

## Minutes of Directors Meeting

Ref No:  
 Date of Meeting: 28<sup>th</sup> November 2022  
 Time of Meeting: 19:00  
 Place of Meeting: Zoom video conference  
 Purpose of Meeting: Scheduled Board Meeting of Combe Mill Society

**Distribution:**  
 Directors: Steve Foster, Wendy Foster, Derek Goddard, Margaret Gruber, Philip Hawtin, Tony Simmons, Peter Trowles.  
 Noticeboard, Website Members' page

### Present

Directors: Derek Goddard, Margaret Gruber, Philip Hawtin, Tony Simmons, Wendy Foster, Steve Foster, Peter Trowles.

### 1 Apologies

Ref	Comment	Action
1.1	None	

### 2 Minutes of previous board meetings

Ref	Comment	Action
2.1	The draft minutes of the meeting held on 10 <sup>th</sup> October 2022 were confirmed as a correct record of the meeting.	

### 3 Matters arising from previous meetings

Ref	Comment	Action
4.1	<b>First Aid:</b> Peter to book a place on Emergency First Aid at Work course from Oxfordshire First Aid in Witney.	PT
4.2	<b>Fire alarm:</b> Ongoing. The next scheduled service is to be brought forward to an earlier date. Quotes for a new system to be obtained as our is obsolete. Advise to be sought from local fire officer – a board member should be present at this meeting. Action – SF to speak to Terry Bailey to arrange.	SF
4.3	<b>Fire training:</b> Derek has completed the course and passed. Agreed that Derek and Wendy should propose a plan for fire drills. Noted that there is a fire action plan on display at various points around the mill. Steve would like to hold a meeting to brief all volunteers on fire safety and accident book procedure.	DG / WF
4.4	<b>Mill Keys:</b> It was expected that the new locks would be fitted on Wed 30 Nov. (Sec. note: this was completed as expected.)	
4.5	<b>Charges List:</b> It was agreed that the charges list reviewed at the previous meeting should be amended to show that admission for under 16s will be free in 2023. The list was then approved as amended.	

### 4 Treasurer's Report

Ref	Comment	Action
3.1	The treasurer provided the report in Appendix 1. The treasurer reported that sales of Blacksmith Experiences are going very	

Ref	Comment	Action
3.2	well.	

## 5 Health and Safety items

Ref	Comment	Action
5.1	<p>The Director Responsible for Safety presented a proposal (see Appendix 2) for a policy on the management of Risk Assessments at the mill. After consideration of the proposal and discussion, the board resolved:</p> <ul style="list-style-type: none"> <li>i) To note that the recently approved system for the production of Major Risk Assessments has been launched.</li> <li>ii) To approve the proposed scheme for managing the life cycle of Major Risk Assessments as set out in Section 2.2 of the said paper and asked the DRS to report progress to the board.</li> <li>iii) To approve the introduction of a tier of simpler risk assessments (to be known as Small Task Risk Assessments) as set out in Section 3 of the said paper.</li> <li>iv) Subject to the passage of Resolution 3 to approve the proposed managerial arrangements for governing the Small Task Risk Assessment scheme as also set out in Section 3.</li> </ul>	PH
5.2	<p><b>High Consequence Hazards</b> – The DRS highlighted a number of hazards at the mill which could result in serious consequences for volunteers or visitors:</p> <ul style="list-style-type: none"> <li>i) Historic bandsaw – the risks had been mitigated by stipulating the saw is not to be used for routine work.</li> <li>ii) Boiler House – the design of the building means that there is no escape route from the far end of the building e.g. in the event of a fire near the entrance. Although this is an unlikely occurrence, mitigations are possible i.e. to avoid going to the back of the boiler house while the boiler is in use.</li> <li>iii) Barn Engines in the head race – There is a risk of the operator falling into the head race. A risk assessment has been done and mitigations are being looked into.</li> <li>iv) Beam Engine – The operators are below floor level with only one narrow exit. They could be trapped e.g. in the event of a major steam leak. Mitigations need to be considered.</li> </ul>	

## 6 Business Plan

Ref	Comment	Action
6.1	At the meeting held on 16 <sup>th</sup> November at the mill, the 5 key aims of the society had been agreed. The board resolved to record the 5 aims and then hold a further planning meeting on Weds 11 <sup>th</sup> January 2023 at 2:00 p.m.	

