



Volunteer Handbook

August 2018

Contents

General Rules	3
Staff ID Cards	3
Dress Code	3
Personal Property.....	3
Lost Property	3
Parking	3
Staff Room	3
Bullying & Harassment Policy	4
Equality and Diversity Policy	8
Health and Safety Policy of Midlands Arts Centre (MAC)	13

General Rules

Staff ID Cards

All volunteers will be issued with a Volunteer ID card which they must wear at all times. The card will also be used as an access system to the building. A £10 charge is applicable for any cards that are lost or not returned.

Dress Code

Volunteers are required to dress in a safe and appropriate manner and wear uniform provided when instructed. Volunteers should wear clothing that is clean and tidy and appropriate to the tasks of their role.

Personal Property

Please avoid bringing valuable personal items to work and do not leave any valuable unattended. We cannot accept liability for the loss of, or damage to, such personal property brought onto our premises.

Lost Property

All items of lost property should immediately be reported to a Manager. Similarly, any unidentified article should be handed to the same person whilst attempts are made to discover ownership.

Parking

Birmingham City Council manages the car park at Queens Ride – next to MAC, Pershore Road car park next to Birmingham Wildlife Conservation Park (BWCP) and the smaller Russell Road car park and car parking charges apply.

Private vehicles parked on or around our premises are done so at the owner's risk and we accept no liability for any damage caused to such vehicles.

Staff Room

The Staff kitchens/rest areas should be kept clean and tidy at all times. No portable electrical items are permitted that do not have a current portable appliance testing certificate.



Bullying & Harassment Policy

1. Background

- 1.1 Everyone is entitled to work in an environment which is free from harassment. If something makes you uncomfortable you have the right to ask for it to stop.
- 1.2 This procedure applies to employees, workers and anyone else contracted to work for **MAC** as an individual.
- 1.3 Other users of **MAC** have the same right to be treated with respect and are expected to behave respectfully towards others. If someone who is not an employee of **MAC** is found to have engaged in bullying or harassment they may be excluded from the premises.

2. Policy Statement

- 2.1 **MAC** is committed to providing a working environment for all employees, workers and contractors which is free from threat, harassment and intimidation. Everyone has the right not to be harassed, bullied or victimised and should not feel, or be made to feel, guilty or embarrassed about exercising their rights. **MAC** will not tolerate harassment or bullying in any form. Any breach of this policy will be addressed through disciplinary procedures.

3. Definitions

- 3.1 **Bullying and harassment** are defined as behaviours which are unwelcome and offensive to the recipient, are one-sided and imposed. The act itself and the impact on the recipient determine what constitutes bullying or harassment, not the intention of the offender. The terms bullying and harassment are used interchangeably by most people, and many definitions include bullying as a form of harassment.
- 3.2 **Bullying** may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.
- 3.3 **Harassment** in general terms is unwanted conduct affecting the dignity of all in the workplace. It may be related to age, sex, race, disability, gender, sexual orientation, religion, nationality or any personal characteristic of the individual and can be physical, verbal or non-verbal. It can be repeated or persistent behaviour but can also take the form of an isolated incident. It can also occur outside the immediate workplace e.g. at an external meeting, social function or training session. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.
- 3.4 **Victimisation** occurs when a person is treated less favourably than another because he or she has brought proceedings, given evidence or complained about the behaviour of someone who has been bullying or harassing them; or has not given in to their demands. It can also occur when an individual feels excluded or threatened by receiving less favourable treatment than other employees.

3.5 Examples of bullying or harassment behaviour

a. Non-verbal

- facial expressions/offensive gestures
- offensive publications/literature/letters/memos/use of technology
- offensive graffiti
- threatening behaviour
- work objectives set too high and over criticism of work
- lack of support for/exclusion from career development opportunities
- unfair allocation of work
- staring/leering/stalking
- unsolicited and unwanted gifts

b. Verbal

- racist or sexist comments/abuse/songs/jokes/ridicule
- derogatory 'nicknames'
- verbal threats
- pressure to participate in political/religious groups
- offensive language, gossip and slander
- suggestive or explicit language
- unwelcome propositions/continued unwelcome suggestions for social activity
- use of affectionate or over familiar names
- questions or comments of a personal nature

c. Physical

- deliberate body contact, touching/groping/fondling
- jostling/assault

d. Cyber Bullying

- attempts to impose unwanted communications or contact in a manner that could be expected to cause distress or fear.
- using public forums, such as social networking sites or message boards, to harass, or to post derogatory or defamatory statements.

3.6 Bullying, harassment and victimisation can be unlawful and contravene Equal Opportunities and Anti-discrimination policies.

4. Procedure

- 4.1 Where an employee, worker or contractor believes they are the victim of bullying or harassment, they should take the following action:
- a. Where the recipient feels the bullying or harassment is of a minor nature or based on a misunderstanding of the impact of the behaviour, it may be possible for the recipient to deal with the situation themselves or to resolve it through low-key intervention with the support of a work colleague or friend.
 - b. If the support of a work colleague is adopted, and it is felt appropriate, the work colleague should speak directly with HR to determine how matters

should be progressed. This discussion should take place in confidence and without pressure as to the course of action to be taken.

- c. Where the recipient considers the behaviour to be of a serious nature, where the alleged person carrying out the bullying or harassment challenges the allegation or where the complainant requests a formal investigation, the Grievance Procedure will apply.
- 4.2 In any of the circumstances outlined in 4.1 a. above, a Senior Manager must be notified and an investigation must be undertaken. If appropriate the alleged bully/harasser will be suspended from work on full pay for the period of the investigation, and will not return to work until the matter has been satisfactorily resolved. **MAC** will do whatever is possible to ensure the matter is dealt with as quickly, sensitively and confidentially as possible while ensuring fairness to all parties involved.
- 4.3 If following the investigation, the complaint is substantiated, appropriate disciplinary action in accordance with the Disciplinary Procedure will be taken against the person carrying out the bullying/harassment.
- 4.4 If following the investigation, the evidence shows the complaint was malicious or distressing, appropriate disciplinary action, in accordance with the Disciplinary Procedure, will be taken against the complainant.

