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Health, Safety and Environmental Policy

Lincoln City FC

September 2020

Health and Safety Specialists

Emprocom was formed in 2006 and is based in Lincoln, Lincolnshire. We provide a high quality and professional health and safety service to our clients.

Through our years of health and safety experience, working across many different industries, we support businesses to deliver their health and safety obligations, offering expert health and safety advice, guidance and support. Our team is an extension of your team. Please do not hesitate to get in touch with us.

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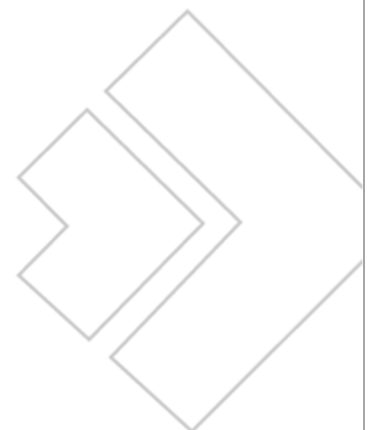
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Document Revision History Table

Document Revision Number:	Revision Date:	Reason for Review:	Description of Revision:
1	31/05/2019	Update to work related stress	Mental health consideration within work related stress arrangement.
2	31/01/2020	CDM section updates	Updated to include summary of all duty holder responsibilities.



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Introduction

This document sets out the Club's philosophy on health, safety and welfare, and describes the ways in which that philosophy is put into practice. We are required under the provisions of the Health and Safety at Work etc Act, to produce a statement of policy with respect to the health and safety of employees and others affected by the Club's activities.

This document is intended to bring the Club's statement of policy to the attention of all its employees, and to provide details of the organisation and arrangements for carrying out that policy, as required by the Act. A copy of the policy should be kept at all offices and sites and the statement of intent should be displayed on a health and safety notice board. Employees should read it and understand the importance that they have in putting the health and safety arrangements into practice.

A copy of the full document will be kept at Head Office. This will be kept up to date, and revised where there is a change in activities, personnel, or methods of work that affect the health and safety of employees. Procedures are to be in place to review the Policy periodically, and we envisage that the document and the procedures will evolve in line with our strive for continuous improvement in health and safety standards as the business develops.

This main Policy is the central controlling document and is aided by separate supplements for each specific division which forms part of our systems to generate a safe and healthy working environment, some of the other related documents are listed below which will be placed on site and in the head office:

- Club risk assessments, method statements and standard working procedures
- Club accident records
- Club training records
- Equipment safety inspection and examination records

Our health and safety systems should reflect current best practice, as described in the HSE publication "Successful Health and Safety Management". Part of this will involve monitoring the implementation of this Policy and reviewing the safety performance of the Club.



Health, Safety and Welfare Policy Statement

The Club is committed to continual improvement in Health and Safety of our employees and any other person affected by our activities through applying the high standards set out within this policy.

The managing director, has overall responsibility for ensuring that the Club maintains a high standards of health and safety. However, we rely on all of our employees and sub-contractors to play their part in implementing our health and safety policy and drawing to our attention, areas in which we can improve.

The Club will:

Comply with all applicable legislation, codes of practice and industry standards. Management will pay due regard to professional advice from our Health and Safety Consultants who will act as our centre of competence and identify any changes in legislation which directly affect the Club.

Be committed to ensuring that the implementation of the health and safety management system is adequately resourced to enable the full implementation of this policy. This commitment includes the provision of sufficient financial resources, management and employee time, training and health and safety advisory support. The Club appoints a combination of internal and external specialists to provide competent health and safety advice.

Will have in place an ongoing and annual audit and review systems to monitor the performance standards of the Club, its appointed contractors, and its health and safety management systems and seek to achieve on-going improvements.

Through investigation, follow-up and analysis of incident reports, we strive to eliminate incidents that have the potential to result in injury to employees, customers, members of the public and harm to the environment.

Provide an effective system of communication throughout the Club to minimise the risk to employees and encourage co-operation and participation for high standards of health and safety from our appointed contractors and installers.

Employ at all levels, a competent and trained workforce through appropriate recruitment, selection, performance assessment, training and when necessary, re-training.

Systematically identify hazards in the workplace and implement controls to minimise the risk to employees. Maintain standards, procedures and work instructions sufficient to avoid injury to employees and others.

Provide adequate welfare facilities, plant and equipment and maintain them in a safe condition.

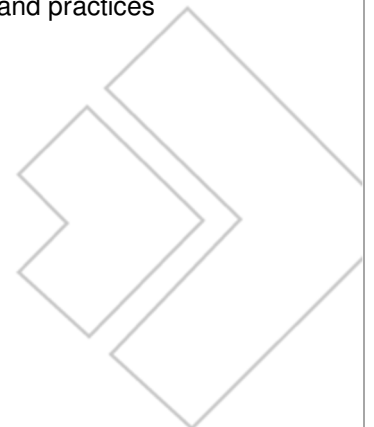
Select contractors and installers who demonstrate a level of commitment to and comply with Health and Safety standards commensurate with those of the Club.

Consult with employees at the workplace on issues of health and safety and relay requirements via safe methods of work procedures.

Responsibility for the implementation of this policy lies with management while employees are responsible for ensuring they co-operate and comply with this policy and all related safety standards and practices

Name Clive Nate
Chairman

Date: September 2020
Review Date: September 2021



Environmental Policy Statement

The Club recognises that environmental issues are of fundamental importance both in their own right and as part of a successful and responsible business strategy. Therefore, we are committed to ensuring that the environmental impact of our operations will be minimised by preserving, protecting and improving the environment, and by the prevention of pollution.

As Managing Director I am ultimately accountable for the Club's environmental performance, with responsibility for implementation being delegated through line management. I will ensure that the necessary resources are made available to achieve successful environmental management throughout the business.

The Club will undertake a full analysis of all its environmental aspects and impacts, in order to develop a comprehensive environmental management system. This system will then be used to ensure, as a minimum, that legal requirements are met, along with industry best practice and the Club's own standards. In addition, this analysis will also allow the setting of specific targets and objectives in order to ensure ongoing continuous improvement.

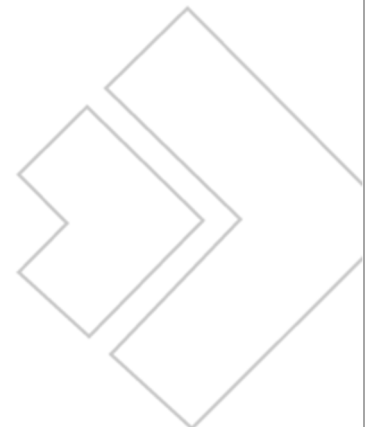
We will ensure that environmental considerations are taken into account throughout its sphere of operations and in doing so expects the full co-operation and commitment of its staff, employees, sub-contractors and suppliers in meeting the requirements of this Policy.

The Club will undertake a complete formal review of the environmental management system annually. This annual review will include for the measurement of progress against set targets and objectives.

A copy of this Environmental Policy, and all subsequent revisions, will be prominently displayed at all sites and workplaces, and will be made available to all interested parties

Name Clive Nate
Chairman

Date: September 2020
Review Date: September 2021



Club Organisation and Responsibilities

This section of our policy sets out the health and safety responsibilities of the individuals within the Club.

Chairman / Board of Directors

The Board is responsible for:

- The chairman has overall responsibility for the clubs health safety and welfare.
- He will ensure that effective Safety Policy and Arrangements are maintained within the Club and are duly appraised.
- He will ensure that responsibilities are properly assigned and accepted at all levels.
- He will take an active and positive role in all aspects of health and safety within the Club.
- demonstrating leadership on health and safety matters at all times

Director of the Board

The Director of the Board will:

- Shall ensure that the Health and Safety Policy Arrangements are being implemented and that performance standards are being achieved.
- Consider Health and Safety matters that have been reported to them by Department Managers, Chief Executive and liase with the Safety Manager.
- take a leadership role on health and safety matters by setting a good example and acting promptly where deficiencies are identified
- allocate adequate resources to implement the Health and Safety Policy
- review this policy along with the companies health and safety advisor at least annually and more frequently where appropriate eg as a result of changes within the Club, the work activities or legislation and guidance
- appoint the Club's external Health and Safety Advisor and any other specialist advisors as required;
- ensure that there is an effective mechanism for consulting with employees on health and safety matters through team meetings.