## 7 Accreditation

Ref	Comment	Action
7.1	PT reported that the revisions to the eligibility questionnaire were nearly complete and should be submitted soon.	PT

## 8 Winter Jobs List

Ref	Comment	Action
8.1	It was agreed that the jobs list needed to be reviewed to understand what is still to be done and prioritise. A meeting will be held on Weds 7 <sup>th</sup> December at 10:30 a.m.	All

## 9 HAC Report

Ref	Comment	Action
9.1	<p>DG reported on items and recommendations from the Heritage Advisory Committee.</p> <ul style="list-style-type: none"> <li>i Waterwheel modifications – addition of screws to hold the gudgeon wedges at the pit gear end. HAC noted that the modifications appeared to be holding the wedges in place but recommended that this be considered a temporary solution and that a wheelwright be approached to propose a long-term solution. The board asked SF to ascertain the view of the HTA and asked the HAC to research which wheelwrights could be approached.</li> <li>ii Modern woodturning lathe – Tony Thurlby had supplied and installed a second lathe to increase woodturning demonstration capacity. This had involved moving the heavy morticer. The HAC were content that this was still standing on a suitably strong area of the floor. Board resolved to accept the donation. DG to complete object entry form.</li> <li>iii Offer of toolmakers chest – HTA’s view was that this would make a suitable addition to the collection. The board approved the HAC recommendation to accept this donation.</li> <li>iv Photo Album – Board approved recommendation to accept this donation from Mike Hallam</li> <li>v Offer of Powered Hacksaw – Forge HTA felt that this would not be used often enough. Board accepted recommendation to decline the offer.</li> <li>vi Reader engine repaint – Board approved recommendation to proceed with repainting the Reader stationary engine.</li> <li>vii Offer of steam boiler kit – from Derek &amp; Doreen Turner, a partly built model boiler kit. HAC felt that there was too much work required for the mill to take on as a project. Board accepted recommendation to offer to the membership via the newsletter and to assist Doreen to sell it if there were no takers.</li> <li>viii Offer of toolmaker’s lathe – Board accepted the recommendation to decline due to lack of space and the machine having no connection with the mill.</li> <li>ix Old inventory list – Noted the acceptance of the original version of this list from Mike Hallam.</li> <li>x Herbert grinder / drill – After investigation, it was now clear that</li> </ul>	<p>SF HAC</p> <p>DG</p>

Ref	Comment	Action
	replacement of the motor of this donated machine would be difficult. Board accepted the proposal to dispose of the item via the museum disposal procedure.	

## 10 HTA Liaison Report

Ref	Comment	Action
10.1	DG reported that about half of HTAs are currently working on revisions to risk assessments for their areas.	
10.2	The group will next be looking into training of new volunteers.	

## 11 Site Security

Ref	Comment	Action
11.1	The chairman asked the board to consider the need for additional security on site for discussion at a future meeting.	

## 12 Other Business

Ref	Comment	Action
12.1	<b>Insurance</b> – PT reported that the renewal quote from our agent is only £20 more than last year. The board approved renewal of the policy in principle pending a review of the full documentation by PT. (Note – the renewal was subsequently completed.)	PT
12.2	<b>Treasurer</b> – Tony S advised that he would like to relinquish the role of treasurer in the new year, with a handover period from January to March. The board thanked Tony for his dedication and hard work in the role and agreed to find a new treasurer as soon as possible.	All

## 13 Date of next meetings

Ref	Comment	Action
13.1	Winter Jobs review – Weds 7 <sup>th</sup> December 2022 at 10:30.	
13.2	Business Plan meeting – Weds 11 <sup>th</sup> January 2023 at 14:00.	
13.3	Scheduled board meeting – Mon 13 <sup>th</sup> February 2023 at 7:00 p.m. on Zoom.	