5. Responsibilities

- 5.1 Each and every employee, worker and contractor has an individual responsibility to ensure nothing in their attitude, behaviour or actions, causes offence to a colleague or causes them to be frightened or uneasy.
- 5.2 Each and every employee, worker and contractor should, where appropriate, communicate to the person who is harassing them that the behaviour is unwelcome and offensive and that it must stop.
- 5.3 Each and every employee, worker and contractor is responsible for raising a grievance against bullying and harassment where appropriate.
- 5.4 **MAC** is responsible for ensuring that appropriate action is taken immediately when a complaint of bullying or harassment is made; and that the complainant and alleged bully/harasser are notified in writing of the outcome of any such action.
- 5.5 The organisation recognises that certain acts of harassment, particularly sexual or racial harassment, may amount to unlawful assault, giving rise to civil or criminal liability.
- 5.6 However, if any allegation or complaint appears to fall into this category, the general principle must be that the decision to progress a complaint rests with the complainant. Complainants should be free to contact the police if they feel this is necessary.

FURTHER INFORMATION

- **MAC** Employee Assistance Line Call 0117 934 0105 and quote Aviva Policy number 24926295 ENP
- <http://nationalbullyinghelpline.co.uk/> 0845 22 55 787
- **Theatre Helpline** 0800 915 4617 advice@theatrehelpline.org

- Advice can also be obtained through ACAS [acas.org.uk](https://www.acas.org.uk) 0300 123 1100, Citizens Advice Bureaux and the Commission for Equality and Human Rights.

Sue Longfils

Head of Governance and Strategic HR

Equality and Diversity Policy

1. Overview

mac birmingham is an organisation committed to embracing and exploring diversity in its mission to provide a gateway connecting people with the arts. Both in its provision of services and as an employer, mac will seek not only to ensure equality of opportunity, but to develop a long term strategy to develop a greater understanding of the diversity of people that we live and work with in order to strengthen our programme, enhance our visitors' experience and enable staff to maximise their potential.

The Equality and Diversity and Policy outlines the framework for promoting equality, inclusivity and diversity within the **mac birmingham** community to deliver equality of opportunity and access to all. It is closely aligned with the organisation's Business Plan and our values.

2. Our commitment to equality and diversity

mac birmingham is open to the public 7 days a week and to maintain an environment of acceptance, accessibility and enjoyment for all and, while recognising that there are many differences within the community we serve, we strive to ensure that everyone is treated with respect and dignity.

Diversity goes beyond the requirements of the Single Equality Act 2010. Diversity is not about them and us. It's about all of us. The range of perspectives and experience diversity brings is an asset to our organisation, and we strive to create an inclusive, welcoming environment for visitors, artists, partners and employees alike where individual differences and the contributions of all are recognised and valued. Our jobs, like our arts centre, are open to all. Diversity is reflected in our employment strategies, our engagement with the public, our programming and business planning (see Appendix 1). This then provides unlimited opportunities for everyone to tap into their full potential and to add to the richness of our creative programmes and services.

Discrimination is unacceptable and the Company has measures in place to ensure that no-one experiences discrimination on grounds of age, disability, gender / gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation (the protected characteristics under the Single Equality Act 2010).

2a. Staff/Employment

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

It is the aim of the Company to ensure that no employee or job applicant receives less favourable facilities or treatment (either directly or indirectly) in recruitment or employment.

Each employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.

Training, development and progression opportunities are available to all staff.

A series of regular briefing sessions will be held for staff on equality issues. These will be repeated as necessary. Equality information is also included in induction programmes.

Training will be provided for managers on this policy and the associated arrangements. All managers who have an involvement in the recruitment and selection process will receive specialist training.

Employees have a right to pursue a complaint concerning discrimination or victimisation via the Company Grievance or Harassment Procedures.

Discrimination and victimisation will be treated as disciplinary offences and they will be dealt with under the Company Disciplinary Procedure.

Responsibility for ensuring the effective implementation and operation of the arrangements will rest with the Chief Executive and at Board level. Managers will ensure that they and their staff operate within this policy and arrangements, and that all reasonable and practical steps are taken to avoid discrimination.

Responsibility for ensuring that there is no unlawful discrimination rests with all staff and the attitudes of staff are crucial to the successful operation of fair employment practices. Each manager will ensure that, in particular, all members of staff should:

- comply with policies, codes and arrangements;
- not discriminate in their day to day activities or induce others to do so;
- not victimise, harass or intimidate other staff or groups who have, or are perceived to have one of the protected characteristics.
- ensure no individual is discriminated against or harassed because of their association with another individual who has a protected characteristic.
- inform their manager if they become aware of any discriminatory practice.

For employees with disabilities the Company will:

- make reasonable adjustments to maintain the services of an employee who becomes disabled, for example, training, provision of special equipment, reduced working hours. (NB: managers are expected to seek advice on the availability of advice and guidance from external agencies to maintain disabled people in employment);
- include disabled people in training/development programmes;
- give full and proper consideration to disabled people who apply for jobs, having regard to making reasonable adjustments for their particular aptitudes and abilities to allow them to be able to do the job.

2b. Customer Service/Interaction with the Public

In the provision of the Company's goods and services our staff will not discriminate directly or indirectly, or harass customers or clients because of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Third-party harassment occurs where a company employee is harassed, and the harassment is related to a protected characteristic, by third parties such as clients or customers. **mac** will not tolerate such actions against its staff, and the employee concerned should inform

their manager / supervisor at once if this has occurred. **mac** will fully investigate and take all reasonable steps to ensure such harassment does not happen again.

The Company attaches particular importance to the needs of disabled visitors and making reasonable adjustments to accommodate their needs.

2c. Programming and Planning

mac birmingham offers a programme with flexible, engaging and accessible to a wide and growing audience. Artistic plans are part of our Business plan and are reviewed and evaluated by the staff team and mac's Board. The commitment to diversity goes to the heart of mac's creative processes and the impact and effectiveness of programmes in relation to equality and diversity is evaluated as part of our self-evaluation and peer review activities.

3. Monitoring/Implementation

The Equality and Diversity Group, a joint group of staff from across the organisation with Board involvement, will audit the whole of our practice and develop an action plan to improve and set out long-term aims, identifying the targets the Company needs to meet (see Appendix 1).

Human Resources will be responsible for:

- routine collection and analysis of information on employees by gender, marital status, ethnic origin, sexual orientation, religion / beliefs, grade and length of service in current grade. Information regarding the number of staff who declare themselves as disabled will also be maintained,
- regular assessments to measure the extent to which recruitment to first appointment, internal promotion and access to training/development opportunities affect equal opportunities for all groups and
- review of recruitment and selection procedures, Company policies and practices as well as consideration of taking legal Positive Action if monitoring shows that the Company, or areas within it, are not representative, or that sections of our workforce are not progressing properly within the Company.

