



Induction Pack For

Volunteers Contractors New Employees (including free-lancers, sub-contractors, interns, formal and informal volunteers)

DON'T PANIC!!!

You are not expected to know everything immediately. Please ask any question of the staff who will be only too willing to help.

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Your Line Manager **Fablevision Studios:** Louisa Taylor, Creative Director **Fablevision Charity:** Liz Gardiner, Charity Director 2.

Table of Contents

1. Induction Pack For.....	2
2. What We Do and Our Mission and Ethics.....	4
3. FIRE PROCEDURES.....	6
4. Equal Opportunities Policy.....	7
5. Disabled Recruitment Policy.....	8
6. Fablevision's Project Volunteer Policy	8
7. Working with Young People Policy	8
8. Children and Young People Policy.....	9
9. Fablevision - Arts in Health Policy	10
10. Stress Policy.....	10
11. Travel and Petty Cash Policy & Procedure	11
12. Fablevision's Disciplinary Procedure	12
13. Grievance Procedure	17
14. Health and Safety Policy.....	19
15. Responsibilities for Health and Safety at Work.....	20
16. Resolving Health and Safety Problems.....	22
17. Arrangements and Standards for Health and Safety at Work.....	22
18. Emergency and Contingency Planning.....	26
19. Signed for	
20. Property: The Paisley Shopping Centre, 23 High St Paisley PA12AQ.....	26

2. What We Do and Our Mission

Let us tell you a little about us:

Fablevision is a cultural charity. Operating since 1984, Fablevision has been developing creative interventions within different communities/communities of interest and policy agendas. It is a registered charity and commissions artists to work locally, nationally and internationally.

Fablevision Studios is a social enterprise based in Paisley, and is a sister company to the charity, Fablevision. It offers a range of affordable video production and other media-related services predominantly to social enterprises and charities, but also to the public and private sectors across Scotland.

We offer HD video production, editing, events management, branding, graphic design, publishing and training. We work with and develop the talents of the long-term unemployed, those with disabilities (Fablevision Studios is a signatory to Disability Confident) or long-term health conditions, refugees, student interns (both local and international), and recent graduates who struggle to find employment because of a lack of workplace experience. Fablevision and Fablevision Studios staff are PVG Registered.

As a charity and social enterprise, we are passionate about helping businesses to thrive. We value good design, marketing and branding to raise the profile of charitable causes, businesses and organisations, especially, but not exclusively, in the third sector.

Our Mission:

Fablevision pioneers projects which place culture and public involvement at the heart of community development.

We accept commissions and develop partnerships with community groups to run arts-centred projects that engage and involve people in their local environment and in wider processes that have a lasting effect on their lives.

Through community consultation, we ensure that people's real needs and desires are discovered rather than estimated, and participation in exciting projects and ventures secures a real commitment to a longer process of sustainable regeneration.

Cultural planning engages and involves individuals who might otherwise have no say or no interest in developing their community.

Let us tell you a little about us:

Ethics Policy

Fablevision has a mission to deliver cultural planning: explorations of thematic issues through socially engaged, community based artist residencies and interventions. The Fablevision Code of Ethics establishes the charity's approach to raising the ethical awareness of staff volunteers and interns, and ensuring that all that we do is underpinned by global and future-focussed principles of fairness and opportunity.² We have responsibilities as an NGO to maintain the highest ethical standards in cultural participation: we are committed to ensuring a culture of honesty, rigour, transparency and respect and care.

The purpose of these guidelines is to present the ethical framework and procedures for the conduct of all Fablevision activity and to identify ethical considerations that should be addressed through the formal approval process. These guidelines sit alongside OSCR guidelines - following OSCR policies and statements

Our Responsibilities

As a charity it is our responsibility to maintain an environment that develops best practice in cultural practice. In doing so we are required to ensure that every member of staff/volunteer/intern is aware of the policies and processes relating to ethical approval. Artists and cultural planners have freedom in their creative choices, and so every member has a personal responsibility to understand and maintain the highest standards of rigour and integrity, and to comply with ethical, legal and professional frameworks. We must therefore guide and support members to reflect best practice in relation to these ethical, legal and professional requirements. Management trustees and senior staff must ensure that all project teams are committed to raising awareness of the ethical implications of their working practices and demonstrate this within their projects through our monthly meetings and artists meetings – sharing what is being planned – raising awareness of any ethical considerations.

Principles for good practice

Confidence in socially engaged cultural practice requires that they be conducted with:

- ! ! **Honesty** in the intentions of the work; in acknowledging the work of others; reporting all the findings; and in making valid interpretations and claims.
- ! ! **Rigour** in choosing and adhering to appropriate methods; in drawing conclusions; and in communicating the results.
- ! ! **Transparency** in declaring conflicts of interest; in the use of data collected, in the creative interpretation of data; and in making work widely available, including to the general public.
- ! ! **Respect and care** for all participants in participatory practice and for the environment. These principles apply to all art form areas and to all aspects of participatory practice.

Ethical principles guiding cultural practice with human participants

The cardinal ethical principle underlying research ethics is the respect for human dignity. This underpins a number of guiding moral principles that are taken into account during ethical review, in a participant-centred approach. These principles apply to all engagement in all disciplines that involves human beings, including use of their memories, stories, opinions, data and records.

Autonomy, veracity and informed consent

The principle of autonomy acknowledges the right of all individuals to determine their own course of action. It underlies the need for free and informed consent. There are three elements to informed consent: ! The information provided by the artists to the participant must be sufficiently detailed, relevant and accurate. The participant information sheet should outline clearly and honestly all aspects of participation that are relevant to a decision to consent.

Consent must be freely given and may be withdrawn. There should be no undue influence or coercion e.g. by the offering of disproportionate reward or disincentives for not consenting.

It is important to be sure that the potential participant understands the nature of the research and the processes involved. Potential participants should be given sufficient time to consider the information and to make a decision regarding participation. Failure to obtain informed consent in this way not only infringes the right to autonomy, but it compromises the validity of the research data. Consent should be sought from all participants in a manner appropriate to their age and level of competence. This is potentially particularly important in research involving vulnerable

participants, including those where there is a potential power relationship e.g. school teachers serving as gatekeepers or recruiters. If there is a time limit on when data can be withdrawn and destroyed this must be made clear to participants. There should be an auditable record of consent and, for long-term projects requiring substantial time commitment from participants it may be appropriate to seek renewed consent.

Privacy and confidentiality

Every individual is entitled to privacy and artists must demonstrate that these principles are upheld. Information obtained from and about a participant should remain confidential unless otherwise agreed in advance. In reporting data therefore, individual participants should not be personally identifiable except under exceptional circumstances and with clear informed consent.

Confidentiality cannot be assured in focus groups, and this should be made clear in participant information sheets and consent forms. Where confidentiality may be overridden by a duty to protect individuals from harm that is identified at risk assessment, this should be specified in the protocol, along with the procedures that will be followed. Details of where data will be kept, how it will be secured, who will have access to it (named), how long it will be stored, anonymisation procedures, should be made clear. The access, control and dissemination of data are also protected under the Data Protection Act¹³.

Justice and inclusiveness

There should be fairness and equity for all project participants. There are particular obligations to those who are potentially vulnerable and this should be demonstrated where appropriate. Artists should describe clear plans to address particular participant needs that may arise during the course of research particularly where these may lie outside the researcher's expertise.

Benefits and harms

The balance between benefits and risks is central. In this context risk is defined as potential harm, discomfort or stress. There is therefore an ethical obligation, not only to minimise risk in the design and conduct of engagement, but since engagement is intended to contribute to a cultural process to also ensure the validity of the project and therefore whether participant time is warranted. The judgement as to whether or not there is validity is context specific – the status and experience of the artist (e.g. early years or experienced in engaged practice) should be taken into account, as well as the social context.

The interests and integrity of the participants should be protected from physical, psychological and cultural harm. Provision for emergency situations and participant distress should be made clear from the outset. Maximising benefit (beneficence) imposes a duty on artists that the work will help individuals and society. Therapeutic creative participation involves offering of an outcome that may have beneficial effects for the participants whereas the results of non-therapeutic creative engagement may benefit others but is unlikely to benefit the participants themselves. If there is a distinction here, it must be made clear

Since each participatory arts project is seeking to make unique contributions, the ethical principles described in the preceding section cannot be applied in a formulaic fashion. Complex projects take time to assess, and artists should be prepared for this by considering issues early in the planning process. The onus is on the artist to demonstrate application of these principles within the design and conduct of the project and to justify any exception to a principle that is deemed appropriate.

Classification of risk

Activities that involve potentially vulnerable participants or highly sensitive topics are more likely to be of higher risk

Class Risk Characteristics Risk response

Documented and registered self- assessment, reviewed and approved by lead artist.

Project exhibits none of the characteristics that indicate the need for independent ethical scrutiny.

Exhibits one or more characteristics indicating a need for independent ethical scrutiny but none of the risk factors indicating potentially higher risk.

Assessment/approval by Fablevision management

Exhibits one or more factors considered to be indicators of higher risk.

Demonstrates that the risk factors have been adequately addressed through the use of standard protocols and established methodologies for potentially higher risk situations.

Assessment/approval by Fablevision management and board of trustees

Projects involving the following groups/situations are likely to be considered “higher risk”. It is particularly important in these circumstances to be “risk aware”

Potentially vulnerable participants are those who may not be in a position to give competent or unfettered informed consent. Examples include: o Children under 16 o Adults with learning disabilities

o Adults with severe or terminal illness

o Adults with mental illness

o Adults in care homes

o Those with a dependent relationship with the investigator e.g. students, relatives and friends

o Those who may have perceived and/or real benefit from participation to which they otherwise would not have access

Potentially highly sensitive topics. Examples include: - “race” or ethnicity; - spiritual beliefs - sexuality

– abuse and personal violence - criminal activities

Embedding a culture of ethics in cultural planning and development

In seeking to develop a practice environment that is characterised by a culture of integrity that nurtures good practice in research and scholarship, Fablevision is committed to ensuring that artists/staff/volunteers and interns have the opportunity to contribute to the development of these frameworks and to refresh and develop their expertise in ethics. █

2. **FIRE PROCEDURES**

When you hear the fire alarm:

- ! Stay calm and don't panic!
- ! Do NOT delay your departure by collecting personal belongings, but head straight to the nearest fire exit and leave the premises.

Things can be replaced, but not you, your health, and your life!

- ! Do NOT re-enter the premises until you are informed by your supervisor that it is safe to do so.

Assemble at your assembly point: Opposite Paisley Centre, High Street

If you discover a Fire:

Stay calm and don't panic!

