

SAFETY MANAGEMENT SYSTEM
For
FRASERBURGH FOOTBALL CLUB

Including Fire Risk Assessment
And Spectator Management



Caring for the Safety and Health of Spectators, Contractors and Staff in a Safe Environment

Reviewed for season 2010/11

SAFETY MANAGEMENT SYSTEM

TABLE OF

1. POLICY

- 1.1 Club Safety Statement
- 1.2 Our Safety Policy
- 1.3 Safety Objectives
- 1.4 Activities covered by this system

2. ORGANISATION FOR HEALTH AND SAFETY

- 2.1 HS&E Relationships
- 2.2 Responsibilities and Accountabilities
- 2.3 Cultures, Co-operation and Collaboration
- 2.4 Consultation
- 2.5 Communication
- 2.6 Competence and Training

3. PLANNING AND IMPLEMENTING

- 3.1 Understanding the regulations
- 3.2 Making the required assessments
- 3.3 Identifying Hazards and controlling Risk
- 3.4 Managing the health and safety arrangements

4. SPECTATOR CARE AND MANAGEMENT

- 4.1 Responsibility for spectators
- 4.2 Controlling spectator numbers
- 4.3 Stewarding Operations
- 4.4 Management Contingency Plans
- 4.5 Ground access
- 4.6 Crowd Protection
- 4.7 Viewing Areas
- 4.8 First Aid and medical facilities

5. FIRE RISK ASSESSMENT

6. MEASURING PERFORMANCE

- 6.1 Monitoring plans for achievement and compliance
- 6.2 Incident reporting and monitoring for improvements

7. AUDITS AND PERFORMANCE REVIEWS

- 7.1 What the audit is and its purpose
- 7.2 How reviews are conducted and published

1. POLICY

1.1 Fraserburgh Football Club Safety Statement

The Club seeks to achieve a level of operational excellence where health and safety, alongside other equally important business considerations, creates a culture of total commitment from every person in the undertaking.

The Club management recognises and accepts its responsibilities to Spectators, visitors, contractors and staff to provide a safe and healthy environment whilst on the premises.

The Club recognises and accepts its responsibilities as an employer and host for providing: -

- A safe place of work.
- A safe system of operation
- Safe interface and control of spectators
- Safe equipment, plant and equipment
- A safe and healthy environment.

Because people are our biggest asset the Club considers it extremely important that each person works in a spirit of cooperation to achieve and maintain the highest standard of health and safety. This is extremely important with part-time and volunteer personnel.

This Safety Management System (SMS) is published so that every person working in the Club can read and understand their duties and responsibilities in health and safety. More particularly, it is a comprehensive way of working that aims to keep everyone safe whilst entering, staying and leaving the premises.

The Club is totally committed to this policy and asks everyone to put in the same commitment to make Fraserburgh Football Club a safe and healthy place to visit and work. Your efforts will help make the Club a sports leader in the field where players, spectators and staff know safety and excellence go hand in hand.

A handwritten signature in black ink, appearing to read 'Finlay M Noble', with a long horizontal stroke extending to the right.

Finlay Noble
Chairman.
August 2008

1.2 Our Safety Policy

Very simply put our policy is: -

“Everything we do, we will do safely– or we won’t do it!”

The Club will provide and maintain a safe and healthy place of sport with safe equipment, plant and tools. All employees will receive information, instruction and training appropriate to the work they do.

The Club also has a responsibility to anyone affected by its work on or off the premises. Employees then have the triple role of being an employee, an agent of the Club and an ambassador in the absence of the Management Team. As an employee or volunteer, each person is responsible for their own safety and the safety of others. That is either by their action or inaction. Failing to act when hazards are recognised can be seen as breaching HS&E legislation.

Every employee has the right to refuse an unsafe job and must report such occasions immediately to their immediate supervisor.

Personal Protective Equipment (PPE) is provided free and where issued **MUST** be used in the conditions the Club state. It is a requirement of the Health and Safety At Work, Etc. Act 1974 that employees do so.

Every person in the Club has a role to play in safety. This Safety Management System explains the responsibilities of personnel charged with ensuring safety and health matters are addressed fully.