Communications will be responsible for:

- review of visitor profiling and data collection to measure that our audiences reflect the demography of the area
- improving the accessibility of our communication channels, seeking advice and accreditation where appropriate.
- provision of information and other literature in a range of accessible formats, including Braille, audio, large print, electronic formats on request, as well as making information easily available online.
- ensuring that our current accessible facilities are well promoted to all visitors and that we offer to cater for people with particular requirements.
- ensuring that all visual representations of our activities represent diverse communities in a meaningful and non-tokenistic fashion.

Customer Services will be responsible for:

- directing complaints received by visitors in connection with Equality of Opportunity in public spaces and
- continually improving our visitor services to meet the needs of our visitors.

The Arts and Management Teams will be responsible for:

- Creating, monitoring and evaluating distinct and differentiated programmes for diverse audiences in all our spaces and through outreach programmes.
- Developing new programmes of artistic activities for audiences and participants that address areas of targeted growth in engagement from distinct and diverse groups.
- Supporting diverse artists in developing their practice through mentored activities and access to **mac**'s resources.

4. Related Policies

This Policy should be read in conjunction with all other policies and procedures which may be used to monitor and improve Equality and Diversity within **mac**.

5. Review

The effectiveness of this policy and associated arrangements will be reviewed every two years under the direct supervision of the Company's Chief Executive.

The Equality and Diversity Action Plan sets out objectives which continue to improve and develop our practice and creativity in future years.

Policy reviewed: November 2016

Policy Review: November 2018

EQUALITY AND DIVERSITY POLICY

APPENDIX 1

Equality Objectives 2018-2022

Our Equality Objectives, as outlined in the Equality and Diversity Action plan, demonstrate our commitment to achieving significant positive change across our organisation and community. We are working towards the achievement of these objectives to result in meaningful improvements for our audiences, participants, staff, board and partners.

Our objectives are challenging but achievable. We have used equality data collected for staff and audiences/participants as far as possible to make our objectives SMART.

These objectives support our Business Plan and will be integrated into our business processes through regular business reviews. Our objectives will be monitored regularly by the Equality and Diversity group with representation from the Board to ensure that progress is being made. A summary of overall progress will be included in our annual reports.



Health and Safety at Work etc. Act 1974

Health and Safety Policy of Midlands Arts Centre (MAC)

Address

Cannon Hill Park

Birmingham

B12 9QH

Prepared By
Michelle Smith
Strategic Operations Director

Date Approved
December 2017
Policy Review Date
December 2018

Health & Safety Policy Statement

It is the policy of MAC to comply with the terms of the Health and Safety at Work etc. Act 1974 and subsequent legislation and to provide and maintain a healthy and safe working environment. MAC's health and safety objective is to minimise the number of instances of occupational accidents and illnesses and ultimately to achieve an accident-free workplace.

All employees will be provided with such equipment, information, training and supervision as is necessary to implement the policy and achieve the stated objective.

MAC recognises and accepts our duty to protect the health and safety of all staff, including contractors, volunteers, temporary workers and visitors, as well as members of the public who use our premises.

While the Board and Management of MAC will do all that is within its powers to ensure the health and safety of its employees, it is recognised that health and safety at work is the responsibility of every individual associated with the company. It is the duty of each employee to take reasonable care of their own and other people's welfare and to report any situation which may pose a threat to the well-being or safety of any other person.

The management of MAC will provide every employee with the training necessary to carry out his or her tasks safely. However if an employee is unsure how to perform a certain task or feels it would be dangerous to perform a specific job then it is the employee's duty to report this to their line manager or the Strategic Operations Director. An effective health and safety programme requires continuous communication between workers at all levels. It is therefore every worker's responsibility to report immediately any situation which could jeopardise the wellbeing of themselves or any other person.

All accidents, incidents or near misses, however significant, sustained or witnessed by a person at work must be reported to the Operations Manager on duty. Accident, incident and near miss records are crucial to the effective monitoring and revision of the policy and must therefore be accurate and comprehensive.

MAC's Health and Safety policy will be supported by the issue of safety rules and general procedures. It will be continually monitored and updated, particularly when changes in the scale and nature of our operations occur. The policy will be updated at least every 12 months and presented to the Board of Directors for approval.

The specific arrangements for the implementation of the policy and the personnel responsible are detailed below.

Employers are required by law to publish this safety policy. It is the duty of all employees not only to read this document carefully but also to take an active interest in achieving safety at work. Employees have an individual duty to take care not only of themselves, but of all other persons who may be affected by their acts or omissions.

Signed.....
Deborah Kermodé
Chief Executive

Signed.....
Michelle Smith
Strategic Operations Director

Overview Statement of Health & Safety Policy

1. Communication & Consultation

The Board and Management of MAC sees communication between staff at all levels as an essential part of effective health and safety management. Consultation will be facilitated through the Staff Consultation Forum. To assist in this specifically, the Health and Safety Working Group will meet monthly as practicable and the Staff Consultation Forum will meet twice a year or more often if deemed necessary and health and safety will be a standing item on the agenda for MAC staff to consider strategy and working practice.

The management of MAC will endeavour to communicate to employees their commitment to safety and to ensure that employees are familiar with the contents of the company health and safety policy. MAC communicates with its employees in many ways: orally, in the form of directions and statements from supervisors/Heads of Department, in writing, in the form of directives and this policy statement, and by example.

Southall Associates Limited offer a retained and specialist service for MAC which covers all aspects of health and safety in the workplace.

2. Health and Safety Management Arrangements

The person with overall and final responsibility for health and safety in MAC is the Board of Directors.

The person delegated by the CEO as responsible for overseeing, implementing and monitoring the policy and investigating shortfalls is the Strategic Operations Director.

The Head of Technical Resources will be responsible as the Strategic Operations Director's deputy in case of his/her absence.

