

Cadw Custodian Handbook

2017

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Section 1.0 Introduction

1.1 Opening Statement

Cadw's Purpose

Cadw is the Welsh Government historic environment service, working for an accessible, well-protected historic environment.

Cadw's Objectives

We conserve Wales's heritage to the best possible standard. We have responsibility for some of the most significant monuments in the world.

We help sustain the distinctive character of Wales's landscapes and towns.

We help people understand and care about their place and history - and the place of Wales in the world.

We make a real difference to people's wellbeing in Wales.

Guiding Principles & Values

Custodianship – we have a responsibility for the great monuments and historic buildings and landscapes in Wales. We will fulfil our responsibilities to the highest possible standards of professionalism, integrity, environmental responsibility and conservation excellence.

People focus – we are proud to be working for the people of Wales and aim to provide excellent customer service which, in turn, fosters public enjoyment and appreciation of the Welsh historic environment.

Business-minded – we are accountable to Welsh Ministers and the people of Wales for how we use resources, so we are committed to securing best value from those resources and to generate income through business activities to reduce the call upon the public purse.

Leadership – we are the lead body for the protection and the interpretation of the Welsh historic environment. We cannot achieve all that is necessary alone, but others look to us to foster partnerships and co-ordinate joint action. Our dedication and passion for what we do will sustain us and inspire others.

Creative spark – we will be imaginative in our approach to our work, using creativity as a principle of delivery and encouraging others to respond creatively to the Welsh historic environment.

Investing in each other – we know that our people are vital to our success. We will invest in each other's development and foster a climate of mutual support and respect.

Please refer to 11.0 appendices for the complete Visitor & Business Services Business Plan 2011/12.

1.2 Customer Services

Institute of Customer Service
From Jan 2017, we will be members

1.3 Providing Information for Public, Press & Visitors

Correspondence from the Public

Correspondence requesting information about the monument should be answered by the Head/Lead Custodian, wherever possible. If in doubt, the query should be referred to the Visitor & Business Services at Head Office. Acting as a local Tourist Information Centre is a valuable service to visitors.

Letters received by the monuments in Welsh should be replied to in Welsh. Welsh speaking staff are encouraged to draft in Welsh. Drafts – except for short letters and simple translations – should be checked by the Translation Unit.

Information requests from Visitors

Historical information is available at many monuments on interpretation panels, in exhibitions and in publications available for sale. Visitors should be encouraged to purchase relevant publications and to use audio/visual equipment where available. Where audio/visual equipment is installed, it is important that it is kept clean and in good working order.

Every visitor or group of visitors should be offered the opportunity to purchase a guide book.

Press Enquiries

Press enquiries will fall into one of two categories:

Incident based - That is, those which concern the operation, management, or policies of Cadw in any of its roles and responsibilities. For example: an accident to a visitor, a complaint, a query about a listing decision and so on. These will be dealt with initially by the Welsh Government Press Office, telephone 029 2082 5111. This is the main Government switchboard, and is an "all hours" number. Your call will be put through to the Cadw Press Office which hold out-of-hours phone lists and will decide who they need to speak to from Head Office.

Contact Cadw Commercial (phone number)

Request for Information – These will inevitably be about Cadw's role in relation to guardianship of monuments and would normally be dealt with by Visitor Services at Headquarters 01443 336106.

General Marketing or promotional calls should be directed to Catrin Elis, Marketing and Audience Development Manager 01443 336220

Advertising enquiries – Equinox Communications; telephone 029 2076 4100 or Fax 029 2076 8960.

1.4 Social Media

The Cadw Facebook page, the @cadwwales and @cadwcymru Twitter accounts, the cadwwales Pinterest account and the TripAdvisor pages for staffed and unstaffed monuments are all managed centrally by Ceri Thomas / David Rees.

Training sessions for representatives from most of our sites were held at our Plas Carew offices in January. A further session will follow later this year to include the few sites that were not staffed when the initial training took place.

Each monument has a Facebook and Twitter page and it would be the site's responsibility to manage its own specific pages and keep them active. We would advise that sites aim for three original posts a week. This will be in addition to any retweeting, liking, sharing or responding to messages that are received on your social media accounts. We appreciate that you may have more activity at your sites to share on your social media accounts during busy periods of the year. You are more than welcome to post more frequently than this when you have lots of great content to share!

We ask that social media posts and content are planned in advance wherever possible and sent in to us two weeks before the date it is published. A spreadsheet will be circulated each week for you to fill out your planned tweets/posts.

We understand that it is not always possible to keep to this timeline in urgent cases i.e. when an urgent post needs to be published out-of-hours which isn't covered by our generic spreadsheet, but the vast majority of your events / news / general content for your Facebook / Twitter channels should be able to be planned.

We would need all posts to be sent out bilingually, and at the same time, due to the Welsh Language Standards. Welsh and English messages will need to be sent out separately on Facebook and Twitter and not combined into the same post. All translation needs to be carried out by us (for consistency of tone and language) and will be returned to you on the spreadsheet mentioned above. We are on hand should you want to clarify anything about the Welsh language guidance that has been issued or responding/sharing messages you have received.

We have some really good content being published on our social media channels and we are looking forward to seeing lots more interesting content and images this year! Should you want any help with any queries about your accounts or social media in general and ideas you may have, please get in touch with either David Rees / Social Media Officer or Ceri Thomas!

We do have access to a great image library here at head office, which you are welcome to request photos from. To solve any issues in relation to taking images, using images (from the Cadw photographic library or elsewhere), licensing of or distribution of images, our Photographic and Images Officer Verity Hadfield would be happy to help!

1.5 Controlling Expenditure

Controlling expenditure can be achieved by:

- Supervising and training of full-time and seasonal staff including controlling the hours worked, with advice from the Regional Manager.
- Head/Lead Custodians should plan the weekly staffing rota for their monument, taking into account both services to visitors and staffing costs.

Miscellaneous

Postage - A record is to be kept of stamps and stationery purchased, the purpose for which they were used and what mail was sent to whom and the date.

Telephone calls – Normally only Cadw employees should be allowed to use the monument telephone and mobile telephone for work and emergency use. However, in case of emergency, visitors may use the telephone. All other enquiries – including BT Charge card holders – should be referred to the nearest public pay phone.

Cadw staff should not make personal phone calls during working hours unless in an emergency.

Reminder – re: personal mobiles and inappropriate use

Except for emergencies, personal mobiles should not be in use for private business, calls and texts (incoming or outgoing) except during work breaks. Where possible this use should be away from the public, and it's certainly inappropriate whilst dealing with visitors on site.

1.6 Contacts

Neal O'Leary	Head of Conservation and Operational Services	01443 336062 07854 097850
Jayne Rowlands	Head of Estates <u>and Property</u>	01443 336067 07970 664495
Jackie Arrowsmith	Regional Manager <u>Custodians, South Wales</u>	01443 336079 07967 213403
Stacy Birkett	Regional Manager <u>Custodians, North Wales</u>	07970 862349
Steve Jones	Programme and Operational Planning Manager	01443 336145
Chris Wilson	Project Manager	0300 062 5839
John Pollard	Monument Conservation and Design Services Surveyor, North	0300 062 5693 07967 720302
Paul Cascarini	Monument Conservation and Design Services Surveyor, South	01443 336008 07964 114514
Paul Hughes	Conservation Design and Projects Manager	01443 336020
Laurence Toole	Conservation Works and Property Manager, South Central	01443 336120 07805 854960
Alan Cornish	Conservation Works and Property Manager, South East	01443 336120 07968 513192
Lynn Howells	Conservation Works and Property Manager, South West	07968 513190
Gwilym Pritchard	Conservation Works and Property Manager, North	0300 062 5692 07967 720303
Alun Martin	Conservation Works Supervisor, South Central East	07970 206714
Dave Thomas	Conservation Works Supervisor, South West	07968 513196
Gwynfor Olsen	Conservation Works Supervisor, North	07980 581280
Andrew Roach	Business Unit Manager	01443 336035
Julian Bedgood	Programme and Budget Monitoring Officer, South	01443 336018
TS	Programme and Budget Monitoring Officer, North	0300 0625690
Dave Penberthy	Head of Interpretation	01443 336080 07968 513913
Erin Lloyd-Jones	Heritage Interpretation Manager	0300 062 5843 07880 358441
Andree Thomas	Estates Team Leader	01443 336101
David Milne	Estates Support	01443 336218
Lorraine Griffiths	Estates Support	01443 336049
	Retail and Business Development Officer	01443 336094
Kate Rowlands	Retail Purchasing Officer	01443 336092
Jayne Sherrard	Retail Operations Manager	01443 336060
John Godwin	Sales Team South Wales	01443 336093
Sue Hobbs	Sales Team North Wales	01443 336141
Paul Burrows	Cadw Stores, Rhymney	01685 841698

1.7 New Member of Staff Induction & Checklist

Every new member of staff is to be given a full induction by the Head/Lead Custodian and a record kept.

The following information should be included as a minimum:

- Job description, roles and duties including (briefly) the job roles of other members of staff.
- Relevant management structure and office operations. See appendix 7.0
- A thorough tour of the monument. Show him/her where the toilets are, fire exits and equipment, first aid facilities and kitchen/canteen room, clothing locker etc.
- A full explanation of Visitor Services, including that of any contractor movements.
- Health and Safety Fire/Evacuation procedures, Risk Assessments, and other procedures which are specific to the monument.
- Talk him/her through the Custodian Handbook, show the member of staff where the written file information is kept.
- Explain Welsh Government Policies relevant to Cadw staff. Show the member of staff how the written documents can be accessed, i.e. the Intranet and ishare
- Explain the daily routine, when breaks are taken, how long and whether the member of staff is to remain on monument during lunch/breaks etc.
- The new member of staff should be assigned a 'buddy' member of staff (head/lead or experienced co worker for at least the first six weeks of working. The 'buddy' should be a relatively long-standing member of staff, know the monument well and be a good communicator. In this way the new staff member can shadow the 'buddy' initially to ensure they become fully familiar with their duties, the monument procedures and can become confident and comfortable in their role for Cadw.
- After one month and three months thereafter the new member of staff should have a meeting with the Head/Lead Custodian to discuss any requirements or issues that may need to be addressed. A record of the meeting should be kept and any actions detailed with timescales stated. Once actions have been taken, (probation period) the record sheet is to be signed and dated by the actioner.
- Welsh Language – meet and greet
In accordance with the Welsh Language Standards, custodians must comply with the Service Standards when dealing with both face-to-face and telephone enquiries. The Service Standards set out these specific requirements placed on Welsh Government when dealing with the public (external to Welsh Government staff):
 - We must ensure that the best quality customer service is provided in the preferred language of the customer.
 - The Welsh language service must be no less favourable than any English language service would be.
 - We must promote and encourage the use of services in Welsh

Therefore we must all meet our visitors or answer the phone with a bilingual greeting, for example

Bore da/Good morning and Prynawn da/Good afternoon.

This shows the visitor/caller that the Welsh Government is happy to deal in the medium of Welsh.

If you would like **help with pronunciation**, please watch the e-Learning at Entry Level film in the related links section. Welsh speaking colleagues will also be happy to help you.

External callers must be able to use Welsh on the phone with us. Therefore when you receive a call in Welsh you must do the following:

- Deal with the call in Welsh if you are able to do so;

If not, explain that you are not able to speak Welsh and offer to take a message (or ask a Welsh speaker to do this on your behalf), and arrange for a reply in Welsh in writing or by telephone.

With regard to written correspondence:

- When you receive correspondence in Welsh, the reply must be in Welsh;
- Always use bilingual letter headings and branding on correspondence.

Always ensure that your auto-signature and out of office message are bilingual.

Section 2.0 Cadw Membership & Group Visits

2.1 Cadw Membership Applications

If an application is made in person at a monument, a Cadw Temporary Membership Voucher is issued. This is valid for two months from the date of issue.

The Custodian (if circumstances permit) or the applicant completes the top copy of the voucher. This must be done clearly and in full, including the postcode.

- The white (top) copy should be sent to Cadw's Membership contractor, Equinox Communications, within one week of joining;
- The blue copy is to be retained on monument as a record of the transaction;
- The green copy is given to the joining member and needs to be attached to the new Temporary Membership Card.
- The Custodian should ensure that the joining member's details and category of membership price paid are legible on all three copies of the voucher.

The permanent membership card will be sent by the membership contractor to the address that appears on the temporary voucher. Customers should allow 28 days for delivery of the permanent card and membership pack.

A membership pack (containing touring maps and car sticker) will be issued to the member by Equinox. One pack should be issued per membership.

Renewals cannot be dealt with on monument; in cases of difficulty, refer to Marketing.
Telephone: 0800 074 3121 Cadw Membership Department
cadwmembership@equinox.wales

Postal membership applications, whether to a monument or Head Office, are passed to Equinox for action.