### Approval

These minutes were approved by the Chairman for display on the Society's website.

Peter Trowles  
Minutes Sec  
Appendix 1

## Report from Treasurer – 28 November 2022

### Current balance: @ 28 November 2022

Bank	£24,955
Cash	£ 1,074
Savings Reserve (Redwood Bank)	£15,000

**Significant Recent Income:**

Raffle prize donation                      £150

**Significant recent payments:**

Larder fridge                                      £379

**Routine expenditure per month:**

Telephone/broadband - £43

ZOOM - £14.39

**Subs and prices for 2023 – see finally agreed document**

**Significant forthcoming expenditure:**

<b>Item</b>		<b>Forecast</b>
RES remote alarm monitoring	Invoice	£1,433.10
Repair of WC extract vent and other electrical works	Quote awaited	£2,000
Installation of boiler house roof light		??
Insulation of fuel store and rerouting of rainwater run-off.		??
Cost of replacement door locks		£254

Tony Simmons - Treasurer  
28 November 2022

## Risk Assessment: Management Policy

### 1. Summary and Background

- 1 Work carried out by members at Combe Mill falls into 3 categories:
  - a Major Tasks, these vary from operating the historic equipment for which the Mill is famous to running the tea room;
  - b Shorter term tasks recent examples being the removal of the old river pump and the subsequent installation of its successor and, the erection of Mill owned marquees;
  - c Tasks that are commonly referred to as custom and practice. These are activities where we rely on our own skills to provide us with the essential 'know how'.
- 2 Risk assessment is an essential part of the Combe Mill (CMS) approach to safety. For over 10 years, we have subjected all major tasks to a formal risk assessment process. This process follows the published guidance of the Health and Safety Executive (HSE). The resulting documents (RAs) are placed in the 'members only' section of the web site. Where, it has become apparent, they are seldom consulted.
- 3 Recently these RAs were reviewed. All were beyond the date at which they should have been reviewed, The Board accordingly resolved that all the existing the Risk Assessments should be revised and reissued in the latest format. This process has been started and the first such document placed on the website.
- 4 The work so far has led to the following conclusions:
  - a Major tasks are also long term in that the task typically spans many years and the operations involved are repeated many times;
  - b The current process for producing the major task analyses (RAs) is fit for purpose and in accordance with HSE guidance.
  - c The RAs have always acknowledged the need for regular review and updating. The arrangements are not proactive and there is ample evidence that were often overlooked.
  - d Better methods for ensuring that the contents of the assessments were seen and understood by all members needed to be introduced
  - e A process for managing the Risk Assessments after their production needed to be derived and submitted to the Board for approval.
- 5 This paper describes a formal management system that it is proposed to introduce to manage the production, issue and subsequent review, revision and reissue of Major Risk Assessments.
- 6 In addition to the main tasks. The review identified a small number of assessments, covering small often fixed term jobs, which should have been removed from the system when the job was completed. These have all been removed from the system by the DRS.
- 7 Very few short term risk assessments seem to have been produced and there is no formal system for so doing. This absence leads to the risk that members may be relying too much on custom and practice.

- 8 This paper sets out a procedure for the production and control of Small Task Risk Assessments. To distinguish these from the Major Risk Assessments, they have been given the synonym STRAs.
- 9 The Board is invited to approve the appended resolutions; see Section 4.

## **2. Major Risk Assessments at Combe Mill**

### ***2.1. Preparing Major Risk Assessments***

- 1 The preparation of Major Risk Assessments (RA) is based on a CSM Form (Form F52) and its use is described in a document entitled "Assembling a Risk Assessment: completing Form F52". Both documents have previously been circulated to Board members.