The following personnel will be responsible for the supervision of health & safety in named areas:

Job Title	Areas responsible for:
Head of Technical Resources	All Performance areas and related storage spaces (auditoria, stages, control rooms); plant rooms, maintenance workshop and stores All Exhibition Space and work related areas Art and craft workshops and stores, dance and music studios
Head of Catering and Hospitality	All MAC Trading areas: Kitchens, bars, serveries, seating areas and associated cellars and stores.
Head of Operations	All general public areas and facilities (internal and external). Any remaining areas.
Courses & Participation Manager	Class Content
Performances Programmer, Visual Arts Producer, Cinema Producer	Programmed performance, film and exhibition content
Head of Sales and Marketing and Head of Customer Services	Hired Events

In addition to this all Heads of Departments are responsible for their own workspace/office areas

Responsibilities

Each of the above named people will have responsibility for the following in their area:

- implementation of this policy in his or her own department, and bringing it to the attention of all employees;
- compliance with safety precautions that apply to his or her department, including the regulation of contractors;
- ensuring that all new staff are properly inducted into the organisation, which must include an awareness of all precautions and procedures applicable to the job, and the emergency procedures;
- ensuring that no person is permitted to work at any kind of machinery, with hazardous substances or at a hazardous task unless he or she has been properly and fully instructed;
- ensuring that all staff are aware of the fire risk assessment controls applicable across the site and the location of all fire-fighting equipment and alarm call points in the department, and are conversant with their effective use;
- Implement emergency procedures – evacuation in case of fire or other significant incident on site;
- ensuring that any legal requirements relating to the operation of the department are fully complied with, including (but not limited to):
 - Ensuring fire-fighting equipment is in place;
 - Safe use of electrical switches and circuits;
 - Necessary safety training for staff;
 - Provision of safety equipment;
 - Reporting accident;
 - Ensuring that any responsibilities delegated are clearly identified;
 - Ensuring that access to the premises by the public is strictly limited to safe areas.

Further specific responsibilities are allocated as follows:

Job Title	Responsible for:
Strategic Operations Director, Southall Associates Limited.	Investigating accidents
Head of Technical Resources, Head of Catering and Hospitality, Head of Operations, Building Maintenance Officer	Carrying out workplace inspections
Building Maintenance Officer	Monitoring maintenance and compliance of plant and equipment
Each manager of Contractors	Ensure compliance with the contractors procedure

Competent Person

To assist with the ongoing health and safety of employees and to ensure compliance with Regulation 7 of The Management of Health and Safety at Work Regulations 1999 MAC engages the services of **Southall Associates Ltd.**

Southall Associates Ltd provide the following:

1. Assist in formulating the policy and procedures required to comply with the Act.

2. Assist in the identification of risks and hazards which are associated with work activities at MAC.
3. Assist MAC in the production and review of appropriate risk assessments and safe systems of work required as a result of work activities.
4. Monitor the effectiveness of the Companies health and safety management systems by:
 - site audits.
 - monitoring accident and incident statistics.
 - investigating accidents and incidents.

3. Insurance

The Board of Directors of MAC are responsible for making appropriate arrangements for insuring the activities of the organisation. Insurance certificates shall be displayed at an appropriate place and may also be made available to employees through the Staff Information shared folders.

4. Co-operation & Care

- i. If we are to build and maintain a healthy and safe working environment, co-operation between workers at all levels is essential.
- ii. All employees are expected to co-operate with safety personnel (see sections 4 and Appendix 1) and to accept their duties under this policy. Disciplinary action may be taken against any employee who violates safety rules or who fails to perform his or her duties under this policy.
- iii. Employees have a duty to take all reasonable steps to preserve and protect the health and safety of themselves and all other people affected by the operations of the company.
- iv. All employees are required to attend safety meetings which may be called from time to time.
- v. Each employee is responsible for his or her own acts or omissions and the effect that these may have upon the safety of themselves or any other person. In particular:
 1. every employee has a responsibility to ensure they have the equipment, clothing and materials to undertake specific tasks safely and should request such if it is not available.
 2. every employee must use safety equipment or clothing in a proper manner and for the purpose intended;
 3. any employee who intentionally or recklessly misuses anything supplied in the interests of health and safety will be subject to disciplinary procedures;
 4. any person under the influence of alcohol or any other intoxicating drug which might impair motor skills or judgement, whether prescribed or otherwise, or whose levels of alertness and / or ability are reduced due to illness or fatigue will not be allowed to undertake work which carries a risk.
 5. horse play, practical joking or any other acts which might jeopardise the health and safety of any other person are forbidden.
 6. every employee must work in accordance with any health and safety instruction or training that has been given;
 7. no employee may undertake any task for which they have not been authorised and for which they are not adequately trained;
 8. no employee should undertake a job which appears to be unsafe;
 9. every employee is required to bring to the attention of their line manager any perceived shortcoming in our safety arrangements, and to report any potential risks;
 10. every employee is required to report any accidents, incidents or near misses to the Operations Manager on duty who will duly record them on Southall Associates website; and

11. all employees are under a duty to familiarise themselves with this policy.

MAC operates SafetyCloud as an online safety management system. SafetyCloud records and stores accident information; produces, holds and manages risk assessments and provides clear due diligence trails and policy documentation. SafetyCloud also monitors all work equipment and advises of impending checks and provides a database of staff training including e-learning tutorials.

5. Health & Safety Working Group

- i. The purpose of the Health and Safety Working Group is to provide a forum for review and in which information may be conveyed and employees' questions on health and safety issues answered. In addition these meetings will provide an opportunity to assess the continuing effectiveness of the policy, consider suggestions, and make proposals. The Working Group will monitor and improve Health and Safety procedures and ensure periodic Risk Assessments are carried out.
- ii. The working group will concern itself with the Health and Safety of both MAC and the wholly owned subsidiary MAC Trading Ltd.
- iii. The Working Group will comprise of the Strategic Operations Director, Head of Technical Resources, Head of Catering and Hospitality, Head Chef, Building Maintenance Officer and the Head of Operations. Other staff or external advisors may be invited to meetings as appropriate.
- iv. A standard agenda covers the following areas for monthly monitoring: Apologies, minutes of last meeting, matters arising, security, accidents, near misses & dangerous occurrences, H&S walk round update, any other business
- v. The Health and Safety Working Group is monitored by an external specialist consultant Southall Associates Ltd.

6. Safety Training

- i. Safety training is regarded as an indispensable ingredient of an effective health and safety programme. It is essential that every worker in the organisation be trained to perform his or her job effectively and safely. It is the opinion of the management of MAC that if a job is not done safely then it is not done effectively.
- ii. All staff will be trained in safe working practices and procedures prior to being allocated any new role. Training will include advice on the use and maintenance of personal protective equipment appropriate to the task concerned and the formulation of emergency contingency plans.
- iii. Training sessions will be held as often as is necessary and will provide another opportunity for workers to express any fears or concerns they might have about tasks forming part of their jobs.
- iv. The personnel with responsibility for safety training are: HR, Head of Catering and Hospitality, Operations Managers, Head of Technical Resources assisted by Southall Associates Limited.