Chief Executive

The Chief Executive assists the Director of the Board in the management of the health and safety systems. His health and safety role is therefore to:

- reviewing the effectiveness of measures to consult with and involve the workforce in health and safety
- considering the health and safety implications of introducing new processes, new working practices, new personnel or other significant business change, at the planning stage and taking the action necessary to mitigate any increased risk
- ensuring that no significant changes to the business are introduced without dedicating sufficient resources for health and safety purposes and managing the change effectively
- ensuring that the Club has access to competent advice on health, safety and fire safety matters including access to specialist advisors where necessary
- considering health and safety needs when deciding senior management appointments
- receiving regular update briefings on new and changed legal requirements and other external developments and ensuring that action is initiated to make any necessary internal changes.
- agreeing health and safety targets and objectives for the Club and monitoring their implementation
- take a leadership role on health and safety matters by setting a good example and acting promptly where deficiencies are identified
- consult with employees on health and safety matters during team meetings; OR for organisations with a health and safety committee, the responsibility might be to attend quarterly health and safety committee meetings

- ensure employees [and sub-contractors, if applicable] are sufficiently supervised and monitored to the extent that this is practicable and necessary having regard to the work activities and the competence of the workforce
- in the purchase of equipment and materials, ensure that safety requirements are met and that relevant information such as instructions and safety data sheets, are supplied
- ensure that work equipment, vehicles and personal protective equipment are suitable for purpose, supplied where necessary and properly maintained
- ensure that there are appropriate arrangements for the selection and training of employees, taking into account health and safety competence and attitude requirements this will be done with the assistance of the health and safety advisor
- ensure that supervisory staff are aware of the importance of enforcing health and safety rules and leading by example by following the rules themselves
- oversee the purchase of equipment and materials to ensure that safety requirements are met and that relevant information such as instructions and safety data sheets are supplied
- ensure that there are suitable control measures in place for compliance with the Construction (Design and Management) Regulations 2015
- keep the Health and Safety Advisor informed of:
 - accidents, incidents and work related ill health issues which caused or had the potential to cause serious injury or ill health
 - any proposed changes to the premises, activities or management structure
 - any new hazards not already identified within risk assessments which have been brought to his attention
 - any visits by, or correspondence with, enforcing authorities
 - any difficulties or delays in implementing advice provided by the Advisors.
- review the health and safety standards and practices of the Club on an ongoing basis
- investigate serious accidents, incidents and cases of ill health that are alleged to be work related, seeking assistance from the Health and Safety Advisor where necessary and ensuring that statutory reports are made for serious incidents in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)
- only select construction and maintenance contractors who have demonstrated their competence and resourcing to undertake the work safely and ensure that contractors receive and are requested to provide, adequate information for them to carry out their work safely and without adversely affecting others

Department Managers

- plan the work of staff so as to avoid dangerously excessive working or driving hours and in order to ensure compliance with the Working Time Regulations
- in the selection of employees, consider the health and safety competence requirements including attitude to health and safety matters and fitness for work
- provide appropriate skills/health and safety training to employees on starting employment and when their job role or work activities change, reviewing training needs during annual appraisals
- ensure that staff are only given tasks for which they are competent and that adequate staffing is provided for the safe completion of tasks
- Encourage a planned and tidy workplace.
- Set a personal example at all times by using protective clothing and equipment correctly.
- report to the Chief Executive any health and safety concerns which he/she is not able to resolve.

Safety Manager

The Safety Manager has been allocated specific responsibilities to:

- work with the Health and Safety Advisor to ensure that risk assessments are undertaken to cover general hazards, fire safety, the use of hazardous and dangerous substances, manual handling, noise, the use of computers, first aid needs, personal protective equipment, work or work experience involving under 18 year olds and the needs of new and expectant mothers at work ensure that risk

assessments are acted upon and that the results are shared with employees undertaking those activities

- Ensuring there is adequate health and safety advice and awareness at all levels of the Club.
- Set a personal example by adhering to Health and Safety procedures and best practice at all times.
- Creating a positive health and safety culture throughout the Club.
- Ensure that personnel with adequate skills and training are in each position to conduct all work in an organised, planned, safe and environmentally sound manner.
- Understand the Club Health and Safety Policy and ensure it is brought to the attention of all employees during site inductions.
- Have adequate knowledge of, and observe the requirements of Health and Safety Legislation and other regulations, including codes of practice; ensuring that all statutory registers and records are maintained and that persons under your control are adequately trained to enable them to carry out their duties.
- Advise the Chief Executive on Health on Safety matters.
- Report and/or give advice on Health and Safety matters to the Board of Directors when required. Advise on the implementation and maintenance of the Club's Health and Safety Policy.
- Monitor Health and Safety performance by carrying out regular inspections of the Club' premises, places of work, records or other documentation. Review the results of assessments of work practices carried out by Department managers.
- Advise Department managers on the training needs of their staff in order to secure their competence in the tasks required of them within the scope of current safety legislation.
- Investigate and report on all accidents, dangerous occurrences, and property damage and recommend preventative measures. Ensure that all such incidents have been recorded and reported to the Enforcing Authority if appropriate.
- Liaise with the Enforcing Authority and other relevant organisations where applicable.
- Ensure the effective distribution of Health and Safety information and promotional material.
- Make suitable arrangements to ensure that all new employees are aware of and understand the Club's Safety Policy and its arrangements for ensuring a safe and healthy place of work.
- assist in providing health and safety induction training for new starters
- retain training records for all skills and health and safety training undertaken in the business
- carry out an annual check of the original driving licence of all staff that drive for Club business and the insurance arrangements for private cars used on Club business
- ensure that all Club vehicles are insured for business use and for those authorised to drive them
- ensure that management practices are consistent with statutory requirements in relation to working hours, employment of children, young persons, pregnant employees, and new mothers at work
- ensure that risk assessments are undertaken for work undertaken by new and expectant mothers and that display screen workstations are assessed for new starters and whenever there has been a significant change in a job role or the working environment
- report to the Chief Executive any health and safety concerns which he/she is not able to resolve

All Employees

- All employees must take care of themselves and others affected by their work and in particular are expected to:
- familiarise themselves with this health and safety policy, risk assessments and safe systems of work relevant to their work activities, comply with the requirements set out and raise any shortfalls in the content with their supervisor
- follow the safety rules and their training for the work activity and the particular location
- know the emergency procedures for the location at which they are working
- use vehicles, equipment, materials or substances in accordance with information, instruction and training provided by the Club

It is important that you feel able to ask questions about health and safety, and that you feel capable of doing the task you are doing in a safe manner. If in doubt, inform your immediate Manager - do not take chances.

Health and Safety Advisor

A source of competent Health & Safety advice has been appointed to advise and assist with all health, safety and welfare issues covered by "The Management of Health and Safety at Work Regulations" which are related specifically to our business undertakings.

The Health & Safety Advisor will be responsible directly to Senior Management.

Specifically they will perform the following functions as requested:

- Advise on the application and maintenance of our Club Health and Safety Policy arrangements.
- Maintain an up-to-date knowledge in matters of legislation and safety legislation as they apply and affect the Club and its Health and Safety Policy.
- Advise the Club of any changes in legislation which may affect its operations.
- Advise employees at all levels, as appropriate, on matters directly affecting their health and safety.
- Investigate and report on any accident, dangerous occurrence or near miss which is notified, and recommend any means of preventing a recurrence of the incident.
- Maintain a close liaison with the Health and Safety Executive Inspectors and other appropriate organisations and departments relevant to our undertaking.
- Encourage a high profile health and safety campaign within all levels of the Club and review or recommend any health and safety contributions from Club employees.
- Advise Management on training requirements for employees ensuring they are competent to carry out detailed tasks within the parameters of current safety legislation.
- Advise on the training requirements for employees, especially new starters, specifically formal safety awareness training and induction training.
- maintain the Health and Safety Manuals at each location

No Director, Manager, or employee of the Club may undertake or authorise any activity which places employees, or others, in danger, or is in breach of legal requirements with respect to health and safety.

Arrangements

Competence, Training and New Employees

Where specific health and safety skills or competencies are required this is defined within job descriptions. At recruitment, we assess the skills, experience and previous training of the applicant in order to appoint the most suitable person for the job.

Training needs are reviewed at recruitment of new starters and then formally on an annual basis. Training needs are also identified on an ongoing basis for example: as a result of risk assessments or accident investigations; through site inspections or audits; and arising from changed legislation or standards.

All employees are inducted in the contents of this policy with particular emphasis on their personal responsibilities. All new employees also receive basic induction training on general health and safety matters within the first 2 days of employment, including:

- their duty take reasonable care for the health and safety of himself and of other persons
- the findings of risk assessments
- arrangements for first-aid
- fire, evacuation drills and other relevant emergency procedures
- expected standards of behaviour and housekeeping
- how to report accidents, incidents and 'near-misses'
- how to report unsafe conditions or other safety concerns
- any special hazards and control arrangements affecting the workplace.

The general safety induction is carried out using a checklist which is kept as a signed and dated record that the training took place.

The ongoing competence of individuals to work safely is assessed on an ongoing basis by their immediate supervisor.

Where an individual takes on specific health and safety responsibilities they will receive relevant health and safety training in their responsibilities, for example this applies to directors, managers, and supervisors, and specific training for specialist roles such as fire wardens and first aiders.

Training will also be provided at the introduction on new equipment, new technology or work procedures. Young workers ie those under 18 years old, will receive additional training and supervision as required, according to the outcome of an individual assessment.

We consult with staff about the planning and organising of health and safety training by including the topic as part of our health and safety meetings when required.

All health and safety training is provided by competent instructors and takes place during paid working hours. The effectiveness of training is evaluated by the use of end of course assessments and management reviews. Records of training are held which include the date, name of delegate, tutor details and contents of the course.

Where we do not have the necessary in-house competence to undertake a specific task or specialist work, we will utilise specialist contractors who have been assessed for their competence.

A personal safety file will be created for each employee. Copies of any professional qualifications or certificates will also be held on file.

Translation services will be used for non English speaking employees and contractors' employees both for documentation and verbal instructions and training.

Consultation with Workforce

The Club, in line with The Health and Safety (Consultation with Employees) Regulations is committed to a cooperative approach involving employees on all matters concerning health and safety. As a Club, we shall convene regular health and safety meetings at intervals no less than every 12 weeks to discuss any issues relating to health and safety, these meetings will be two way giving the employees the opportunity to raise any health and safety concerns. In particular the Club will consult with staff on:

- Any changes at the workplace that may substantially affect their health and safety, for example, changes in systems of work.
- The arrangements for competent advice on health and safety matters.
- The information to be given to employees about risks to health and safety and preventative measures.
- The planning and organising of health and safety training.
- The health and safety consequences of introducing new technology.