### ***2.2. Managing Major Risk Assessments***

#### **2.2.1. Routine Reviews Major Risk Assessments**

- 1 An RA must be reviewed at predetermined intervals to ensure that its conclusions remain valid. Experience has shown that without a degree of enforcement these reviews are likely to be over looked.
  - ◇ The responsibility for carrying out the review will lie with the Team Leader of the staff working in the Task Area. Where the Board has declared a Task Area to be a Technical Area the Team Leader is the HTA.
- 2 The system has been designed so that every RA will normally fall due for a review on 1<sup>st</sup> March in every year. The review must be satisfactorily concluded by the 31<sup>st</sup> March. To provide the Team Leaders with maximum flexibility, the DRS will write to them at the beginning of February.
  - ◇ The way that this timescale will play out is set out in Section 2.2.3 below.
- 3 Failure to conclude the review, by the 31<sup>st</sup> March, will invalidate the entire RA and the Team Leader and DRS must seek a way forward.
  - ◇ Any failure to agree a course of action must be reported to the Board as a matter of urgency.

#### **2.2.2. Possible Outcomes from the Review**

- 1 There are two possible outcomes from the review
  - a **The Assessment is fit for continued use.**
    - ◇ In addition to requiring no changes, The Team Leader may approve an RA for continued use if the only changes required are typographical.
    - ◇ Following the review, the reviewer must:
      - ⇒ If not already recorded as an author, add his/her name to the list in the header on the first page.
      - ⇒ Revise the dates of the previous and next reviews on page1 of the Assessment.
  - b **The Assessment requires significant modification.**
    - ◇ This requires the production of a revised version of the Assessment in accordance with the guidance already seen by the Board.

### **2.2.3. Timescales for a Review**

- 1 The main steps in the review are:
  - a RAs are controlled so that they are normally due for review on the 1<sup>st</sup> March of every year.
  - b In early February the DRS will remind the Team Leaders of the need to carry out a review.
  - c It is the responsibility of the Team Leader to ensure the review is carried out and to ensure that the appropriate actions as set out in Section 1 are carried out.
    - ◇ Any action completed in February will be treated as if it had been taken in March
  - d The Team Leader will return (as appropriate) the updated or new version of the Assessment to the DRS so that it may be displayed on the web site.
- 2 Additionally, whenever a change is made to the operating equipment or its associated procedures, the Team Leader must conduct a review of the Assessment in accordance with the above arrangements.
- 3 Since new versions of the Assessment can be produced at any time the following special arrangements will be used to ensure that its future reviews remain aligned with the above general timescale:
  - a Assessment reviewed successfully: next review due following 1<sup>st</sup> March.
  - b New version created April – December: March following year
  - c New version created January – March: March following year

### **3. Small Task Risk Assessments (STRA)**

- 1 As noted in Section 0, Combe Mill has a need for a Risk Assessment process that covers simpler often short term tasks. Following discussions with fellow members I conclude that what are required are combined Method Statements and Risk Assessments. The Method Statement will be used to define the Hazards that will be assessed in the accompanying Risk Assessment.
- 2 Many of the Mill's Major Tasks are complex and writing their risk assessments (see Section 2.1) requires a degree of industrial safety knowledge and, oversight and involvement at Board Level.
- 3 The aim of this second tier of risk assessments is that they shall be manageable by the members who will be in charge of the actual work on the ground. For the assessing process to meet this requirement the finished documents must meet the following basic criteria:
  - a The document must be short. The aim is to be able to post it on a stake at the entrance to the site of the work where all those associated with or interested in the work can readily read it.
  - b The nature of the task is such that the likely consequences and the probability of their occurrence are readily understood.
- 4 Any proposed task that does not meet these criteria will require a Major Risk Assessment produced in its stead.