Cadw members receive the following benefits:

- First year members are immediately free in Cadw and Manx Heritage sites.
- First year members receive half-price admission to monuments in the care of English Heritage and Historic Scotland.
- Renewal members receive free admission to monuments in the care of English Heritage and Historic Scotland.
- Life and Joint Life members gain free admission to Cadw, English Heritage, Historic Scotland & Manx National Heritage monuments as below:
 - **Cadw:** Free entry for Life member plus one adult and all children. Joint Life members can take one adult each **or** one adult plus children under 16.
 - **English Heritage:** Cadw Life members are entitled to free entry at EH sites, **plus** one adult guest and any children under the age of 16.

- **Historic Scotland:** Cadw Life members are entitled to free entry at HS sites, plus, **either** an adult **or** children free as their guest. If Joint Life members, one can take in an adult and the other, children (5-15 yrs).
- **Manx National Heritage:** Cadw Life members are entitled to free entry at MNH sites and may take their children/grandchildren under 16 and one adult guest, free of charge.
Cadw members receive a discount of 10% on any purchases from any of the Cadw gift shops, and free entry to Manx National Heritage properties.

Staff members do not receive discounts on the purchase of souvenirs and publications unless they have purchased Cadw membership.

From April 2017, people will be able to join Cadw as a member and renew online for the first time. We have been working to launch the new online membership function in time for Easter 2017. Cadw membership has grown from around 11,000 in 2012 to nearly 18,000 today, from 1,957 new members in 2012 to 5,520 new Cadw members in 2016. The online membership system aims to increase these figures even further and there is two-year target in place to increase membership by 25% by 2019.

The new online membership system will be hosted as a subsite of the Cadw website so customers should be asked to visit www.cadwmembership.wales or www.aelodaethcadw.cymru where they are able to join Cadw and pay online, in one payment or by monthly direct debit.

Cadw site staff should encourage customers to join using their own devices (phone, tablet, ipad etc) or they can use the enabled device at each admissions desk to help customers join online. Customers themselves must enter direct debit information, not Cadw staff. Custodians will be sent a separate briefing document on the new membership system in March.

For those customers who do not want to join online, the Temporary Membership Voucher system will still be in place but all staff should encourage online joining as a first option. The membership materials (pack, leaflet, TMV, stickers, cards) will be refreshed this year with updated designs and on-site membership signage provided to communicate the new system.

Any queries should be directed to Equinox Membership team on telephone: 0800 074 3121 or by email at cadwmembership@equinox.wales

English Heritage/Historic Scotland membership

First year members receive half-price admission to Cadw monuments. Renewal Members receive free admission to Cadw monuments.

Manx National Heritage

As of 1 January 2012, Manx N.H. members now receive free entry to Cadw monuments.

Joint Marketing Tickets, Discounted Vouchers and Promotional Schemes

For marketing reasons Cadw participates in a variety of promotions, some of short duration and others of a more long-term nature. Details of such schemes can be obtained from the Marketing team.

Membership contractor details:

Cadw Membership
FREEPOST RTKE-YKTG-SBXG
Equinox Communications
9 Cwrt-y-Parc
Earlswood Road
Cardiff
CF14 5GH
By phone: Freephone 0800 074 3121

For all membership enquiries please email: cadwmembership@equinox.wales or telephone 0800 074 3121.

Equinox General Telephone: 029 2076 4100

2.2 Explorer Passes

There are two types of Explorer Pass, valid for three or seven days. They are sold at Cadw Monuments and through the travel trade who may sell them individually to the general public or include them in a tourism package, e.g. a hotel "short break". The holder is entitled to free admission to all Cadw charging monuments for a period of either three days out of seven or seven days out of fourteen.

Each pass is available in three types:

- a. One adult/child* (consider "1 person")
- b. Two adults (consider "2 people")
- c. Family - two adults and all children. (1 or 2 adults and all children/grandchildren under 16)

** Note: Children under sixteen must be accompanied by an adult at all times.*

When a holder presents an Explorer Pass at a monument for the first time, it is the responsibility of Custodians to date-stamp the actual commencing and ending dates. Each ticket should be checked for validity.

The pass is not transferable.

Passes are **not valid** during special events, e.g. at an event where there is a **premium price** charged or during an **evening event**.

2.3 Visits by Tour Operators

Entry to monuments

Coach tours are allowed entry to the monument on presentation of a Tour Operators Voucher. The Voucher must be checked for validity against the official list of participating companies and organisations approved by Cadw, and that the number of Adults and Reduced Rate admissions correspond with the actual number admitted.

All paperwork should be submitted to Cadw Commercial on a monthly basis. It should be sent in a separate envelope marked 'Tour Operator Vouchers' and addressed to Cadw Commercial

The Voucher should contain the following information:

- a. name of company
- b. monument visited
- c. date of visit
- d. number in party, split between Adult and Reduced Rate.
- e. total price
- f. total of % reduction
- g. total amount to be invoiced

The voucher can be a pre-printed proforma or a piece of the company's headed paper.

The till receipt for each visit should be attached to the voucher; this will enable the visitor numbers and categories to be checked and confirmed.

If enquiries are received from non-members of the Tour Operators Voucher, these should be referred to the Visitor and Business Services. It is not essential for tour operators to be members of the Tour Operator Voucher Scheme and in this case payment is made as normal. There is a 10% reduction off the total group price if there are 15 or more within the group.

Any enquiries about membership of the Tour Operator Voucher Scheme should be referred to Cadw Commercial Team, telephone 01443 336105.

All group visits should be pre-booked at least one month in advance.

Visit details are to be put onto the i-Share system: (details to be input on ishare link for commercial team to match up)

Need to put link here

<https://documents.hf.wales.gov.uk/id:A2679041/document/versions/latest>

2.4 Visits by Local Residents & Groups

Free admission

The following categories are allowed free visits to Cadw monuments:

- Visits from Tour Operators and Journalists, known as FAM (Familiarisation Visits)
- Visits from Visit Wales and Tourist Information Centre staff.
- Visits from institutions or other organisations (e.g. councils) as part of an established medical or social rehabilitation programme.
- Visits by bona-fide heritage organisations.

Arrangements for all such visits have to be made in advance and in writing. The application must be made by the leader or responsible person to Visitor and Business Services or The **Commercial** Team and adequate notice must be given. Confirmation of the arrangements will be supplied to the relevant monument(s) by Visitor and Business Services or The Commercial Team when approval is given.

Visits by Journalists should be made through Visit Wales, Cardiff or their branch offices – North Wales Tourism, Mid Wales Tourism and Tourism South and West Wales. Independent visitors should be allowed approval after a check has been made with Visitor and Business Services (if possible); however, they should be asked (gently but firmly) to make arrangements for future visits with Visit Wales. Is this correct?

Visits by Tour Operators are often arranged through Visit Wales, but not always. Independent visitors should be allowed approval after a check has been made with Commercial Team (if possible); however, they should be asked (gently but firmly) to make arrangements for future visits with Commercial Team. There is an [ishare](#) link with a list of all approved tour operator companies.

Visits by bona-fide heritage organisations will be arranged through Commercial Team. Confirmation of the arrangements will be supplied to the relevant monument(s) by Commercial Team when approval is given. Enquiries of this nature should be referred to Commercial Team.

Visits outside normal working hours

Applications to visit monuments outside normal working hours can only be accepted from a recognised local or national organisation. They **must** be made in writing, usually with a minimum of one month's notice, Commercial Team. Applications will be considered on an individual basis and will **only** be approved where staffing or key keeping arrangements can be arranged. Visits to monuments closed for the winter period or for maintenance purposes **cannot** be arranged.

The normal admission prices will apply. In addition, a charge will be made for any staff overtime costs incurred, which will be based on the standard Cadw rates. The payments for the total amount will need to be forwarded to Headquarters following the receipt of an invoice. This is because the overtime charges cannot be made to the monument, although the admission charges can be received.

On receipt of an application and due consideration made, a decision will be confirmed in writing. Details will be sent to the monument(s), and the organisers asked to liaise with the Head/Lead Custodian regarding the arrangements.

Any enquiries on these visits must be referred to Cadw Commercial Team.

2.5 Educational Visits – Check for updates to this section with Education Team

Free educational entry to Cadw monuments will be granted to groups provided the following conditions are satisfied:

- School and college groups are being educated in a European Union educational establishment.
- The visit is booked not less than 10 working days in advance.
- The visit takes place during advertised opening hours, and during term time of the educational establishment.
- Adult education groups are part of local authority, university, U3A, WEA or similar advertised provision.
- At least one qualified First Aider accompanies each school group.
- Pupils are supervised for the whole visit, at the following teacher to pupil ratios: 1:2 for those aged 5 and under, 1:6 for 5-7 years, 1:10 for 8-16 years, and 1:15 for 16+.
- Exchange students are allowed free visits provided that they are part of an organised exchange programme. Applications must be made by the host establishment.
- Young Archaeologist groups are entitled to free education visits.
- Each group is to arrange their own Risk Assessment – this is not a service provided by Cadw.
- Home education – visits are permitted in term time weekdays only.

Online form to be complete, details are on Cadw website

Educational Visits Booking Procedure

The following procedure should be followed:

Applications to visit the following monuments should be made direct to the Head/Lead Custodian at the monument.

Self Led Visits

Beaumaris Castle	Criccieth Castle*	Rhuddlan Castle*
Blaenavon Ironworks*	Denbigh Castle*	Rug Chapel*
Caernarfon Castle	Harlech Castle	St David's Bishop's Palace
Caerphilly Castle	Kidwelly Castle	Strata Florida Abbey*
Castell Coch	Laugharne Castle*	Tintern Abbey
Chepstow Castle	Oxwich Castle*	Tretower Court & Castle*
Cilgerran Castle*	Plas Mawr, Conwy*	Valle Crucis Abbey*
Conwy Castle	Raglan Castle	

Caerleon Amphitheatre & Fortress Baths – all applications are to be made to the Roman Legionary Museum, Caerleon.

* During the winter months, monuments marked with an asterisk are either unstaffed, closed, or have reduced opening hours.

All applications should be made using the education booking form on the learning and discovery pages on the Cadw website: <http://cadw.gov.wales/learning/?lang=en> This form is to be given to the site at the time of visiting.

All applications are dealt with in strict rotation. If the safe limit of free admission for the proposed date has been reached, the permit will (whenever possible) be issued for an alternative choice of date.

Educational Visits Online Resources

Educational visit organisers should be directed to the Resources section of the Cadw website: www.cadw.wales.gov.uk/learning/resources

The Resources section is full of essential information for use before, during and after educational visits.

Treasure Chests

At a selection of the sites, treasure chests full of replica historical artefacts are available for education groups to use during their visit. The items stimulate the senses and help children understand everyday life at each site. Enquiries about the availability of the treasure chest can be made when booking the visit.

Treasure chests are available at the following sites:

Medieval:

- Beaumaris Castle
- Caernarfon Castle
- Caerphilly Castle
- Castell Coch
- Criccieth Castle
- Kidwelly Castle
- Valle Crucis Abbey

Tudor:

- Plas Mawr Elizabethan House
- Raglan Castle
- Tretower Court & Castle

Each treasure chest contains ten themed collections of artefacts. Each collection can be downloaded from the Cadw website:

www.cadw.wales.gov.uk/learning/resources/treasurechestspage

Caernarfon Castle has additional replica artefacts for use by education groups; these are detailed in a separate resource.

Discovery Days – Spectrum Drama

Educational Visits – Before the Visit

- Group leaders are welcome to come for a free familiarisation, planning and Risk Assessment visit before bringing a group to the monument. Staff will be happy to share their knowledge of the monument during this visit.
- Details of educational materials and guidebooks are available from all staffed Cadw monuments and on the Cadw website.
- Teachers and group leaders are responsible for carrying out their own Risk Assessment prior to the visit, in accordance with guidance issued by local education authorities.

Educational Visits – The Visit

The procedure to be followed is:

- A free educational pass authorised by Cadw must be produced on arrival at the monument or a copy of the booking confirmation letter/email.
- Prompt arrival at the monument is essential. Admission may not be possible for parties which arrive more than half an hour before or after the time arranged for the visit.
- Custodians have the authority to report bad behaviour which might cause a disturbance to other visitors. This report will be made firstly to the teacher in charge of the group and subsequently Cadw Head Office. The school/college involved may then be contacted for an explanation or to prevent further visits.
- Custodians have the authority to require education groups to leave the monument should their behaviour be causing danger or to themselves or other visitors, or spoiling the enjoyment of other visitors.

Educational Visits – After the Visit

Should further information be required after the visit, questions should be directed to the Custodian or Cadw Head Office.