Job Title	Responsible for:
Strategic Operations Director & Head of Governance and HR	Overall Co-ordination and budget responsibility in liaison with the HR Department
Head of Technical Resources,	Technical Resources & Maintenance staff
Head of Catering and Hospitality	MAC Trading staff

Courses and Participation Manager	Education - all tutors & life models
Producer - Next Generation	Next Generation young people project on and off site
Head of Operations	General staff evacuation training, Customer Service Assistants and Supervisors emergency procedures training, visiting company's health and safety inductions
Head of Governance and HR & HR Manager	Induction of new staff to the company's H&S policy, manual handling, DSE, fire awareness.

Specific Implementation of Policy

7. Workplace Inspections

1. It is the policy of MAC to comply with the Workplace (Health, Safety & Welfare) Regulations 1992 and to ensure a suitable workplace conducive to productivity and the wellbeing of employees is provided. Toilets and washing facilities will be maintained in good repair, suitable for the number of employees on site along with access to rest rooms and drinking water supplies at all times
2. Regular inspections of the workplace will be conducted by the Head of Technical Resources and the Building Maintenance Officer and recorded in a written report on a weekly basis on SafetyCloud. In addition inspections will be conducted in the relevant areas whenever there are significant changes in the nature and / or scale of our operations. This includes ensuring that issues reported by other staff are routinely reviewed, acted upon and reported back.
3. Workplace inspections will also provide an opportunity to review the continuing effectiveness of the policy and to identify areas where revision of the policy may be necessary.
4. Southall Associates Ltd will undertake 6 monthly site safety audits dependent upon the assessed risk and operational needs. Inspections may be targeted or a general review of compliance levels on site.

8. Risk Assessments

It is the firm policy of MAC to take all reasonable steps to ensure the safety, health and welfare of all its employees and all those who may be affected by the acts or omissions in fulfilment of its moral, legal and economic responsibilities.

Our general intentions are:

- To provide adequate control of the Health & Safety risks to all users;
- To provide and maintain safe plant & equipment;
- To ensure safe handling and use of substances;
- To prevent accidents and cases of work related ill health;
- To maintain safe and healthy conditions;

To achieve these intentions, risk assessments are undertaken of all activities and areas of MAC. These risk assessments consider the likelihood of injury and document the measures in place to protect the safety and welfare of both employees and users. Risk assessments are designed to consider the most vulnerable users of an area or activity and the controls required to be in place to protect them.

MAC Management will review all risk assessments annually with the help of Southall Associates to ensure compliance with The Management of Health and Safety at Work Regulations 1999.

MAC recognise that health and safety standards are moving targets and aim to continually improve and reduce risk through the risk assessment process. Where risks are unable to be minimised to an acceptable level, the findings of the risk assessment will be reported to the Strategic Operations Director.

All staff involved in undertaking Risk Assessments will be suitably trained.

- i. It is the responsibility of the relevant HoD to ensure the outcomes from these assessments are acted upon. This may involve the review of a procedure and the preparation or amendment of safe working practice guidelines.
- ii. It is the responsibility of all staff to consider whether a new routine or substance requires a risk assessment and bring this to the attention of their HoD.
- iii. Fire Risk Assessments will be reviewed on an annual basis by the Head of Operations, Head of Technical resources and the Building Maintenance Officer. Risk assessments are held on the H&S software monitored externally by Southall Associates.

9. Houskeeping and Cleaning

The Head of Operations is responsible for monitoring and clearing routes to fire exits daily as required.

The Head of Operations and the Operations Team are responsible for:

- monitoring the general state of cleanliness of all public, office and storage areas,
- briefing and monitoring the work of contract cleaners for the daily cleaning of the premises and the regular undertaking of special cleaning,
- monitoring the work of duty cleaners.

The Head of Catering is responsible for:

- the cleanliness of all catering areas during the hours of service,
- the cleanliness of all kitchens, bar, serveries, seating areas and related storage areas,
- overseeing any EHO inspection recommendations.

The Building Maintenance Officer is responsible for:

- briefing and monitoring the work of the contracted pest control company.

All Heads of Department are responsible for the regular tidiness and monitoring of their offices, work areas, stores and equipment.

All waste materials must be disposed of carefully and in such a way that they do not constitute a hazard to other workers.

Plant rooms and technical control rooms have access restricted to personnel in maintenance and technical services departments respectively and to persons authorised by the appropriate Head of Department.

10. Personal Protective Equipment

- i. It is the policy of MAC to comply with the law as set out in the Personal Protective Equipment at Work Regulations 1992. As such the company will:

1. Assess the risk and the PPE to be issued to ensure it is suitable;
 2. Maintain, clean and replace PPE as required;
 3. Provide storage for PPE when it is not being used;
 4. Provide training and instruction to personnel on its use and how to look after it.
- ii. All workers who may be exposed to a risk to their health and safety while at work will be provided with suitable, properly fitting and effective personal protective equipment.
 - iii. All personal protective equipment provided by MAC will be maintained in good working order and properly assessed prior to its provision, by the appropriate Safety Personnel listed earlier.
 - iv. All workers provided with personal protective equipment by MAC will receive comprehensive training and information on the use, maintenance and purpose of the equipment.
 - v. Employees must use all personal protective equipment provided to them in accordance with the training and instruction given to them regarding its use and must immediately report any loss of or obvious defect in any equipment provided to their Head of Department or the Operations Director.
 - vi. MAC will monitor the proper provision and use of all personal protective equipment by its employees.

11. Manual Handling Operations

- i. It is the policy of MAC to comply with the law as set out in the Manual Handling Operations Regulations 1992 as amended.
- ii. Manual handling operations will be avoided as far as is reasonably practicable where there may be a risk of injury.
- iii. Lifting and moving of objects should always be done by mechanical devices rather than manual handling wherever reasonably practicable. The equipment used should be appropriate for the task at hand.
- iv. Where it is not possible to avoid manual handling operations an assessment of the operation will be made taking into account the task, the load, the working environment and the capability of the individual concerned. An assessment will be reviewed if there is any reason to suspect that it is no longer valid.
- v. Employees should not attempt to lift or move a load which is too heavy to manage comfortably.
- vi. All possible steps will be taken to reduce the risk of injury to the lowest level possible.
- vii. Relevant induction and training will be given to all staff involved in tasks that involve Manual Handling which may include tutoring in specific lifting techniques and general awareness of the principles of manual handling as well as the opportunity to refer to manual handling assessments located on SafetyCloud.

