

Quest 2016 – Splus 48

Health & Safety Management

Guidance Notes

Issue 6 – July 2016



Outcomes

- The organisation, its events, facilities and outreach programmes and those of its partners are a safe place to work and play
- The effective identification and control of risks associated with the organisation’s events, facilities and outreach programmes and those of its partners
- The creation of an effective safety culture across the organisation which is positively influencing the culture of its partners and users

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
PLAN					
How do you commit to the management of health and safety?	There is no evidence of a commitment to Health and Safety	The H&S policy is signed by a senior person within the organisation and sets out the roles, responsibilities and arrangements for H&S.	The H&S policy is part of a wider, documented system and process that informs all areas of safety management.	H&S is clearly described within the business and/or improvement plan with clear safety objectives.	The organisation has committed to external awards for H&S management, such as ROSPA, ISO 18001 or British Safety Council.
DO					
How do you develop a safety culture?	A culture has not been developed.	The H&S policy is up to date, signed and displayed to the staff team.	There is clear evidence that all staff members are inducted in H&S and how this applies to their base office and the sports development work in other places.	The organisation has a nominated competent person who is skilled, knowledgeable, having a good attitude, trained and experienced.	There is evidence of regular communication and consultation on H&S between the team and management.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
What legislation, regulation & guidance have you considered to deliver this commitment?	There is no evidence of external influence on safety management.	The organisation operates to the procedures within a H&S manual, created specifically for its events, facilities, outreach programmes and way of working with partner organisations.	H&S procedures reference the legislation and guidance that informs the need for H&S procedures. There is clear evidence of risk assessment for each specific activity, the venue it is taking place in and consideration for the safety of staff undertaking the work.	The competent person has easy access to and knowledge of the legislation and regulation that informs the H&S procedures.	There is clear evidence of updates to the H&S procedures based on recent changes to legislation and guidance.
How do you ensure staff are competent to deliver this commitment?	No checks of competence are carried out.	There is clear evidence of staff being inducted to the management of H&S.	Elements of safety training such as safe systems of work, risk assessment training have an internal competency check.	The competent person can describe their competence through, qualification and experience.	There is ongoing support and Continuous Professional Development of the competent person.
How have you allocated resources to deliver this commitment?	Resources have not been considered.	There is clear time allocation to enable the competent person to discharge their duties.	Time and budget have been allocated for H&S training and ongoing CPD. Internal audits are in place.	Opportunities are in place for the competent person to learn from others and share challenges with similar colleagues.	The management team can clearly describe the financial and time resource allocated to safety management in the past year as a result of external audits.
MEASURE					
How do you measure?	There are no Health and Safety measures in place.	Improvement actions are measured for completion and internal audits are in place.	Accident rate KPI's are measured and compared with similar organisations.	Staff surveys and consultation are used to measure attitude towards and competence in H&S.	External audits and awards are used to measure facility H&S performance.

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Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
REVIEW					
How do you review what you measure?	There is no evidence of review.	Trends are identified from the review of day to day inspections and accidents.	There is evidence that improvement actions resulting from accident review have reduced accidents over time.	The competent person can clearly describe actions now implemented that have been taken as good practice from other organisations, events, facilities and programmes within the sector.	Staff members can clearly describe their contribution to the review of H&S management.
IMPACT					
Has what you have done made a difference?	No impact can be described.	Accident rate KPI's are improving over time.	There is evidence of both customer and staff feedback that safety has improved over the past 12 months.	There is evidence that other organisations in the sector are requesting support and guidance from this development team.	The competent person can describe how they have assisted other organisations in the sector to improve their H&S management activity.