Educational Visits – General Information

The following groups are **NOT** eligible for free educational visits:

- Private colleges/activity centres which charge participants for attending the course.
- Residential courses for which a charge is incurred.
- Uniformed Youth Organisations such as The Boys' Brigade, the Scouts or the Guides.
- Individual students (home-based or international).

All the above groups (if totalling 15 or more people) are eligible for visits at the normal adult or reduced rate, less a discount of 10%.

Free educational visits by institutions as part of an established medical or social rehabilitation programme are allowed. These visits should be requested by email or in writing on the organisation's headed notepaper, giving adequate notice of the date(s) to the relevant manager:

Susan Mason – Head of Lifelong Learning; telephone: 0300 0625844.

Confirmation of the arrangements will be supplied to the relevant monument(s) when approved.

Free admission is allowed to children who receive their education at home and to their home tutor(s). A letter of authority will be issued which is valid for one year and which is renewable on written request. Home Educators should apply in writing, providing the names of the adult(s) together with the number, gender and age of the children being home educated.

Requests should be sent to the relevant area manager:

Susan Mason – Head of Lifelong Learning; telephone: 0300 0625844.

Educational Visits by Overseas Groups to Monuments

Educational groups within the European Union are eligible to receive free educational visits to Cadw monuments. The conditions contained in the existing application form will apply to these visits. Visits will be allowed only within school/college hours and during the term time of the visiting group. Where students are on an organised exchange programme, applications must be made by the host British educational establishment. These arrangements **only** apply where the application is made directly by the teacher or leader in charge of the group from the educational establishment which is to make the visit. Applications from tour operators or other third parties on behalf of educational groups will not be accepted. Where the application is made by third parties, the normal admission price(s) will apply.

2.6 Disabled Visitors

Welcoming visitors who consider themselves to have a disability.

Visitors who consider themselves to have a disability are entitled to free admission. If the visitor seeks free admission based on disability, this must be granted without question. The visitors claim **must not** be challenged, **nor must** an assumption be made that the visitor is disabled. Cadw's policy is to value diversity and dignity with regard to admission to the monuments in our care.

Should visitors who consider themselves to have a disability need the assistance of a companion/carer, free admission should be given to this person too.

If a visitor who considers himself or herself to have a disability insists on paying the full admission charge, the availability of free admission should be courteously advised.

Should the visitor still wish to pay the full admission charge, this should be accepted and the admission processed as normal.

The till admissions screen will have two separate buttons to record the admission, one for the visitors who consider themselves to have a disability and one for the companion.

If the visitors who consider themselves to have a disability are unaccompanied, the "disabled free" button should be used; if accompanied, both buttons should be used.

Assistance dogs are allowed on all monuments.

Section 3.0 Dealing with Complaints

3.0 Dealing With Complaints

Custodian Action

Even the best attractions get complaints from their visitors. Don't refer everyone to the Head Office if you can deal efficiently and courteously with the complaint yourself.

You should:

- know what action you are authorised to take
- know to whom you should refer when problems arise.

When a situation arises:

- ascertain the problem
- always apologise to the visitor
- remain calm, polite and friendly
- tell the visitor what action you are going to take and then take it
- don't try to justify mistakes, you only get drawn into an argument
- thank the visitor for bringing the matter to your attention
- if you are unable to resolve the complaint on site, please refer the complainant to Head Office for a formal response.

Consult the relevant section of this handbook and (if necessary) the Custodian Financial Manual ?? to find what action should be taken. The organisation chart will provide you with information as to where you should refer calls; not every call should be directed to (change wording) if there is a better option.

Exchange goods and refunds

3.1 Dealing with Difficult People

Custodian action

The vast majority of the visitors will be really nice people, but there will always be the exceptions. It is a part of your job to know how to deal with them in a proper and professional manner.

The action you should take is to:

- Remain calm, polite and friendly
- Assess the situation, they may have a good reason for complaining
- Listen to what they say
- Do not enter into an argument – let them do the talking
- If they are causing an embarrassing scene, get them away from the rest of the visitors, if possible
- If in doubt as how to handle the situation get help from someone who can. Most of all, stay calm. Immediately after the visitor has gone, you are going to have to appear perfectly relaxed and happy with the next visitor.
- If they wish to make a formal complaint provide them with Cadw Mailbox email CADW1@wales.gsi.gov.uk

A small percentage of visitors are going to be difficult; that's life and you can't do much about it, so don't take their attitude and remarks personally.

3.2 Dealing with Shoplifting

What is theft?

The Theft Act says any person who dishonestly appropriates property belonging to another with the intention of permanently depriving them of it is guilty of theft. This means a person who takes goods from your shop without paying for them and with the intention of keeping them is stealing.

You will need to prove:

- The goods existed and were taken by the thief
- The goods were removed from your control
- Payment was avoided
- The intention was to keep the goods permanently

What should you ask the Police to deal with?

If the situation isn't an emergency then call 101.

If you are going to call the Police, it should be because you expect them to take some form of action. You may feel the offence is serious and the person needs to be charged.

What evidence should you give to the Police?

Be able to identify and describe: -

- The shop layout, lighting, check-outs, location of goods and other operational features
- The suspect – height, age, skin colour, clothing and any other identifying features such as glasses, hair style
- When you first saw the suspect (and any accomplices) in the shop, why you became suspicious about their behaviour before the theft, and any observations
- Details of how the goods were stolen
- How the suspect left the store – how they failed to pay for the goods
- How you approached the suspect and what you did
- Details of the conversations with the suspect, word for word
- How you made the arrest – including the time and place of the arrest
- What happened after this and where
- A list of 'exhibits' – including details of the stolen goods, the till roll and customer receipt, details of the witnesses who may help you, details of any bags, clothing or other items in which the stolen goods were hidden.

There are circumstances where Police will not normally arrest an offender, but you will still need their expert skills to deal with the person. The Police may need to take the person to a hospital, a place of safety or home to parents.

- Where the offender appears to be mentally ill or disturbed in their behaviour
- Where the offender is older and appears confused
- Where the offender is very young (12 or under)
- Where there would be no benefit in going to court
- Where the value of the goods is relatively small
- Where the offender readily admits to theft and you consider that it will not recur.

Additional Information

Get to know your local Police officer – invite them to see what you do and how you do it. Ask them to give you crime prevention advice or arrange for a Crime Prevention Officer to visit your monument to talk to you and your team.

3.3 Lost and Found Property

Introduction – always distinguish between ‘lost’ and ‘found’

General

All items of lost and found property should be entered in the book supplied along with the name and address of the loser/finder and the date lost/found. Items should be reported to the local police station via email or telephone.

Any lost/found property is to be retained for 3 months at monument unless it has identification (ID) markings – in which case try to make contact with the owner.

When checking for ID, try to have a witness present.

Perishable items should be disposed of immediately.

Items can be returned to the owner at the owner’s expense.

Storage

All items should be securely stored. Items such as money, passports, driving licences, credit cards etc. should be kept in the safe on site.

Disposal

If items remain unclaimed after 3 months they can be taken to a local charity of your choice. A receipt should be obtained and retained in the book as proof. This applies to all except the following:

- Wallets, with money and possessions, car details and personal documents can be held on monument for up to one week. After this period, the item(s) must be handed to the police if there are no ID markings. The book should be updated accordingly for record purposes;
- Passports can be held on monument for up to one week. After this period, they must be sent to the holder’s home address. If this is not known, they must be sent to the issuing Passport Office;
- Driving Licences must be sent to the address on the licence as soon as possible or within one week;
- Bank Cards should be handed in to the appropriate bank, if possible.
- A receipt must be obtained where possible.

If in doubt about disposal, consult with the Project Officer in Visitor and Business Services.

Always try to make contact with the owner if there is a way of doing so.

3.4 Children & Vulnerable Adult Protection Policy

Standards of Behaviour Expected of Cadw Staff:

Do

- Approach any child apparently in distress and ask if you can help
- Seek assistance from colleagues or supervisors where appropriate
- Be aware of the possibility of danger from others and question situations that you find suspicious
- Keep a look out for children apparently unaccompanied – communicate the details of any lost children to the appropriate central point
- Keep any lost children in a public area where they can be clearly seen
- Act professionally in all matters
- Be aware of appearances and avoid any situations which might appear compromising
- Report any allegation (even if this is just a suspicion) of abuse or inappropriate conduct immediately to your line manager.

Do not

- Engage in any “rough and tumble” or other horseplay
- Physically restrain a child or young person except in exceptional circumstances (e.g. to prevent injury, damage to property or the exhibitions and displays or to prevent theft) and even then be careful to use only the minimum restraint necessary
- Make sexually suggestive comments to any visitor
- Use foul or abusive language to any visitor and especially not to or within earshot of a child
- Physically assault or abuse any visitor and especially not a child or young person
- Do things of a personal nature for children that they can do for themselves, or that a parent/leader can do for them
- Allow or engage in inappropriate touching of any kind.

The main principles of touch are:

- The desire to be touched should always be initiated by the child;
- Touch should always be appropriate to the age and stage of development of the child.

It is strongly recommended that staff do not, except in emergency situations:

- Go into the toilet with children unless another adult is present or gives permission (this may include a parent, teacher, group leader)
- Spend time alone with a child on his/her own. If you are in a situation where you are alone with a child, make sure you can be clearly observed or seen by others.
- You should, wherever possible, also avoid being alone in a vehicle with otherwise unaccompanied children or young people although this may not always be practicable, for example when accompanying work experience placements.

Procedure to be followed by Cadw Staff in Case of Suspected or Alleged Child Abuse

A child may be any young person up to the age of 18.

Abuse can be defined as being physical, emotional or sexual abuse. Neglect can also be a form of abuse.

Any member of staff who:

- suspects that a child has been, or is at risk of being abused; or
- has a disclosure made to them; or
- receives a complaint from a member of the public relating to child protection issues at Cadw monuments; or
- has a direct allegation made against them,

Should discuss the matter immediately with his or her Line Manager or (if not available) with another manager on duty.

This manager should assess the situation and take whatever action is appropriate to stop or prevent the abuse or potential abuse. If possible, he or she should first take advice from the Cadw official responsible for child protection matters (if available). If unavailable, the manager should take appropriate action and then report to the Cadw official responsible for child protection matters at the earliest opportunity. It is important that all allegations are recorded in writing and reported to the Cadw official responsible for child protection matters.

The manager should also take contact details from the complainant.

Procedures to Follow by Cadw Staff in Cases of Lost/Found Children

If someone reports to you that a child is missing, inform the Cadw official responsible for child protection matters, all members of staff on duty at that particular monument and your Monument Manager or supervisor (as applicable to your particular monument) immediately, giving as full details as possible of:

- Name of child
- Age of child
- Address/name of school
- Physical description of child (height, colour of hair, clothing, etc.)
- Where child was last seen
- The time the child was last seen

Once a sufficient check is made, if the child is not found then you should inform the Cadw official responsible for child protection matters who will then instruct you to inform the Police.

If only one member of staff is on duty at this time, ensure the monument is closed whilst the check is being undertaken.

The member of staff who has had the report made to them should reassure the parent/guardian/group leader that action is being taken to locate the child and explain that contact will be maintained with them through a staff member on duty.

The staff member will maintain contact with the parent/guardian/group leader until the child is found by relaying messages by telephone, radio or in person.

If a child who is lost comes to you, follow this procedure:

Reassure the child and contact the Cadw official responsible for child protection matters with the following details;

- Name of child
- Age of child
- Address/name of school
- Physical description of child (height, colour of hair, clothing, etc.)
- Where the child was found

If anyone else is with the child, ask them to remain with you until the parent/guardian/group leader has been located.

If you are on your own with the child, ensure that you are in a public area where you can be seen and heard.

If the child is not claimed, the Cadw official will be responsible for contacting the local Police.

Every effort should be made to calm and reassure lost children while waiting for the responsible adult/police.

A written record will be kept by the Cadw official and relevant personnel of lost or found children and procedures followed.

Contact Numbers

Concerns are to be reported to the Cadw official responsible for child protection matters
Should the incident relate to or involve another member of staff, then contact:

- Stacey Birkett (07970 862349) North Wales.
- Jackie Arrowsmith (07967 213403) South Wales.