The meetings will be formal and the minutes will be documented and circulated to employees.

Any health and safety information that requires employees to be updated urgently will be communicated in the form of a tool box talk or emails direct to each employee.

Risk Assessment and Safe Systems of Work

We have a programme in place for the completion of general and specific risk assessments as required by legislation. Risk assessments are led by persons who have appropriate training and experience with input

from individuals with experience of the work activities being assessed. They include both activities undertaken at our own premises and risks associated with traveling and offsite activities such as work at the premises of others and driving.

Where hazards are identified within the risk assessments and can not be eliminated by reasonably practicable controls then safe systems of work will be developed by a competent person, the process will be assisted by the employees who carry out and have the experience of the work activity.

Progress on the programme of risk assessments and safe systems of work, the outcome of assessments and any significant findings are communicated to staff involved in relevant activities via Health and Safety Meetings, Staff Meetings, email consultation systems and during the induction process for new employees where the risk assessments and safe systems of work will be issued. All staff are expected to read and sign the registers to confirm they accept and will work in accordance to the risk assessments and safe systems of work. Employees who do not work in accordance with or flagrantly breach the risk assessments or safe systems of work may be subject to disciplinary action.

Risk assessment and safe systems of work will be held in locations throughout each premises to ensure that all employees have access to them at all times.

Risk assessments and safe systems of work shall be reviewed at least annually or more often if there have been changes in work processes and/or legislation and to ensure they are effective.

Where necessary, management will engage external competent assistance to assist with the risk assessments.

Ensure that all employees have received appropriate training and induction and have received proper instruction and information to enable them to perform their duties in accordance with the prescribed methods.

Training will be repeated periodically to accommodate changes in risk assessment and legislation as appropriate.

It will be ensured that there will be co-operation with other employers, where in a shared work place, they will be provided with necessary information which will enable suitable assessment of work activities and the implementation of appropriate control measures to ensure safe working practices by all persons involved.

Where a young person (anyone under the age of 18) is employed an individual risk assessment will be carried out ensuring they are capable medically, physically and mentally of undertaking the intended activities and that suitable control measures, training provided and supervisions are in place to ensure his/her health and safety

Where women of child bearing age or are pregnant or breast feeding, risk assessments shall be undertaken to determine the exposure to risk of those persons and where such assessments so determine, controls shall be introduced by way of elimination, preventative measures or changes in routine or duties so as to avoid the foreseen risks.

Fire Emergency Plan

All employees must take responsibility for ensuring that the risk of fire is kept to a minimum by complying with this procedure.

Fire Safety Risk Assessment

A fire safety risk assessment will be carried out on the premises by a competent fire safety specialist and all actions points raised within the assessment will be acted upon. Reviews of the fire risk assessment will be undertaken on an annually basis or as circumstances change (e.g. alterations to the premises). The risk assessment is held in the main office.

Fire Prevention

Fire hazards are identified within the fire safety risk assessment and recommendations implemented to control them. It will be ensured that the following are undertaken to aid with fire prevention electrical inspection and testing, control of hot work, gas safety inspections, regular removal of flammable waste, locking of external bins, smoking rules, correct storage of flammable liquids and regular fire safety inspections.

Alarm System

Our premises are covered by a comprehensive fire alarm system incorporating automatic fire and smoke detection and manual call points.

The alarm system is serviced routinely as a minimum on a six monthly basis this maybe more regular depending on the recommendations of the fire risk assessment.

The alarm system is tested on a weekly basis by activating a different alarm call point each time in rotation this test will be documented and recorded. All employees will be made aware that the fire alarm system will be tested on a set day and time to ensure there is no confusion as to whether the alarm being sounded is a test or a real fire emergency. During the alarm test, we take the opportunity to check audibility of the alarm throughout the premises. Fire drills with full evacuation are carried out at least every six months and these will be documented and any learning actioned.

Emergency Lighting

We have installed an emergency lighting system incorporating battery back up, which activates on failure of the lighting circuit. The system is subject to a monthly activation test and an annual full discharge test by a competent person. The results of emergency lighting tests are recorded.

Signage

Directional fire escape signs are displayed throughout the building to indicate the location of emergency exits. Signs are also displayed:

- to describe the type and function of fire extinguishers
- to describe the correct operation of exit door hardware
- to show 'fire action' required
- to identify fire doors which must be kept shut or kept clear
- to provide the names of fire marshals
- to designate the building as non-smoking in accordance with smoke free law

All signs comply with the Health and Safety (Safety Signs and Signals) Regulations. As part of our routine weekly checks it will be ensure that safety signs are in place and clearly visible. The results of these checks are recorded.

Escape Routes and Exits

Daily visual and weekly documented checks are undertaken to ensure that all escape routes are clear, that exit doors are functioning correctly and that fire doors are either kept shut, kept clear or locked shut as required.

The condition of each fire door including the presence and condition of door closers, intumescent and smoke seals are checked.

Fire Extinguishers

We have selected suitable numbers and types of fire extinguishers and located these in accordance with the findings of the fire safety risk assessment. Our fire marshals will receive training in the practical use of extinguishers and the circumstances when they can be safely used and when they should not be used.

Fire extinguishers are subject to an annual servicing contract.

Weekly checks are made that fire extinguishers are correctly located and appear to be in good condition, tamper tags are in place and are fully pressurised. The results of these checks are recorded.

Action to be taken on discovering a fire

1. raise the alarm
2. Notify management/ Fire warden who will call the fire brigade
3. attempt to tackle the fire only if trained and if it is safe to do so (small fire, clear escape, only discharge one extinguisher)
4. leave by the nearest available exit to the assembly point
5. Close doors behind you
6. Report to the person in charge of the fire assembly point.

Action on hearing the alarm – all persons except for Fire Marshalls

1. Stop what you are doing
2. do not stop to collect personal belongings
3. close windows and doors if it does not cause undue delay
4. escort any visitors and leave by the nearest available exit and go to the assembly point
5. check that someone has called the Fire Brigade by dialing
6. Do not return to the building until given the all clear by the Fire Brigade.

Action for Fire Marshalls on hearing the alarm

1. check which zone has been activated by viewing the alarm panel
2. so far as possible without taking risks, check that all areas of the floor are clear of people including stores, toilets and kitchen. If there are two fire marshals on duty, divide the search between you if the opportunity arises
3. shut off machinery/the gas supply/other if safe to do so
4. once the building is clear, go to the assembly point closing doors behind you.
5. meet the Fire Brigade and report any persons who remain in the building, report on areas not able to be checked, the location of any hazardous substances, any signs of fire observed and the zone indicated on the panel
6. prevent people from reentering the building
7. once the Fire Brigade announce that the building is safe, inform assembled staff that they may return to the building.

Training for all Staff

New starters are provided with information on emergency procedures on their first day of employment including the location of escape routes, the sound of the alarm and the location of the assembly point

All staff receive annual refresher training in fire safety and fire procedures. Those with particular fire safety roles such as the fire wardens. Records of all training are held.

Cooperation and Coordination

Contractors working on the premises are briefed in essential fire safety matters including location of escape routes, the sound of the alarm and the location of the assembly point. We ensure that contractors working on gas and electrical systems are suitably qualified. Where contractors need to conduct 'hot works' we

ensure that fire risks are adequately controlled. Further details of our arrangements for the control of contractors are included within a separate section of this policy.

Accident and Work Related Ill Health Reporting and Investigation

It is our policy that all injury accidents, however minor, are reported and recorded within the accident book or on an accident form. Staff are instructed in this policy on starting work with the Club and instructed that they should inform their immediate supervisor should they have an accident.

All accidents, incidents and near misses are investigated to determine the causes and any actions necessary to prevent a recurrence. Where the accident caused, or had the potential to cause, serious injury, the investigation is conducted by our Health and Safety Advisor.

If an employee informs a manager of ill health which the employee believes to be work related, it is investigated in a similar way as other untoward incidents, with occupational health advice being obtained as necessary.

In accordance with RIDDOR Regulations, the Club will report any of the following to the local enforcement authority within 15 days:-

- work-related accidents which cause deaths
- work-related accidents which cause certain serious injuries (reportable injuries)
- diagnosed cases of certain industrial diseases; and
- certain 'dangerous occurrences' (incidents with the potential to cause harm)

A nominated person (Manager or Health & Safety Advisor where requested) shall investigate all accidents/incidents reportable under RIDDOR as soon as possible. The investigation must have regard for the cause of the accident/incident and actions to be taken to prevent a recurrence. A written report must be prepared, a copy of which will be submitted to the Managing Director and any other person where appropriate.

Accident investigation will not seek to apportion blame; it will be aimed at preventing recurrence.

All such incidents and any other incidents of a similarly serious nature are also reported to our insurers.

All accident records and associated information such as witness statements, photos etc. are filed securely within the employees personal file and retained for a minimum of 3 years.

Accident statistics/trends are reviewed and any learning points and outcomes of investigations of serious incidents are discussed at health and safety meetings. This system of reporting allows trends to be identified at an early stage and actions taken to prevent re-occurrence.