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Suggested Guidance

PLAN
How do you commit to the management of health and safety?
SUGGESTED GUIDANCE <ul style="list-style-type: none">• A comprehensive, up to date, health and safety policy is in place that includes:<ul style="list-style-type: none">○ A statement of intent, signed by the senior person within the organisation○ The organisational roles and responsibilities for safety○ The arrangements in place for the management of safety• Safety arrangements are clearly developed, defined and documented as part of an integrated quality management system, for staff and where appropriate customers and partners• Safety arrangements are clearly defined and documented for partners, contractors and organisations that are part of a wider delivery network (such as organisations receiving funding to deliver national or local programmes)• Health and Safety is recognised in the business plan, with clear objectives and targets set and communicated to the team• Recognised achievements for the management of Health and Safety have been achieved such as BS 18001, British Safety Council Awards and The Royal Society for the Prevention of Accidents (RoSPA) awards
DO
How do you develop a safety culture?
SUGGESTED GUIDANCE <ul style="list-style-type: none">• Is a health and safety statement, that has been signed by the most senior person within the organisation, displayed to the staff that acts as a reminder of how seriously the organisation takes the management of health and safety• Are all staff inducted and trained in health and safety, including the policy, responsibilities and arrangements (standards). Is this training at induction and as part of an ongoing refresher training programme• Is there a nominated competent person, who is , skilled, knowledgeable, having a good attitude, trained and experienced (SKATE)• Guidelines for staff covers health and safety matters relating to:<ul style="list-style-type: none">○ Events – delivered directly by the organisation, through sub-contractors or through other agencies (such as local communities staging their own Community Games)○ Facilities – managed directly by the organisation or through partnership arrangements (such as outreach work or funded programmes based at schools; village/community hall; parks and open space)○ Participants – understanding of the different risk factors and health and safety matters for working with people with long term health conditions; disability; mental illness; those who are at risk of crime and social unrest; and safeguards for children/young people and vulnerable adults

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- Staff – personal safety and responsibilities for those involved in: events, facilities, parks and open space and at other outreach settings, and lone working with partners
- Potential incidences – particularly at high profile events and venues and in the community.
- Are health and safety procedures, including the normal operating procedures and emergency action plan available to staff
- Is a fully completed health and safety law poster displayed in staff areas
- Is the employee liability insurance certificate displayed for the staff
- Does the management team communicate with staff on matters related to health and safety on a regular basis, for example, is health and safety an agenda item on all team meetings
- Does the management team formally consult with and actively engage the staff on health and safety matters, for example, has a safety committee been developed, with staff at all levels able to contribute and minutes to meetings shared with staff, do staff surveys on safety matters take place on a regular basis
- Is there evidence of the management of external contractors, for example shared premise agreements for third parties that set out the safety expectations, standards and culture of the organisation

What legislation, regulation & guidance have you considered to deliver this commitment?

SUGGESTED GUIDANCE

- How do management ensure that the arrangements in place comply with the relevant health and safety legislation such as Health and Safety Executive (HSE) guidance
- Are specific and suitably sufficient risk assessments in place, for example fire, first aid provision, noise, display screen equipment, new and expectant mothers, young persons, work experience and manual handling
- Is essential Control of Substances Hazardous to Health (COSHH) data and assessment documentation provided on all chemicals currently in use
- As a result of COSHH requirements is adequate personal protective equipment (PPE) available for appropriate staff
- Are all chemicals and substances hazardous to health stored safely including segregation of acids and alkalis, bottles clearly labelled and bunds that hold at least 110% capacity
- Is there a plan in place to deal with chemical spills and other major incidents
- Do staff understand the 'Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013' (RIDDOR) and are accidents and incidents reported correctly to the Incident Contact Centre (ICC)
- Does the organisation have sufficient HSE approved first aid trained staff and is there suitable and sufficient first aid equipment on site, including first aid boxes, PPE, sharp and clinical disposal provision
- Are appropriate checks and inspections carried out on electrical portable appliances, including user checks, visual inspections and portable appliance testing (PAT)
- Are food hygiene regulations being abided by, including procedures to address food safety such as 'Food Standard Agency (FSA) safer food better business' and food safety risk assessments such as hazard analysis critical control points (HACCP)

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- Has work, event and outreach equipment been serviced in line with legislation and manufacturer's instructions, including trampolines, pool hoists, passenger lifts, gas boilers, basketball winches, cricket nets
- Are process in place for working at heights, including ladders and other access equipment including mobile elevated work platforms (MEWPs)
- Has the need for safety signage been identified and suitable safety signage displayed including fire safety, mandatory (PPE), warning, prohibition, hazardous substances and advice and information (First Aid)
- Is Health and Safety Executive (HSE) guidance being used to inform the management of health and safety, for example Managing Health and Safety in Swimming Pools (HSG179)
- Is guidance from sport governing bodies and professional body guidance being used to inform the management of health and safety
- Does the organisation have access to competent advice for updates on legislation, regulations and industry best practice, for example corporate health and safety managers, journals, consultants and professional bodies

How do you ensure staff are competent to deliver this commitment?