This Club has a very good health and safety record. With your help the Club will become a centre of excellence in health and safety as it is in sport.

1.3 Safety objectives

Club Health, Safety and Environment (HS&E) objectives will ensure that the policy remains a reality and becomes a goal for continuous improvement. They are: -

- Observing the letter and spirit of all HS&E legislation and regulations.
- Maintaining standards of the “Guide to Safety at Sports Grounds.”
- The commitment to continually improve methods and systems to excel in safe working.
- Ensuring that every person working is well supported to enable them to integrate seamlessly in providing a safe environment for spectators, visitors and for their colleagues.

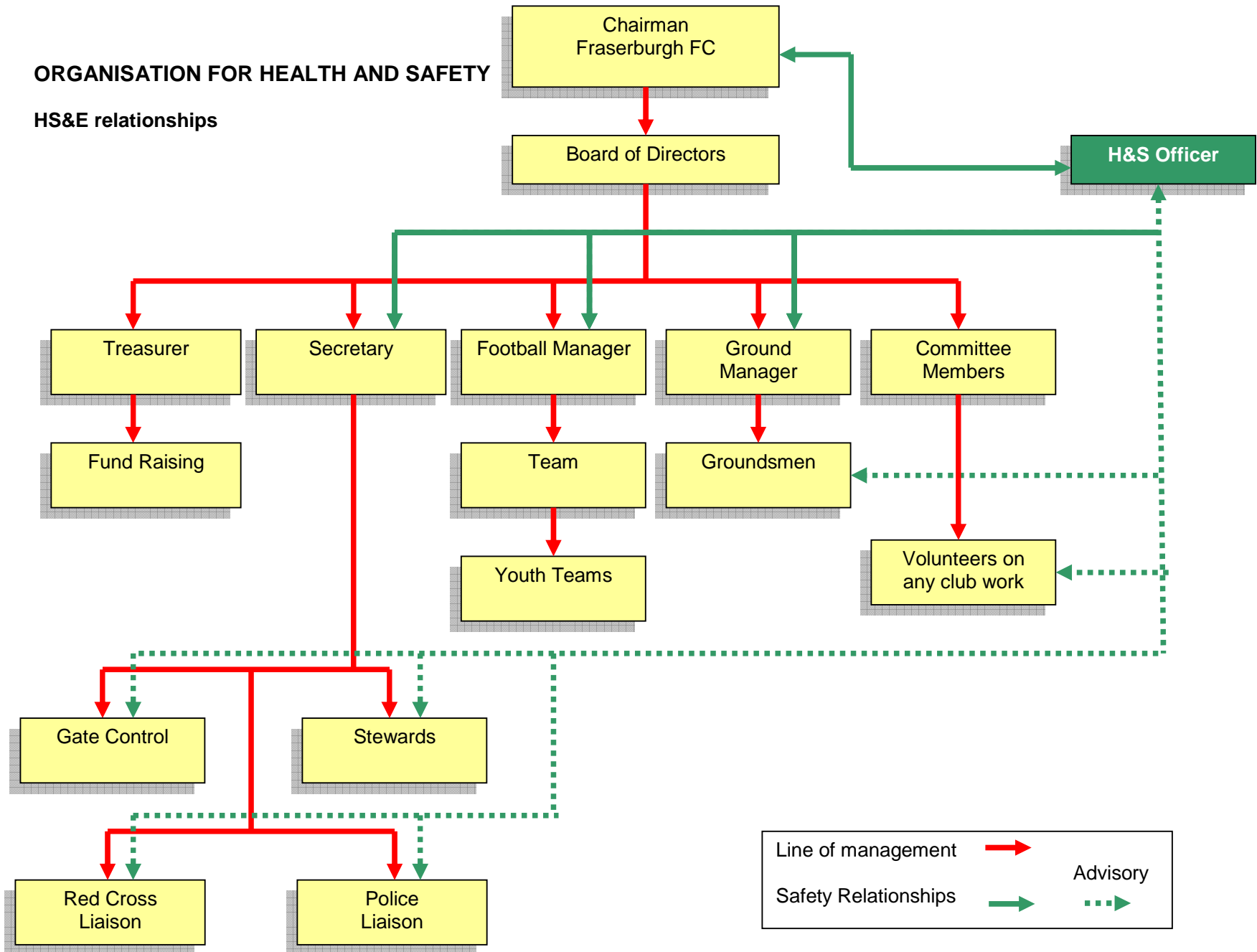
The Club safety objective is to **be the safest Club of choice** for our visitors by avoiding all incidents and demonstrating it to be so.