Raise the Alarm.

Call the Fire Brigade - Dial 999

Attack the Fire ONLY if safe to do so.

Do NOT delay your departure by collecting personal belongings, but head straight to the nearest fire exit and leave the premises.

Do NOT re-enter the premises until you are informed by your supervisor that it is safe to do so.

appointed Fire Marshals do their work – they have been trained for this situation. Do NOT use Fire Extinguishers when you are unfamiliar with them!

There are different extinguishers, as a fire from electric devices should never be extinguished with a water extinguisher etc.

3. Equal Opportunities Policy

Fablevision is committed to promoting equality of opportunity and treatment and to eliminating unfair discrimination in its employment practices.

It will seek to ensure that all job applicants and staff are treated fairly, with respect and without bias. No job applicant or employee will receive less favourable treatment than others because of her or his:

- ! age
- ! disability (unless such treatment is objectively justified)
- ! gender identity
- ! sex
- ! sexual orientation, marital or family status
- ! racial group (includes colour, race, nationality, national or ethnic origin)
- ! religion, religious belief, or a similar philosophical belief (or lack of any of these)
- ! part-time or fixed-term contract status (unless such treatment is objectively justified)
- ! trade union membership status/activities
- ! offending background

We guarantee to interview any disabled applicants who meet the essential requirements for the job they have applied for. We are committed to building a diverse and representative workforce and we particularly welcome applications from disabled people and members of the black and minority ethnic communities.

- ! Fablevision is committed within the framework of existing legislation to eliminate

discrimination in its own policies and practices and in those areas over which it has influence. This policy covers all Fablevision's internal structures and applies to all groups and projects that Fablevision works with.

- ! This policy shall be monitored by Fablevision staff and the members of its Board of Directors, who shall be responsible for the application of the policy to organisations and individuals working alongside Fablevision.
- ! Fablevision recognises that specific responsibility for the implementation of this policy falls upon the Director and the Board of Directors. However, it is also the duty of each employee to accept a personal responsibility for its practical application.

! Fablevision is a registered Disability Symbol user and is authorised by the Employment Service to use the "Positive about Disabled People "symbol. This status is subject to annual review.

- ! The selection criteria and procedures are reviewed regularly to ensure that individuals are selected based on merit and abilities.
- ! Any employee who believes that he or she has been inequitably treated within the scope of this policy should raise the matter through the grievance procedure. Any job

applicant who believes that he or she has been inequitably treated may write to the Artistic Director who will investigate the complaint.

! Fablevision will not tolerate discrimination against any members of staff by any employees (including free-lancers, sub-contractors, interns and volunteers) or other persons appointed to the service of Fablevision or by any group that staff works with. Any matter brought to the attention of the Director will be investigated by the Director and the Board of Directors, with action being taken when appropriate.

4. Disability Recruitment Policy

Fablevision is committed to equal opportunity in employment and will continue to apply reasonably practicable solutions to issues which may preclude the employment of the most suitable applicant due to their particular disability.

5. Fablevision's Project Volunteer Policy

Fablevision and all its appointed workers are committed to the protection of volunteers from physical, sexual, or emotional abuse, whilst working with the company.

Project Volunteers, although not considered to be core employees, will be respected as team members and as volunteer staff members (not unpaid labourers).

Project Volunteers will be consulted in the drawing up of a "contract" (hours and place of work etc.) as an agreement about what they wish to achieve from the process (experience in a particular area, the opportunity to carry out their own project, the chance to learn new skills, develop already achieved skills etc.).

Although not core employees, Project Volunteers, interns and free lancers/sub contractors will be taken through a formal induction process.

If any occasions arise when members of staff and/or volunteers become aware of an incident regarding the young people involved in a project which, if proven, would be a real threat to the child's safety, they must immediately inform the most senior member of Fablevision's staff.

6. Working with Young People Policy

Guidelines for Fablevision Staff and Volunteers

You must:

- ! treat all young people with respect
- ! provide a good example of acceptable behaviour
- ! respect a young person's right to personal privacy
- ! ensure that, wherever possible, there is more than one adult present during Fablevision activities, or at least that you are in sight and hearing distance of others.
- ! Ensure that in a school setting there is a teacher present during workshops and in all contact activities with young people
- ! encourage the young people to feel comfortable and caring enough to point out attitudes they do not like
- ! try to ensure that your actions cannot be misunderstood or cause offence
- ! be aware that even caring physical contact with a young person may be misinterpreted
- ! recognise that special caution is required in moments when you are discussing sensitive issues with young people

You must not:

- ! have inappropriate physical or verbal contact with young people
- ! allow yourself to be drawn into inappropriate attention seeking behaviour
- ! make suggestive remarks or actions, even in jest
- ! jump to conclusions or make assumptions without checking facts
- ! exaggerate or trivialise child abuse issues
- ! show favouritism to any individual
- ! deliberately place yourself or others in a compromising situation
- ! believe 'it could never happen to me'
- ! remember the teacher is *in loco parentis*. You must not feel required to fulfil that role

If a young person approaches a member of staff or a volunteer with any disclosure, they must be informed immediately that any further information must be reported to the **Director**, thus the young person can decide whether to continue with the disclosure. **You must not promise to keep secrets.** Listen to the young person but do not pass judgement or investigate. Let the young person know that you are glad that they have shared this information with you.

If you suspect a young person is being abused, emotionally, physically, or sexually report the matter to the **Director**. **You MUST refer, do not investigate.**

If you receive an allegation about any adult or yourself, immediately tell the **Director** and try to ensure that no-one is placed in a position which could cause further compromise.

Recruitment guidelines (including a SCRO check):

1. Fablevision will treat all would-be paid staff and volunteers as job applicants for any position involving contact with children.

2. The company will gain at least one reference from a person who has experience of the applicant's paid work or volunteering with children.
3. The company will explore all applicants, experience of working or contact with children in an interview before appointment.

7. Children and Young People Policy

In the interest of social and economic re-generation within a priority area of Scotland, Fablevision will provide and encourage the arts particularly by, with and for children and young people.

Arts activities will be: ! of the highest possible professional standard

- ! participatory
- ! inclusive
- ! whenever possible focused on those young people within the community who experience marginalisation or socially exclusion.

Arts activities will be designed to:

- ! allow young people to explore their own creativity
- ! encourage confidence building and social skills
- ! encourage young people to work in teams - respecting their own ideas and those of others.

8. Fablevision - Arts in Health Policy

Fablevision works both directly and indirectly in the field of Arts and Health.

Directly

Fablevision regularly specialises in issue-based Education work, e.g. running workshops to raise Drug Awareness or takes part in development projects, such as the "Birds of Paradise". The programmes seek to complement the Social and Personal Development areas of the curriculum - encouraging young people (and the not so young when we work in community settings) to make positive choices in their lives.

Also, directly, Fablevision works within the field of arts and disability - helping people to find a voice, express their views and lobby public opinion - mainly through performance. Fablevision facilitated the development of "Birds of Paradise", Scotland's first professional theatre company managed by people with a disability.

Indirectly

Fablevision works within communities as a facilitator of arts led community development: Encouraging groups to take control of their lives and environments through arts led projects.

By choosing to participate and manage projects, individuals are choosing positive alternatives to sometimes chaotic lifestyles.

9. Stress Policy

1. Fablevision has a commitment to a safe and healthy workplace.
2. As part of this approach the organisation acknowledges that mental and physical health can be adversely affected by excessive pressure in an individual's home life or working life.
3. The Health & Safety Executive's definition of stress is people's natural reaction to excessive pressure - it isn't a disease. But if stress is excessive and goes on for some time, it can lead to

mental and physical ill health. Stress is not therefore necessarily a problem: It is when it goes on for too long or occurs too frequently that it can have adverse consequences for someone's health.

4. It is recognised that stressful events will occur in some occupations more than in others. Anyone applying for such a post will be made aware of this. As part of the working routine in such a job there will be opportunities to deal with the effects of stress such as opportunities for defusing/debriefing and positive planning.
5. Relationships with colleagues can be supportive and enjoyable but may from time to time be stressful. Staff should take immediate action if they feel that behaviour towards them is bullying or harassment by informing their line manager.
6. Adverse working conditions may create stress. Staff should highlight these and where practicable such conditions will be improved.
7. The attitude and style of management should be encouraging and supportive rather than blaming and critical. Managers will endeavour to provide clear lines of communication and ensure that all staff have the opportunity to contribute their ideas and be involved in planning their work. Senior managers have responsibility for ensuring that they do not pass unrealistic demands, deadlines, and unnecessary stress down through the organisation.
8. The organisation does not expect to become involved in employees' (including Project Volunteers, interns and free lancers/sub contractors) personal lives unless problems at home affect attendance or work performance. If appropriate, the organisation can provide staff with information about external confidential counselling. It is hoped that employees will use this service at the earliest stages of a problem before any work-related problems arise.

10. Travel and Petty Cash Policy & Procedure

Fablevision recognises that staff may have to travel in order to carry out some of their duties. Therefore, the following information will provide consistent guidelines for those who require making any travel arrangements.

Staff will not be reimbursed for travel to and from their designated place of work but will be reimbursed for additional travelling which is required to deliver their responsibilities at Fablevision. When you are investigating the various options for reaching your destination, you should take into consideration the most cost-effective option (whilst not overly time consuming) and then seek agreement from the Director before proceeding.

Train travel

2nd class fares will be reimbursed unless otherwise agreed by the Director.

Air travel

Normal economy fares will be reimbursed, and all special deals must be investigated.

Bus travel/Underground travel

Standard fares will be reimbursed.

Car travel If staff use their own car for duties additional to traveling to and from their place of work, then they will receive 45p per mile. Employees should complete a car mileage claim form and once authorised submit this to the Administrator who will reimburse the amount.

Accommodation

If required to stay overnight in relation to project requirements, reasonable standard of accommodation (B&B type accommodation where possible) will be reimbursed.

PROCEDURE

Staff members should find out the best option for reaching their destination and complete an expense claim sheet. This should be given to the Administrator who will give the staff member money for the amount required. A voucher will be held for the amount until receipts are provided, after which the actual cost will be entered on the Petty Expenses control sheet.

If the expenditure is more than originally estimated, the additional cost will be reimbursed. If under the original estimate the appropriate balance will be returned.

Petty Cash Expenditure

Any staff member who is required to run a petty cash budget may request part payment of their fee on presentation of invoice in advance of the contractual period. This advance payment acts as a "float" for petty cash expenditure.

There is a Petty Cash Box. It is controlled by the Creative Director for the purposes of Projects spend and Office Administration.