13. Control of Hazardous Substances (COSHH)

- i. It is the policy of MAC to comply with the law as set out in the Control of Substances Hazardous to Health Regulations 2012.
- ii. Material Safety Sheets are generally supplied with substances purchased and should be obtained by the person ordering the product. They are kept on file and are held by the Building Maintenance Officer, Technicians or Head of Catering & Hospitality in locations close to the chemicals that may be used and in the first aid room. Copies will be held on the Shared S drive in MAC available for external inspection.
- iii. Manufacturers' guidance and other guidance notes are kept by appropriate Heads of Department

- iv. A risk assessment will be conducted of all work involving exposure to hazardous substances or processes. The assessment will be based on manufacturers' and suppliers' health and safety guidance and our own knowledge of the work process. It is the responsibility of the relevant HoD to ensure the risk assessment is undertaken.
- v. MAC will ensure that exposure of workers to hazardous substances is minimised and adequately controlled in all cases.
- vi. All employees who will come into contact with hazardous substances will receive comprehensive and adequate training and information on the health and safety issues relating to that type of work. No employees should use chemicals without the knowledge required to work safely with those chemicals.
- vii. Assessments will be reviewed periodically, whenever there is a substantial modification to the work process and if there is any reason to suspect that the assessment may no longer be valid.

14. Smoking and the use of E-cigarettes

- i. Smoking and the use of E-cigarettes is prohibited throughout the site, including external areas apart from the staff smoking area in the service yard.
- ii. Smoking is only allowed on stage during performances where the artistic integrity of a performance makes it appropriate for a person to smoke on stage. Smoking is not allowed in rehearsals. Non tobacco substitutes should be used whenever possible

15. New or Expectant Mothers

- i. It is the policy of MAC to comply with the European Directive on Pregnant Workers.
- ii. In addition to the general risk assessment, a further assessment of risk to new or expectant mothers will be conducted. Where a risk to new or expectant mothers is identified, working conditions and / or working hours will be adjusted so as to avoid the risk. Where this is not reasonable the employee(s) concerned will be released from work on full pay.
- iii. Where a new or expectant mother produces a doctor's certificate stating that she should not work her normal working hours (for example at night-times), suitable alternative work will be found (e.g. daytime work). Where this is not possible she will be released from work on full pay.

16. Employing Young Workers

Persons under the age of 18 years may be employed (or placed on work experience) but only after a risk assessment has been carried out to identify any potential risk to the young person in the place of work. Factors considered within the assessment are physical strength, possible smaller size, any health issues and any physical and learning difficulties. The assessment also takes into account their inexperience and lack of awareness. Induction training is provided, and clear instructions on the tasks young people should not be involved in. At all times a young person will be adequately supervised and will be given the appropriate training before being asked to undertake any given tasks.

17. Employees at Special Risk

MAC recognizes that some workers may from time to time be at increased risk of injury or ill-health resulting from work activities. All employees must advise their manager if they become aware of any change in their personal circumstances which could result in their being at increased risk. This could include medical conditions, permanent or temporary disability, taking medication and pregnancy. As an equal opportunities employer MAC would ensure that they make reasonable adjustments to their employment arrangements or

premises in order to not place disabled people at a substantial disadvantage compared with non-disabled people.

18. Fire Safety

- i. MAC's fire safety policy and procedures take account of special fire hazards in specific areas of the workplace and, where appropriate, have been compiled with the assistance of the local fire service.
- ii. MAC is responsible for ensuring compliance with fire safety and prevention codes, for reviewing company practices and procedures, inspecting and testing fire fighting, prevention and protection equipment and for advising on safe practices and procedures. The Fire Service does not guarantee to make a general inspection of the premises annually but may undertake un-notified inspections to ensure day to day compliance and good practise.
- iii. The Operations Manager on duty will undertake a twice-daily inspection of the escape routes.
- iv. The Head of Technical Resources is responsible for the provision and maintenance of fire prevention and detection equipment and for the maintenance and testing of fire alarms and fire fighting equipment. Copies held on H&S software.
- v. Heads of Department are responsible for keeping their operating areas safe from fire, ensuring that their staff are properly trained in fire and emergency procedures using the staff Induction process in liaison with the Operations Managers and HR Department.
- vi. All staff have a duty to immediately report any potential fire hazards to their manager.
- vii. All staff have a duty to conduct their operations in such a way as to minimise the risk of fire. This involves keeping combustible materials separate from sources of ignition and avoiding unnecessary accumulation of combustible materials.
- viii. The Human Resources Administrator will ensure that all new staff (whether core or relief) and contractors and visiting companies are given a tour of the buildings by the Operations Department including being shown emergency exits and equipment and undertaking fire awareness training. All inductions will be recorded and held in the member of staff's personnel file.

19. Fire Detection and Fire Fighting Equipment

- i. Smoke and heat detectors, manually operated call points and fire extinguishers are located at strategic points throughout the workplace.
- ii. If smoke is detected it is the responsibility of any employee present to activate the alarm and leave the building.
- iii. If a fire is detected it is the responsibility of any employee to activate the alarm and leave the building. Employees should not tackle a fire themselves. The abuse of fire equipment is considered a serious offence and any member of staff found tampering with equipment or deliberately propping fire doors open may face disciplinary action.
- iv. A Fire Evacuation and Management Strategy is available to all members of staff and key staff will receive training if they are directly involved in the evacuation process.

20. Fire Doors and Fire Exits

- i. Fire Doors designed to slow the spread of fire and smoke throughout the workplace have been installed at strategic points. Fire doors are designed to close automatically after opening and must never be blocked, jammed or tied open.
- ii. Fire Exits are located at strategic points throughout the building. Exit doors and corridors must never be locked, blocked or used as storage space.

- iii. Emergency lighting has been installed in exit corridors, above emergency exit doors and throughout the workplace in case of power failure.

21. Emergency Evacuation Procedure

- i. In the event of the fire alarm being activated, or in any other emergency situation (such as a bomb scare), all employees must leave the building by the nearest available exit and assemble at the designated assembly point 2.
- ii. Practice fire drills will be conducted regularly to ensure employee familiarity with emergency evacuation procedures.
- iii. Emergency evacuation procedures are displayed in all workshops, studios and function rooms. The relevant Head of Department or Operations Manager explains them to all new employees, contractors, visiting companies and artists.
- iv. The Operations Manager holds special arrangements for the evacuation of disabled people.
- v. Staff should ensure they swipe in and out of the building using the access card system.
- vi. A Disaster Recovery plan is in place for major incidents.