1.4 Activities covered by this safety management system

All work carried out by all Club personnel and those acting as sub-contractors for the Club on Club premises or at any site where the Club works under contract.

2. ORGANISATION FOR HEALTH AND SAFETY

2.1 HS&E relationships



2.2 Responsibilities and accountabilities

Chairman – Responsible for ensuring that all operations within the Fraserburgh Football Club meet the statutory requirements in regard to safety, health and the environment. Further responsibilities include: -

- Exercising control of all employees, volunteers and sub-contractors working on Club premises.
- Developing a Safety Plan to realise the current objectives of this document and updating it annually.
- Ensuring that individual responsibilities for safety and health are defined, understood, documented and monitored.
- Seeing that the safety policy is administered personally or by delegation to a senior named member of staff.
- Understanding the requirements of appropriate safety legislation and ensuring the provisions are observed.
- Disciplining personnel who fail to discharge responsibilities placed on them by regulations.
- Ensuring all injuries, damage, loss and near misses are properly reported, recorded, investigated and remedial actions completed to prevent recurrence.
- Maintaining liaison with other appropriate external bodies to obtain the necessary information needed in the safe conduct of business.
- Arranging for adequate resources needed to achieve the policy and requirements of this Safety Management System.
- Ensuring that during absences from the Club there is an appointed deputy who can act fully to ensure HS&E responsibilities can be fulfilled.

HS&E Officer

- Set leadership standards by the example of promoting a high degree of safety awareness in the personnel at the Club
- Ensuring that staff, volunteers and contractors operate safely and in accordance with current HS&E legislation
- Ensure that staff and volunteers receive instruction and safety training appropriate to the work they are called on to do.
- Ensure that tools and equipment used on the premises are assessed for the use they are put to, inspected and maintained so that they are without risk to safety and health.
- Auditing regularly all maintenance records for health and safety required under Regulations
- Ensure that work methods are reviewed to ensure that hazards and risks have been addressed by assessment.

- Ensure that personnel are aware of the hazards and risks associated with manual handling and that all significant risks are properly assessed and addressed.

2.3 Culture, co-operation and collaboration

No organisation can exist successfully without good and trusting relationships between everyone in it. Fraserburgh Football Club has such relationships. The aim is to create a flagship Club not only in sport but also in Health and Safety.

The benefits are many. Today, spectators have exacting safety standards themselves and incoming expertise is required to demonstrate similar standards in health and safety. This alone can be a deciding factor in becoming **the Club of choice**. From the Club's point of view it is of utmost importance to ensure that personnel are working in safe and healthy conditions.

2.4 Consultation

Safety Consultation - It is a regulatory requirement for employees and volunteers to be consulted on matters affecting their safety and health.

The Club wants to foster a culture where all safety matters can be discussed without fear or favour. The Club cannot fix things they don't know about ! Everyone in the Club should talk and discuss items of concern with their colleagues.

The Chairman has an "open door" policy for safety consultation but under normal circumstances any member of the management team will always be available for discussions.

The Chairman will chair a safety meeting every three months. Participants will include: -

- At least two directors
- The Safety Officer
- At least two Club committee members

The agenda will include: -

- Status of Outstanding Items
- Agenda items including incident investigations
- Any other Business
- Allocation of action items and completion dates
- Date of next meeting

2.5 Communication

The most important quality of an organisation is the ability to communicate effectively. It is essential for all aspects of Club business. The list is endless. Every facet of a successful business depends on communication. Health and safety is just as important.