Other Numbers

The NSPCC Child Protection Number (0808 100 2524 during office hours) or the 24 hour helpline (0808 800 5000)

The confidential Expolink Hotline (0800 374199)

Section 4.0 Reporting Accidents & Potentially Unsafe, Dangerous & Hazardous Locations

4.1 Accident Procedure for Visitors

Custodian action (see laminate sheet in appendix 9.0)

If you are the first person to learn of an accident involving injury then you should:

- a. **Give First Aid if you are trained.**
- b. Find out quickly what has happened and dial 999 for Ambulance, Fire or Police advising them of the type of injuries and the exact location of the injured person.
- c. **Take a pen and paper/report form with you whenever possible and take down accident details including the visitor/s name, address, telephone number etc.**
- d. Give any assistance you can to the Emergency Services when they arrive.
- e. **Make it clear, politely, that you cannot answer media enquiries and advise who they should contact for information.**
- f. Complete an on-line investigation report at <http://assemblyapps/accidentreporting/incident.htm>
- g. **Complete an AIR, including accident location map and photographs where possible and send it to Property Services Management (first class) and marked AIR on bottom left hand corner of envelope.**
- h. If the accident is serious and major injuries are sustained the RIDDOR Regulations require that the Health and Safety Executive must be contacted either by telephone or on line via their website www.hse.gov.uk – please refer to information below.
- i. **Property Services Management must be immediately informed when the accident is serious and in the case of a fatality.**

During Office Hours:

Name – Telephone

Jayne Rowlands – 01443 336067 Andree Thomas 01443 336101 David Milne 01443 336218 Lorraine Griffiths 01443 336049

Out of Hours: In this order and depending on the region for 1 and 2

1. Jackie Arrowsmith Regional Manager South and West – **07967 213403**
2. Stacy Birkett Regional Manager North – **07970 862349**
3. Jayne Rowlands – **07970 664495**

If an enquiry is received from the press or other media about an accident, an incident or a complaint, please do not offer ANY comment it must be dealt with by the Welsh Government's Press Office, telephone 02920 898554 They will decide who they need to speak to in Visitor and Business Services.

You must not give any information to the press or media.

RIDDOR

In the event that a RIDDOR report is required, the Estates & Property Team will contact you to make the report. Please wait to hear from a member of the team.

The following incidents are to be reported to the Health and Safety Executive online www.hse.gov.uk/riddor/report under the Reporting of Injuries, Deaths and Dangerous Occurrences Regulations 1995 (RIDDOR):

- Major Injuries
- Deaths

- Dangerous Occurrences
- Occupational Diseases

A telephone line is open Monday to Friday 8.30am to 5pm for the reporting of Major Injuries or Deaths *ONLY*. Telephone number: 0845 300 9923.

If you are unclear on what is reportable under RIDDOR please visit the following link to the HSE guidance. <http://www.hse.gov.uk/riddor/what-must-i-report>

4.2 Unsafe, Dangerous & Hazardous Locations Procedure

Custodian Action

When a Custodian sees an area that is thought, in his/her view, to be potentially unsafe, dangerous or hazardous, it should be reported to the Estates & Property Team, via email cadwestateandproperty@wales.gsi.gov.uk and telephone call 01443 336101/01443 336218/01443 336049. Depending on the nature of the problem, if Cadwraeth Cymru has already been informed then the email should reflect this. The Regional Manager and Head Office must be copied in on such emails.

The Estates & Property Team will liaise with Cadwraeth Cymru and advise the custodian of the action to be taken.

A common sense approach is advised. It may be appropriate for the Custodian to close part or all of a site pending a decision from The Estates & Property and/or Cadwraeth Cymru.

4.3 Attendance at Monuments in Severe Weather Conditions

Custodian Action

In severe weather Custodians shall attend for duty as normal unless there are restrictions on travel. The Regional Manager must be informed immediately of non-attendance.

On inspection of the monument, if the Custodian considers that conditions present a danger to visitors he/she should telephone the Regional Manager and Property Services Management to discuss whether to close the monument. A similar situation may arise if the weather deteriorates during the day. **A common sense approach is advised.**

Once a decision has been made to close the monument, the inclement weather signs should be prominently displayed. All monuments have been provided with these – further extra copies can be obtained from Visitor Services, Nantgarw.

In particular when assessing whether your monument is suitable or safe for visitors, please be especially aware of the need to keep yourself, your colleagues and any contractors/cleaners safe. Please do not take any unnecessary personal risks and avoid carrying out duties that may present any unusual challenge or exception to your usual routine.

How do I prevent slip accidents happening in icy conditions?

- Use grit or sand, on areas prone to be slippery in frosty, icy conditions
- Put up temporary notices to alert visitors to take care and remind them at the reception desk
- Divert pedestrians to less slippery walkways and separate off existing ones with a barrier

- If you can't tackle some paths regularly, let your employees know where you will focus your efforts.
- If warning cones are used, remove them once the ice/ snow has gone, or people will ignore the signs

What is the best way to use grit?

- Identify the outdoor areas used by pedestrians which are most likely to be affected by frost and or ice, e.g. building entrances, car parks, pedestrian walkways, shortcuts, sloped areas and areas constantly in the shade or wet. Rock salt (plain and treated) is the most commonly used 'grit'. It is the substance used on public roads by the Highways Agency and is available from builders' merchants. Salt can stop ice forming and cause existing ice or snow to melt. It is most effective when it is ground down, but this will take far longer on pedestrian areas than on roads.
- Gritting should be carried out when frost, ice or snow is forecast or when walkways are likely to be damp or wet and the floor temperatures are at, or below, freezing. The best times are early in evening before the frost settles and/or early in the morning before employees arrive. Salt doesn't work instantly; it needs sufficient time to dissolve into the moisture on the floor.
- If you grit when it is raining heavily, the salt will be washed away, causing a problem if the rain then turns to snow. Compacted snow, which turns to ice, is difficult to treat effectively with grit. Be aware that 'dawn frost' can occur on dry surfaces, when early morning dew forms and freezes on impact with the cold surface. It can be difficult to predict when or where this condition will occur.

Should your monument fly flags, you are advised to lower or remove them as soon as possible until the adverse weather has subsided (as Section 5.2).

Remember to use social media channels to regularly communicate any change of opening hours and don't forget to inform Carys Yearsley and/or Connagh Howitt at head office to enable Cadw updates, including the website.

In general, you should refer to the advice issued by Welsh Government:

<http://intranet/English/NewsEvents/Pages/Severe-Weather-what-you-need-to-know.aspx>

4.4 Cleanliness and Maintenance of Monuments

Introduction

It is essential that the monuments remain presentable to the public. This is partly the responsibility of the Custodial staff. Most tasks are carried out by private contractors and although the Custodian may not be actively involved in the maintenance duties, he/she should be aware of the requirements which are set out in the cleaning contract and should oversee the work done.

All staff members are asked to follow a policy of keeping the monument in a good standard of presentation. The policy is "If you see it, pick it up!"

Shop Display

Book displays, wall cabinets etc. should be kept tidy, both in terms of tidying the displays and in the cleaning of the appropriate surfaces. This does not normally form part of the cleaning contract and staff may have to carry out these duties themselves.

Toilets

The custodian is required to monitor the cleanliness of the toilets and to report any problems in the first instance to the cleaning contractor and then to their Regional Manager, if the problem is not resolved.

Exhibitions

These should be regularly checked to ensure that they are clean, tidy and, where appropriate, in full working order. Special attention should be paid to replacement of blown light bulbs.

Cleaning Materials

Most monuments have cleaning contractors.

Where a monument has a cleaning contractor, the contractor supplies all cleaning materials. A full checklist, Risk Assessment and contact details are to be provided by the cleaning contractor to the site.

Where a monument does not have a cleaning contractor, cleaning materials are available on request. Personal Protective Equipment (PPE) such as gloves, litter pickers and poop scoops are to be provided by Cadw.

Refer to item 6.6 for Custodian cleaning Health and Safety guidance.

Damage to Monument or Facilities

Custodians should always check for damage that may have been done or litter that may have been left due to unauthorised access to the monument overnight. Any damage should be reported by telephone immediately to Property Services Management

Note: For more information please refer to Daily Dozen / Daily Checklist.

4.5 Property of Customers

Visitors must not leave personal effects for safe-keeping by Custodial staff. Items such as carrier bags, parcels, rucksacks and any other form of luggage are a potential Health and Safety hazard especially when there is limited space. Also, liability would likely fall to Cadw if anything were damaged or stolen.

Cycles and prams may be left at the discretion of the Custodian and **only** if access to the monument is not affected by their doing so. Visitors should be advised that these are left at their own risk and that Cadw cannot be held responsible for damage or theft.

This applies to visitors, members of the public and contractors.

Section 5.0 General Information

5.1 Uniform

Visitor and Business Services provide the uniform for the Custodians which should be worn at all times whilst on duty. Current colours are navy blue outerwear (fleece, gilet, jumper / cardigan), sky blue shirts (navy ties must be worn) and blouses, and navy trousers or skirt.

Each Custodian is entitled to the following:

- One Fleece
- One Gilet
- Two Jumpers / Cardigans
- Three Shirts / blouses (two for part time staff)
- Two pairs of trousers (male staff) and two skirts/pairs of trousers (female staff)
- Two plain navy ties (male staff)
- One ladies' navy scarf
- Waterproof Jacket / trousers
- Wellies (as approved by Regional Manager)

Men's uniforms:

<https://documents.hf.wales.gov.uk/id:A15169621/document/versions/published>

Women's uniforms:

<https://documents.hf.wales.gov.uk/id:A15169622/document/versions/published>

5.2 Flag Flying

Introduction

On monuments with one or more poles, the Welsh Dragon is to be flown. Specific flags are flown on "official days". On all other days, the Welsh Dragon flag is flown.

Official Days

Monuments with only one pole fly the Welsh Dragon flag. Monuments with two poles fly both the Union Flag and the Welsh Dragon. The Union Flag takes precedence over the Welsh Dragon and is flown from the "precedent" pole; where both poles are of equal height, this is the pole nearest to the Visitor Centre.

If damage prevents both flags flying, the Union Flag is flown from the remaining pole.

The only exception to the above is on St David's Day (1 March) where the Welsh Dragon takes precedence.

On European Day, monuments with two poles fly the European and Dragon flags, with the former taking precedence; those with one pole fly the European flag only.

A list of the Official Days can be found on the intranet.

Other Days

The Welsh Dragon flag is flown on all other days.

General

All flags are supplied through Visitor and Business Services. Any difficulties or damage should be reported to the Assistant Visitor and Business Services Manager immediately. Cases of theft or deliberate damage should be reported to the Police using the standard procedure.

Health and Safety

Cadw staff members are to take a common sense approach to flag flying. If there is any risk to a member of staff's Health and Safety i.e. if there is inclement weather such as high winds, the flag/s should not be erected.

A polite explanation stating Health and Safety grounds should be given to any enquiring visitors.

5.3 The Events Programme

Introduction

Through our in-house Events Team, Cadw organises an annual events programme which takes in various monuments in care.

Responsibility for the day-to-day running of the programme rests with the Events Team, covering the planning, development and Risk Assessment of the overall programme and each individual event, based on need for the monument and surrounding areas.

Events can be aimed at local youth to reduce anti-social behaviour, to increase visitor numbers, such as those on the Heritage Tourism Project, and where inclusion of local residents to a monument is needed.

The Overall Programme

The planning and development of the overall programme is undertaken by the Events Team.

Individual events

Custodians should assist the Events Team in promoting and organising events arranged for their monument.

The majority of events take place during normal monument opening hours and the normal admission price apply. Local resident passes are not valid on event days unless advised differently by the Events Team.

Where an event is arranged outside normal monument opening hours, a Custodian presence will normally be required for which the appropriate payment will be made. The primary role of the Custodian at events held outside normal opening hours is to monitor the event and those attending it, paying particular attention to the safety of visitors and the security of the monument.

Unless advised otherwise by Head Office it is not the responsibility of Custodians to sell tickets to events for which a separate admission price applies.

Details of the events programme will be circulated annually by the Events Team.

Outside event organisers

The events put on by outside organisations are treated as lettings and the outside organisers are responsible for their own arrangements. The Events Team is informed of the dates of the outside organisers' events/plays to avoid any clashes between similar events that are contained in the programme.

Publicity

The Events Programme is publicised on the Cadw website, through tourism partnerships, and usually in the form of an events leaflet. Cadw's Marketing Team will review and notify Custodians of any changes to printed material on an annual basis. Posters are produced for individual events, monuments or areas as required/requested via the Custodian to the Events Team.

The leaflets/ web monument contain the details of the events programme, together with selected events organised by other organisations. The leaflet will contain individual contact numbers for all the events.

Minstrel's Permits

Application Procedure;

A Minstrel's Permit allows the successful applicant to perform his or her music within the boundaries of a Cadw monument/s and sell recordings of their music. Applications are made to Cadw Commercial Team using the appropriate online form.

Successful applicants are invoiced for the appropriate fee.