Should an accident or incident occur then the following actions shall be undertaken:-

Employee to report accident or incident to supervisor and give details of:

- What happened, where and when
- What injuries were sustained or what damage was caused
- What equipment was involved
- Any witnesses

Manager to ensure that adequate first aid has been given:

- Ensure accident/incident location is safe. Do not move anything if the accident/incident is serious as an investigation may be required
- Inform Managers of accident/incident
- Record details of accident/incident on the Report Form providing all information required

- Carry out brief investigation to establish immediate actions to be taken to prevent recurrence. Record findings on report.
- Record any witness statements
- Ensure immediate actions to prevent recurrence are carried out
- Establish whether further actions are required and record on report with details of who is responsible
- Pass report to appropriate Manager once all necessary sections have been completed

Where an accident or incident is deemed to be serious, or where the injured person has received hospital treatment, then the Accident/Incident Report Form must be completed and submitted with 24 hours.

Managers, having been informed of an accident or incident need to establish its severity:

- Inform Safety Advisor and Managing Director
- Where the accident or incident is deemed to be serious, or if the Supervisor requests it, assist with the investigation
- If the accident or incident falls within the category detailed below, establish the facts and inform the local HSE office immediately by telephone
- Ensure that HSE's RIDDOR Incident Contact Centre (ICC) is notified as soon as practicable within 15 days
- Where an accident is reportable to HSE, a full investigation will be carried out by a nominated person
- On receipt of the Accident/Incident Report Form, ensure that any further actions required have been completed or are in hand, then complete the relevant part of the report and pass to the Safety Advisor.

Safety Advisor, on receipt of Accident/Incident Report Form:

- Ensure that it has been completed correctly
- Ensure that all necessary steps have been taken to prevent recurrence
- Ensure that any follow up actions have been carried out or are in hand
- Where appropriate, ensure that HSE have been informed
- Where the accident is reportable to the HSE, ensure that an investigation has been carried out

Sign the report and ensure that it is passed for filing in accordance with this procedure

First Aid

We have undertaken an assessment of first aid needs to determine the numbers of first aiders and the first aid facilities required.

Monthly checks of the first aid kits and eye wash will be undertaken and replenished as necessary.

In selecting training, account is taken of HSE guidance. Re-training is arranged to take place prior to the expiry of first aiders' certificates.

New starters are provided with information about the first aid arrangements including the names of first aid personnel, as part of their induction. Notices are also displayed indicating the names and contact details of first aiders.

Where first aiders use any equipment to treat an injury they will be responsible for ensuring that the equipment used is replaced as soon as possible.

All first aid equipment provided will conform to HSE Guidelines, any equipment not specified will not be used. Medication will not be administered.

All employees are instructed to report all accidents no matter how small.

Alcohol and Drugs in the Workplace

The Club recognises that the Misuse of Drugs Act states that anyone occupying or managing a premises commits an offence if they knowingly allow possession, supply or production of controlled substances on that premises.

The Club aims to actively promote the well-being and good health of its employees. Drug, alcohol and other substance abuse may have an undesirable impact on the personal and working lives of employees. Problems arising from alcohol or drug misuse may include long term health issues for staff, absenteeism, lower productivity and enhanced safety risks for the individual and for others involved in our business as employees, customers and contractors.

The Club has developed this policy to ensure that employees:

- are aware of the risks which are associated with drugs and alcohol misuse;
- understand the Club's rules regarding the consumption of drugs, alcohol and other intoxicating substances;
- understand that support will be offered to help employees who want to stop substance misuse; and
- provide a fair and consistent process for the handling of substance abuse allegations at work.

The Club will use the policy to:

- support employees who identify that they have a substance misuse problem;
- maintain the health and safety of employees and others with whom they come into contact; and
- preserve the reputation of the Club.

This policy covers the use and misuse of intoxicating substances, such as drugs (including prescription, over-the-counter and illegal drugs), alcohol, solvents and any other substances that could adversely affect productivity and/or health and safety.

This policy applies to all employees, temporary workers, contractors and volunteers.

For the purpose of this policy substance misuse is defined as:

The habitual taking of drugs or substances (other than those prescribed by a medical professional), or the drinking of alcohol which affects:

- the employee's ability to carry out their work effectively and efficiently;
- attendance at work;
- the reputation of the business; and
- the safety of the employee and others.

All employees should report to their line manager, or a senior manager, at the earliest opportunity if they are experiencing drug or alcohol-related problems, or have concerns about the alcohol or drugs which may impact upon:

- the health and safety of the public, colleagues, customers and others;
- the reputation of the Club; and
- work performance, behaviour and attendance.

Colleagues should encourage those with a drug or alcohol problem to seek help. If help is not sought, employees have a responsibility to inform their line manager or senior manager in strictest confidence if they have concerns about a colleague's alcohol or substance misuse.

The Club, where possible, will endeavour to support employees who are experiencing problematic drug or alcohol use, that have approached the Club for assistance. The Club's aim will be to help an employee to resolve a drug and alcohol problem and to return to normal work attendance and performance.

However, in some cases, disciplinary action may be taken where:

- the employee has been disqualified from driving as a result of alcohol or drug related offences (where required to drive a vehicle for their duties);
- the employee is not able to conduct normal work performance due to drug and alcohol use;
- where an employee has consumed drugs and/or alcohol at work or prior to work or when on call;
- where an employee has not requested, or accepted, support and the employee's work, approach to health and safety, or the Club's reputation has been adversely affected by alcohol consumption or substance abuse; and
- where, despite support, the employee's work performance and/or approach to health and safety has been adversely affected by alcohol consumption or substance abuse.

This list above is not exhaustive.

Where there is evidence of illegal drug or alcohol use the police must be notified.

Persons receiving prescribed medication that may affect any aspect of their work should inform their Supervisor immediately. Advice should be sought from the prescribing medical practitioner.

Symptoms suggesting that a person is under the influence of drugs or alcohol may be created by other conditions e.g. heat exhaustion, hypothermia, diabetes, stress, etc, and the person may be affected by legitimate medication prescribed by a doctor.

These conditions, while still requiring the person to be removed from their work for safety reasons, will obviously affect any disciplinary action that may be subsequently considered. If there is any doubt, as to the person's medical condition, or to the cause of their condition, then, medical advice will be sought immediately.

Work Related Stress

The HSE defines stress as 'the adverse reaction people have to excessive pressures or other types of demand placed on them'. Mental health issues in the workplace are any conditions that affect employees' state of mind and can lead to the development of mental ill health conditions. These conditions may include depression, stress, anxiety and other types of mental illness which may result in burnout and nervous breakdowns.

We value our staff's emotional and psychological well-being at work and therefore our policy is to be pro-active in managing stress and mental health related issues that may occur as a result of workplace demands or pressures.

We will make reasonable adjustments to accommodate staff where reasonably practicable. Where an individual considers that reasonable adjustments can be made to accommodate their well-being we encourage them to bring this to the attention of line management.

We recognise that stress and mental health problems are difficult to talk about and can develop as a result of workplace and personal issues. The company will ensure that all employees have opportunities to discuss with their line manager whether stress or mental health has become compromised via stress and mental health screenings/questionnaires and this will be reviewed on a regular basis not less than annually. We value confidentiality of staff, therefore any information shared relating to stress/mental illness will be treated confidentially and in a non-judgemental manner.

The company also encourages that any individual that is suffering with stress/mental health problems alert their line manager as soon as possible so that reasonable adjustments can be made by the company to accommodate the employee. Equally if it is felt that a colleague is suffering with stress or mental health problems then individuals are to raise their concerns with their line manager and the matter will be looked into.

The company discourages staff from working excessive working hours to ensure compliance with the Working Time Regulations.

We intend that all staff will be properly resourced and trained to undertake their role. Our thorough selection processes assist us in matching individuals to the demands of each job function. Through ongoing management reviews, new starter induction procedures and annual staff appraisals, we identify and manage training and development needs.

The company has taken into consideration the HSE's management standards to manage stress in the workplace.

Occupational Health Provision and Health Surveillance

The Club will ensure that prior to employment, personnel shall be asked as to their general health in relation to the work tasks expected of the employee.

Upon employment employees are supplied with a medical questionnaire and annually thereafter this helps determine a base line for each employee and identify any new conditions. An occupational health specialist shall be consulted should any issues be raised on the medical questionnaires.

As a Club we carry out risk assessments on all work activities, control measures are implemented and we considered if there is any residual risk and the need to provide ongoing health surveillance to employees involved in work activities which may cause long term ill health i.e. noise, vibration, hazardous substances, asbestos.

If an individual has an injury or illness which appears to be work related, affects their work, or is made worse by work, we seek a medical opinion to assist us in evaluating the problem and identifying any practical changes we can make to assist the individual in safely continuing to do their job.

Occupational health records are retained confidentially with our independent occupational health provider, for 40 years.

Noise and Vibration

Some of the work undertaken by our Club include some processes which produce high levels of noise. These activities/machines/plant have been subject to a risk assessment and control measures implemented to reduce the amount of exposure to as low as reasonably practicable.

For tasks which involve exposure above the first action level (80dB(A)) and the upper action level (85dB(A)), we provide personal hearing protectors upon request. At and above the upper action level, their use is compulsory and Hearing Protection Zones are therefore designated and signed.

Employees who are provided with hearing protection are instructed in its correct use and on the storage, maintenance and replacement arrangements. They are also provided with the risk assessment which identify the tasks that are subject to noise hazards.

All tools used by employees have been assessed to establish if a risk of vibration exposure exists, where this is the case control measures have been introduced. We have ensured that employees are aware of vibration hazards and ways to minimise the effects. We also ensure when purchasing new equipment that we buy low vibration products.

Vibration exposure will be reviewed where there are changes in the equipment used or work patterns.

Employees will record their usage of tools that produce vibration and they will ensure they do not exceed 400 points per day. This shall be achieved by limiting the trigger time or job rotation where tools have a high vibration output.