People need to understand each other clearly for work to be safe. In fact, a safe system of work is a legal requirement. This Safety Management System is communication but without people reading it and understanding it, it would be useless. This is what it does: -

- It explains the policy and why it is needed.

- The values and standards that the Club aspires to.
- The commitment of senior management to it
- The systems, plans and procedures needed to implement it
- The need to secure the involvement and commitment of everyone to it
- Opportunities and ideas for improvement
- Measures how well the Club is progressing
- How everyone can learn lessons from past incidents

We need to communicate effectively in work instructions, method statements, briefings, meetings and informal ways. Information is important but people who communicate are even more important.

2.6 Competence and Training

Every person must be trained to do the work they are expected to do. That is a legal requirement. In addition training is required on induction into the Club and when people change roles within the Club. The introduction of new technology, machinery, work methods or new substances triggers a need for retraining. For health and safety, training is an ongoing action to continually refine the methods of working and the methods of managing it.

The management are aware of the need for training. Periodically they will: -

1. Decide if training is necessary
2. If so – Identify the specific training need
3. Set objectives to meet the need
4. Select appropriate training methods
5. Implement the training
6. Measure the understanding
7. Evaluate the effectiveness
8. Modify training as necessary

When necessary, external training will be sourced to obtain the required competency.

Management understand that most modern regulations in regard to health and safety stipulate a requirement for both competence and training

Competence as far as regulations are concerned is stated as having the required skill, knowledge and experience of similar standard. Some regulations require specific qualification.

3. PLANNING AND IMPLEMENTING

3.1 Understanding the regulations

In previous years, regulations were prescriptive. That means standards were specified and required. Modern regulations are behavioural. The following points appear in most regulations in one form or another. This indicates how they are formulated and when approaching work they are points to be remembered.

- **Reasonably practicable** – The balance of risk against the inconvenience and cost of overcoming it.
- **Best practicable means** – Ignores cost but recognises current technical knowledge.
- **Duty of care** – What every employer owes every employee.
- **Suitable and sufficient** – Appropriate to the instance and comprehensive enough to be effective.

3.2 Making the required assessments

There are some **mandatory** assessments that have to be completed by every Club.

- **Main safety assessment** – Covering the risks and hazards in the Club, people, jobs, premises and equipment and record the findings.
The Health and Safety at Work, Etc. Act 1974
- **Work assessment** – Assessment of hazards and risks associated with a particular task.
The Management of Health and Safety at Work Regulations 1999
- **Work equipment assessment** – The hazards and risks of using equipment and tools for particular tasks.
The Provision and Use of Work Equipment Regulations 1999
- **COSHH Assessment** – Risk and hazards associated with the use of a substance in particular circumstances.
The Control of Substances Harmful to Health Regulations 1988
- **PPE Assessment** – Suitability of specific PPE for particular tasks.
The Personal Protective Equipment at Work Regulations 1992
- **Manual Handling Assessment** – Identification and removal of hazards and risks in handling work
The Manual Handling Operations Regulations 1992
- **Lifting Assessment** – Assessing the suitability of people and equipment for lifting loads
Lifting Operations and Lifting Equipment Regulations 1999
- **Computer workstation user assessment** – lighting seating positioning, etc.
Display Screen Equipment Regulations 1992

Where there is any requirement to be met the detail must be set out.

There must be a date set for any immediate actions and the completion of that action must be initialled and dated. Actions for completion within 3 months are similarly treated.

More complex actions must be detailed, a date given for completion and an addendum added to the document explaining how and when it will be completed.

Note: The Fire Risk assessment is dealt with separately

3.3 Identifying Hazards and Controlling Risk

There are three steps to addressing hazards and risk.

- Hazards must be identified
- Risks arising from hazards must be controlled
- Risks must be removed or reduced and controlled

To be able to make the assessments required by regulations everyone must understand what a hazard is and what a risk is. For normal purposes the explanations are simplified.

HAZARD An object or condition that could cause harm

RISK The likelihood that may become a reality

If hazards are ranked for severity, 1 (very slight harm) to 5 (great harm to many) and .. Risks are ranked for probability, 1 (Chance of happening slight) to 5 (Real possibility of it occurring) Then multiplying them out will give a figure. The higher the figure, the greater the risk.