When the application form is received, and provided that all the criteria have been met, Permission will be issued

5.4 Private Hire of Monuments

Introduction

The majority of the monuments in the care of Cadw are available for private hire. There are broadly six different categories of use. These are:

- Caerphilly Castle Great Hall: civil wedding/partnership ceremonies including associated wedding photography and allied functions; other private functions (dinners, parties etc.); filming and commercial photography
- Castell Coch: civil wedding/partnership ceremonies including wedding photography (excluding functions); filming and commercial photography (excludes wedding photography if the service is not held at Castell Coch)
- Plas Mawr Elizabethan Townhouse and Tretower Court: civil wedding/partnership ceremonies (excluding functions); filming and photography, including wedding photography
- all monuments except Caerphilly Castle and Castell Coch: wedding blessings
- all monuments except Caerphilly Castle and Castell Coch: wedding photography
- all monuments: filming and commercial photography
- all monuments: all other miscellaneous events (battle re-enactments, seasonal festivals/celebrations, community fetes, etc).

The use of all monuments is subject to availability and the suitability of the event proposed.

Applications for the majority of events are made to the Commercial Team through the Cadw website. The exceptions to this procedure are as follows:

- a. Wedding ceremonies at Castell Coch, Plas Mawr and Tretower are dealt with by the monument staff
- b. Wedding photography at the main all year round staffed monuments are dealt with by the staff at the relevant monument. (This includes the joint management and ticket agency monuments).
- c. Wedding photography at staffed monuments is dealt with by the monument staff. Unstaffed monuments do not require an application and no fee will apply.

Application Procedure

Applicants are required to complete the appropriate online application, for filming, events and commercial photography, which is carefully considered by the Commercial Team.

Where the application is made to the Commercial Team, its progress, i.e. payment of the fees and receipt of all paperwork, is monitored as necessary by them. A monument meeting with the applicant(s) must be part of this procedure. Following the assessment procedure the applicant will be advised in writing of the decision and the fee(s) to be charged. The relevant invoice(s) is/are raised and sent to the applicant from H.Q. **The applicant should be advised that no action should be taken to arrange the function until written or verbal confirmation has been received approving the hire of the monument.**

Once the function has taken place, the papers are filed.

Several monuments and types of functions have special conditions applied to them.

These conditions must be followed when applications are dealt with.

a. Caerphilly Castle: The monument is available for the functions detailed above. Daytime and evening functions are permitted on any day. Application for use of the Hall at the Charitable Rate is permitted Monday - Thursday only.

b. Castell Coch, Plas Mawr Elizabethan Town House, Tretower Court: The monument is only available for the functions listed above. Any other types of functions are considered on an individual basis. The wedding/civil partnership ceremonies take place in the chosen room and are conducted by the Registrar.

Ceremonies take place during normal opening hours. No booking is taken without the applicant first booking the Registrar separately; Cadw does not arrange the provision of a Registrar.

c. Wedding ceremonies and functions at other monuments: None of the other Cadw monuments are available for these functions. Only Caerphilly Castle, Castell

Coch, Plas Mawr and Tretower hold Civil Ceremony Licences and there are no plans to change this. Weddings can be blessed at all other monuments, provided that the civil ceremony has taken place previously at another location.

d. Filming: All applications are dealt with by the Commercial Team, and all enquiries should be referred to that unit immediately. Confirmation and Fees will be agreed on assessment of application, in line with Cadw's standard charges.

e. Marquees: It is not generally allowed to erect a marquee for a function at any monument in the care of Cadw. This is because of the risk of ground disturbance caused by the fixings and may be subject to Scheduled Monument Consent. Please direct any queries regarding marquees to the Commercial Team. Marquees that are secured by weighted ballast may be acceptable although this often has a cost to the hirer.

Custodian Responsibilities

Introduction

As part of the assessment procedure, Custodians can be asked to give their views on the suitability of the monument for certain events. They can also be called upon to provide front line advice on their monuments to applicants at any time before the relevant event. However, under no circumstances should verbal/written approval be given before an application is assessed by H.Q.

Prior to the function

A pre-event meeting must be held on site with the Head/Lead Custodian and event organisers to discuss and establish the site event management plan for the event, Risk Assessments, insurance, Fire Safety management, etc.

Caerphilly, Castell Coch, Plas Mawr and Tretower may receive visits prior to wedding ceremonies/functions taking place and the Custodians at these monuments should provide as much assistance and information as is possible – referring parties to the Commercial Team if appropriate. It is recommended that a prior appointment for these visits is made, in order to ensure that staff members are available to show the applicants the relevant areas.

During the function

As each monument is unique, during events falling within standard opening hours the specific responsibilities of Custodians will differ. However, the main responsibility will always be to ensure that the parties involved exercise a responsible attitude to the wellbeing of the monument.

After the function

Following **all** events the Head/Lead Custodian should satisfy him/herself that no damage or disturbance has been caused to the monument and it is left in the same condition as it was prior to the event. The Commercial Team should be contacted if the Custodian has any concerns about the condition of the monument. Positive feedback on private events is also helpful and welcomed by H.Q.

In the event of any damage or littering following an event, photographs should be taken. These should be sent to the Commercial Team with a written report of the damage or littering.

5.5 Licences – Weddings / Music / Alcohol

Civil Weddings and Ceremonies

Caerphilly Castle, Castell Coch, Plas Mawr, Tretower Court & Castle

Premises Licences

These do not all cover the supply of alcohol:

Beaumaris Castle, Blaenavon Ironworks, Caernarfon Castle, Caerphilly Castle, Caerleon Amphitheatre and Baths, Castell Coch, Chepstow Castle, Conwy Castle, Criccieth Castle, Denbigh Castle, Harlech Castle, Kidwelly Castle, Laugharne Castle, Oxwich Castle, Plas Mawr, Raglan Castle, Rhuddlan Castle, St David's Bishops's Palace
Tintern Abbey, Tretower Court and Castle, Valle Crucis Abbey

Visitor Centres

These are licenced for the off-sales of alcohol (i.e. **not** consumed at the monument):

Caernarfon Castle, Caerphilly Castle, Castell Coch, Chepstow Castle, Conwy Castle, Raglan Castle, Tintern Abbey, Tretower Court and Castle, Harlech Castle and Denbigh Castle.

Music Licences (PRS & PPL)

Beaumaris Castle, Blaenavon Ironworks, Caerleon Roman Baths, Caernarfon Castle, Caerphilly Castle, Castell Coch, Chepstow Castle, Cilgerran Castle, Conwy Castle, Criccieth Castle, Denbigh Castle, Harlech Castle, Kidwelly Castle, , Laugharne Castle, Oxwich Castle, Plas Mawr, Raglan Castle, Rhuddlan Castle, Rug Chapel, St. David's Bishop's Palace, Strata Florida Abbey, Tintern Abbey, Tretower Court & Castle, Valle Crucis Abbey

5.6 Training Record

A Custodian training plan can be found on the iShare

Head/Lead Custodians are responsible for updating Custodian training plans. This should be formally reviewed every six months or after any changes in working practices and/or activities.

If any additional training is required by a Cadw member of monument staff, the Head/Lead Custodian is responsible for reporting this to the Regional Manager and discussing arrangements to ensure the Custodian/s is/are trained appropriately and promptly.

5.7 Contractors Working On Site

Introduction

An internal Cadw team known as Cadwraeth Cymru and/or external contractors will, from time to time, work on the monument. This will usually be for routine maintenance of the structure and conservation, but could be (for example) a rebuild/refurbishment or complete new build of a Visitor Centre.

All works of significant size:

- Head/Lead Custodians should be involved in the project/works from the feasibility stage, especially to engage in discussions of the practicalities of works whilst the monument remains open to the public. The Custodian's knowledge of the monument and its daily operations should also be factored into the Pre-construction Information as required from the Client under the Construction Design & Management (CDM) Regulations 2015

- Head/Lead Custodians should attend the pre-start meeting with all parties involved, such as the Principal Contractor, relevant Sub-Contractors, Architect and specialist Consultants.
- Head/Lead Custodians should be provided with email copies of the Principal Contractor's Construction Phase Health and Safety Plan and associated Risk Assessments and Method Statements.
- On project completion the monument should be given a full copy of the Health and Safety File (as required under the CDM Regulations) from the Principal Contractor. This may include, for example, new equipment operation and maintenance manuals, electrical commissioning certifications, safe working loads etc. This will be vital information for the smooth operation and safe management of the monument.

NOTE: Whilst the Head/Lead Custodian is not directly responsible for the Contractors on monument, any questionable works being undertaken on site must, for Health and Safety and/or other reasons, be reported as soon as possible to the relevant Property Services Manager via telephone and email confirmation.

New build or refurbishment works where the Custodians will be affected by the design:

Head/Lead Custodians' input and knowledge is invaluable at design concept with regard to the practical working areas whereby the Custodians will be directly affected. The Custodian is to attend meetings or provide information on request.

Other Types of Contractors

Other contractors will also occasionally or routinely work on monument. The Head/Lead Custodian at the monument must inform and facilitate good communications with the relevant Property Services Manager e.g. telephoning/emailing to let the Property Services Manager know that there are contractors on site carrying out weed killing to the paths, or that the electrical contractor has/hasn't turned up to fix the gatehouse light. Good communication with the Property Services Manager is paramount to ensure that contractors are co-ordinated, managed and monitored appropriately as a 'team' effort by Cadw

Custodians are responsible for ensuring contractors sign in and out of the monument.

5.8 Dogs and Guide Dogs

Assistance dogs are welcomed at all Cadw monuments.

- Dogs must be kept on leads and under control in public areas at all times
- No fouling is allowed at any monument. Visitors should be advised that poop bags should be disposed of in a responsible manner away from the monument
- Visitors must be sensitive to the effect of their pets on others, especially children.

There may be certain areas of the monument where dogs are not allowed for Health and Safety reasons.

Dogs are not permitted on site where the monument is part of or adjacent to a working farm – unless specified below or with confirmation from Property Services.

Dogs on leads are welcome at the following monuments:

South West Wales

Carreg Coetan Arthur Burial Chamber, Cilgerran Castle, Kidwelly Castle,

Lamphey Bishop's Palace, Llansteffan Castle, Llawhaden Castle, Loughor Castle, Neath Abbey, Oxwich Castle, Pentre Ifan Burial Chamber, St David's Bishop's Palace, St. Dogmael's Abbey, Talley Abbey, Weobley Castle, Wiston Castle.

South East Wales

Blaenavon Ironworks, Bulwarks Camp Chepstow, Caerleon Amphitheatre and Barracks, Caerphilly Castle, Caerwent Roman Town, Chepstow Castle, Coity Castle, Grosmont Castle, Hen Gwrt moated monument, New Castle, Ogmore Castle, Raglan Castle, Skenfrith Castle, Tintern Abbey, White Castle.

Mid Wales

Bronllys Castle, Bryntail Lead Mine Buildings, Dolforwyn Castle, Strata Florida Abbey, Tretower Court & Castle.

(Please note that Carreg Cennen is intentionally not on the list, as it's a Joint Managed Property on a farm. Dogs are therefore allowed at the Farm Manager's discretion, and this is the reason that it is not publicised)

North West Wales

Caer Gybi Roman Fort, Caer Leb, Castell y Bere, Criccieth Castle, Cymer Abbey, Dolbadarn Castle, Harlech castle [ground level only] Holyhead Mountain Hut Circles, Penmon Priory and Dovecote, Penrhos Feliw Standing Stones, Pont Minllyn, Segontium Roman Fort, St Cybi's Well, St Seiriol's Well, Trefignath Burial Chamber, Valle Crucis Abbey.

North East Wales

Basingwerk Abbey, Denbigh Castle, Derwen Churchyard Cross, Ewloe Castle, Flint Castle, Rhuddlan Castle.

If your site should need poop bags, or have questions about any of the above, then contact the Estates and Property mailbox:

CadwEstatesandProperty@wales.gsi.gov.uk

Section 6.0 Health & Safety Guidance

6.1 General Health and Safety (H&S) & Risk Assessment (RA) Process

Introduction

This section is designed to provide documentary evidence of arrangements in place to ensure the safe, effective and efficient management of the monument. Cadw recognises and accepts the H&S Policies issued by the Welsh Government which, in turn, have been developed to assist compliance with the Health & Safety At Work Act (1974) www.hse.gov.uk/legislation/hswa.htm and subsequent legislation, in particular the Management of Health & Safety At Work Regulations (1999) www.hse.gov.uk/pubns/books/l21.htm and the Regulatory Reform (Fire Safety) Order (2005) www.communities.gov.uk/fire/firesafety/firesafetylaw/.

Each of these and relevant subordinate legislation place a duty on the employer to ensure that Risks to Health, Safety & Wellbeing are properly assessed and controlled, typically by the process of formal and recorded Risk Assessment (RA).

This is the abiding principle by which H&S will be managed at monuments.