Refer to occupational health provision and health surveillance policy for further guidance.

Performance Monitoring and Audit

The Club's Policy and Safety Management System will be formally reviewed on an annual basis by the following methods:

- formal review of the health and safety policy and safety management systems to ensure it accurately reflects the companies undertakings and current legislation is adhered to.

- health and safety monitoring of the workplace and work activities
- monitoring of accident and incident statistic to identify trends
- review of the impact of changes such as changes in work processes or products.

Formal Review and Audit

A formal audit is carried out every year to determine whether the policy requires revision and to measure whether the responsibilities and arrangements set down within the Health and Safety Policy and associated procedures, are being implemented in practice. A report and action plan are developed as a result of the audit.

The Health and Safety Policy and other health and safety documentation are reviewed by the Club's health and safety advisors and the Safety Manager on an annual basis to ensure that they reflect current activities, Club structure and legislation.

Health and Safety Monitoring

As a Club we undertake weekly, monthly, quarterly, 6 monthly and annual inspections of the entire premises. On completion of these checks, the information is collated and the results determine any actions to be taken.

Accident and Incident Statistics

We review all accidents and incidents to establish any trends on an annual basis. Refer to Accident and Work Related Ill Health Reporting and Investigation Policy

Work Processes and Products

During our annual review all work process and products checked to ensure no additional risks have been introduced to the business. Where changes have occurred thorough risk assessment of the change takes place and where required safe systems of work are produced. Refer to Risk Assessment and SSOW Policy.

Welfare Facilities

We have evaluated the welfare facilities required for our business to comply with the Workplace (Health, Safety and Welfare) Regulations 1992 and have confirmed that the existing facilities meet or exceed the minimum requirements.

Well equipped sanitary and washing facilities are provided in sufficient numbers for the staff using them. Separate male and female toilet facilities are provided and places obtain drinking water, for heating water, heating food and take breaks are provided away from work areas.

All of the welfare facilities are ventilated, well lit and designed so as to be easily cleaned. A cleaning regime is in place.

All equipment provided for the purpose of workplace comfort is subject to periodic checks, maintenance and repairs by competent person.

Smoke Free Work Environment

This no smoking policy aims to protect all employees, service users, customers and visitors from exposure to second-hand smoke and to assist compliance with the Health Act.

As we wish to maintain a fit and healthy workforce, smoking is not encouraged within the Club.

Smoking or the use of E-cigarettes is not permitted within our building/s and Club vehicles. Signs are displayed at entrances and in vehicles in accordance with statutory requirements. Smoking or the use of E-cigarettes is also not permitted in any private vehicle when used on Club business if it is being used to carry passengers.

All staff and sub-contractors are prohibited from smoking within any customer premises or within any place where “no smoking” signs are displayed.

Where smoking is permitted, adequate provision is made for the safe disposal of smoking materials. Consideration is given to ensure that non-smokers are not affected.

Overall responsibility for policy implementation and review rests with Management; however, all staff are obliged to adhere to, and support the implementation of the policy.

Disciplinary procedures will be followed if a member of staff does not comply with this policy. Those who do not comply with the smoke free law may also be liable to a fixed penalty fine and possible criminal prosecution.

Legionnaire's Disease

The Club has implemented arrangements to prevent the growth of legionella bacteria in water systems in accordance with the HSE's 'Approved Code of Practice – Legionnaires Disease: The Control of Legionella Bacteria in Water Systems' and Technical guidance produced by the HSE Legionnaire's disease:

These arrangements include:

- assessment of Legionnaires' disease risk and preparation of a scheme for preventing or controlling the risk, conducted by a competent contractor.
- appointment of a 'responsible person' with authority and responsibility for day to day implementation of the universal precautions and testing specified in the HSE's ACoP and any particular precautions specified in the risk assessment
- the maintenance of records of all applicable maintenance and testing which are held together with a copy of the risk assessment.
- monitoring to check the records and confirm that the precautions have been implemented.

All plumbing alterations are carried out by trained plumbers in order to ensure compliance with water regulations and byelaws.

New and Expectant Mothers at Work

As a Club we recognise that some of our activities involve risks to new or expectant mothers at work for example the use of substances hazardous to health, lifting/carrying heavy loads, standing or sitting still for long lengths of time, work related stress etc.

In the event that an employee notifies us that she is pregnant, we undertake a specific risk assessment of her work taking into account HSE guidance and any particular information which the employee has provided. For employees involved in anything other than low risk office work, this risk assessment is undertaken with input from an occupational health specialist where required. Recommendations arising from the assessment are implemented promptly and the assessment is reviewed at appropriate intervals as a minimum every 3 months.

We provide rest facilities for new and expectant mothers and as a Club when appropriate are flexible to accommodate the new or expected mother with more regular rest breaks.

Young People at Work

When we employ young people under the age of 18 we ensure that we comply with applicable employment and working hours legislation including restrictions on night working, additional rest breaks and the length of working days. We also undertake a specific risk assessment of the tasks which the young person is to be undertaking which takes into account their immaturity, inexperience and lack of risk awareness. The individual is provided with additional instruction and supervision as determined by the risk assessment.

There are certain tasks which we do not allow young workers to carry out and these are identified in the individual risk assessment.

In the case of employment/work experience of young persons, we comply with legislation and local byelaws placing restrictions on the type of work permitted and where applicable ensure that the findings of the risk assessment are shared with their parent or legal guardian prior to the placement/work starting

Manual Handling

As a Club we adhere to The Manual Handling Operations Regulations and follow the hierarchy of control which shall be to:- avoid manual handling where reasonably practicable, make a suitable and sufficient assessment of any hazardous manual handling operations that cannot be avoided, reduce the risk of injury from those operations so far as is reasonably practicable.

Although every effort is made to eliminate manual handling or reduce loads to a level where there is little risk of injury, we accept that this cannot always be achieved.

Specific manual handling risk assessments are undertaken where manual handling can not be eliminated to identify tasks which present a risk of injury and the precautions required to reduce the risk to the lowest level reasonably practicable.

Equipment is provided where possible to minimise or simplify handling of heavier objects and we ensure that two persons are available where the risk assessment identifies the need.

All employees are trained in the safe techniques of manual handling and instructed to report to their line manager any health concerns that may make manual handling less safe for them. The significant findings of the assessments are communicated to staff involved in relevant activities by means circulating the risk assessments to all employees, a folder of assessments within each department or where required tool box talks. Where the use of equipment or safe systems of work have been specified to reduce manual handling risks, staff are trained in the system of work.

New and expectant mothers, those with health conditions which place them at additional injury risk, and workers below the age of 18, are generally prohibited from carrying out manual handling activities. Where an individual in these categories, has duties which would ordinarily involve manual handling, their line manager is responsible for ensuring that they are not permitted to continue with these duties until the risks have been assessed.

Manual handling assessments are reviewed at least annually or more often if there have been changes in the matters to which they relate.

Slips, Trips and Falls

We have reviewed all of our premises for slip, trip and fall hazards and taken action to resolve the issues identified and recorded these in our risk assessments. Housekeeping standards and the condition of floors are reviewed formally on a monthly basis as part of our workplace monitoring regime. The results of this monitoring are recorded and actioned.

The prevention of slip and trip accidents in the workplace relies on the involvement of all staff and everyone is encouraged to deal with hazards when noticed. Staff are instructed in the importance of storing equipment in designated locations and in particular keeping walkways free from obstructions and trailing cables. They are also encouraged to report hazards, seek assistance with anything which they cannot personally resolve.

We ensure that storage areas are of sufficient capacity and are well managed.

Steps and stairs are equipped with handrails. Step edges are kept in good condition. Step edges are highlighted where necessary for visibility. All personnel are informed not to store anything in stairwells. Cleaning regimes are designed to ensure that dust, grease and other slip hazards are well controlled. If there is a spillage, staff are responsible for ensuring that it is cleaned up, in accordance with the specific COSHH assessment, promptly and any wet floor is clearly highlighted.

The premises and equipment within are maintained and repairs are made as soon as reasonably practicable to prevent any issues becoming a hazard to personnel.

Wet floor signs are used where floors remain wet after cleaning or as a result of other causes such as wet weather. However, floors which people are expected to use whilst wet, will be dried so far as is reasonably practicable.

Staff are encouraged to wear sensible footwear and where risk assessments deem it necessary safety footwear shall be worn.

Suitable and sufficient lighting is provided for tasks. All lighting is routinely checked as part of our monthly workplace monitoring regime.

Arrangements are in place for dealing with ice, snow and the accumulation of leaves on a timely basis to reduce the slipping risk in our external areas.

Display Screen Equipment

Suitable furniture is provided for our office staff, including adjustable chairs at computer workstations. Sufficient space is provided for the needs of each user including the provision of storage space away from the desk where necessary.

Desks are sited so far as is possible so that glare, reflections and extremes of light and shade do not cause discomfort.

Our work environment has been designed for the comfort of display screen users taking into account the need to control nuisance noise, temperature, humidity and lighting.

The employee should ensure when using display screen equipment make sure it is set up to their personal requirements. Adjust the height, angle, brightness and volume to suit. In bright lights use a filter screen, and remember to take regular breaks to avoid fatigue.

Workstation assessments are carried out. The outcome of assessments is shared with each 'user'. Assessment are reviewed and updated whenever employees move to a new workstation work stations or new equipment is introduced.

Staff that use mobile devices including laptops, tablets, smart phones etc. whilst on the move, are encouraged to work as ergonomically as possible and made aware that intense and prolonged screen work is best carried out at a permanent workstation.