Using this simple approach most hazards and risks assessed in the course of work can be addressed to remove or reduce and control them. Ratings 1 to 6 would be low risk requiring periodic review, 9 to 12 medium risk requiring some control to reduce it to under 6. Over 12 would be an unacceptable risk that requires immediate action to remove or reduce it before anyone is harmed.

Training and exercise makes risk assessment a good tool that can be applied to work methods.

3.4 Managing the HS&E Arrangements

The Chairman or his delegate will chair a periodic Safety Committee comprising of such staff and others, as the agenda requires. The agenda will include :

Outstanding actions
Standard agenda items where required,
Reports on incidents, near misses and hazards and investigations
Safety audit reports by departments with action items
Review on previous audit actions
Safety performance figures
Other topics
Any Other Business
Allocation of actions and completion dates

The responsibilities stated in section 2.2 will be used for the conduct of business and the allocation of actions in the Safety Steering Committee. Maintenance and improvement of the Club Safety Policy will be the guiding principle for all activities.

Health and safety cannot be imposed on a workforce. The regulations can be imposed but in the absence of management, people who don't believe in it will take short cuts or think it doesn't apply to them. People even stop "thinking safety" which is a prime source of accidents.

The Club needs everyone's support in achieving excellence in health and safety. To do this we need to plan. The objective of the plan will be continuous improvement.

Our objectives need to be **SMART!** That is;

Specific - to the point.

Measurable – Capable of seeing now and the goal.

Agreed – Everyone in one mind about what we're doing.

Realistic – Capable of being achieved.

Timed – Some will be short-term goals, others long term – set dates.

4. SPECTATOR CARE AND MANAGEMENT

4.1 Responsibility for spectators

The evidence of history shows that the control and management of large numbers of people is a great responsibility. People must be safe as they draw near to the venue and enter in a controlled manner. They must be clearly directed to the correct viewing areas and be safe whilst they are there. Behaviour must be monitored and controlled. The spectator exits must be clear and obvious. In addition, there must be adequate arrangements in place to manage safe evacuation in any emergency.

Fraserburgh Football Club understands these responsibilities and will ensure that all personnel without exception will be trained in practices and techniques of spectator management commensurate with their duties on site.

4.2 Controlling spectator numbers.

Entry to the ground is by numbered ticket at the turnstile. The following procedure will apply: -

1. The start ticket number will be noted. The ground capacity will be added and that number noted to ensure the capacity ticket issued is the last.
2. Season ticket holders will be issued with a ticket.
3. The number of tickets issued will be reported to the duty director.

4.3 Stewarding operations.

Control and management of spectators coming on the ground will apply the following policy.

1. A responsible person must be present at the event to manage stewarding operations.
2. Under normal circumstances, the club blazer & tie will identify a person as a steward.
3. Obvious exceptions to an average crowd will be anticipated and a specific meeting will be convened to arrange special plans.
4. The public address system will be used in an emergency to direct evacuation procedures.
5. Stewards will report ALL crowd behaviour they consider may potentially cause disorder.

4.4 Management Contingency Plans

Management must be aware that besides the normal run of events there may be times when event conditions may be abnormal. Unexpected high numbers arrive, There is sudden adverse weather conditions. These are potential hazards that must be assessed and addressed.

All members of the management and staff will undergo training in contingency planning to equip them to act correctly in any foreseeable emergency. All management and staff will be briefed by the chairman annually regarding safety objectives for the coming season.

1. **Adverse Weather.** May affect arrival or departures of spectators. May cause postponement or abandonment of match. May initiate uncontrolled movement of spectators.
2. **Lock outs.** Action required if spectators expected or present exceed approved capacity. Numbers outside the premises are such that they require controlling or dispersing. Liaison with police when such conditions are imminent.
3. **Disorder in the Ground.** Immediate identification of nature and scale of disorder ascertained. Immediate police liaison. Possibility, scale and nature of any intervention. Who will intervene?
4. **Late arrivals or delayed start.** Action required if match delayed. Liaison with police and match officials. Broadcasting information to spectators in and outside the ground. Extra stewards for turnstile areas.