Staff requiring Petty Cash should therefore approach the Creative Director.

11. Fablevision's Disciplinary Procedure The Council of Management wish to ensure that any complaints about unsatisfactory work or conduct are resolved as quickly and with as much fairness as possible and to this end have established a Disciplinary Procedure.

This procedure applies to all employees Project Volunteers, interns and free lancers/sub contractors of Fablevision. It is designed to help and encourage all workers to achieve and maintain standards of conduct, attendance, and job performance.

Should the standards of conduct, attendance and/or job performance of a worker fall below the expectations of the project, this procedure will be used in an attempt to effect improvement.

Responsibilities

It is the responsibility of The Council of Management of Fablevision to clearly explain all requirements regarding standards of conduct, attendance and job performance and adherence to policy and to ensure that these are updated and issued to all workers.

Principles

At any stage in this procedure the employee will be informed by their line manager of the nature of the complaint against him/her and will be given the opportunity to make his/her case before any decision is made. The notice of any meeting under this procedure must tell the employee the nature of the complaint being made.

No disciplinary action will be taken against an employee until the case has been fully investigated. It may prove necessary to place an employee on suspension until investigations are carried out. Suspension will be notified to the employee in writing and will not normally exceed a period of 10 working days without review. In exceptional circumstances the period of suspension may be extended to allow full investigation to take place. Any such extension will be notified to the employee in writing. During such a suspension the worker will be paid at a rate equivalent to his/her contractual earnings.

No employee will be dismissed for a first breach of discipline except in the case of gross misconduct when the penalty will normally be summary dismissal, i.e. dismissal without notice or wages in lieu of notice.

At all stages of the procedure, the employee will have the right to be accompanied/represented by his/her trade union representative or fellow employee of his/her choice. Any mitigating circumstances will be taken into account in reaching a decision.

An employee will have the right of appeal against any disciplinary penalty imposed.

In appropriate cases (e.g. poor performance), a worker will be advised in writing of the time allowed for improvement and when and how reviews will take place. The employee will have the right of appeal against the time allowed for improvement.

The procedure may be initiated at any of the stages 1-4, dependent upon the seriousness of the employees project volunteers, interns or free lancers/sub contractors alleged misconduct.

No disciplinary decision will be taken against a trade union representative until discussions have taken place with a full-time official of the union.

Only when all reasonable efforts have been made to assist an employee will disciplinary action be taken. The procedure will be operated within the agreed timescale. Responsibility to maintain confidentiality lies with all parties involved.

Informal Procedure

It is Fablevision's aim to encourage acceptable standards of conduct and performance. Every effort will be made to deal with minor problems through informal discussion and supervision in order to avoid the need to implement the formal procedure.

The line manager will arrange for provision of support, practical assistance and/or training as appropriate to ensure that acceptable standards of work performance and behaviour are met.

When the informal procedure outlined fails, or the matter is more serious, the following formal procedure will be used.

Formal Procedure

Stage-1 -Verbal Warning

If performance or conduct is not considered satisfactory, and where (if appropriate) the informal procedure has established this to be within the employees' control, the employee project volunteer, intern or free lancer worker /sub contractor will be interviewed by the line manager and given the opportunity to explain his/her actions.

If the explanation is not satisfactory, a formal verbal warning will be given and recorded in the employees' project volunteers', interns' or free lancer/sub contractors' personal file. The record must identify shortcomings, the standard of conduct and/or performance required and give a specific time in which improvement must be made. It must be conveyed verbally and confirmed in writing.

The employee will be informed in writing of the right of appeal.

Stage 2 -First Written Warning

If there is no improvement in the standard of conduct/performance following a review within the period specified for Stage 1, or where the seriousness of the alleged offence warrants immediate recourse to this stage of the procedure, the employee will be interviewed by the designated person and given the opportunity to explain his/her actions.

If the explanation is not satisfactory, a First Written Warning will be issued. The First Written Warning should fulfil the following conditions:

- ! It should clearly state the nature of the offence.
- ! If appropriate, it should state that repetition of the offence or commission of further offences may lead to further disciplinary action.
- ! It should specify any agreed action required of both parties, including timescales for improvement and methods of reviewing progress.
- ! The employee will be informed in writing of the right of appeal.

The warning will remain confidential to the worker, any representative of the worker, the Council of Management. It will be filed in the worker's personal file.

Stage 3 -Final Written Warning

If there is no improvement in the standard of conduct/performance following a review at the end of the period specified for Stage 2, or where the seriousness of the alleged offence warrants immediate recourse to this stage of the procedure, the worker will be interviewed by the designated people and given the opportunity to explain his/her actions.

If the explanation is not satisfactory, a Final Written Warning will be issued. The Final Written Warning should fulfil the following conditions:

- ! It should state clearly the nature of the offence.
- ! If appropriate, it should state that repetition of the offence or commission of further offences may lead to further disciplinary action.
- ! It should outline any agreed action required of both parties, including timescales for improvement and methods of reviewing progress.
- ! It should make clear that, if there is no or insufficient improvement in performance or conduct after the period specified, it may result in dismissal.
- ! The worker will be informed in writing of the right of appeal. The warning will remain confidential to the worker, any representative of the worker, the Council of Management. It will be filed in the worker's personal file.

Stage 4 -Dismissal

If there is still no sustained improvement in the standard of conduct/performance whilst a final written warning remains live, or if any new offence occurs whilst a final written warning remains live, or if there is any allegation of gross misconduct, the employee will be interviewed by the designated person.

If an acceptable explanation is not forthcoming, dismissal will normally result, with or without notice as appropriate.

The employee will be provided, as soon as is reasonably practicable, but within five working days, with written reasons for dismissal, the date on which employment will terminate and the right of appeal.

In case of gross misconduct dismissal may be without notice or payment in lieu of notice.

Types of offences

The following are examples of the various categories of misconduct and/or poor performance, but the lists are not exhaustive.

Misconduct

Action taken at stage 1 and/or stage 2 of procedure

1. a) poor timekeeping (repeated lateness or early leaving)
2. b) failure to notify promptly reasons for absence in accordance with procedures
3. c) smoking in designated No Smoking areas

Serious Misconduct

Action taken at stage 3 of procedure

1. a) breach of confidence not amounting to gross misconduct

2. b) unauthorised absence
3. c) wilful breach of Health and Safety Regulations

Gross Misconduct

Action

taken at Stage 4 of procedure

1. ~~E~~) theft from the project or its workers or clients
2. ~~N~~) fighting, threatening, or assaulting another worker or client
3. ~~U~~) incapacity for work due to being under the influence of alcohol or illegal drugs
4. ~~f~~) fraudulent wage claims or falsification of records
5. ~~J~~) gross insubordination
6. ~~A~~) harassment of another worker, volunteer, or client whether of a sexual, racial or otherwise offensive nature
7. ~~B~~) breach of confidence
8. ~~F~~) wilful destruction of property and/or equipment
9. ~~H~~) wilful breach of Health and Safety Regulations
10. ~~Z~~) wilful breach of legislation or policies on equal opportunities, sex, race, and disability discrimination.

Authority to Take Disciplinary Action

Verbal Warning: Line Manager
First Written Warning: Line Manager
Final Written Warning: Director and Council of Management
Dismissal: Director and Council of Management

Duration of Warnings

Stage 1: Verbal Warning

! Will remain on employee's personal record for 3 months.

Stage 2: First Written Warning

! Will remain on employee's personal record for 6 months

Stage 3: Final Written Warning

! Will remain on employee's personal record for 2 years

Appeals

A worker has the right of appeal against any aspect of disciplinary action and penalty. The worker will be advised of the right of appeal and the right to representation at the appeal. Details of how and when to exercise this right of appeal will be given when the warning is issued.

Any appeal should be made in writing to the Chair, or in his absence the Vice Chair, of the Council of Management within 7 working days of receiving the decision against which the worker is appealing.

The Chair (or Vice Chair) will convene an Appeal board hearing within 20 working days of receipt of the letter. The Appeal Board will consist of three members of the Council of Management. No individual involved in the original disciplinary decision may be involved in the Appeal Board hearing, except to give evidence.

The following information will be provided to the appellant in writing:

- ! The venue where the hearing will take place.
- ! The time and date of the hearing.
- ! The right to representation.
- ! The names of those hearing the appeal and any others expected to be present.

Timescales and Notice

Employees project volunteers, interns or free lancers/sub contractors have the right to 5 working days' notice in writing of any meeting called under this procedure.

Any meeting under this procedure must take place as soon as possible, but within 20 working days of the date of the first notice.

Any Appeal Board hearing will take place within 20 working days of receipt of the appeal being lodged.

12. Grievance Procedure

It is Fablevision's aim to ensure that its employees project volunteers, interns or free] lancers/sub contractors are given the opportunity to raise and have resolved any grievances or disputes. Although it is anticipated that the great majority of doubts and problems will be settled quickly through constructive informal discussions, there is the need for a formal procedure designed to meet those circumstances which cannot be resolved quickly through informal discussion.

Informal Stage

If the grievance is against another member of staff or the Director, employees project volunteers, interns or free lancers/sub contractors are encouraged to attempt to resolve the grievance informally before entering the formal procedure.

Any employment related concern should be discussed in the first instance with the Director (if the matter is such that the worker does not wish to discuss it personally with the Project Co-ordinator the issue should be raised directly with the Chairperson of the Council of Management).

If the matter cannot be satisfactorily resolved at this stage, the formal procedure which follows will apply.

Conduct of formal Grievance Procedure

Representation: At each of the stages set out below, employees project volunteers, interns or free lancers/sub contractors have the right to be accompanied or represented by an employee representative or trade union official of their choice.

- ! **Right of Appeal:** An employee will have the right of appeal against any decision taken on a grievance issue. Notice of the right of appeal will include details of the time limit within which such an appeal must be made.
- ! **Right to be Heard:** In all stages of the procedures, the person against whom the grievance has been made will have the right to be heard.
- ! **Status Quo ante:** If the Grievance Procedure is invoked, both parties agree to maintain the status Quo Ante until the issue which is the subject of the grievance is resolved, except where the matter relates to an accusation requiring urgent action, including the suspension of

other employees project volunteers, interns or free lancers/sub contractors through the Disciplinary Procedure.