Records of workstation assessments are filed securely with the employees personal file as display screen assessments may contain health information.

Eye and eyesight examinations are provided by the Club on request and, where needed solely for the use of the equipment, the cost of a basic pair of spectacles is also reimbursed.

Employees who are designated 'users' are provided with information in the hazards of display screen use, the precautions for safe working and the arrangements for obtaining eye and eyesight testing. This information is provided when they first begin working with display screen equipment.

Contractors / Sub-Contractors

Introduction

We recognise that when we use contractors to work on our premises, we have a duty to plan, monitor and control their work for the safety of everyone who could be affected by their activities. The contracting

organisation also holds similar responsibilities and it is therefore our policy to work together with our carefully selected competent contractors to ensure that our workplace remains safe and without risk to health.

Competence Assessment

We select contractors based on technical competence, experience and suitability for the work to be done. Where possible we use SSIP accredited contractors, where this is not possible/practicable our assessment process involves a review of requested information from the contractor including:

- track record of experience in similar contracts
- membership of reputable trade bodies or approved contractor schemes
- legally required registrations (eg Gas Safe Register)
- health and safety policies and practices
- recent health and safety performance (number of accidents etc)
- qualifications, training and skills of their staff and manager
- selection procedures for sub-contractors
- example safety method statements and risk assessments for similar work
- supervision arrangements
- arrangements for consulting their workforce
- references from previous clients.

Essential Information Provided to Contractors

To enable contractors to ensure health and safety of their employees for the durations of their work we provide essential health and safety information including:

- for any design or specification work already undertaken, any information about risks which could not be eliminated at the design stage
- any restrictions on the time or location in which the work is done
- access, parking and road traffic rules
- information about other people who could be present in the premises, or could be at risk in the vicinity
- restrictions which will apply to the storage of goods, materials, skips, site huts and storage containers

- rules regarding the storage of waste awaiting collection, and where applicable for removal of waste from site
- smoking restrictions
- rules about work on the electrical installation and the use of electrical equipment
- requirements for work on the gas system
- general rules about the need to maintain escape routes and access to fire equipment plus any specific rules in relation to the project
- rules requiring the use of personal protective equipment when required as a result of the hazards of the work
- any particular hazards within the premises such as the presence of asbestos within work areas likely to be used by the contractors, fragile roofs, overhead or underground services, confined spaces, reversing vehicles at loading bays etc. anticipated hazards from the work activities undertaken or other contractors, machinery or hazardous substances
- restrictions on the introduction of certain high hazard equipment or processes except where agreed in advance and subject to a permit to work, e.g. radioactive sources, cartridge tools, hot work, lifting equipment
- restrictions and rules about the use of hazardous substances or generation of noise
- rules about work at height including roof work, scaffolds, mobile elevating work platforms and suspended access equipment when applicable
- restrictions on the use of our facilities e.g. toilets, washing facilities, restaurants and equipment eg fork lift trucks
- requirements for Supervision and quality assurance
- restrictions or rules on the use of sub-contractors
- any specific qualifications required for particular parts of the job
- requirements to report all accidents and incidents to the Client representative
- the contact details of our representative responsible for coordinating the work who can be contacted for further information.

Receiving Information from Contractors

Once the contractor is selected, detailed work plans are discussed and the contractor's risk assessment and method statement is reviewed.

Any risks created by the contractor affecting other persons on the premises are taken account of in our own risk management arrangements for the duration of the project.

Contracts

In the conditions of contract we stipulate that the contractor and all of their employees must:

- adhere to the contractor's safety rules which we have issued
- comply with their own method statements or where this is not practicable for any reason, to agree changes with our client representative in advance
- comply with all health and safety laws applicable to the work undertaken.

Monitoring

All work by contractors is monitored periodically to:

- review progress
- check quality of workmanship
- check that the workers on site are those expected and who have signed in
- identify any problems or unanticipated risks at an early stage
- check that work is restricted to the areas anticipated and not creating additional risks by spreading beyond the agreed area or involving unauthorised work
- check that method statements are being followed, that the contractors are complying with site rules and that they are generally working in a safe manner.

Where monitoring detects poor standards, this is addressed with the contracting Club concerned and, if necessary, monitoring frequency is then increased. Where appropriate, work is stopped whilst a solution is found.

Contract Review

On completion of works we receive required certification, operating instructions, product guarantees and other necessary health and safety information.

A contract review process to evaluate satisfaction with the contractor's work and identify any other concerns which may have arisen. The review covers in particular:

- quality of the work
- compliance with health and safety rules and with the method statement
- effectiveness of communications
- decision whether to add or delete the organisation from the preferred contractor list
- any improvements required to the policy and procedures for control of contractors.

This process takes place on completion of the work.

Electricity

Our staff are clearly instructed that they are not permitted to undertake any electrical repairs unless they are qualified and competent to do so. All work on electrical equipment and installations is carried out by NICEIC registered electrical contractors.

Electrical standards are applied as set out within the Electricity at Work Regulations and for new works, the standards applied follow current requirements the IEE Regulations for Electrical Installations and the current Building Regulations.

It is the Club's policy that live working is prohibited although voltage detection testing is permitted where essential by qualified and experienced person with appropriate controls and suitable equipment.

Temporary or makeshift connections will not be permitted and a qualified electrician will ensure that electrical systems and equipment are in good order and carry out regular inspections, maintenance and testing.

Our installation will be tested and inspected at least every 5 years by a competent electrician and improvements implemented as necessary for safety.

All portable electrical equipment receives regular PAT testing by a trained and competent person at intervals recommended by the competent specialist.

All persons bringing any new electrical equipment to be used at any work place under the Club's control whether Club owned or privately owned must be declared to the relevant Manager so it can be tested for electrical safety prior to first use.

Intrinsically safe equipment only will be used when accessing and for all work in association with confined spaces, or where the environment in which we operate may present a flammable or explosive atmosphere.

Work Equipment

The Provision & Use of Work Equipment Regulations 1998 apply to all work equipment made available for use by employees at work.

When selecting work equipment for purchase we consider its suitability for the tasks required. We also ensure through training that staff who are to use the equipment understand how to use it safely and the limitations of the equipment.

Safe systems of work are also developed for the use and maintenance of hazardous equipment and relevant safety signs are clearly displayed. These control measures are based on general risk assessments which have been undertaken for the use and maintenance of the equipment.

All work equipment is subject to a programme of inspection and where necessary, maintenance. This programme is devised taking into account the risk assessment, general good practice and the manufacturer's instructions. Maintenance is only carried out by persons who have been suitably trained.

Defects are reported to line managers who ensure that repair or replacement is undertaken promptly. Equipment which is in a dangerous condition is securely removed from service whilst awaiting repair or disposal.

Portable electrical equipment is subject to portable appliance testing by a trained and competent person. The frequency of testing is scheduled in accordance with IET guidance and this testing is in addition to the pre-use inspections and formal weekly inspections that all staff are instructed to carry out.

All powered equipment is capable of being isolated and procedures require that maintenance and cleaning is carried out with the equipment switched off, and where the risk assessment requires it, physically locked off or disconnected.

For equipment which is hazardous to those who are untrained, use of the equipment is restricted to authorised persons only. Where necessary, these restrictions are supported by locking off the area or the power supply and by the display of signs indicating the names or job titles of authorised persons.

Suitable storage arrangements are provided for work equipment.

Health Hazards & COSHH

Where possible it shall be ensured that exposure to substances hazardous to health will be prevented, where this is not reasonably practicable the following hierarchy of control shall be followed:-

- (a) change the method of work so that the operation which create exposure is no longer necessary;
- (b) modify the process to eliminate the production of a hazardous by-product or waste product;

- (c) substitute, wherever reasonably practicable, a non-hazardous substance which presents no risk to health where a hazardous substance is used intentionally . It will be the responsibility of the Managing Director to investigate the availability of replacement substances and put them to use as soon as possible, including those used by contractors and installers working for the Club. Advice from the Health & Safety Advisor shall be sought where applicable.
- (d) PPE and RPE is the last means of control and should only be considered where the previous are not practicable.

The Club will be responsible for ensuring that this section is implemented and that all employees are given adequate information about any substances which are to be used.

A COSHH assessment will be carried out by a competent person for every substance hazardous to health, or where practicable, on substance groups i.e. solvent based paints grouped onto one assessment.

Any safety precautions recommended as a consequence of a COSHH assessment must be adhered to at all times while the substance is in use.

COSHH assessment shall be reviewed if: -

- (a) there is reason to suspect that the risk assessment is no longer valid;
- (b) there has been a significant change in the work to which the risk assessment relates; or
- (c) the results of any monitoring carried out show it to be necessary.

Updates to assessments will be made where the review show they are required.

All COSHH assessments will be carried out on the standard form.

Managers must ensure that the significant findings of any COSHH assessment, including any safety measures required, are communicated to all personnel who will be exposed to the substances. Any training required will be provided as necessary to employees.

The Club will provide facilities at all locations to ensure that, employees meet and maintain a standard of personal hygiene that is consistent with adequate control of exposure, the spread of substances hazardous to health is avoided and to reduce the risk of ingestion of substances hazardous to health

All employees are responsible for ensuring that they have read and understood any COSHH assessment relating to their work activity and any control measure required are implemented prior to commencing work with the substance. Adequate supervision shall be provided to ensure this tasks place.

The buyer must consider the requirements of the COSHH regulations, purchasing safer substances where practicable, and requesting Safety Data Sheets with each order.