- 5 These new second tier documents will be known as Small Task Risk Assessments and by their acronym 'STRA'.
- 6 STRAs will come in two basic forms. The first will be a straight forward task carried out on a one off basis. The second will be a small task that needs to be carried out on more than one occasion. The essential difference between the two is that the first will cease to be valid once the task has been completed whilst the second will need a review arrangement to ensure that it remains up to date over time. In particular it will need to address who can deputise for the Project Manager when he is absent.
- 7 Every Task covered by an STRA must have a Project Manager. The Project Manager is responsible for preparing the risk assessment. He or she may delegate the writing to another person but cannot delegate the responsibility.
  - a In the absence of a specific appointment, the Team Leader of the Task Area in which the need arises is the de facto Project Manager
  - b Under the Articles, the Board retains the right to appoint the Project Manager; the need is unlikely to arise in the case of an STRA.
  - c Project Managers may seek advice from the DRS or, if appropriate, the relevant Team Leader but this is not obligatory.
- 8 The required format for an STRA is illustrated by the attached example (see Appendix 2).
- 9 On completion of the Assessment its contents become live and the Project Manager is in a position, subject to any managerial constraints, to undertake the Task and to steer it through to completion.
- 10 Further details of the managerial process are given in Appendix 1.

#### **4. Proposed Resolutions**

The Board is invited to resolve:

Having considered the propositions in the paper entitled "Risk Assessment: Management Policy", submitted to the Board by the Director Responsible for Safety, the Board Resolves:

- 1 To note that recently approved system for the production of Major Risk Assessments has been launched.
- 2 To approve the proposed scheme for managing the life cycle of Major Risk Assessments as set out in Section 1
- 3 To approve the introduction of a tier of simpler risk assessments (to be known as Small Task Risk Assessments) as set out in Section 3.
- 4 Subject to the passage of Resolution 3 to approve the proposed managerial arrangements for governing the Small Task Risk Assessment scheme as set out in Section 3.

Philip Hawtin

Director Responsible for Safety

19 November 2022

## 5. Appendix 1 Small Task Risk Assessments: - Further Details

### 5.1. Managing Small Task Risk Assessments

#### 5.1.1. General

- 1 Every Task covered by an STRA must have a Project Manager. The Project Manager is responsible for preparing the risk assessment. He or she may delegate the writing to another person but cannot delegate the responsibility.
  - a In the absence of a specific appointment, the Team Leader of the Task Area in which the need arises is the de facto Project Manager
  - b Under the Articles, the Board retains the right to appoint the Project Manager; the need is unlikely to arise in the case of an STRA.
  - c Project Managers may seek advice from the DRS or, if appropriate, the relevant Team Leader but this is not obligatory.
- 2 The required format for an STRA is illustrated by the attached example (see Appendix 2).
- 3 On completion of the Assessment its contents become live. The Project Manager must ensure that the document bears:
  - a the project manager's name;
  - b the Assessment number, This can be obtained from a file that is to be held in the Foreman's Office
    - ◇ Be sure to enter your chosen number to avoid double booking
  - c the date on which the document was issued;
  - d the date on which the contents become invalid;
    - ◇ Four options will be offered: when the task is completed, 3, 6 and exceptionally 9 months after the date of issue.
  - e If the Team Leader is not the Project Manager, the Project Manager must send a copy to the Team Leader for comment.
    - ◇ The purpose of this action is to ensure that the Assessment is consistent with the known risks in the Team Leader's Task Area.
    - ◇ The responsibility for the facts as recorded in the STRA lies solely with the Project Manager
- 4 Once any comments received from the Team Leader have been incorporated the Project Manager has permission to undertake the proposed work.
- 5 As soon as the Issue date is fixed the Project Manager must prepare a minimum of 4 copies:
  - ◇ Retain one copy as the master copy
  - ◇ File one copy in a folder of active STRAS, which will be held in the Foreman's Office.
  - ◇ Send a copy to the DRS for information,
  - ◇ Seal one copy in plastic for display at the work place

6 The Project Manager may prepare as many additional copies as they see fit.

### 5.1.2. STRA'S Expiry Dates

1 This sub section provides guidance on the setting and usage of expiry dates.

2 **Straight forward STRA:** The example in the Appendix is of this simplest kind:

- a It meets the two basic criteria: as all STRAs must.
- b The entire task is over in very few days and the actual kernel of the work is finished a single session.
- c Once the pump is strapped to the truck, the task is complete and the STRA is no longer relevant and should be closed.
- d Consequently this document's validity automatically expires "on completion".