22. Accident/First Aid/Incidents and Near Miss Procedure

- i. All Accidents/First Aid/Incidents/ near misses should be reported as soon as practicable to the Operations Manager.
- ii. First Aid kits are positioned in the first aid room, behind MAC cafe, behind the Arena Bar, within the Emergency Grab Bag, Weston Studio and in the Jewellery studio.
- iii. The Operations Managers, who shall always hold a current First Aid at Work training certificate, are responsible for the proper use and maintenance of First Aid kits.
- iv. All Operations Managers are qualified First Aiders. They can be contacted on extension 242 (the emergency number) or via Information and Sales.
- v. The Operations Manager will input all data relating to any accident/first aid/incident/near misses on to Southall Associates – Safetycloud using the incident reporting system.
- vi. Safetycloud automatically sends alert emails to key staff regarding any uploaded report that requires further investigation or RIDDOR as well as the competent person for reference.
- vii. All accidents should be recorded however minor and reviewed regularly by the H&S Committee.

23. Further Investigation & Reporting

- i. It is the policy of MAC to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.
- ii. MAC sees accident / incident investigations as a valuable tool in the prevention of future incidents. In the event of an accident/ near miss resulting in injury or the potential to cause an injury an Accident Investigation Form will be completed by the Operations Director or a person appointed by the Operations Director detailing:
 - a. the circumstances of the accident including photographs and diagrams wherever possible,
 - b. the nature and severity of the injury sustained,
 - c. the contact details of the injured party,
 - d. the identity of any eyewitnesses,
 - e. the time, date and location of the incident,
 - f. the date of the report.

- iii. All eyewitness accounts will be collected as near to the time of the accident as is reasonably practicable. Any person required to give an official statement has the right to have a lawyer or trade union representative present at the company's expense.
- iv. The completed report will then be analysed by the Strategic Operations Director and Southall Associates.
- v. A follow up report will be completed after a reasonable period of time examining the effectiveness of any new measures adopted.

24. Working Environment

- i. Work sites must be kept clean and tidy.
- ii. Any spillage must be cleaned up immediately.
- iii. Waste materials and rubbish must be removed routinely.
- iv. All combustible or flammable waste materials must be discarded in sealed metal containers.
- v. All pits and holes must be covered when not in use and clearly marked with warning signs when in use.

25. Noise

Where it is suspected that the noise level emitted from machinery or work equipment, averaged over the course of the working day or working week, exceeds the lower or higher action value levels (80dBA or 85dBA) a noise assessment will be undertaken and any necessary protective measures put in place to reduce the risk of hearing damage. Hearing protection is provided for those at risk and hearing protection zones defined with signage. Workers will be instructed in the risk of noise exposures, the controls in place, hearing protection provided and safe working practices. Health surveillance (hearing checks is provided for those at risk with results used to review controls and further protect individuals. Arrangements for the control of workplace noise will be reviewed whenever there is a substantial change in work practice, equipment or exposure e.g. purchase of new machinery, relocation of machinery, increased use of machinery etc.

26. Lone Working

Lone working can occur both on and off company premises. If employees are working alone on site after normal working hours they must:

- Inform someone where they are and what time they intend to leave
- Ensure that entrances are securely shut and ensure that they can get out of another door in case of emergency without using a key
- Ensure that the door through which they leave is securely locked behind them
- Phone the police if they are suspicious about someone attempting to enter the building
- Always be alert when leaving the building
- All staff have a duty to ensure that priority is given to their own safety and to that of colleagues, service users, contractors and the public wherever possible.

27. Working Hours

MAC complies with the EU Working Time Directive by keeping a record of hours worked by our employees.

28. Walkways

- i. Walkways and passageways must be kept clear from obstructions at all times.

- ii. If a walkway or passageway becomes wet it should be clearly marked with warning signs and / or covered with non-slip material.
- iii. Trailing cables are a trip hazard and should not be left in any passageway.
- iv. Any change in the floor level of any walkway or passageway must be clearly marked.
- v. Where objects are stored in or around a passageway, care must be taken to ensure that no long or sharp edges jut out into the passageway in such a way as to constitute a safety hazard.
- vi. Where a passageway is being used by any vehicles or other moving machinery an alternative route should be used by pedestrians wherever possible. If no alternative route is possible the area should be clearly marked with warning signs.

29. Work Equipment

- i. It is the policy of MAC to comply with the law as set out in the Provision and Use of Work Equipment Regulations 1998.
- ii. MAC will endeavour to ensure that all equipment used in the workplace is safe and suitable for the purpose for which it is used.
- iii. Company machinery and tools are only to be used by qualified and authorised personnel.
- iv. It is the responsibility of the Head of Department to determine who is authorised to use specific tools and equipment.
- v. All workers will be provided with adequate information, protection and training to enable them to use work equipment safely.
- vi. It is the responsibility of all employees to ensure that any tools or equipment they use are in a good and safe condition. Any tools or equipment which are defective must be repaired or replaced.
- vii. All tools must be properly and safely stored when not in use.
- viii. All work equipment will be clearly marked with health and safety warnings where appropriate. Instructions for the safe operation of all machinery, and special precautions and safety measures required, will be clearly displayed adjacent to the machinery.
- ix. No tool should be used without the manufacturers' recommended shields, guards or attachments.
- x. Approved personal protective equipment must be properly used where appropriate.
- xi. Persons using machine tools must not wear clothing, jewellery or long hair in such a way as might pose a risk to their or anyone else's safety.
- xii. Employees are prohibited from using any tool or piece of equipment for any purpose other than its intended purpose.
- xiii. Arrangements for the regular checking of machinery are in place.

30. Working at Height

- i. It is the policy of MAC to comply with the law as set out in the Working at Height Regulations 2005.
- ii. MAC, with assistance from Southall Associates Ltd. will identify and assess all work activities that may involve working at height.
- iii. The need to work at height will be eliminated whenever it is reasonably practicable to do so.
- iv. Where work at height cannot be eliminated, a Risk Assessment of the activity will be carried out to evaluate & manage risk.
- v. Following the Risk Assessment a safe system of work will be put in place that will prevent falls of persons, materials & equipment.

- vi. Suitable plant and equipment will be provided to allow safe access for persons and materials.
- vii. All equipment required for working at height will be regularly inspected by a competent person, i.e. ladder checks and LOLER inspections.
- viii. MAC will provide adequate information and training to ensure that only competent persons are engaged in working at height.
- ix. Any external work at height must be postponed if weather conditions endanger health or safety (but this does not apply to emergency services acting in an emergency).
- x. It is the responsibility of each member of staff to:
 - co-operate with this policy,
 - to abide by the requirements of any systems of work designed to protect them,
 - utilise any plant and equipment in a safe & responsible manner and only if they have received appropriate training to do so safely,
 - report defects immediately to management.