- ! Recording: A written record of all meetings held under the formal procedure will be made and signed by those present immediately following the meeting. These records will be confidential to the signatories and will be filed in the individuals' personal file. Only one copy of the original record will be made and placed in the file of the person whom the grievance was made. Records will be destroyed after a period of one year.
- ! Time Scales: The time scales identified in this procedure should not normally be excepted where they are varied by mutual consent. The time scales applied must reflect the urgency of the grievance being raised: for example, an accusation of harassment or bullying should be treated with the utmost urgency and may involve immediate action, including the suspension of other employees project volunteers, interns or free lancers/sub contractors through the Disciplinary Procedure, whereas a grievance about work practices or work load may not require such urgent action.
- ! Collective Grievances: These should be raised in stage 2 in the first instance by the trade union representative, when the full-time officer of the recognised trade union may become involved.

Formal Procedure Stage 1 An employee who has a grievance relating to their employment should make it known to the Director (Chair of the Council of Management in the Director's absence) or employee representative and should state that the formal grievance procedure is being invoked.

Where the grievance is against the Director, the matter should be raised with the Chair of the Council of Management.

The Director (or Chair of the Council of Management) should attempt to respond to the grievance as soon as possible, but within 5 working days.

- **Stage 2**

If the grievance remains unresolved following stage 1, the employee should seek a meeting with another member of the Council of Management. The meeting should be held as soon as possible, but within 15 working days.

Within 5 working days, they will provide a written response aimed at resolving the grievance. If appropriate, this will set target dates by which time the grievance will be resolved and dates for reviewing progress towards this resolution.

- **Stage 3**

If the grievance is still not resolved following receipt of written response, the employee may make a written request to the Chair of the Council of Management to convene an Appeals Board meeting to consider the matter further. This request should be made within five working days of receiving the response. This meeting must take place as soon as possible but within 20 working days of the request being received.

The Appeals Board must consist of two members of the Council of Management who have not been involved at any earlier stage of the grievance. The Appeals Board may take evidence from:

- ! The employee making the grievance.
- ! Any employee whom the grievance has been made.

- ! The director or any supervisor.
- ! Any management committee member who has been involved in an earlier stage of the procedure.

The decision of the Appeals Board will be final and should be communicated in writing to the worker making the grievance within five working days of the meeting taking place.

Link with Disciplinary Procedure

If a grievance concerning another employee is found to be made out after the Grievance Procedure has been followed in full, the Disciplinary Procedure may be commenced at Stage 2 for less serious grievances and Stage 3 or 4 for more serious grievances.

If a grievance is found to be malicious or without foundation and is sufficiently serious, the Disciplinary Procedure may be instigated at an appropriate stage against the worker making the grievance.

13. Health and Safety Policy

Health and Safety Policy Statement *Every Fablevision project is subject to its own risk assessment.*

It is the policy of Fablevision Board of Management to safeguard the Health, Safety and Welfare of all employees project volunteers, interns or free lancers/sub contractors and persons likely to be affected by its undertakings.

The Fablevision Board of Management accepts the aims and provisions of the Health and Safety at Work, etc. Act 1974, and the Management of Health and Safety at Work Regulations 1999 and aims to comply with all relevant statutory obligations. The successful Management of Health and Safety contributes to the overall performance of Fablevision.

Fablevision is, therefore, committed to:

1. a) Developing a positive Health and Safety culture in all undertakings which secures the commitment and participation of employees project volunteers, interns or free lancers/sub contractors.
2. b) Assessing the risks to the Health and Safety of employees project volunteers, interns or free lancers/sub contractors and others who may be affected by Fablevision undertakings with the aim of eliminating or controlling the hazards/risks so far as is reasonably practicable.
3. c) Making arrangements for the effective planning, organisation, control, monitoring and review of the preventative and protective measures identified as being necessary by the risk assessments.
4. d) The provision and maintenance of a working environment for employees project volunteers, interns or free lancers/sub contractors that is safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work, so far as is reasonably practicable.
5. e) Establishing arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances, so far as is reasonably practicable.
6. f) Providing information, instruction, training, supervision and consultation with employees project volunteers, interns or free lancers/sub contractors and others as necessary to implement Health and Safety standards.

7. g) Developing a System of Joint Consultation with Health and Safety Representatives.

The Artistic Director aims to promote positive policies regarding Health and Safety concerns at work.

Each employee, regardless of status, is responsible for strictly adhering to Fablevision's Health and Safety Policy.

The Policy will be kept under constant review and amended wherever necessary.

14. Responsibilities for Health and Safety at Work

Director Responsible for: Carrying out his/her duties and responsibilities in line with Health and Safety Policy, so far as is reasonably practicable. Reporting any matters outwith his/her control to the Fablevision Board of Management.

Main Responsibilities:

1. The Director has the overall responsibility for ensuring that there is in existence an organisation and suitable arrangements for the implementation of the Health and Safety Policy within Fablevision.
2. Implement the requirements of Fablevision's Health and Safety Policy, including the setting up and maintaining a Departmental Health and Safety Manual(s). The Manual will detail the Fablevision's Organisation, Arrangements and Standards.
3. Ensuring the provision of safe systems of work and a safe working environment for all operations undertaken by Fablevision, so far as is reasonably practicable.
4. Seek to provide adequate financial resources so far as is reasonably practicable, for Health and Safety and appoint competent persons in line with the requirement of the Management of Health and Safety at Work Regulations 1999, to assist with Health and Safety matters.
5. Appoint senior members of staff to assume overall responsibility for the formation, implementation and control of the Departmental Health and Safety Management System.
6. Ensure that the Health and Safety Management System is effectively monitored.
7. Ensure that all employees project volunteers, interns or free lancers/sub contractors are familiar with Health and Safety Policy and in particular their own responsibilities in relation to it and that the Policy is publicised and revised as and when necessary.
8. Make arrangements for joint consultation with Safety Representatives and provide them with such facilities as necessary to enable them to undertake their statutory functions. Ensure the provision and effective running of the Health and Safety Committee.

Creative Director Responsible for:

Carrying out his/her duties and responsibilities in line with Fablevision's Health and Safety Policy, so far as is reasonably practicable and reporting any matters outwith his/her control to the artistic director.

Main Responsibilities:

1. Deputising for the Director and ensuring that the requirements of Fablevision's Health and Safety Policy are implemented, so far as is reasonably practicable.
2. Ensure that arrangements are in place to develop a positive Health and Safety culture within Fablevision, securing the commitment and participation of employees project volunteers, interns or free lancers/sub contractors and the Health and Safety Representative.

3. Ensure the provision and maintenance of a working environment for employees project volunteers, interns or free lancers/sub contractors that is safe, without risks to health, and adequate as regards facilities and arrangements for their welfare at work, so far as is reasonably practicable.
4. Implement a risk assessment programme in relation to Fablevision activities and establish control measures to ensure the Health and Safety of employees project volunteers, interns or free lancers/sub contractors and others who may be affected by Fablevision undertakings, so far as is reasonably practicable.
5. Making arrangements for the effective planning, organisation, control, monitoring and review of the preventative and protective measures identified as being necessary by the risk assessments.
6. Establish arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances, so far as is reasonably practicable.
7. Provide information, instruction, training, supervision and consultation with employees and others such as Self-employed, Freelance, Education related Placements Visitors and Sub-Contractors, as necessary to implement Health and Safety arrangements.
8. Taking appropriate action regarding Health, Safety and Welfare at work on reports/instructions/information received internally and/or externally.
9. Formal reporting of injuries, diseases and dangerous occurrences to the Director and the Health and Safety Executive.

Employees

including Self Employed, Freelance, Education related Placements, Contractors, Sub- Contractors and Visitors.

Responsibilities:

1. Health and Safety at Work etc. Act 1974 states that:

"It shall be the duty of every employee while at work to take reasonable care for the Health and Safety of themselves and of other persons who may be affected by his acts or omissions at work", and

“as regards any duty or requirement imposed on their employer or any other person by or under any of the relevant statutory provisions, co-operate with them as far as is necessary to enable that duty or requirement to be performed or complied with”.

2. "No person shall intentionally or recklessly interfere with or misuse anything provided in the interests of Health, Safety or Welfare in pursuance of any of the relevant statutory provisions”.
3. All employees, project volunteers, interns or free lancers/sub contractors regardless of status, **must** observe the following:
 - 1. Take reasonable care to avoid injury to themselves and others.**
 - 2. Report to a member of the Fablevision management all hazards which they cannot eliminate themselves.**
 - 3. Use correctly all work items (including personal protective equipment) in accordance with the training and the instructions they receive to enable them to use the items safely.**

4. **Accept the need for safety training.**
5. **Report all accidents to a member of the Fablevision management.**
6. **Seek first aid treatment for any injury sustained at work.**
7. **Work safely and not remove any safety device/guard provided for the safety of themselves and others.**
8. **Co-operate fully in joint consultation on Health and Safety matters.**
9. **Cease any work activity or leave work area where the employee believes there is serious/imminent danger to themselves or others and report to a member of the Fablevision management. No disciplinary action will be taken against an employee who genuinely ceases a work activity for Health and Safety reasons.**

15. **Resolving Health and Safety Problems**

The following procedures should be followed as a means of solving H&S problems:

Stage 1

Employee raises problems with Fablevision's Creative Director.

If it is not resolved:

Stage 2

Employee raises problem with Safety Representative. The Safety Representative may be able to assure the employee that no hazard exists.

If not, the Safety Representative raises the problem with a member of the Fablevision management.

If it is not resolved:

Stage 3

The Safety Representative raises the problem with the Director.

If it is not resolved:

Stage 4

The Safety Representative raises the problem, in writing, with the Board of Management.

Supplementary

1. **a) In the event of any person encompassed under the employment of Fablevision and working in any premises other than those of Fablevision, this Health and Safety Policy will be applied to local Health and Safety arrangements and procedures.**
2. **b) It is a specific policy, that when working in any premises, other than those of Fablevision, our employees project volunteers, interns or free lancers/sub contractors gain knowledge of the fire drill procedures from a responsible person, particularly evacuation routes.**

16. **Arrangements and Standards for Health and Safety at Work** This

Section of the Policy outlines Fablevision's Health and Safety Arrangements which form

part of Fablevision's Health and Safety Management System.

These arrangements are supported by Health and Safety Standards which outline safety procedures and safe systems of work. The Creative Director will ensure that these arrangements are in place

and effectively monitored. He/she will also sign and issue Health and Safety Standards to be contained within Fablevision's Safety Manual.

The Standards will be updated and added to when necessary to ensure that effective procedures are in place within Fablevision.

1. a) Accident Reporting and Investigation

Fablevision's accident reporting procedure will be followed, and all injuries treated recorded by the use of Accident forms and in the Accident Book.

Major Injuries and Dangerous Occurrences will be reported to Health and Safety Group as soon as possible by telephone and immediately thereafter on the appropriate form.