A Hazardous Substance Register will be created and maintain containing hazardous data sheets for every substance purchased by the Club. These data sheets will be provided by the supplier of the substance and must be formatted so as to provide clear health and safety information including first aid, fire precautions, emergency action, correct storage and safe handling.

Health surveillance will be carried out where risk assessments show a requirement. Refer to Occupational Health Provision and Health Surveillance Policy.

Highly Flammable Liquids

Highly flammable liquids (HFLs) are used, the main hazards are fire and explosions and everything possible must be done to lessen the risk.

Safety is divided into three areas:

- The storage of the substances.
- The safe handling and transport of the substances.
- The use of the substances.



The Club will ensure that suitable non-flammable storage facilities are provided for highly flammable liquids and will arrange for a licence for the storage of petroleum, or petroleum mixtures where applicable.

The Club will ensure that suitable storage facilities are provided for liquids which are not defined as highly flammable but which could be a fire hazard, and will arrange for any necessary firefighting equipment or materials to be available. The Club will ensure that any firefighting equipment, storage facilities, signs, notices, containers, etc. are checked at weekly intervals and that any action is taken to rectify any defects noted.

Appropriate action will be taken against any person disregarding safety instructions, signs or notices or misusing highly flammable liquids.

Asbestos

An asbestos management survey will be undertaken at the premises and where asbestos is identified and in good condition these materials are left in situ, are clearly labelled and closely managed to prevent the accidental release of fibres.

A risk assessment has been undertaken of remaining ACMs and an asbestos management plan, produced as a result. The condition of materials is reviewed through ongoing vigilance on an annual basis and updated when there are changes in the matters to which they relate.

Any person whose work may disturb the ACMs, is notified of the location of the materials. Work on ACMs is only carried out by licensed contractors.

We have ensured that any employee who carries out maintenance work on the fabric of the building has received asbestos awareness training and specific familiarisation with the ACMs in our building.

During work activities if any material is suspected of being asbestos work shall cease immediately. The suspected material must be reported and further investigation conducted to verify if asbestos is present. No material suspected of containing asbestos will be removed until the nature of material content has been identified and adequate arrangements made for safe removal by licensed contractors. The area must be deemed as "No Unauthorised Access" and signage displayed until such measure have been undertaken to make the area safe.

Should any building works be undertaken on the premises that will disturb the fabric of the building such as refurbishment works then an Asbestos Refurbishment and Demolition Survey will be undertaken prior to the work commencing and supplied to the contractor carrying out the work.

Work at Height

Work at Height means all heights, not just those over 2m.

Whilst we aim to avoid work at height we have identified there are some situations where our staff may be at risk of falling from a height.

Where work at height is required we conduct a risk assessment in order to identify the risk control measures required to minimise the risks so far as reasonably practicable. Our risk assessment process takes into consideration the hierarchy of work at height controls as set out within the Work at Height Regulations, Where applicable, risk control measures include arrangements for rescue.

Where work involves difficult access or work at heights which cannot be carried out safely from ladders or steps, special access arrangements will be made which may include Tower scaffold, Scaffolds or MEWPS.

Where required safe systems of work are produced for working at height activities and should identify:-

- How falls are to be prevented, means of access, edge protection, safety harness etc.
- Safeguards for workers below and the public ie. Debris netting, designated and fenced exclusion zones, Toe boards.
- Controls for health risks escape route in the case of fire, handling of materials.

- Equipment and tools required including PPE.
- Competence of training of operatives.
- Level of supervision.
- How changes to the agreed safe method of work will be dealt with.
- Who will monitor the system to ensure the risks are effectively controlled.

During any operations where operatives are working at height the supervisors will ensure that:-

- Only trained operatives are engaged in this work.
- That all access routes/equipment are in good condition and safe to use.
- That all freestanding scaffolds, edge protection, safety line anchorage are in good condition.
- That where work demands that operatives wear safety harness that they are suitably clipped to anchor points.
- That any adverse weather conditions, ie. Frosty mornings, high winds which will increase the risk to operatives working at height have been adequately risk assessed.
- That any precautions put in to place for the safety of the public/other workers are implemented and maintained to a high standard.
- That persons only use ladders as a working platform for short duration and where a risk assessment demonstrates that no safe means of access was practicable.

We will only use ladders and step ladders for work at height where the low risk and short duration makes this acceptable and where the nature of the work enables three points of contact to be maintained throughout. Refer to Ladder Policy

Our employees are trained instructed in working at height and in the principles of safe use of the access equipment provided.

Ladders

We will only use ladders and step ladders for work at height where the low risk and short duration makes this acceptable and where the nature of the work enables three points of contact to be maintained throughout.

Where work involves difficult access or work at heights which cannot be carried out safely from ladders or steps, special access arrangements will be made which may include Tower scaffold, Scaffolds or MEWPS. Refer to Working at Height Policy

All ladders and stepladders used by our employees meet EN131 standards or British Standard Industrial class, have a maximum static load capacity of at least 150Kg.

In January of 2018 Ladder standard changed and going forward any ladders purchased by the Club will meet EN131 Professional Use standards.

Steps used for heavy industrial applications eg work on construction sites will always have a maximum static load capacity of 175Kg. All work at height equipment including kick stools, step ladders and ladders, are subject to formal weekly inspections in addition to pre-use visual inspection by the employee.

Any defective ladders will be removed from service immediately and disposed of.

Any operative who carries out work at height from ladders will be trained in their use.

Personal Protective Equipment (PPE) and Respiratory Protective Equipment (RPE)

We recognise that the use of PPE as a risk control measure is a last resort as it protects only the user and is at risk of not being worn correctly. Our employees are supplied, free of charge, with any PPE identified as a required risk control measure within risk assessments and COSHH assessments. We ensure that it is suitable, i.e. it reduces the identified risk as intended, it is CE marked, is a good fit, is suitable for the individual using it, is compatible with other PPE, that suitable storage is provided to prevent damage and that instructions are

provided in its' correct inspection, use, cleaning, storage and maintenance. Where PPE is issued the employee will sign a record of acceptance.

Where respiratory protection is identified as being required it will be ensured that all employees receive face fit testing to ensure the selected RPE is suitable for the individual. The type of RPE provided to employees will be suitable to protect them from the hazardous substances to which they are exposed.

Employees who are required to use or wear PPE/RPE are provided with training and risk assessments which identify the circumstances in which it is used, the hazards against it will give protection, the importance of correct use, how to wear it to obtain the right protection and any limitations of the equipment. The training also includes how to inspect, clean, maintain and store the equipment and how to report defects and obtain replacements.

It is the employees responsibility to ensure PPE/RPE is checked prior to use and that it is used when carrying out tasks which require it, any faulty/damaged PPE/RPE should be reported to their supervisor prior to commencing work. Should PPE/RPE be damaged then replacements are available on request. Employees must not alter, deface or otherwise misuse any safety equipment supplied to them.

Managers will ensure that all persons under their control are equipped with and use correctly, any PPE/RPE provided to them. They will also ensure that risk assessments relating to their work are reviewed to enable them to identify what safety precautions (including PPE/RPE) should be in place.

Permits to Work

Where work conditions require it, a permit for work system shall be used and strictly adhered to, in some circumstances this will be operated by a Client who will approve nominated personnel.

Typically permits to work are used for the following operations:

- Entry into a confined space
- Lifting operations
- Hot works
- Electrical work
- Work at height
- Breaking ground

Only nominated personnel may take out, transfer and cancel permits for work. Records of the issue and return of permits is to be logged and maintained.

All conditions entered on the permit shall be strictly complied with. The nominated person shall be responsible to ensure such conditions are complied with, before a permit is cancelled he will ensure all tools and equipment are removed from the area, and all personnel withdrawn.

Lone Working

The Health and Safety Executive (HSE) defines lone workers as 'those who work by themselves without close or direct supervision.'

All Club employees' safety is paramount and will therefore avoid the need for employees to work alone where reasonably practicable. Where lone working is necessary, the Club will take all reasonable steps to ensure the health and safety of all employees working alone.

The Club will ensure that all employees working alone are provided with adequate information, instruction and training to understand the hazards and risks and the safe working procedures associated with working alone.

Reasonable checks will be made into the general health of lone worker to ensure they are not at increased risk of working alone. Refer to Occupational Health Provision and Health Surveillance Policy.

We will ensure risk assessments are undertaken on all lone working activities and put risk control measures in place.

A buddy system will be implemented by the Club as required to ensure protocol is in place if a lone worker fails to check in at an agreed time or if they raise an alarm then the buddy will check on the lone worker or, where required, shall alert the emergency services. This procedure will be followed by employees at all times and failure to do so will result in disciplinary action.

It shall be ensured that lone workers have a means of communication with supervisors (e.g. mobile phones) or a device to alert the buddy in an emergency situation (e.g. lone worker alarm).

Our staff are instructed that they must immediately leave any situation in which they feel uncomfortable or at risk and that such action has the support of management.

Violence

Violence at work is defined by the Health and Safety Executive as 'Any incident in which a person is verbally abused, threatened or assaulted in circumstances relating to his or her employment'.

Whilst we do all that we can to avoid it we recognise that staff involved in some of our work activities maybe at risk of violence.

To manage these risks we have undertaken risk assessments of relevant work activities, particularly for the purpose of identifying violence risk factors and the necessary controls.

We believe that reducing the risk depends on the design of workplaces together with appropriate working procedures and staff training.

We robustly investigate any reported incidents of violence to our staff and learning points are incorporated into working procedures.

Management and occupational health support is offered to those who have suffered from verbal abuse or physical assault and it is our policy to involve the Police and seek a conviction of any person who assaults or displays violence towards our staff.

