuseum Webinar.](#)" Jing Travel, 13 May 2020.

Smartify, "[Museums and Social Distancing: A Planning Toolkit.](#)" 19 May 2020.