The requirements of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations will be followed at all times. All accidents will be properly reported to the Health and Safety Executive. All accident forms will be filed.

All Accidents, Dangerous Occurrences and Near Misses will be investigated with the object of identifying the cause and appropriate steps taken to prevent a recurrence.

2. b) First Aid and Medical Attention

A First Aid Box will be kept in an accessible location. If practicable, a member of Fablevision's Management team will be trained in First Aid.

While outwith the statutory requirement, the Creative Director will provide information and training where practicable on First Aid to employees project volunteers, interns or free lancers/sub contractors.

Outwith normal working hours, help can be summoned by telephoning 999 in an emergency.

3. c) Fire Safety

Fablevision's Policies and Procedures will include Fire Drill procedures to:

1. ☹ ensure that all persons on the premises are aware of the activation of the fire alarm, and that there is a written procedure to evacuate all persons from the building.
2. ☺ ensure that if a fire is discovered, the alarm is raised immediately by the appropriate method (such as operation of a break glass manual call point). **This should be the first action on discovery of a fire, however small.**
3. ☽ ensure all occupants, on evacuation report to the pre-determined assembly points.
4. ☾ ensure that re-entry to Fablevision is strictly prohibited until the fire brigade officer in charge declares it is safe to do so. Silencing of the fire alarm system should never be taken as an indication that it is safe to re-enter the building.
5. ☿ appoint persons to be responsible for specific procedures in the event of a fire.
6. Ⓐ regularly stage fire evacuation drills, inspect the means of escape, test and inspect fire-fighting equipment and fire warning systems.
7. Ⓑ ensure that a Fire Safety Manual (see at the end of this document) is provided and that the fire safety checks are carried out and properly recorded in the Manual.

8. F) ensure that employees project volunteers, interns or free lancers/sub contractors report any concerns regarding fire procedures, so that Management can investigate and take remedial action if necessary.
9. B) inform employees project volunteers, interns or free lancers/sub contractors that the Director Director does not require persons to attempt to extinguish a fire, but extinguishing action may be taken if individuals are suitably trained to do so.

d) Safety Training and Information

The Director will ensure the provision of such information, instruction, training, and supervision as is necessary to protect the Health and Safety at work of employees.

Appropriate training will be given in all aspects of safety at the workplace and for specific work activities. The extent of training provided will vary according to the extent and potential severity of hazards associated with work activities.

The Director requires that employees be provided with adequate Health and Safety training on joining Fablevision and when the risks they face are increased due to:

- ! a change in their task or responsibilities
- ! a change in equipment or technology
- ! a change in the system of work.

New employees are known to be more likely to have accidents than those who have had time to recognise the hazards of the workplace, therefore, formal Health and Safety training will form part of Fablevision's induction programmes.

Training must also take place when job conditions change and result in exposure to new or increased risks. It must be repeated periodically where appropriate, and be adapted to any new circumstances.

Job-specific training should include skills training, explanations of applicable safety regulations and organisation rules and procedures. There should also be a review of appropriate emergency and evacuation procedures.

This training may be carried out by a member of the Fablevision management, but it must be properly planned and organised.

Supervisory and general management training at all levels is necessary to ensure that responsibilities are known and Fablevision's policy is carried out.

It is not sufficient to simply tell managers/supervisors they are responsible and accountable for Health and Safety. They will receive written instructions as detailed in this Policy telling them the extent of their responsibilities and how they will discharge them.

Key points to cover in the training of supervisors and managers are:

- ! Fablevision's safety policy
- ! Specific laws and rules applicable to 'Working with Children and Young People.'
- ! Safety inspection techniques and requirements.
- ! Causation and consequences of accidents.
- ! Basic accident prevention techniques.
- ! Disciplinary procedures and their application.

- ! Control of risks/hazards likely to be present in the work area, including machinery safety, fire, material handling, etc. I have read and understood the above policies and regulations:

Social Media! On the following pages we'll dive a little into Social Media, some of the background and a few tips and tricks how to cope with the constantly changing online environment. Many social media platforms work with paid ads (Facebook, LinkedIn, etc.). Those ads are called **Pay-Per-Click** ads and bring "forced" traffic to a website or a product.

Organic traffic is the name for all unpaid advertisement you can do. One of the biggest now is the so-called "SEO" (Search Engine Optimisation). Organic traffic means that someone clicks onto your website or Social Media profile without having seen an ad.

SEO works relatively simple: It is the process of optimizing your online content so that a search engine likes to show it as a top result for searches of a certain keyword. This means that you write a text for a website for example, and you include a lot of phrases and words (all summarized under "keywords") which are sought after a lot by other people.

Google will then pick up on those words and its algorithm will push your site, so it is more likely to be found in a Google search. The better your SEO is, the better Google can find you and drive the organic traffic to your side.

9. Facebook Did you know that Facebook is a great tool to promote a business, and not only stay

in touch with your friends and family?

If you launched a business, you could set this up as a business page on Facebook and post business related stuff on there. This is advertisement for free! On top of that, you can pay for ads, to boost the visibility of a post.

A business page is customisable to your needs, and like the banner on your private account, it can be adjusted to show what your company does or show off your logo.

Facebook is based on mathematical algorithms, which change quite often. The Facebook people work constantly on the algorithms to get their customers (that's you and me and 2.7 billion other active people worldwide) to buy their services and buy from promoted advertisers.

If you want to be successful on Facebook, you need to

- - be consistent with your posts
- - get a lot of engagement in form of comments (Facebook LOVES comments) on your posts to increase the visibility
- - understand your demographic and their habits (your ideal client and where they come from)

Globally, Facebook's main users are males between the age of 25 to 34 with 19.3%, whilst women make 13.1% in the same age group. (as of November 2020) Then you have 14.1% males and 9.4% females in the age group 18 to 24.

Interesting is, that from the age 35 the numbers drop significantly to 9.4% in males, and only 7.5% of females etc. (as of November 2020)

So, imagine you have a business, and you sell distinguished, handmade leather wallets to successful

businessman and women in their 40s.

How big is the chance you can sell your product to them on Facebook? Would Facebook be your target market?

The answer for the first question is: It is less likely, resp. you would have to work much harder to get business leads (people who are interested in buying your stuff) and for the second question: No, it's not the target market resp. it's not the first choice for your advertisement.

Your target market would most likely be on a platform like LinkedIn, where the business owners and entrepreneurs are.

On the other hand, if you have a modern wallet, which comes in various colours and maybe even prints and is made of a material like Gore-Tex, Facebook would be your perfect first choice to advertise your products.

When you post make it short and crisp. Posts with pictures work the best and get the best attention.

When people comment, keep the conversation going and ask them questions. This tells the Facebook algorithm that you have a great post, and it will keep it going.

Videos, which are published on Facebook (not a re-share from YouTube), are also extremely high in favour and get a lot of traction.

Once a business page has been created, you should keep an eye on the statistics to see when your posts perform best. That's your indicator when it is the best time to post.

Invite your connections/followers to like your page. This makes it more visible and will be shown to more and more people (this is also a form of organic traffic).

The more engagement you get on your page and the posts, the better. Each interaction tells the Facebook algorithm to promote and distribute your stuff throughout the platform.

You can boost this via a paid ad. However, this is only useful when you already have a certain number of followers and connections on your Facebook page. Otherwise, it's just easy money for Facebook, and you won't be getting any value back.

Live streams are great to gain followers as well, but will need promoting upfront, so you don't end up with just 2 people watching it. Promoting means that you need to post that there is a live event coming up, and ask your connections/followers to share those posts. This is a great tool for enhancing the number of people you would get on your live stream.

Instagram is used to share pictures, short videos and so called "carousels" or "slides" along with Stories. Carousels are the picture sequences which you swipe to the left to get to the next picture.

Instagram has reported to have 855 million users (as of November 2020), although this number does not state the unused accounts or all the double ones.

The stats are very similar to the ones of Facebook, so you would find your demographic of 18 to 34-year-old women and men there.

Technical things:

- - The format of the content should best be 1:1, e.g. 600x600px
- - Use hashtags to gain visibility

How to make the best of your account:

- - The key point is to post daily, but once a day is enough. People may get bored if you post too much

- - Use hashtags. The maximum of hashtags per post is 30, look for the most popular (all-hashtag.com) according to the theme of your picture/video to gain visibility
- - Communicate with your followers. Like and answer their comments on your posts
- - Write a clear and informative description about what you're posting
- - Follow popular accounts which deal with the same themes as you, it will attract followers to your account
- - Check the statistics. Having a business Instagram account allows you to see when your followers are most active

General Hashtags:

#CreativeEurope #PostIndustrial #WaterFrontCities #art #ParticipatoryArt #Community #CommunityEngagement #history #culture #heritage #RiverCities #artists #photooftheday #europeanunion #europe

Govan:

#Govan #Glasgow #Scotland (tag @FablevisionStudios)

10. Twitter

Twitter can be difficult to understand but is useful to promote your website or your YouTube channel, or to provide useful and valuable information to

others.

- - 280 characters per tweet, it can contain text, pictures, links, videos...
- - The timeline shows the tweets in a chronological order, last is first
- - Use hashtags to gain visibility
- - Twitter gives statistics, you need to use them to know what and when to post to gain more visibility

The best time to tweet is:

- - To interest Europe, the best time to tweet is 3pm (based in the UK)
- - To interest worldwide, the best time to tweet is 1am (based in the UK)

How to make the best use of Twitter

- - Post regularly to gain followers and visibility, best daily
- - Bring added value when you tweet, do not just retweet all the time
- - Best use around 8 hashtags. They must be linked with what you're posting. Don't put too many of them but just enough to gain visibility.

11. YOUTUBE How does YouTube's SEO work?

! Title of the video = eye-catching, contains several keywords

- ! Description = complete, clear, contains at least 250 words and the keywords are repeated several times

- ! Thumbnail = eye-catching
- ! Tags = less important, still help your video to be seen
- ! Translation = translate the title and description so everyone can see it in their first language
- ! Your channel's page = must be well organised for YouTube to put you at the top of the list

When to post on YouTube?

! 50% more views during the weekend ! 10% more views on Wednesday compared to the other days (weekend not included) ! Visitor numbers higher between 7pm and 8pm ! Choose when to post according to your target audience

How to use YouTube

- ! YouTube Analytics permits you to check your channel's performances and to use these data to improve your visibility
- ! Use end screens to promote your other videos and tell people to subscribe
- ! Use YouTube cards to make your videos interactive, you can guide your audience to your website, create a survey, include pictures...

TIPS: 'Google Trends' helps you choose the keywords according to what words people look the most for.