31. Lifting Equipment

Lifting equipment is maintained in accordance with manufacturer's recommendations. They receive an annual service and thorough examination of lifting chains in accordance with the Lifting Operations and Lifting Equipment Regulations 1998. Attachments and equipment lifting people receive 6 monthly thorough examinations. Operators undertake a daily pre-use check of lifting equipment (not including passenger lifts) and report any defects to management. Where necessary training is given to those operating lifting equipment.

32. Electrical Equipment

- i. All staff are responsible for ensuring that electrical equipment is turned off and unplugged where appropriate from sockets at the completion of work and on vacating offices and, where appropriate, other workspaces. The Building Support Officer is responsible for checking that no equipment is left running over night.
- ii. A regular inspection of plugs and cables (including extension leads) for loose connections and faults is conducted by competent persons within the Technical Resources department who are able to carry out safety checks on equipment. They will repair equipment or take it out of service as necessary
- iii. Extension leads and multi-socket adapters should only be used on a temporary basis or to power essential portable equipment. Cables crossing access routes even temporarily must be securely taped to the floor. The Building Maintenance Officer should be notified of the need for any additional or re-positioned sockets.
- iv. Further information about the safe use of portable equipment shall be available on request
- v. The arrangements for checks of the installation and equipment are:
 - inspection for renewal of licence and insurance requirements : by contractors annually,
 - emergency lighting inspection is tested monthly by MAC and by contractors annually
 - Portable Appliance Testing (PAT) of electrical equipment to be undertaken as required depending on the equipment and its use, this will be assessed by the Technical Resources Department.
- vi. Damaged / faulty electrical equipment can cause shocks. MAC staff should undertake visual checks on the condition of hand tools and equipment prior to use. Any of the following should not be used and be reported to management:
 - Defective / loose wiring.
 - Damaged cables, flexes, plugs, sockets.

- Overloaded circuits and fuses.
- Faulty electrically operated equipment.

If staff are unsure whether equipment is safe to use they should discontinue use and check with a member of the Technical Resources department.

Hand tools, including items of plant and machinery must only be used for the purpose for which they were designed. Under no circumstances should a member of staff modify, utilise or improvise a tool or item of plant or machinery for any other purpose. Equipment or machine guarding must never be removed.

33. Pressurised Fluids and Gas

- i. All compressed gas containers are to be kept in the allocated cage when not in use.
- ii. Containers in use are used and kept in a safe manner.
- iii. LPG cylinder storage on site is in accordance with the LPG Association Code of Practice no. 7. LPG cylinders are stored externally in a cage away from combustibles, open drains, openings to buildings and in a well ventilated area.

34. Managing Contractors

The competency of contractors is checked before services engaged. This includes qualifications, insurance, membership of professional bodies and previous experience. Prior to appointment, contractors undertaking high risk works (e.g. work at height) will be requested to provide a method statement for any work they intend to undertake at the premises. This should include information on:

- Hazards involved in the work.
- Assessment of the risks arising from the hazards identified.
- How the risks will be controlled.

It is the responsibility of the supervisor/manager to ensure that work is carried out in accordance with the method statement.

Employees and contractors will be advised of risks they may be exposed to (e.g. asbestos, live electrics etc) and all site rules they must follow prior to commencing work.

MAC will undertake regular checks on the contractors mode of operation and stop any work suspected to pose a risk to either our staff or the contractor.

35. Hired Space Events

MAC recognizes that when external companies hire our spaces for events there is a need to ensure sufficient safety information is passed to them. A member of the Customer Services department will liaise with those responsible for the event to ensure all relevant safety information is passed on. A safety induction takes place with all external hires on arrival on site.

36. Workplace Stress

The Health and Safety Executive define stress as **the adverse reaction people have to excessive pressure or other types of demand placed on them**. MAC recognises that workplace stress may at times be a health and safety issue and acknowledges the importance of identifying and reducing workplace stressors.

MAC ensures that employees are sufficiently trained to discharge their duties. Workloads and work hours are monitored to ensure that employees are not overloaded. Bullying and harassment is not tolerated in the workplace and MAC can, where necessary, provide confidential counselling for employees affected by stress caused by either work or external factors.

37. Violence and Aggression

Employees working face to face with members of the public and handling cash are at greatest risk from violence and aggression. The company will provide training and support to employees who may be at a specific and high risk from threats or violence. Any employee who feels that they may be at risk from verbal abuse, threats or actual violence should report this to their Manager or Operations Manager immediately. Cashing up is conducted out of public view. Transfer of cash to the bank is undertaken by specialist contractors. In the event of a member of public/visitor/contractor becoming aggressive, they will be asked to leave the site in a calm and non-threatening way. If the person refuses to leave the police would be called. Staff should not try to physically remove the person or engage in arguments.

Basic skills in identifying the warning signs of violence and aggression and conflict resolution training are provided in the Health and Safety handbook, which, are of particular importance to those who work off-site in the outer areas or the park. Employees are not to engage in situations which may risk their own or someone else's safety. More specific training is undertaken by key staff.

38. Asbestos

To meet the requirements of the Control of Asbestos Regulations 2012 and manage the risk from asbestos MAC has identified areas if asbestos and will hold a register on site (no areas have been identified).

39. Exhibitions and Displays

Exhibitions and displays are constructed by competent employees or contractors. All exhibitions and displays will be checked on completion and erected in such a way to control hazards to members of the public who may be viewing items on display. Staff members will visually inspect the displays on a regular basis e.g. during the monthly manager audits to ensure they do not pose a risk to customers.

Appendix 1

Current Safety Personnel @ November 2017

General

Post	Post holder
Competent Person	Michelle Smith supported by Southall Associates Ltd
Board Representative	Emrys Jones
Chief Executive	Deborah Kermode
Strategic Operations Director	Michelle Smith
Head of Technical Resources	Lizzie Moran
Head of Operations	Fiona Innes
Operations Managers	David Cox, Hannah Bowness Smith, Matthew Osborne, Floyd King.
Head of Catering and Hospitality	Paul Lloyd
Building Maintenance Officer	Ed Szwed
Departments:	
Administration and HR	Sue Longfils
Arts	Deborah Kermode
Catering	Paul Lloyd
Sales & Marketing (including Event Sales)	Lindsey Cook
Operations (FOH)	Fiona Innes
Finance	Hinal Shah
IT	Stephen Welch
Learning and Participation	Sonya Russell-Saunders
mac makes music	Sandra Taylor
Next Generation	TBC
Performing Arts	Jo Carr
Technical Resources	Lizzie Moran
Visual Arts	Jessica Litherland