These are just a few of possible hazards that might arise when dealing with the public in crowds who have a completely different behaviour pattern.

Management must be aware of ALL staff and public behaviour starting in the hours before the event takes place.

Ground Access

The public when in crowds require clear and simple directions. The management will: -

1. Ensure there is adequate and clear signs directing people to their appropriate area
2. Ensure that there is no "cross flows" in the crowd to impede their progress.
3. No incident in the flow that may cause a gathering.
4. Avoid any convergence of any route flows that may cause an obstruction.
5. All routes are suitable underfoot for the traffic they have to bear.

Crowd Crush Protection

People in crowds behave in response to outside stimuli whether it be visual or audible. There is usually resulting mass movement. Protection is usually afforded by barriers placed in patterns which are known to be safe. All barriers erected must be fit for purpose and maintained. These will be visually inspected monthly by the groundsman.

Viewing Areas

The slopes provided for spectator viewing are grass covered and may be hazardous in sustained wet weather or if crowded.

1. In the present state access will be limited to the numbers decided by the Aberdeenshire Specialist Safety Officer (SSO).
2. The Club will make improvements as funds become available.

4.8 First Aid and Medical Facilities

First aid is provided by the red cross on each matchday. The stand facilities are available if necessary for supporters as well as players.

5. FIRE RISK ASSESSMENT

ASSESSING RISK

The following system has been employed in assessing risks

Consequence	Risk					RATING	
	Min	Low	Poss.	Likely	High		
Negligible	1	2	3	4	5	1-4 Low	Low risk, probably no action required
Slight	2	4	6	8	10	5-10 Medium	Reduce the risk, increase awareness
Moderate	3	6	9	12	15	11-16 High	Alarm or auto-extinguisher equipment required.
Severe	4	8	12	16	20	>16 Extreme	Urgent! Keep this area clear until a significant reduction in risk is completed and area re-assessed
Major	5	10	15	20	25		

SPECIFIC HAZARDS

Ignition sources 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Smoking	Not permitted	Low	Not permitted	Low
Heat sources	Light bulbs	Low	Gas, electricity	Low
Electrical equipment	Inspected 6 monthly	Low	Inspected 6 monthly	Low
Portable heaters	None	N/A	None	N/A
Other sources				

Ignition sources 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Smoking	Not permitted	Low	Not permitted	Low
Heat sources	Light bulbs	Low	Electricity	Low
Electrical equipment	Inspected 6 monthly.	Low	Inspected 6 monthly.	Low
Portable heaters	None	N/A	None	N/A
Other sources				

Combustible materials 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Storage	Clothing, playing strips, towels	Low	All materials stored away from light sources	Low
In use or display	None	N/A	None	N/A
In workplaces	None	Low	Packaging immediately stacked outside in segregated bins No large quantities of flammable cleaning materials on premises. Workplaces manned at all times when cooking.	Low
Management	Checked regularly and bins cleared	Low	Inspected at end of day	Low

Combustible materials 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Storage	Petrol driven machines.	Low	All materials stored away from light sources	Low
In use	Petrol, heavy oil.	HIGH	None	N/A
In workplaces	Machines started, stopped, refuelled OUTSIDE building	Low	No large quantities of flammable cleaning materials on premises.	Low
Management	Checked regularly and waste materials banned	Low	Inspected at end of day	Low

People 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Employee reaction	Immediate	Low	Kitchen staff trained	Low
Special needs	Each instance dealt with as arises	Low	Each instance dealt with on interview when hiring	Low
Remote working	None	Low	None	Low
Large numbers	Area limited to teams and officials	Low	Forbidden	Low

People 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Employee reaction	Immediate	Low	Management trained	Low
Special needs	None	Low	Each instance dealt with as arises	Low
Remote working	None	Low	None	Low
Large numbers	Area limited to trained ground staff	Low	Entry limited to 50 people	Low