12. LinkedIn

LinkedIn is a great tool for companies and businesses of any size. It was created to help people who are looking for a job, and it still does a great job in that

respect. But it has become THE platform for business owners to promote their businesses, get new connections and leads.

The advantage of LinkedIn is, that you can add connections and grow your crowd fairly easy. The more good connections you have, the better the chance that someone wants to hire you, either as a business owner or as an employee.

LinkedIn is a professional platform, and it should be kept like that, so you don't usually find the content you'd find on Facebook or Instagram.

The rules, though, are the same in terms of the algorithm:

- - Post daily and be consistent
- - Post content that brings value
- - Boost your visibility with Stories (new since October 2020)
- - You need to generate traction on a post you posted within the first hour to kickstart the LinkedIn algorithm. You can already do that by commenting on your own post, tagging someone there or providing your email address
- - Keep the conversations (comments) on a post going
- - Use max. 3-5 hashtags (LinkedIn's algorithm is still old school and will be overwhelmed with too many hashtags)

- - Create a personal hashtag and add it to each post you create. Ask people sometimes to follow your hashtag

Do not people there are usually businesspeople or job seekers.

post any cat videos or what you had for lunch. LinkedIn is a professional platform and

- Signature Date

ASSET MANAGEMENT DIVISION

Emergency and Contingency Planning

INTRODUCTION:

The Paisley Centre

1. Property: The Paisley Shopping Centre, 23 High Street, . Paisley, PA1 2AQ

The Paisley Centre is located in the heart of Paisley town centre and sits between Causey Street and the High Street. The centre trades from three levels. The centre is managed by Reith Lambert property Management with contracted support teams who have full responsibility for all aspects of operating the centre, with an emphasis on close liaison with the tenants, local authority and town centre groups.

Contact Details

1)

Centre Management Team Anne Reid, Deputy Centre Manager, E-mail: anne.reid@paisleycentre.co.uk Terry Rodden, Operations Manager, E-mail: terry.rodden@paisleycentre.com Website www.thepaisleycentre.co.uk

The centre has three public entrances all designated as Fire Exits. There is also a Car Park separate to the main centre which is located in Storrie Street and has 5 levels accessible by stairs and passenger lifts, there are two main entrances which are also designated Fire Exits.

TYPES OF INCIDENT:

Fire - An outbreak of fire or the triggering of alarm systems is the most likely event to require implementation of emergency procedures.

Upon discovering or receiving reports of an outbreak of a fire, the sounding of alarms or the actuation of sprinkler systems, the occupier representative must alert other occupiers in the locality to evacuate to the Fire Assembly Point. This is in addition to raising the alarm in his own premise (see Appendix 1).

The occupier's representative must make him/herself known to the emergency services upon their arrival.

Reith Lambert onsite duty Manager should be informed if evacuation of other occupiers' properties takes place if significant damage occurs in occupier's demise (see Appendix 2).

Fire Evacuation Procedures

All the Paisley Centre staff on site has been trained in the evacuation procedures for the centre, in addition they have all been issued with a hard copy of the fire alarm training guide.

The fire alarm main panel is situated within the security control office with three repeater panels located at High Street entrance, Causey side Street entrance and the third in the security control office.

On activation the fire alarm will immediately sound alarms within the mall, windows will open and lifts will be grounded. Escalators will come to a stop. Staff should investigate the location of the activation. The fire brigade will automatically be

The Paisley Shopping Centre 23 High Street Paisley Renfrewshire

PA1-2AQ

Phone: Fax: Security control mobile:

0141-848-5666 0141-848-6667 N/A

summoned via the fire alarm red care link. Should the police and ambulance service be required the duty manager will contact them through mobile telephone.

Operating the fire alarm panel

Should the centre need to be activated the evacuation voice message must be switched on manually (unless a call point or smoke detector is activated), this button is located on the top of the PA system and should be pressed, and the voice message will automatically start. The message will repeat until manually silenced on Fire Officer Agreement. (see Appendix for full fire evacuation)

Out of hours Procedures

The Shopping Centre has 17 hour Security on site from 0600hrs to 2300hrs; they will investigate any alarm activation and follow on site evacuation procedures (See Appendix) The Centre is remote monitored between the hours of 2300hrs & 0600hrs

The client will be contacted by Mobile phone and they will inform the insurance company.

2) **Gas Leaks** - Each occupier upon discovering or receiving a report of a suspected gas leak shall turn off any gas appliance and extinguish all naked flames. Instigate own emergency procedures regarding gas leaks and inform other occupiers that they may be affected.

The suspected gas leak should be reported to the emergency number run by Transco.

If a gas leak is suspected, individuals who are notified must ensure that doors and windows are opened and take steps to ensure that:

- ! There is no smoking
- ! Use of any naked flames is prohibited
- ! Use of any light switches is prohibited
- ! The fire alarm is not activated as this could also ignite gas in the air.

The assembly point will be the same as the external bomb evacuation point (See Appendix B)

If the leak is in common parts the Reith Lambert duty Manager should be informed.

5. Site Specific Issues *The location of the gas isolation switch is in the Gas plant room situated at Stair 14*

fire escape across from Poundworld loading area.

In the event of a gas leak all gas appliance should be turned off and doors and windows opened all tenants should be notified.

The Statutory Authority should be called. Transco Tel: 0800 111 999

3)

Procedures in the event of an emergency affecting asbestos/presumed asbestos materials

Action if any person suspects presence of asbestos

If the person is an outside contractor or a member of the public, the discovery of a suspect asbestos containing material shall be notified to the Reith Lambert duty manager

In any event they shall:

- ! !
- ! !

Note the location and **cease** to work in this area; the area containing the material should be closed off

immediately – with a

to each entrance and locked shut; Inform his/her immediate supervisor (for sub-contractors)

The supervisor shall inform the Reith Lambert duty manager The property manager shall inform the asbestos consultant

notice fixed

If the suspect material is, in the view of the Asbestos Consultant or his / her representative, in very poor condition (extremely damaged) and is giving rise to airborne dust, then the area containing the material shall remain closed off by:-

- ! ensuring that all the doors and windows in the immediate vicinity remain shut;
- ! Advising people not to enter the area
- ! **A notice is to be fixed to each entrance to the area being the legend “NO ENTRY - CONTACT (NAME AND TELEPHONE NUMBER) “ in red on a white background and of prominent size and location**
- ! If external, cordon off the area with barrier tape.

No person other than the Asbestos Consultant or approved and licensed asbestos removal contractor shall interfere with any suspect material and shall not do so without prior consultation with the same.

On receiving notification of suspected asbestos, asbestos consultant will:

1. (i) As soon as possible inspect the area;
2. (ii) If considered necessary the asbestos consultant will, following contact with the property manager, arrange for a sample of the materials to be taken for analysis;
3. (iii) Give a written report of the results of the investigation to the property manager
4. (iv) Asbestos consultant will advise on any measures considered necessary to minimise the risk to health in the interim period.

Action when the presence of asbestos confirmed

The action taken will be based on the risk to health posed by the location and condition and costs involved in removing or encapsulating. The possible courses of action are:

(a.i.1.a.i) Leave alone and monitor condition on a regular basis – 12 monthly intervals and as agreed with Asbestos Consultant.

(ii) Leave the asbestos product in situ but seal it in an approved manner and inspect/ monitor on a regular basis;

(iii) Remove asbestos product by a method approved by the asbestos consultant for that particular product and replace with non-asbestos- containing substitute as required.

The consideration on which a choice of options is to be based will include:

(i) Vulnerability – is it in an area where it is likely to be physically damaged from impact or abrasion?

(ii) Friability – is the material liable to degrade and release fibres?

(iii) Condition – what is the condition of the material? If in good condition, is it likely to degrade in the future?

(iv) Accessibility – is the asbestos readily accessible? If it were not accessible, would removal cause more hazards from fibre release than encapsulation, sealing or leaving alone.

4) **Petroleum or fuel leak or chemical spillage** – Such an incident might arise at a vehicle parked in one of the parking areas or as a result of an accident or condition of vehicle.

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Each occupier's emergency procedures should indicate who calls the emergency services if necessary. A full spillage Kit is located in plant room within the service yard.

If there is an occupant in the car, they should be asked by occupier to turn off the engine and vacate the vehicle if able to do so.

All persons in the vicinity must be requested to extinguish cigarettes, move to a safe distance, turn off all mobile phones/pagers and refrain from starting other vehicles in the area.

The occupier should inform adjacent occupiers if there is deemed to be a potential threat to persons or property.

Site Specific Issues

- ! *Spillages will be dealt with by Cleaning Contractor, the area of the spillage will be cordoned off and a fuel spillage kit will be used to soak up the spillage and then placed into the correct container for disposal.*
- ! *Palmaris Services will be contacted on Tel: 01236 438040 to remove chemical waste.*

Electrical Sub-station

Sub-stations are located on in the service yard. Each occupier's emergency procedures should require staff that becomes aware of a situation which may constitute an emergency to:

- ! Advise all persons in vicinity to move to a safe distance.
- ! Check the emergency information on the door and follow instructions. Do not put yourselves at risk by trying to help. 5a) **Major Electrical Defect**

In the event of a power shortage the centre is equipped with a backup generator; this will operate all emergency lighting and office equipment for up to 12 hours.

6)

! *Location of mains supply is in the sub stations on service yard on the left hand side after the waste compactor. ! Location of isolation switches are in the meter room service yard and main plant room.*

! *Action to be taken if the lifts within the building are out members of Security and Cleaning staff to help public in use of the stairs and in the event of persons being trapped in the lift, the lift contractor will be called to manually lower the lift.*

Bomb Threats

Each occupier should have a policy for action to be taken by staff that receives a phone call, which threatens action against individuals or property, and should contact the centre management office immediately.

Bomb Scare Procedures

A bomb warning may be received from:

- * A member of the public
- * The Police
- * A tenant
- * Or directly to the Centre

1. In the case of a telephone warning, detailed information should be sought from the caller. A copy of the attached form RECORD OF TELEPHONE BOMB WARNING

should be readily available at all times close to the switch board, and should be completed there and then by the person taking the call.

2. All bomb threats received by the tenants or members of the public should be reported immediately to the Centre Management. The Centre Management will:-

⇒ Call for Police assistance to evaluate the situation.

∩) Notify other tenants by issuing **BOMB ALERT CARDS** as shown with specific instruction for tenants. **BOMB ALERT CARDS** will also be issued if a bomb threat is made directly to the Centre.

3. The Centre Management will need to evaluate the need for immediate evacuation of all or part of the Centre. In general this should only occur when a suspicious package has been identified or on Police advise. To evacuate without detailed knowledge about the source of the bomb could expose people to greater injury.