Responsible Persons

First-line management responsibility at each monument is vested in the Head/Lead Custodian. In his/her absence, this is temporarily transferred to assistant Custodian(s); The next echelon for Management is the Regional Manager.

Risk Assessment Process

As already noted, sensible, realistic and pragmatic RA offers the most reliable way of identifying hazards associated with work activity and developing control mechanisms to reduce the risk presented to acceptable levels.

It will seldom be possible to eliminate risk, particularly in the context of running historic monuments open to the general public. However, by using knowledge and experience it will usually be possible to not only identify concerns, but to address them strategically and dynamically to maximise the visitor experience without placing the public, contractors or Cadw staff at unreasonable risk of harm arising.

In order to try and ensure a recordable and consistent approach to RA, a standard methodology and format has been developed and should be used wherever practicable. This seeks to identify Hazards, evaluate them as Risks (based on exposure to them and likely outcomes), before taking account of existing control measures to generate a **Risk Rating** of **Low, Medium** or **High**. The form provides an opportunity to identify further Risk Controls required and to re-assess the situation in the light of the additional controls.

Any RA can only be considered valid while the conditions identified and recorded remain the same. A judgement has to be made as to when circumstances have changed sufficiently to demand a revision. This could take the form of a change in legislation or policy, new equipment or facilities and new members of staff. It is recommended, however, that no RA should stand for more than 12 months without a formal review.

The RA Form within the Appendices aims to rate Hazards against two criteria;

- **Likelihood** – i.e. the probability that its potential for harm is realised
- **Severity** – i.e. the extent of harm likely to arise

Likelihood is rated from 1 to 5 as follows;

- 1 Highly Unlikely
- 2 Unlikely
- 3 Probable
- 4 Highly Probable
- 5 Almost Certain

Severity is rated from 1 to 3 as follows;

- 1 Slight Injury/Harm
- 2 Major Injury/Significant Harm
- 3 Death

In order to calculate the Risk Rating, Likelihood is multiplied by Severity to generate an output.

Output Risk Rating

1 - 3 LOW

4 – 6 MEDIUM

8+ HIGH

Clearly this is not a perfect system and it will, to a degree, always be subjective; however much effort and experience is expended. Nevertheless it does provide a measure and a means to reflect improvements over time.

Ideally, all Risks will move down the scale to Low, but this is not always feasible and does not imply that a monument should be closed if Risks are Medium or even High. However, Risks in these categories are indicative of either the need for additional control strategies and/or consideration of temporary suspension of activity/closure of monument until a remedy is found.

Custodian Guidance

As the representative of Cadw at a monument, the Custodian must take first line responsibility for H&S within the premises. This does not mean they are solely responsible, but they form the first chain of the Cadw management structure.

They should act within their knowledge and competence in respect of H&S.

In effect, this means that while it is expected they will fulfil the identified H&S activities, they should not hesitate to seek advice, either from colleagues, management or Property Services Management when faced with a situation or task they are uncertain about.

Such action should not be interpreted as a lack of ability or competence. Indeed it is more likely to indicate a responsible attitude to H&S and is, in many cases, likely to deliver better outcomes for Cadw than ill-informed or unsupported actions.

It will usually be the case that the Custodian has formed a view on the situation and actions required, but is essentially seeking corroboration and/or consent before executing them. This, in most cases, actually displays a responsible and mature approach to H&S.

No Custodian is expected to place themselves at significant risk of harm in the discharging of their duties. If in doubt as to the propriety and/or safety of an issue, it is recommended that a cautious approach be adopted and advice or support sought from an appropriate authority, whether within Cadw or Emergency Services.

While the fundamental Employers' responsibilities under the Health & Safety At Work Act and subordinate Regulations (e.g. safe place of work, safe working methods, safe work equipment, information, training and management of risks) are unambiguous, so is that of every Employee – to take reasonable care of themselves and others, and to comply with provisions made by the Employer to discharge their responsibilities.

6.2 Manual Handling

Introduction

Manual Handling relates to the moving or supporting of items either by lifting, lowering, carrying, pushing or pulling. Injuries can be caused not just by trying to move too large a load, but also as a result of repetitive lifting, of the distance involved, the levels from which you lift or set down, twisting, bending or assuming other awkward postures.

Manual Handling Regulations

The prevalence of injuries and ill health caused by Manual Handling lies behind the existence of the Manual Handling Operations Regulations 1992 (as amended). These require an Employer to carry out a Risk Assessment (RA) on all Manual Handling tasks that pose an injury risk. Further, the Employer is required to avoid Employees carrying out Manual Handling – as far as reasonably practicable – if there is a possibility of injury. If it cannot be eliminated then they must take measures to reduce the risk of injury as much as possible.

The Manual Handling RA will aim to identify the controls necessary for residual Manual Handling tasks to be carried out. Typically these controls will include;

- Ensuring staff have been trained in lifting techniques.
- Ensuring staff with pre-existing conditions do not risk further injury.
- Loads have been broken down to more manageable weights/sizes.
- Distances have been minimised or rest areas provided on routes.
- Any appropriate aids to lifting have been provided.
- Necessary Personal Protective Equipment (PPE) has been provided (typically gloves, overalls, protective footwear).

Under the provisions of the Regulations, employees must comply with instructions given and use equipment provided by the Employer in seeking to discharge their responsibilities.

Manual Handling Risk Assessments

These will be carried out at each monument and filed under this cover to confirm that any necessary Manual Handling is properly controlled and risks minimised.

As a general rule – the greater the planning, the lower the risks.

Exert as much influence as you can over things like stock deliveries, whether it means scheduling days/times, challenging box sizes/weights and discerning the optimum points for deliveries to be left. Bear in mind the delivery authority is also required to minimise risk and co-operate with customers in this respect.

It is understood and acceptable that, for the foreseeable future, there will be elements of Manual Handling at monuments. This is perfectly acceptable provided that good practice is observed and the Regulations met.

Safe Lifting Guidance

- Never overestimate your or anyone else's lifting capability
- Remember, a load carried close to the body requires less force
- Make sure you have a safe grip on the load
- Plan the lift before starting
- Bend the knees rather than the spine
- Don't twist or stretch unduly
- Test the load – is it safe/stable?
- Can it be slid or pushed rather than carried?
- Get assistance if you can (2 people = 1.5 x individual capacities)
- If in doubt, don't!

6.3 Working at Height

Introduction

Since the introduction of the Work At Height Regulations 2005, all work where there is a risk of a fall liable to cause injury is covered by the terminology, removing, for instance, the previous requirement for a 2m fall to be achievable.

The rationale behind this is quite reasonable; you don't have to fall far on to something firm for a significant injury or even death to occur. The Regulations do not cover falls on the same surface/level or on permanent stairways, unless under structural maintenance. The Regulations place duties on employers – and any person controlling the work of others – to properly plan and organise working at height, to ensure those involved:

- Are competent;
- Have assessed the risks;
- Have selected – and are using – appropriate work equipment.

The risks from fragile surfaces must be properly controlled, and equipment for working at height should be properly inspected and maintained.

There is a simple hierarchy involved:

- Wherever possible, working at height should be avoided
- Work equipment or other measures to prevent falls must be used where working at height is unavoidable
- Where the risk of a fall cannot be eliminated, work equipment or other measures to minimise the distance and consequence of a fall should be provided.

Role of the Custodian

If the duties at a monument require the Custodian/s to access areas outside of designated walkways or any other place where there is a risk of falling, a full Risk Assessment must be completed to justify working at height and ensure it is properly managed if unavoidable.

If there's the necessity for working at height at a monument (as described above) as part of maintenance or development programmes, the Custodian should be aware of the arrangements in place to control risk. This would normally be part of the planning process.

As the effective monument controller, the Custodian retains authority to suspend any working at height if he/she feels that control regimes are not being fully implemented. The Custodian is not expected to maintain constant supervision over such work, but – as Monument Manager – has a duty of care on behalf of Cadw and is therefore empowered to seek advice and guidance in the face of uncertainty or concerns about appropriate conduct by contractors working at height. Regular dialogue with Cadw Property Service Managers is recommended, not least as the Custodian can assist the Property Managers in discharging their responsibilities by monitoring Contractor activities.

It is recommended that dialogue with Contractors is conducted in a supportive, collaborative manner, perhaps seeking explanations of processes and activities in the first instance rather than starting with a compliance challenge. Once again, involvement with the planning process will help identify aims and concerns and hopefully foster strong and effective working relationships from an early stage which will assist effective and safe completion of work.

Custodian Work at Height

It is foreseeable that Custodians may retain kick-steps, stepladders or other devices to assist loading/unloading stock items etc. Technically this constitutes Work At Height and should therefore be Risk Assessed. If the activity is genuinely essential, then the emphasis must be on ensuring that appropriate controls are in place which could include the following:

- Activity not to be undertaken alone
- Equipment to be regularly inspected and tested
- Provision of Personal Protective Equipment
- Appropriate securing of access device
- Replacement of old or faulty means of access
- Provision of lifting equipment as an alternative to Work At Height or to further reduce risk

FOR FURTHER INFORMATION, YOU SHOULD CONSULT MONUMENT-SPECIFIC RISK ASSESSMENTS & METHOD STATEMENTS FOR WORKING AT HEIGHT.

6.4 Lone Working

Introduction

For many Custodians, Lone Working is the routine way of working on monument. It is a perfectly acceptable pattern of working and many people enjoy the unambiguous authority it infers on monument. However, although there are no specific Regulations to comply with, all of the usual responsibilities conferred on Employers apply, with a particular emphasis on the fact that the Employee is working alone.

It follows that there has to be a formal Risk Assessment for each and every Lone Worker scenario and Lone Worker. The Lone Worker Risk Assessment(s) for each monument should be appended within this file.

The Lone Worker Risk Assessment should be undertaken in conjunction with the lone worker(s). A generic Lone Worker Risk Assessment has been formulated for Cadw Custodians, with the intention that it can be used directly for each individual or adjusted in specific cases to reflect particular situations and circumstances. The Assessments should be reviewed not less than annually and should be updated or amended to reflect changes in working patterns or monument conditions.

Managers

Under Welsh Government/Cadw Lone Worker Policy, managers must:

- formally identify Lone Workers
- check that they do not have a medical condition incompatible with Lone Working
- undertake the Lone Worker Risk Assessment with the individual
- ensure staff are trained in agreed procedures and safe systems of work
- review the arrangements regularly.

Lone Workers

Lone Workers must take reasonable care of themselves and others affected by what they do, ensure familiarity with agreed procedures, and adhere to policy and arrangements.

Lone Workers must also be accorded and be prepared to use 'Authority to Suspend Work' when – based on their knowledge and/or experience – to continue working or leaving the monument open would place both their own and other peoples' Health and Safety at significant risk. In such circumstances, endorsement and/or support should be sought from the appropriate central authority, normally either of the Regional Managers.

Risk Factors

Before agreeing a Lone Working set-up, there are a number of factors that should be considered – both when periodically reviewing that set-up or as a result of developments which could either be on-going or merely temporary:

- Does the workplace present a special risk to the Lone Worker?
- Can all equipment, goods etc. be safely handled by one person?
- Is there a risk of violence?
- Are women especially at risk if they work alone?
- Is the Lone Worker medically fit and suitable for Lone Working?
- What are the requirements for First Aid Training?
- What H&S Training Requirements are there?
- How will the Lone Worker be supervised?
- What methods of communication are available?

Summary

Lone Working can prove an efficient and effective way of staffing monuments. However, there should be an element of flexibility in such arrangements which can recognise occasions where, for a range of reasons (including events, major deliveries, on-going building/conservation work or periods of elevated anti-social behaviour on or around the monument), it is appropriate to consider suspending the arrangement and providing secondary cover in view of the typically increased risk profile.

LONE WORKER RISK ASSESSMENTS SHOULD BE APPENDED TO THIS FILE.

6.5 Fire Safety & Emergency Procedures

Introduction

Under the provisions of the Regulatory Reform (Fire Safety) Order 2005, Employers are required to undertake and maintain a Fire Risk Assessment (FRA) in order to effectively manage risks to employees and the public, while both the Health & Safety At Work Act (1974) and the Management of Health & Safety At Work Regulations (1999) levy duties to develop Emergency Arrangements in respect of fire and other emergencies.

In both Fire Safety and other Emergencies, simplicity and clarity are highly desirable qualities, and even when issues may themselves be quite complex it is necessary that fundamental instructions are straightforward and can be easily communicated.

Fire

As has already been indicated, the foundation of management arrangements is predicated upon the FRA. This will identify fire hazards, the controls in place and the procedures for evacuating in the event of a fire. The FRA for the monument is attached to this file. Fire Safety arguably commences with fire precautions – the measures we take to reduce the likelihood of fire breaking out in the first place. This includes maintaining electrical equipment, managing litter and waste and controlling smoking. However, despite our best efforts in these directions, we cannot guarantee that a fire will not occur when fuel and oxygen are combined with an ignition source to commence a combustion process.