3 **Specified validity period** (3 exceptionally 6 months): A more complex situation arises when the date of completion is less clear: hence the provision of flexible closure dates.

- a The normal period would be 3 months
- b Where there is a strong case the Project Manager can opt for a period of up to 6 months.
- c This flexibility allows Project Managers to issue STRAs spanning a lengthy task covering the winter working period.

4 **Enduring Tasks:** Finally there is the case of a fairly simple task that is repeated many times. The erection and striking of Mill owned gazebos and marquees are examples.

- ◇ For these exceptional cases I recommend that, subject to the approval of the DRS, periods of up to 9 months should be allowed thus allowing the relevant STRA to span a Steaming Season.

5 **A final thought:** STRAs are working documents, not documents of record. As a consequence they may be destroyed once they have reached the end of their active life. The formal life span of the different types of STRA will be as follows:

Type of STRA	Expiry date	Withdrawal date
	Months after date of issue	
On completion	Completion date not more than 2 months	3
3 months	3 months	4
6 months	6 months	7
Enduring Tasks	9 months	10

6 Midnight on the expiry date marks the end of the STRA's period of validity. The Project Manager should remove the copy of the Assessment from the File in the Foreman's Office and mark the File Index accordingly.

7 The withdrawal date is an administrative convenience. The system is designed to be self-policing. On or after this date the DRS may remove the expired assessment from the file in the Foreman's Office without notice.

## STRA Example

# DANGER PLEASE READ

## PUMP REMOVAL FROM RIVER TO TRUCK IN CAR PARK

Objective is to disconnect the 500kg pump from pipework and electric cable, then, using a digger/backhoe, lift it out of the river, land it on the bank, move it to the car park and load it onto a truck.

Persons not directly involved with the work are welcome to watch but must remain, at all times, at least 3m away when the digger is moving\_/operating.

**Please See Associated Risk Assessment Immediately Below**

*A Non*

Project Manager<sup>1</sup>

**Assessment Number:** STRA00

**Date Issued:** dd/mm/yyyy

**Assessment Expiry Date:** on completion of the task

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<sup>1</sup> This model STRA was created from information originally in a Method Statement prepared by Peter Trowell

## RISK ASSESSMENT

### Hazards.

Actions to reduce risk as low as practicable

**Conflicting instructions** as there will undoubtedly be a number of people involved and observing, there needs to be only one person in overall charge. Only instructions and orders from *name* to be actioned.

**Electrical shock** cable to be fully isolated and mechanically disconnected from supply by a competent electrician at least a day before the removal of the pump. *Name* to re-inspect the disconnected cable on the day on the day of pump removal.

**Drowning** any person entering the water to disconnect the pipe from the pump or remove debris from around the pump must wear a harness and be connected via a rope to an immovable object in picnic area.

No person should enter the water when it is raining heavily, or very windy

No person should enter the water when the river is in flood and the level is above 900mm.

Life rings to be hung on fence, at all times when people are in the area.

**Collision with Digger** all persons present, except digger operator, should be kept 3m away at all times when the digger is moving\_/operating. Hazard marker tape and cones and/or orange fencing to be positioned to keep people at least 3m from pump location and digger lifting position.

A chain or lifting strop with a SWL of at least 1000kg to be attached to the submersed pump prior to the digger being in position. Digger to be positioned and anchored on the flat grassed area ready to lift the pump.

No person should enter the water or be on the river side of the fence when the digger is moving /operating

**Slips trips and falls** all obstructions from the car park to pump location to be removed. Vegetation on the bank surrounding the pump location to be removed by the grounds maintenance team prior to the day of the pump removal. All holes and ruts caused by the digger to be filled in immediately after the digger has left. Any damage to the fence adjacent to the pump location in the river to be made good immediately pump is moved onto the truck.

**Splashes into the eye** if the pump is to be set down to clean on removal from the river it must be on the grassed area next to fence. If a high pressure hose is necessary then the operator of the hose must wear a face visor or safety glasses. All observers must be kept 3m distant from the pump during hosing.

**Lone working** is not allowed under any circumstances.