Searches of the common areas in the Centre should be carried out systematically under the direction of the Centre Management. Searches of individual shops or offices should be carried out by tenants, who will need to co-operate and consult with the Centre Management at all times.

4. 5.

6. 7.

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7)

The Controller should ensure that the Master Check Sheet is completed correctly.

Suspect packages should on no account be touched. The immediate area should be cleared and fire extinguishers made ready in the vicinity pending the arrival of the emergency services.

If an incendiary device ignites, attempts should be made to extinguish the fire, provided that personnel are not exposed to undue danger.

If evacuation proves necessary, the procedure detailed in the document bomb evacuation should be followed. People should be routed away from any potential danger area.

A serious crime may have been committed. CCTV systems must be switched on and operating throughout a bomb warning, and the names and addresses of all potential witnesses to an incident should be obtained wherever possible.

Should the call result in the emergency services being called they will take charge of the situation and evacuate adjacent / affected occupiers, if not already done so by the affect occupiers. (See Appendix B)

Suspicious Package or vehicle

If a suspicious package or vehicle is located in occupiers demise the occupier should instigate his own emergency procedures.

If the package/vehicle is located in landlords demise the emergency services should be called and other occupiers informed of the problem.

The emergency services will take charge of the situation upon arrival at site. Reith Lambert duty manager should be informed (see Appendix 1). **Water Leak**

Each occupier's emergency procedure should require all staff that become aware of a major external water leak, such as the potential to burst main, are to report to the and

contact the water company's emergency line (see Appendix 1).

The occupier locating problem should inform adjacent occupiers.

Building Collapse or Damage to Building Resulting in Debris Falling from Height

The site contact should be notified immediately.

- ! *The appointed M&E contractor will initially assess the damage.*
- ! *The surveyor responsible for the property will be contacted.*
- ! *The area will be made safe by the appointed M&E contractor.*

Damage to materials suspected of containing asbestos

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Tenants will be expected to ensure that they have their own procedures in place for dealing with this hazard within their demise.

Where there is damage to asbestos containing materials that could affect other site users the principle site contact should be notified.

The following precautions should be instigated by the principle site contact where there is a risk of a number of people being affected or where Reith Lambert responsible for the site:

1. Segregate the area
2. Lock off contaminated areas if possible.
3. Sign areas to ensure that accidental re-entry is not possible and inform the relevant individuals by telephone
4. The principle site contact should contact BES and follow their advice.
5. Also refer to the asbestos policy

7. 11) Biological and Chemical Threats by Post

This will not be a relevant risk for most sites and this section need not be included where this is the case. The following suspicions should be considered:

1* Discolouration, crystals or surface, strange odours or oily stains 2* Envelope with powder or powder-like residue 3* Excessive tape or string 4* Unusual size or weight given size

5* Lopsided or oddly-shaped envelope 6* Postmark that does not match return address 7*

Restrictive endorsements such as "Personal" or "Confidential" 8* Excessive postage 9* Handwritten, block-printed or poorly-typed addresses

- 10.10* Incorrect titles
- 11.11* Title but no name
- 12.12* Misspellings of common words
- 13.13* No return address
- 14.14* Addressed to individual no longer with organisation
- 15.15* Packages from destinations that are not expected

If it is believed that a suspicious package has been identified

- 16.16* Do not touch the package further or move it to another location
- 17.17* Shut windows and doors in the room and leave the room, but keep yourself

separate from others and available for medical examination

18.18* Switch off any room air conditioning system

19.19* Notify the principle site contact

If anyone believes they have been exposed to biological/chemical material

20* Remain calm

21.21* Do not touch eyes, nose or any other part of the body

22.22* Wash your hands in ordinary soap where facilities are provided, but staff movement outside contained locations should be avoided as much as possible

23.23* Notify police immediately using the 999 system

24.24* Keep all persons exposed to the material separate from others and available for medical attention

25.25* Other people should assemble at a safe distance from the incident and continue to be guided by the police and the other emergency services

The following points should be considered in the site specific plan where there is considered to be a risk at a particular site:

- 1. The post is hand delivered to the centre management office the post is then picked up by the Centre duty manager.*
- 2. Use of PPE such as gloves. Masks may be considered when the risk is high.*
- 3. In the event of a possible alert. Centre staff will, shutting down air conditioning systems, closing doors or windows.*
- 4. Washing facilities can be located in the management office.*
- 5. If contamination is suspected, the person responsible will evacuate the area ensuring staff avoid the possible contamination are, leaving immediately by the office door.*
- 6. Security staff will alert the emergency services, as per bomb (See Appendix)*
- 9) **Press and Public Relations** should refrain from contacting /answering media enquiries. Incidents on landlord's demise should be directed through Reith Lambert duty manager.*
- 10.10) This document will be reviewed on an annual basis.*

The Paisley Shopping Centre 23 High Street, Paisley,

PA1-2AQ

EMERGENCY CONTACT LISTS

Occupiers

Managing Agents:

Reith Lambert 21 Blythswood Square Glasgow G2 4BL

Emergency Services & Utilities Police, Ambulance, Fire 999 G4S: Red Care

Tel No. 0333 2020 002

Gas: Emergency: Scottish Gas

Gas: 95 Kilbirnie St, Glasgow,
G5 8JD

Electricity : Scottish Power Cathcart Business Park
Spean Street Glasgow G44 4BE

Water : Scottish Water Castle House

6 Castle Drive Carnegie Campus Dunfirmline KY11 8GG

Tel No. 0845 601 8855

Lift Winding Engineer: Hart Lifts

Emergency Liaison Officer Local Authority Renfrewshire Council

Contract No. 059864 Password. Whitch

Tel No. 0800 111 999 Tel No. 0141 418 4121

Tel No. 0845 272 7999

Tel No. 0141 772 9797

Tel No. 0141 618 7104 Tel No. 0300 300 0330

Appendix 1

Fire Evacuation Procedures

Last updated: December 02/12/2020

Fire Alarm Activations

In the event of fire alarm activation, the fire alarm address number will appear on the fire alarm panel. The security officer on duty in the control room is to despatch an officer to the area.

On arrival at the activation, the officer must inform Control immediately if he/she cannot gain access to the area or if he/she can see or sense a fire. In this case, the officer on Control duties must inform the centre management immediately. If the activation is in a tenants unit, the key holder should be informed. The centre management must be contacted at the earliest opportunity.

Discovery of a Fire On discovery of a fire a security officer must:

! Activate the nearest break glass

- ! Inform control of the location, source and type of fire
- ! Evacuate the immediate area
- ! Fight the fire if it is safe to do so

Security personnel should be aware that the fire alarm is connected directly to a monitoring service that will inform the fire services immediately if the alarm activates, therefore in the event of a fire the control room operative is not required to call the emergency services, however in order to back up the monitoring system, in the event of an activation resulting from an actual fire the operative must dial 999 giving the address as and location of the fire

Ensure that the fire services are given as much information as possible i.e. nearest access point and type and source of fire.

All activations must be recorded in the fire log located in the centre Security Control Room. Fire Alarm Test – Landlords The fire alarm and sounders are tested daily, and the Sprinklers are tested every Sunday.

The landlord's break glass test is completed daily. All test results are to be recorded in the

fire log located in the centre administrator's office. Any faults or discrepancies discovered during testing are to be brought to the attention of the centre management as soon as possible.

Fire Alarm Test – Tenants

All tenants' fire alarms are to be tested weekly by the tenants witnessed by a security officer. One break glass in each unit is to be tested and recorded on the test sheet records provided. Each week a different break glass is to be selected to ensure the security control room is receiving a signal and that the tenant's fire alarm is working effectively. All test results are to be recorded in the fire log located in the centre administrator's office. Any faults or discrepancies discovered during testing are to be brought to the attention of the tenant and the centre management as soon as possible.

Fire Alarm Faults

Faults are indicated on the fire panel by a yellow lamp becoming illuminated. happen for a number of reasons:

- ! Smoke head removed
- ! Break glass fault i.e. break glass vandalised
- ! Fault in the Public Address System
- ! Low Output

This will

In every case, a line fault will indicate that a circuit has been broken or disconnected. Any faults must be investigated immediately. Any faults or discrepancies discovered during testing are to be brought to the attention of the centre management as soon as possible.

Fire Alarm Repeater Panels Fire alarm repeater panels are located:

- ! At the entrance to mall High Street.
- ! At the entrance to mall Causeyside Street.
- ! In control room.

Sprinkler or Pump Alarm

In the event of a sprinkler or pump activation, the panel will indicate which pump is running and its condition. This alarm will normally activate on the fire alarm panel.

If there is no activation on the fire alarm the patrolling officer should check to see where it has activated. They then should obtain the key so that they can check area where the sprinkler valve that has activated. On arrival at the sprinkler room, the officer will note the number of the sprinkler which has activated by looking at the indicator panel above the sprinkler valve and compare this to the pressure gauge on the affected valve. (The pressure on the affected valve will be fluctuating). The colour of the illuminated light on the indicator panel will correspond to the colour-coded map on the sprinkler room door and will give the location of the affected area. This area must be checked immediately.

Sprinkler Sets and Pumps

Shutting down a sprinkler valve after activation is a dangerous procedure and should therefore not be undertaken by any untrained security officer. Full training on how to shut down the sprinkler pump and how to test the sprinkler system will be given to security personnel by Vipond Fire Protection.

The pressure on the sprinkler sets and the fuel level on the diesel pump are to be checked

daily by a security officer and the appropriate details should be recorded on the sprinkler pump room operational checklist.

Evacuation Procedures

Should it be necessary to evacuate The Paisley Shopping Centre at any time the following procedures should be adhered to.

Each guard / cleaner is issued with an evacuation card at the start of each shift. Upon hearing the instruction to evacuate they should follow the procedures on the card that they have been issued.

Fire Evacuation Broadcast Procedure

1. Press the **EVAC** button (press again to cancel)
2. Broadcast the message: -

“An emergency situation has arisen within the centre please leave the centre in an orderly manner by the nearest available exit”

Evacuation out of Hours

The procedures for dealing with fire alarm activations are addressed in Fire **Protection and Procedures**. Therefore, the fire services should have already been called to site and any evacuation of the centre will be co-ordinated by them.

A member of the centre management must be informed at the earliest opportunity and the security personnel are to keep clear and accurate records of all events during the evacuation. These are to be presented to the centre management at the earliest opportunity.