At this point, the emphasis switches to alerting people of the situation and evacuating the affected areas. Some monuments have automatic smoke and/or fire detection which will trigger the fire alarm. Others are reliant on break-glass units to trigger the alarm. Others still have no automation, and require direct human intervention by shouting 'Fire' and physically sounding the alarm.

Once the alarm has been raised, by whatever means, evacuation should take place without delay. The aim here is to get all persons at the monument to a place of relative safety. This may be within the monument or beyond its boundaries, and should ideally be signed accordingly. The raising of the alarm should also coincide with a call to the Emergency Services. This action should be taken in all fire scenarios, even if you believe you can bring things under control. It's better to make the call at the earliest opportunity and follow it up if you should extinguish the fire, than to delay and increase the risk to all parties.

If you know exactly how many people are on monument, a head count at the evacuation area can be helpful in confirming that everyone has successfully evacuated. If not, then a tour of the monument as far as you are able without putting yourself at risk is recommended to ensure nobody has failed to respond to the alarm.

The Fire Brigade will enquire if there is any reasonable doubt whether the building has been evacuated, as preservation of life is their priority. If it is certain that nobody is in the building then it is unlikely that the Brigade will risk personnel, and they may switch their efforts to prevent the fire spreading and damage limitation.

It will often be prudent to keep people at the evacuation area until the Brigade has arrived to take charge of the situation – not least as departing vehicles could impede Fire Brigade access to the monument.

All monuments are provided with first aid fire fighting in the form of Fire Extinguishers. Their presence does not provide a tacit indication that Custodians are expected to tackle fires that break out. They merely offer an opportunity to consider tackling a small, contained fire or to protect a threatened escape route.

Fire Extinguishers:

- **Water (all Red)** – Suitable for fires involving solids (paper, wood etc.) – not to be used for electrical fires (though a version that can be used is now available).
- **Carbon Dioxide (Black Banding)** – can be used on electrical equipment, also solids, though can disperse embers; beware of noise and freezing nozzle.
- **Foam (Cream Banding)** – suitable for solids and liquids – not electrical.

Custodians should receive training in the use of Fire Extinguishers in order to assess any potential scenario for use. However, raising the alarm, evacuating the monument and summoning the Fire Brigade all take priority.

The basic procedures for raising the alarm and evacuating the building should be posted within the Visitor Centre and at any other suitable location within the monument.

Another of the legal requirements is to undertake fire drills at least once a year to test alarm and evacuation protocols. These should be undertaken while the monument is open, but need not be at peak visitor times. A reasonable approach might be to alert visitors on the day you choose to run the drill that there will be an evacuation exercise and they are required to comply with instructions given.

The drill should take less than 10 minutes after which you can thank visitors for their co-operation and they can resume their visit.

Liaison with the local Fire Service is a useful way of getting assistance in developing your arrangements and understanding the realities of likely response profiles.

Other Emergencies

While nobody is expected to consider every possible non-fire emergency scenario, it is prudent to consider any reasonably plausible incidents such as trips or falls involving staff, contractors or the public or sudden ill health in any of those categories of persons. Some monuments might have a risk of inundation while others may be prone to sudden adverse weather which could prevent visitors leaving.

It may not be necessary to develop specific procedures to deal with each scenario, but it is important to have at least a default protocol, for instance determining at what point you will close and/or evacuate the monument, what emergency calls you will make, where you will assemble people, where you will take any casualties for first aid treatment and protection.

In the event of fire or other emergencies it is foreseeable that there will be media interest – another factor best considered calmly and without time pressures rather than in the heat of the moment.

Summary

Good planning and diligent management of monuments will go a long way towards reducing the likelihood of emergency scenarios, but cannot provide any such guarantees – the public can be very unpredictable. However, by having thought through responses in advance (and perhaps trialling them under controlled conditions), it is more likely that the incident will be effectively controlled and physical and emotional impact minimised. It's also important that lessons learned through drills and actual incidents are shared across the organisation and used to inform updated arrangements.

PLEASE REFER TO THE MONUMENT-SPECIFIC FIRE MANAGEMENT PLAN APPENDED TO THIS FILE IN SECTION 12.

6.6 Cleaning & Control of Substances Hazardous to Health

Introduction

Whether or not main monument cleaning is provided by a contractor, Custodians will nevertheless undertake some elements of cleaning and (as the effective monument managers) thus need to be aware of hazardous substances used and stored on site for the purposes of cleaning.

The relevant legislation is the 2002 Control of Substances Hazardous to Health (COSHH) Regulations. These require employers to consider processes that use or create hazardous substances, how they can cause harm, and how the risk of that harm occurring can be reduced.

A hierarchical approach is advocated:

- Can you avoid using a hazardous substance, or use a safer process?
- Can you substitute the harmful item with something safer?
- Can you use a safer form e.g. a solid rather than liquid?

Control is adequate when the risk of harm is as low as is reasonably practicable, all control measures are in good order, and exposures are below set limits.

Typically this will involve carefully storing and using cleaning products/chemicals away from the general public and employees and maintaining access controls until residues have dried or dispersed.

Many products require the wearing of protective gloves to prevent harm to skin from prolonged exposure. Any cleaning or other materials intended for use in the workplace and which present hazards must be suitably marked:

- Toxic
- Harmful
- Irritant
- Flammable
- Explosive
- Dangerous to the Environment
- Oxidising
- Corrosive

They must also be supplied with Safety Data Sheets; particularly relevant sections are Part 15 (which tells you what the dangers are) and Parts 4-8 which tell you about emergencies, storage and handling.

The cleaning contractor should have all of this information available for sharing with the Custodian, and copies of relevant Safety Data Sheets should be obtained and filed in the monument file section.

Also relevant is the maintenance of any cleaning equipment in use on the monument, both in terms of risks to the cleaner and any wider impact of failure in use.

From time-to-time monuments may become seriously contaminated, either through human or animal action. In such circumstances any affected areas should be isolated from public access and the contract cleaning company contacted to provide a suitable response. Do not tackle contamination that you're neither equipped to deal with nor able to dispose of properly.

Custodians as Cleaners

Supplementary cleaning work undertaken by Custodians is covered by the same provisions of contractor cleaning. Use any cleaning products in accordance with manufacturer/suppliers guidance.

When cleaning, try to avoid over-reaching or stretching and be realistic about any high-level cleaning which will constitute Working at Height and must therefore be subject to Risk Assessment.

When cleaning extends to removing litter or other contamination from the monument, be sure to use protective equipment supplied to reduce the risks of contamination as well as bearing in mind good Manual Handling practices.

Any Custodian employed directly by a cleaning contractor must undertake such cleaning duties outside their working hours under Cadw employment.

6.7 First Aid

Introduction

Every Employer is required, under the provisions of the Health & Safety (First Aid) Regulations 1981 (Guidance revised 2009), to undertake an Assessment of Need in respect of the provision of First Aid. The Needs Assessment for this monument should be attached to this file.

Once the Needs Assessment has been made to determine the nature and level of First Aid provision at a monument, it is imperative that the monument effectively maintains its preparedness in terms of response to emergency scenarios.

The key components of First Aid provision are:

- A mechanism for seeking assistance
- Provision and maintenance of a suitable First Aid kit
- Provision of suitably trained and qualified persons
- A protocol for escalating the emergency where required

While the Regulations do not require provision of First Aid for anyone other than their own employees, Cadw has incorporated non-employees including the general public and visiting contractors in its Needs Assessments, reflecting its public-facing role.

Mechanism for Seeking Assistance

Advise customers/contractors what provision exists and how it can be accessed as part of the 'welcome to the monument' briefing to all customers/contractors at point of entry.

First Aid Equipment

There is no mandatory list of items to be included in a First Aid container, but tablets, creams or other medications should not be stored with the First Aid Kit.

What is stored in the Kit can be influenced by the Needs Assessment identifying relevant local factors, but as a guide – where activities indicate Low hazards – minimum stock might include:

- Leaflet Giving General Guidance on First Aid (e.g. HSE basic advice on First Aid at Work)
- 20 Wrapped individual sterile plaster (assorted sizes)
- 2 sterile eye pads
- 4 individually wrapped bandages
- 6 safety pins
- 2 large sterile individually wrapped un-medicated wound dressings
- 6 medium sized individually wrapped un-medicated wound dressings
- 2 pairs of disposable gloves

Other items that can be and often are added include:

- Individually-wrapped moist/antiseptic wipes
- Adhesive tape
- Scissors

The First Aid kit should be kept readily accessible and preferably in a designated, fixed position. It should be regularly checked and re-stocked as appropriate.

Training

All Custodians should receive First Aid Training, whether to qualify them fully as First Aiders – typically a 3 day First Aid at Work (FAW) course – or as Appointed Persons through the 1 day Emergency First Aid at Work (EFAW) course. Exceptions should only occur if the Custodian is not fit to train for or administer First Aid as a result of a medical condition. Qualification lasts 3 years before a formal Refresher requirement occurs, although annual update/reminder sessions are recommended.

In many cases, the important thing for a First Aider/Appointed Person to do is to take charge of the situation, ensure professional assistance has been sought if perceived

necessary, and to provide comfort and reassurance to the victim as well as preventing inappropriate interventions.

Training will enable the First Aider to assess the situation and determine whether any of the interventions they have been taught (e.g. Cardio-Pulmonary Resuscitation) are appropriate.

It is a myth that unsuccessful First Aid interventions by qualified persons can result in successful claims for damages against them, with the proviso that the First Aider acted in accordance with the training they have received. Notwithstanding this, it's good practice to keep a record of First Aid interventions. For most people dealing with the public, being trained to know what to do in an emergency provides reassurance with the additional recognition that the skills and knowledge are also valuable away from work and at home.

Escalation

Whenever there is a suspicion or an initial perception that external assistance is required to support a First Aid situation, it is imperative that the appropriate Emergency Services are summoned; delay can have an adverse impact on the outcome. If as a result of further observation and assessment it becomes clear that the situation can be managed, then the option exists to place a follow-up call, but remember – even when First Aid is successfully administered, the patient may need further support and observation which the Emergency Services can arrange.

If in doubt, shout.

RECORDS OF FIRST AID ACTIONS TO BE KEPT WITHIN THIS FILE IN SECTION 12.

6.8 Office & Equipment Inspection & Testing

All office and other electrical equipment (in common with other equipment) needs to be properly selected, used, stored and maintained in order to continue working safely – and to ensure that fault conditions do not go unnoticed and non-rectified. In addition to portable electrical equipment, the mains power system requires periodic safety testing. Notwithstanding formal Portable Appliance Testing (PAT), it is also best practice to carry out regular visual checks on equipment for signs of wear and tear or incipient fault conditions such as overheating, all of which should be reported at the earliest opportunity to the respective Property Services Manager and Service Contractor(s). It should be remembered that there is no such thing as a 'safe' electrical voltage and even low current levels passing through or across the body can have severe or fatal effects, so electrical safety must be taken seriously even when using familiar or 'household' electrical appliances.

Similarly, it is important to manage cables tidily; not only to prevent trip hazards but also to reduce the risk of damage to (or facilitate the rapid isolation of) a piece of equipment in an emergency scenario.

Maintaining sufficient space around ventilation ports of electrical equipment is not only better for the long term performance of the equipment, but will also reduce the fire risk. The frequency of formal testing and inspection (e.g. PAT) can vary between different types of equipment, different patterns of use and the environment in which they are used. Generally speaking, though, annual PAT will suffice for most if not all Cadw monuments and it may be practical to treat all equipment on site thus.

It is not a legal requirement to place test stickers on equipment or to record the tests in a particular way, though both are recommended to help identify when the last test was undertaken and when the next is due.

Electrical system integrity testing should take place at regular intervals, typically

5 years, though there is no statutory period, as with PAT.

Non-electrical equipment such as stepladders should also be subject to recorded regimes of regular inspection, typically as advised by the manufacturer/supplier. They should also be inspected before each use, and defects reported and the equipment taken out of service until repaired or replaced.

If there is any doubt as to a piece of equipment's safety, keep on the side of caution and report the issue for expert attention. It's not worth the risk!

FILE RECORDS OF PAT, SYSTEM & EQUIPMENT TESTS WITHIN THE EQUIPMENT TESTING FILE.

6.9 Display Screen Equipment (DSE)

Introduction

The term DSE is a handy cover term for a range of equipment, but in the Cadw Custodian context refers to the retail tills, PC and/or Laptop provided for official use. DSE has been in use for many years now and the risks to H&S it can pose are well understood, to the extent that there is a set of Regulations, the Health & Safety (Display Screen Equipment) Regulations, most recently amended in 2002. The Regulations apply where employees habitually use DSE as a significant part of their usual work. This is often linked to proportions of time spent using DSE, but can also relate to necessary aspects of work where employees have no alternative but to utilise the DSE.