Driving

Driving activities are included within our general risk assessments and as a result of the assessment/s we have determined that the following arrangements are required to control risks to our staff and other road users.

We check the driving licence of any employee who drives for work purposes, both at the time of their initial employment and at least annually thereafter, to ensure that they are suitably qualified for the type of vehicle to be driven. The licence check includes use of the DVLA's on-line records via a 'check code' generated by each driver. If there is any doubt about the validity of a licence we contact DVLA with the permission of the driver, to confirm details.

At the same time as checking driving licences we also check that private vehicles used for work purposes are insured for business purposes and where more than 3 years old, MOT'd.

Our employees are expected to carry out pre-use inspections of vehicles and ensure they are in a safe condition. All vehicles used by employees for work purposes are required to record vehicle checks on a weekly basis.

Club vehicles are maintained at the manufacturer's approved service centre or garage at the manufacturer's required intervals. Maintenance, Insurance and when required, MOTs, are arranged by the Club.

Driving and working hours are monitored to ensure compliance with Working Time Regulations. In our work planning process, our managers avoid the need for staff to drive at the end of excessively long working days

by, where required, providing overnight accommodation, arranging for driver sharing or using public transport. Managers also consider when scheduling work, the need to discourage speeding and to include within journey times, sufficient time for suitable rest breaks.

In any case we expect employees to avoid driving when tired or unwell and will normally reimburse them for additional rest breaks and unplanned overnight stays where required. Employees are required to inform their line manager if they are suffering from any health condition or taking any medication which could affect their ability to drive safely.

Employees who drive for work purposes have an expected behavior and are informed of the following:

- an expectation that they will adhere to road traffic laws
- normal limits for working hours when the day involves driving
- the need to take a rest break of 15 minutes after every 2 hours of driving and when tired
- not driving under the influence of alcohol or drugs (including prescription drugs)
- not using a hand held phone when driving
- No person is permitted to use a mobile telephone whilst in control of a vehicle, even if using a hands free kit.

Mobile phones must not be used in any way whilst driving any vehicle, even where a hands-free kit is fitted. Mobile phones should, wherever possible, be switched off or place it on call divert or voicemail to receive messages when driving whilst driving and only activated when the vehicle is parked.

It can be illegal to use a hands free phone whilst driving depending on the individual circumstances. At a minimum it could be considered to be a contributory factor in any accident.

It has been stated by the Attorney General that “any mobile phone use at the time of an accident, whether hands-free or not, will result in prosecution for death by dangerous driving”. In past police enquiries, call records have been checked to establish call by call details of time, duration and destination.

Vehicle accidents are recorded and investigated in the same way as other work related incidents, and improvements made to our policy as necessary to avoid a recurrence.

Construction (Design and Management) Regulations

The Construction (Design and Management) Regulations (CDM Regulations) places a range of statutory duties on the key parties involved in any construction works in order to ensure that no-one is harmed during construction work and that the structure is safe to use and maintain.

The definition of ‘construction work’ is detailed within the CDM Regulations and it is wide ranging and encompasses a broad spectrum of works.

Before accepting any appointment under the CDM Regulations we will ensure that as a company we are fully aware of our responsibilities under all current health and safety legislation and that we have the necessary skills, knowledge, experience and organisational capability to fulfil the role.

As a company where we hold one, or more, of the statutory roles under the CDM Regulations we will be fully committed to ensuring all of the duties are effectively discharged and managed throughout the lifetime of the works. Duties associated with each role include:

Client

- notifying the HSE of a project if it is one which is expected to last longer than 30 working days and have more than 20 workers working simultaneously at any point, or, exceed 500 person days.
- assembling the project team, including checking the competence of all appointees
- issuing a client brief outlining the purpose, aims and expectations for the work

- ensuring there are suitable management arrangements for the project including the provision of welfare facilities for use by contractors/staff and that a construction phase plan is drawn up before work starts
- ensuring that arrangements for the management of health and safety are maintained and reviewed throughout the project
- allowing sufficient time and resources for all stages of the project
- providing pre-construction information as soon as is practicable to designers and contractors
- for projects involving more than one contractor:
 - (a) appointing a principal designer (PD) and principal contractor (PC) as soon as is practicable, and in any case before the construction phase begins. (Where we fail to appoint a principal designer and principal contractor the company will fulfil the duties of those roles.)
 - (b) taking reasonable steps to ensure that the PD and PC comply with their duties
 - (c) ensuring the PD prepares a health and safety file
 - (d) keeping the health and safety file up to date and available for inspection at a later date, and passing it to a new owner if the interest in the structure is disposed of

Abrasive Wheels

An abrasive wheel is defined as a wheel, cylinder, disc or point having abrasive particles and intended to be power driven.

The Provision and Use of Work Equipment Regulations 1998 requires that an employer must only supply work equipment that is correct and suitable for the job and ensures that that equipment is maintained and kept in good working order.

Management will ensure that any abrasive wheel or disc machine hired or owned by the Club will be provided and maintained in accordance with PUWER. Risk Assessment will be carried and suitable control measures to reduce any risks highlighted implemented.

Management will ensure that any operatives that use abrasive wheel have been trained in accordance with the Regulations. Training will cover the following points as outlined in the Safety in the Use of Abrasive Wheel guidance:-

- (a) hazards and risks arising from the use of abrasive wheels and the precautions to be observed;
- (b) methods of marking abrasive wheels with their type, size and maximum operating speed;
- (c) how to store handle and transport abrasive wheels;
- (d) how to inspect and test abrasive wheels for damage;
- (e) the functions of all the components used with abrasive wheels such as flanges, blotters, bushes, nuts etc;
- (f) how to assemble abrasive wheels correctly to make sure they are properly balanced and fit to use;
- (g) the proper method of dressing an abrasive wheel (removing dulled abrasive or other material from the cutting surface and/or removing material to correct any uneven wear of the wheel);
- (h) the correct adjustment of the work rest on pedestal or bench grinding machines;
- (i) the use of suitable personal protective equipment, for example eye protection (

It is recommended that a record of training in the safe mounting of abrasive wheels is kept, showing the trainee's name and date of training.

Management will ensure that sufficient quantities of suitable eye protection and other protective equipment is available and issued when required and that any abrasive wheel machine or tools being used with any defect which could give rise to injury is taken out of use immediately.

Pre use visual inspections formal documented inspections will be carried out by the user and maintenance shall be carried out in accordance with the manufacturers instructions.

Leptospirosis

The disease is a form of jaundice and can be fatal or result in permanent disability if not diagnosed and treated at an early stage. The symptoms are similar in influenza.

Areas of risk include sewers, drains, watercourses, canals, docks, derelict buildings, rubbish tips, farms or other locations where rat infestation is likely.

Persons working in areas which have been assessed and identified with the potential existence of Leptospirosis will be issued with a Leptospirosis Information Card to be shown when attending a doctor or a hospital suspecting Leptospirosis symptoms.

In addition adequate First Aid, washing and welfare facilities will be available on site.

Personal Protective Equipment including impervious gloves will be available, issued to relevant personnel and adequate procedures installed for reporting defect and damage.

Personnel working in potentially contaminated areas must ensure that any cuts, abrasions or scratches are carefully cleaned with sterile wipes or soap and water, and covered with a waterproof dressing. After contact with raw water, the hands and forearms should be thoroughly washed with soap and water especially before eating, drinking, or smoking and persons should also avoid rubbing their nose, mouth or eyes during work.

Child and Public Safety

Children under 16 must not drive, operate, or help to operate, any of the following:

- trailers or equipment with conveying, loading, unloading or spreading mechanisms;
- power-driven machines with cutting, splitting, or crushing mechanisms or power-operated soil-engaging parts;
- chemical applicators such as mounted, trailed or knapsack sprayers;
- handling equipment such as lift trucks, skid steer loaders or all-terrain vehicles.

In addition the following controls will be installed:

All areas and buildings will be surveyed to ensure sufficient security measures are installed to deny unauthorised access to any person.

All machines and work equipment will be left in a safe manner, locked, guards in place and keys removed when left unattended.

Plant & Equipment

To ensure their safe and effective operation all machines are required to be visually checked on a daily basis and recorded inspections undertaken on a weekly basis.

All plant & machinery is to be operated only by those operatives authorised by the Management and qualified to do so i.e. holders of current authorised training certification. The carrying of passengers on plant is not allowed, unless the particular item is properly equipped for the purpose.

Maintenance will only be carried out by operatives authorised and approved by the Club. Prior to carrying out any maintenance programme the following will be adhered to:-

- Guards will not be removed other than by or under the supervision of the competent person and will be replaced as soon as the required maintenance is completed.

- Always stop machinery and safely isolate before removing guards.
- Prior to any works, park the machine/plant item on level ground.

Harassment and Bullying

Harassment is defined as any unwelcome or hostile act or series of acts carried out on the grounds of sex, sexual orientation, race, ethnic origin, religion, colour, disability, marital status or age of women and men at work.

Bullying is defined as persistent demeaning and downgrading of a person through words and actions that erode self-confidence and undermine self-esteem.

It is the policy of the Club not to accept any harassment and bullying in the workplace. All employees are informed that no amount of unwanted behaviour to any individual will be accepted.

Any employee regardless of position, found to be responsible for inciting, perpetrating, condoning or ignoring harassment, bullying or victimisation may be disciplined up to and including dismissal, and can be held personally liable if the person has been harassed undertakes legal proceedings.

An employee who believes him or herself to have been harassed, bullied or victimised should contact their line manager immediately.