Evacuation and Assembly Points

The evacuation and assembly point for tenants, contractors is on the corner of New Street facing Cufuffials Bar. High Street/Cenotaph for High Street Mall tenants, Weighouse Close for New Street tenants (mainly In-Shops) and Forbes Place for Causeyside Street tenants. These points should be manned throughout the evacuation so that all tenant / contractors can inform security that there area is clear.

Evacuation Procedures Zone 1 - Security

On hearing continuous alarm

! ! ! ! !

Make your way to management suite corridor to retrieve the No Entry boards.

Place one No Entry board at the High Street doors.

Sweep all areas to check that all members of the Public/tenants are off site.

Make your way to High Street doors to make sure that no one enters.

The Fire Brigade will generally come to this location unless directed to go elsewhere. Assist and take them to location of fire/event, if need be pass onto next evac staff member until they are at the correct location.

Keep radio communication to a minimum

Evacuation Procedures Zone 2 - Security

On hearing continuous alarm

!

! !

!

Bring down mall lifts to ground floor and lock off (this should happen automatically).

Check toilets for members of the public.

Usher members of the public/tenants in a calm but authoritative manner to nearest exit (Stair 10) away from the centre.

Once area clear make your way to New Street entrance (Stair 9) switch with housekeeper and make sure that no one enters until all clear is given.

Keep radio communication to a minimum

Evacuation Procedures Zone 3 - Security

On hearing continuous alarm ! Make your way down to assemble point. ! Tick of all tenants names on tick sheet as they

arrive at evacuation point.

Keep radio communication to a minimum

Evacuation Procedures Zone 4 – Security Control

On hearing continuous alarm

! ! !

Press the evacuation button on the PA system Raise all exit barriers Monitor evacuation and coordinate with

Centre Management/Security supervisor and staff on site making sure the evacuation is documented.

Keep radio communication to a minimum

Evacuation Procedures Zone 5 Housekeeping

On hearing continuous alarm ! Usher members of the public/tenants in a calm

but authoritative manner to nearest exit away from

the centre via Stair 9 ! When no one is left on site switch with Security

at Stair 10 and do not allow access.

Keep radio communication to a minimum

Evacuation Procedures Zone 6 Waste management team

On hearing continuous alarm

! !

! !

Make your way to basement.

Usher tenants/drivers out of basement area to the assembly point (start at Allders area working towards entrance.

Make sure drivers leave vehicles in basement. Check service areas for tenants.

Keep radio communication to a minimum

Evacuation Procedures Zone 7 Any extra staff on duty

On hearing continuous alarm

! !

You will be assigned a zone by Centre Management/Security Supervisor to assist with evacuation (you will be trained in all zones).

Usher members of the public/tenants in a calm but authoritative manner to nearest exit away from the centre.

Keep radio communication to a minimum

Appendix 2

Bomb Scare Procedure

Last updated: December 02/11/2020 A bomb warning may be received from:

- * A member of the public
- * The Police
- * A tenant
- * Or directly to the Centre

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10.

In the case of a telephone warning, detailed information should be sought from the caller. A copy of the attached form **RECORD OF TELEPHONE BOMB WARNING** should be readily available at all times close to the switch board and should be completed there and then by the person taking the call.

All bomb threats received by the tenants or members of the public should be reported immediately to the Centre Management. The Centre Management will: -

Call for Police assistance to evaluate the situation.

U)

f) Notify other tenants by issuing **BOMB ALERT CARDS** as shown with specific instruction for tenants. **BOMB ALERT CARDS** will also be issued if a bomb threat is made directly to the Centre.

11. The Centre Management will need to evaluate the need for immediate evacuation of all or part of the Centre. In general this should only occur when a suspicious package has been identified or on Police advise. To evacuate without detailed knowledge about the source of the bomb could expose people to greater injury.

12. Searches of the common areas in the Centre should be carried out systematically under the direction of the Centre Management. Searches of individual shops or offices should be carried out by tenants, who will need to co-operate and consult with the Centre Management at all times.

13. The Controller should ensure that the Master Check Sheet is completed correctly.

14. Suspect packages should on no account be touched. The immediate area should be cleared and fire extinguishers made ready in the vicinity pending the arrival of the emergency services.

15. If an incendiary device ignites, attempts should be made to extinguish the fire, provided that personnel are not exposed to undue danger.

16. If evacuation proves necessary, the procedure detailed in the document bomb evacuation should be followed. People should be routed away from any potential

danger area.

17. A serious crime may have been committed. CCTV systems must be switched on and operating throughout a bomb warning, and the names and addresses of all potential witnesses to an incident should be obtained wherever possible.

Evacuation Area

The evacuation area is to be checked and all clear of suspect package before evacuation can begin.

Bomb Threat Procedure Zone 1 – Security

On hearing Code Blue over the radio begin to search zone 1 of the mall and turn off your radio. Once you have searched your area make your way to the control room and wait for further instruction.

There is to be no radio communication until all clear is given.

Bomb Threat Procedure Zone 2 – Security

On hearing Code Blue over the radio begin to search zone 2 of the mall and turn off your radio. Once you have searched your area make your way to the control room and wait for further instruction. **There is to be no radio communication until all clear is given.**

Bomb Threat Procedure Zone 3 – Security

On hearing Code Blue over the radio begin to search zone 3 of the mall and turn off your radio. Once you have searched your area and the male and female toilets make your way to the control room and wait for further instruction.

There is to be no radio communication until all clear is given.

Bomb Threat Procedure Zone 4 - Security Control Room

When receiving a Bomb Threat fill in correct paperwork and then call a code blue over the radio. Retrieve master copy of zone check list and wait for staff and tenants to give all clear.

There is to be no radio communication until all clear is given.

Bomb Threat Procedure Zone 6 – Cleaner

On hearing code blue over the radio make your way to the control room in a calm and orderly manner. On receiving your clip board start distributing out the alert cards from Savers to Co- op Level 2. Once you have finished distributing the alert cards return to the office and wait for further instruction.

There is to be no radio communication until all clear is given.

Bomb Threat Procedure Zone 7 – Cleaner

On hearing code blue over the radio make your way to the control room in a calm and orderly manner. On receiving your clip board start distributing out the alert cards from Fringe to Skills Scotland (on Causeyside Street). Once you have finished distributing the alert cards return to the office and wait for further instruction.

There is to be no radio communication until all clear is given. Suspect Packages On discovery of a suspect package, the Centre Manager is to be informed. In the event that security is unable to contact a member of the centre management, the following procedure is to be followed:

- ! The area around the suspect package is to be cordoned off and the police are to be informed
- ! A duty officer will man the cordon (unless instructed to leave by the police) with the

purpose of ensuring the affected area is kept clear of the public

- ! Further instructions will be given on the arrival of the police, who will then assume control of the situation
- ! Any evacuation of the residential areas is to be undertaken by the police

! The security personnel are to keep clear and accurate records of all events during the evacuation. These are to be presented to the centre management at the earliest opportunity

Bomb Threats

On receipt of a bomb threat and after the completion of the telephone bomb warning sheet, the Centre Manager is to be informed. If the security officer is unable to contact a member of the centre management, the following procedure is to be followed:

- ! The police are to be informed immediately
- ! Further instructions will be given on the arrival of the police, who will then assume control of the situation
- ! Any evacuation of the residential areas is to be undertaken by the police
- ! The police may require all emergency call out numbers for tenants to be contacted with the request to come in and search their premises – this will only take place when specific instructions have been given
- ! The security personnel are to keep clear and accurate records of all events during the evacuation. These are to be presented to the centre management at the earliest opportunity.

General Information for Dealing with Bomb Threats and Suspicious Packages

Bombs are easily disguised. They may be hidden in bags, cases or other everyday containers and in out of the way places. Vehicles can carry large bombs without showing any signs. You should treat any object which is unusual or out of place with suspicion.

There are four kinds of bomb:

- ! The high explosive bomb
- ! The vehicle bombs
- ! The incendiary device
- ! The postal bomb

The High Explosive Bomb

High explosive bombs can kill or injure people by their blast or by causing flying debris, particularly glass. Bombs small enough to be hidden in a bag or holdall may be big enough to cause serious damage to property.

The Vehicle Bomb

A vehicle containing a large high explosive bomb could be parked in the car park, loading bay or near the property. A smaller bomb may be attached to the underside of a vehicle to kill the person inside when they move the vehicle.

The Incendiary Bomb

The retail industry is particularly at risk from incendiary bombs. They are normally small and very difficult to detect. They may be hidden inside a cigarette packet or cassette box. Terrorists normally put them among the goods on display in a shop i.e. in the pockets of

clothes or inside furniture. Incendiary bombs are often designed to go off in the early hours of the morning when there is no one in the shop.

Postal Bombs

Letter and parcel bombs are envelopes and packages designed to kill or injure people when they are opened. They may not come through the post; they may be delivered by hand.

Any of

! ! ! ! ! ! ! !

the following signs should warn you that a letter or package might contain a bomb:

There may be grease marks on the envelope or wrapping The envelope or package might smell like marzipan or machine oil You may be able to see wires or foil, especially if the envelope or package is damaged The envelope or package may feel very heavy for its size It may be heavier in some places than others The envelope may be soft but the contents will be hard The package may have been delivered by hand by somebody you do not know There may be too many stamps for the weight of the package

Detection of Bombs

Look out for suspicious or unusual behaviour and report anything which seems wrong or out of place. Question people who are in the area where they should not be. Look out for the following:

- ! Somebody leaving a package or other object in an unlikely place
- ! Somebody placing rather than dropping something into a litter bin
- ! In shops, somebody putting something in an unusual place i.e. among clothes or in furniture, especially if somebody else is keeping lookout for them.

If you do not know why a package or a vehicle is there, and you are suspicious of it follow these instructions:

- ! Do not touch or move it
- ! Clear people from the immediate area
- ! Inform the centre management and the police

How to's On the following pages you will find short instructions and descriptions of processes. If you

have any questions or if something is unclear, please ask your team members for help.

8. Instructions on how to use the scanner

- 1. Turn Canon Inkjet MP460 Printer on**
- 2. Click on the Microsoft Logo on the bottom left of screen**
- 3. Select Devices and Printers**
- 4. Double click on Canon Inkjet MP460**
- 5. Scroll down to Scanner Management (no. 2 on the list)**
- 6. Click on Scan Photos or Documents**
- 7. Choose Photo (default) or change to Documents. If unsure about item preview and change accordingly**

8. Place item face down on scanner and click scan button with the mouse (repeat as necessary)

9. Tag (optional) and import

N.B. Save item to a location where it will be easy to find, e.g. my documents, desktop etc. If you don't do this, the item will be saved to libraries.