SUGGESTED GUIDANCE

- Has a qualification matrix been established to define the qualifications for each role, track staff qualification and highlight expiry dates
- Does the organisation have a live corporate and site specific training plan that incorporates health and safety
- Management ensure that staff are trained in any relevant procedures and policies; and any changes are actioned accordingly
- Is an appropriate induction training programme in place that outlines staff responsibilities for safety, the safety policy and the arrangements for safety
- Is appropriate refresher training regularly carried out for all staff
- Does the organisation competency test staff after training to ascertain the levels of comprehension achieved
- Are evacuation drills and training regularly carried out and recorded for all staff, with records maintained by the organisation
- Does the organisation have training and qualification records for all staff
- Do appraisals and personal development plans include a focus on safety training

How have you allocated resources to deliver this commitment?

SUGGESTED GUIDANCE

- Is there a defined budget for the management and training of Health and safety, for example replacement of PPE, new equipment, servicing equipment, emergency procedure and critical incident management refresher training
- Has the time and resources to train all staff in health and safety been allocated
- Is time allocated to assist management and the responsible person to carry out their duties
- Are planning reviews, updates and actions delivered on a regular basis, for example appraisals, safety meetings, training programme, budget, procedure review, check sheet review, accident records and risk assessments

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MEASURE

How do you measure?

SUGGESTED GUIDANCE

- The organisation has defined and delegated a programme of proactive monitoring to help reduce accidents, including:
 - Safety audits - including the completion of internal audits and audits by external specialists (for example, EHO audits, fire audits, client audits, audits by health and safety industry specialists)
 - Safety inspections – appropriately completed, with counter signatures and spot checking by senior management
 - Safety surveys involving staff at all levels, customers and stakeholders
 - Safety tours undertaken by senior management
 - Safety sampling of the arrangements in place
- The organisation has defined and delegated a programme of reactive monitoring following accidents, including:
 - Accident analysis – for example, accidents per 10,000 visits
 - Incident analysis
 - Monitoring of insurance claims – defined systems in place and known by senior management on how to handle any claim
 - Monitoring of complaints concerning health and safety
 - Near miss reviews
- The organisation has developed a series of KPIs to help measure performance against the safety objectives
- KPIs are used to benchmark safety performance, both internally within the organisation and externally through schemes such as the Quest benchmarking, HSE & ROSPA Statistics

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REVIEW

How do you review what you measure?

SUGGESTED GUIDANCE

- Do responsible persons across the organisation meet to share reviews, accident investigations and workload
- Does the organisation have a formal process to record and track corrective action or risk reduction actions from risk assessments, accidents and other sources, such as a risk reduction plan (RRP) or an improvement plan
- Are external organisations used to provide clear sector specific guidance and support to the management of safety
- Have clear, corporate and facility based objectives been established for the management of health and safety
- The findings following the programme of monitoring are analysed and consistently added to an improvement plan to ensure actions are implemented
- Are accidents and near misses a trigger for investigation, review, update and creation of standards
- Is additional training and development implemented to enhance the staff knowledge and compliance
- Do management have a process in place to regularly review and update relevant procedures and policy systems, including the health and safety management system

IMPACT

Has what you have done made a difference?

SUGGESTED GUIDANCE

- Are the results from staff and stakeholder surveys improving and giving evidence of a positive safety culture
- Is the organisation on target to achieve the safety objectives
- Are safety audit scores are improving
- Are safety inspection results are improving
- Have actions on the risk reduction plan been addressed
- Have the number of accidents per 10,000 customer visits/event participants/programme users reduced
- Have reportable accidents reduced
- Are there recorded near misses and subsequent action to reduce repetition
- Have the areas for improvement in the improvement plan been addressed and contribute to improved monitoring scores
- Is there a reduction in the number of personal injury payments and claims