Cadw will adopt the approach that any Custodian who uses a retail till and/or has access to a PC or Laptop and is required to use it for work purposes is considered to be a 'User' under the terms of the Regulations and that, therefore the Regulations apply.

What does this mean in effect? As the Employer, Cadw must analyse workstations to assess and reduce risks. They must look at the whole workstation, the task being performed, and any special needs of individual staff. They must also ensure that workstations meet minimum requirements, plan work so that there are breaks or changes of activity, arrange eye tests (and provide spectacles if special ones are needed for DSE use) and provide H&S Training and Information. Custodians (employees) must take part in Risk Assessments and report any health problems that may be caused by DSE use to their Regional Manager.

What can Custodians do to help themselves?

- Get comfortable – adjust chair and DSE to find the most comfortable position for you.
- Make sure you have enough space and try different arrangements of keyboard, screen and mouse to suit you. In particular ensure you have adequate space under your desk to move freely.
- Avoid excess pressure from the edge of your seat on the backs of your legs or knees.
- Try to keep your wrists straight when typing – aim for a soft, light touch on the keys and don't overstretch your fingers.
- Position the mouse within easy reach, so it can be used with wrist straight and without stretching. Don't grip the mouse too tightly and release it when you're not employing it.
- Don't sit or stand in the same position for long periods and change posture as often as practicable.
- Engage in the DSE Risk Assessment programme and report any problems before they become ingrained and chronically uncomfortable.
-

What are the Risks?

Generally, they are limited. DSE has often wrongly be blamed for a wide range of problems when evidence suggests only a small proportion of DSE users experience difficulties and they can usually be resolved quickly and effectively.

Repetitive Strain Injury (RSI) and in particular Work Related Upper Limb Disorder (WRULD) are not unheard of and can be very real. However, they typically only occur as a result of prolonged, intensive, uninformed and unregulated use of DSE.

Fatigue and discomfort will readily occur if DSE workstations aren't properly adjusted and activity prolonged without reasonable breaks or changes of activity.

It is considered unlikely that these circumstances will affect Custodians, but discomfort or problems should nevertheless be reported for investigation and remedy.

Can DSE affect eyesight? Extensive research has found no evidence that DSE can cause disease or permanent damage to eyes. However, long spells of DSE work, particularly if breaks aren't taken and the equipment is not adjusted to suit the user (angle to lighting sources, font size, colour selections etc.) and the work conditions.

It's not uncommon for people to find that, as they spend more time using DSE, they experience sore eyes and/or headaches. This is often an indication that a hitherto unknown/unrecognised visual defect (previously compensated for or not highlighted) is being manifested and will require the assistance of an optician. It is for this reason that provision of eye tests and corrective appliances (spectacles) forms part of the DSE Regulations.

Please refer to your individual DSE assessment within this file for further information. Discuss

6.10 Events

Introduction

From time to time many Cadw monuments play host to special Events which may involve extensive or limited Custodian involvement from start to finish.

As the effective Monument Manager, the Custodian retains a significant responsibility for H&S during the preparation of, running and taking down of any event, irrespective of scale, technicality or the level of competence and experience of event co-ordinators.

The following guidance is aimed at ensuring the Custodian is well-equipped and prepared to oversee the safe and successful conduct of any Event.

Preparation

It is difficult to over-estimate the value of careful, considered advance preparation to discharging your H&S responsibilities with regard to Events.

As soon as you start to prepare your own Event or are notified of another party's intent to use the monument for an Event, create your own mini-H&S file.

Undertake an initial Risk Assessment using the standard form which you can build and/or amend as the Event comes closer to fruition.

Clearly, if the activity is going to be led by external parties, ask them to send you their own Risk Assessments (they should be expecting this from you – if they're not, that's not a good sign – be alert). If this/these are forthcoming, integrate them with your own monument knowledge and be prepared to challenge any assumptions you do not or cannot agree with.

This should not be an adversarial process. Ultimately you're both motivated to have a successful and safe Event. Having said that, be prepared to be firm, yet reasonable, if you feel risks aren't being sufficiently managed.

Use the Risk Assessments to plan the Event, both in terms of set-up/tear-down as well as the Event itself.

During the Event

Assuming there is going to be a Custodian presence, use it to monitor management of H&S as the Event unfolds, dynamically evaluating situations as they arise and taking a pro-active approach to issues.

Cadw's reputation is clearly at risk during Events, irrespective of the level of your actual participation. By the same token it can be enhanced by successful Events.

Take a pragmatic and collaborative approach to protect against the former and increase the chances of the latter.

Stay alert and execute any specific monitoring or stewarding role you have identified for yourself/selves in the Risk Assessment and planning meetings/discussions.

After the Event

Hopefully things have gone to plan and the Event has been successful. However, remain diligent and observant as things are taken apart/torn down. Satisfy yourself that there are no unhelpful legacies from the event (excessive littering/contamination/damage).

Review your Risk Assessment in the light of how the Event ran, amending it in preparation for a repeat or similar event in the future.

Summary

Events can be enjoyable as well as hard work. You're used to dealing with the public under routine conditions, but remember problems can be rendered more acute by operating either out of normal hours and/or conditions. There is a substantial duty-of-care involved, but with that responsibility comes authority.

Don't forget it's your monument and you enforce the rules on behalf of Cadw. In planning and preparation, seek higher authority in the face of any persistent challenge to your approach.

Leave it to planning, not to luck.

EVENT-SPECIFIC RISK ASSESSMENTS SHOULD BE APPENDED TO THIS FILE FOR FUTURE REFERENCE.

6.11 Out of Hours Call Out Procedure

For monuments with monitored alarm systems, the security company monitoring the system will have a call-out list of Cadw personnel. Where there are multiple detections or other strong indications of genuine intrusion a call will also be placed by the company to the local Police.

If you are on a list of Custodian call-outs for your monument, the following provides guidance as to your response protocols;

***DO NOT PLACE YOURSELF AT UNDUE RISK UNDER ANY CIRCUMSTANCES
– YOU ARE RESPONDING TO THE CALL-OUT, NOT CHARGED WITH
DETAINING ANY UNLAWFUL INTRUDER WHOSE RESPONSE TO
DETECTION CANNOT BE PREDICTED WITH ANY CERTAINTY.***

- Ascertain whether an intruder is suspected/the Police have been contacted
- Be sure to take your personal alarm, mobile phone and torch with you
- Proceed promptly, but not recklessly to the monument
- If the Police have been called, do not enter the monument until they are in attendance
- Once the Police have arrived, they are in control – follow their instructions and provide any support and information they seek
- If the Police have not been summoned, make a preliminary assessment of the situation before entering the monument
- If you have any doubt as to whether you are placing yourself at risk, do not enter the monument, but observe from a safe distance
- If you believe there to have been an intrusion, call the Police and await their arrival/act in accordance with their instructions
- If you believe that the alarm may have been a benign failure or false indication, proceed with caution and enter the monument, switching on all available illumination
- Do not proceed stealthily – make it clear you are responding to an alarm and are in control of the situation – if there has in fact been an intrusion you are providing a clear indication of detection and creating an opportunity for the intruder/s to leave
- Do not directly confront any intruder you encounter – advise them that a police response is imminent
- Do not try to detain any intruder or make a citizen's arrest. You serve the situation and yourself best by bringing the intrusion to a conclusion
- If there does not appear to have been an intrusion, advise the security company as soon as possible
- In each circumstance draft a short report detailing observations and findings for future record
- Re-secure the monument and re-set alarms, reporting any apparent fault to the security company and Cadw Property Services

6.12 Health & Safety Inspections & Check Sheets

Introduction

For any H&S Management System to be effective, it requires regular and routine Checks and Inspections to either confirm its effectiveness or identify shortcomings and drive improvements to achieve the outcomes sought.

With effect from the origination date of this monument H&S File, the following programme of Checks & Inspections is to be instigated.

On a Weekly Basis

Custodian to carry out visual checks on:

- All emergency equipment (fire alarm components, fire extinguishers, emergency exits, emergency lighting, First Aid etc.)
- All equipment including electrical (PC/laptop, till, display units, catering/kitchen equipment, ladders, steps etc.)
- General condition of public access areas (grounds, entrance/exit points, stairs/walkways, etc.)
- Cleanliness (internal & external, litter bins, toilets/washrooms, etc.)

These checks are to be formally recorded in a Log [appended to this monument file](#) or insert hyperlink to document in i-Share.

N.B.

Two or three safety helmets (often referred to as “hard hats”) are issued to each staffed site as Personal Protection Equipment (P.P.E.), but unlike other articles of clothing these have an “end use” date. The following criteria should be noted:

- A lifespan of 2 years with every day usage
- Otherwise 5 years for occasional use

There are also three rules for the storage of these items:

- Store out of direct sunlight
- Keep clear of any heat source
- Keep clean from dust

Should any helmet become damaged or out-of-date, then it should be recorded on the site asset list as such and a replacement ordered from Property Services:
CadwEstatesandProperty@wales.gsi.gov.uk

Review with Regional Manager and Property Services

Custodian Handbook 2017/18

Appendices

Section 7.0 Cadw Staff Structure

Section 8.0 Site Admission Prices & Opening Hours

Section 9.0 Staffed Site Contact Information

MONUMENT CONTACT DETAILS

Staffed Site	Post Code	Email & Telephone	Head/Lead
Beaumaris	LL58 8AP	BeaumarisCastle@wales.gsi.gov.uk 01248 810361	Mike Williams
Blaenavon Ironworks	NP4 9RQ	Blaenavonironworks@wales.gsi.gov.uk 01495 792615	Pru Williams
Caerleon Roman Baths	NP18 1AE	CaerleonFortressBaths@wales.gsi.gov.uk 01633 422518	Sian Warfield
Caernarfon	LL55 2AY	CaernarfonCastle@wales.gsi.gov.uk 01286 677617	John Sherlock
Caerphilly	CF83 1JD	CaerphillyCastle@wales.gsi.gov.uk 02920 883143	Catherine Collins
Castell Coch	CF15 7JS	CastellCoch@wales.gsi.gov.uk 02920 810101	Lesley Evans
Chepstow	NP16 5EY	ChepstowCastle@wales.gsi.gov.uk 01291 624065	Ryan Evans
Cilgerran	SA43 2SF	CilgerranCastle@wales.gsi.gov.uk 01239 621339	
Conwy	LL32 8AY	ConwyCastle@wales.gsi.gov.uk 01492 592358	Royston Williams
Criccieth	LL52 0DP	Criccieth.Castle@wales.gsi.gov.uk 01766 522227	Mairwen Evans
Denbigh	LL16 3NB	DenbighCastle@wales.gsi.gov.uk 01745 813385	Paul Williams
Harlech	LL46 2YH	HarlechCastle@wales.gsi.gov.uk 01766 780552	Tony Payne
Kidwelly	SA17 5BQ	KidwellyCastle@wales.gsi.gov.uk 01554 890104	Sonja Brown
Laugharne	SA33 4SA	LaugharneCastle@wales.gsi.gov.uk 01994 427906	Rhianwen Grindal
Oxwich	SA3 1ND	OxwichCastle@wales.gsi.gov.uk 01792 390359	Glenys Fuge
Plas Mawr	LL32 8DE	PlasMawr@wales.gsi.gov.uk 01492 580167	Sheena Williams
Raglan	NP15 2BT	RaglanCastle@wales.gsi.gov.uk 01291 690228	Jill Cade
Rhuddlan	LL18 5AD	RhuddlanCastle@wales.gsi.gov.uk 01745 590777	Jane Colclough
Rug Chapel	LL21 9BT	RugChapel@wales.gsi.gov.uk 01490 412025	Jean Ponsford
St. David's Bishop's Palace	SA62 6PE	STDavidsBishopsPalace@wales.gsi.gov.uk 01437 720517	Amanda Canby-Lewis
Strata Florida Abbey	SY25 6ES	StrataFloridaAbbey@wales.gsi.gov.uk 01974 831261	Cheryl Cracknell

Tintern Abbey	NP16 6SE	TinternAbbey@wales.gsi.gov.uk 01291 689251	Pascal Bidois
Tretower Court & Castle	NP8 1RD	TretowerCourt@wales.gsi.gov.uk 01874 730279	Ian Andrews
Valle Crucis Abbey	LL20 8DD	ValleCrucisAbbey@wales.gsi.gov.uk 01978 860326	Roger Farnham

Section 10.0 Croeso Leaflet – site specific

Section 11.0 Visitor Services – Business Plan

Section 12.0 Site Risk Assessments & Fire Plans