RAISING THE ALARM AND MEANS OF ESCAPE

Fire detection and warning 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Smoke detectors	Fitted in each room	Low	Fitted. Extinguisher and fire blanket provided	Low
Heat detectors	None	Low	None.	Low
Employee awareness	Employees are aware of risks and maintain alertness at all times when on duty	Low	Employees are aware of risks and maintain alertness at all times when on duty	Low
Automatic detection	None	Low	None	Low

Fire detection and warning 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Smoke detectors	Fitted	Low	Fitted	Low
Heat detectors	None	Low	None.	Low
Employee awareness	Employees are aware of risks and maintain alertness at all times when on duty	Low	Employees are aware of risks and maintain alertness at all times when on duty	Low
Automatic detection	None	Low	None	Low

Means of escape 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Turning away from fire	Exit is immediate from facility	Low	There is one means of exit from the facility. Pictograms are displayed en route	Low
Protected route to safety	As above.	Low	As above.	Low
Obstruction management	Entrances and exits are maintained clear at all times	Low	Kitchen staff strictly observe obstruction and waste removal requirements	Low
Speed of total evacuation	Everyone can be cleared from the facility in 2 - 3 minutes.	Low	Staff can exit the premises in 1 minute.	Low
Escape route doors	Open in direction of exit travel	Low	Open in direction of exit travel	Low
Signage	Pictograms are displayed en route.	Low	Pictograms are displayed en route.	Low
Emergency Lighting	None	Low	None	Low

Means of escape 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Turning away from fire	Exit is immediate from facility	Low	There is two means of exit from the facility. Pictograms are displayed en route	Low
Protected route to safety	As above.	Low	As above.	Low
Obstruction management	Access ways are maintained clear at all times	Low	The management maintain furniture arrangement to maximise entry and exit without hindrance	Low
Speed of total evacuation	Everyone can be cleared from the facility in 1minute.	Low	People can exit the premises in 1 minute.	Low
Escape route doors	Open in direction of exit travel	Low	Open in direction of exit travel	Low
Signage	Pictograms are displayed	Low	Pictograms are displayed en route.	Low
Emergency Lighting	None	Low	None	Low

Fire fighting equipment 1

Item	Under Stand Facilities	Rating	Hot food preparation area and toilets	Rating
Extinguishers	Immediately outside facility	Low	1 in Kitchen	Low
Fire blankets	None	Low	1 in Kitchen	Low
Exit route equipment	Not applicable	Low	None	Low
Signage	Clearly visible and signed	Low	Clearly visible and signed	Low

Fire fighting equipment 2

Item	Groundsmen's Stores	Rating	Hospitality Suite	Rating
Extinguishers	Inside facility	Low	1 in bar area	Low
Fire blankets	None	Low	None	Low
Exit route equipment	Not applicable	Low	Pictograms are displayed	Low
Signage	Clearly visible and signed	Low	Clearly visible and signed	Low

CONTROL MEASURES

Emergency procedures 1

Item	Management and staff	Rating	Guests and Spectators	Rating
Awareness	All personnel have received instruction for actions in an emergency	Low	Emergency exits from the stand and ground are clearly marked. Address by PA system when required	Low
Special needs	Special needs visitors are allocated a staff member if applicable	Low	Allocated person will be available to escort or aid person to safety.	Low
Fire Drills	None.	Low	None	Low
Fire equipment maintenance	Inspected regularly and maintained.	Low	Inspected regularly and maintained.	Low
Fire Wardens	On duty at all times	Low	Committee available at all times.	Low

5.1 STAFF TRAINING AND AWARENESS

Every person working at the Fraserburgh FC will undergo instruction in: -

- How the alarm system operates.
- Recognising and using fire extinguishers.
- How to call the Fire Service.
- Where escape routes are and how they are used.
- Where to assemble after leaving the building.
- How to assist guests and members of the public in evacuation.

Every person will undergo emergency action training on commencing work at the ground whether in a staff or volunteer role. Everyone will undergo refresher training when there is any significant change in arrangements and in any case, yearly.

A poster explaining staff emergency action will be posted in a prominent place.

5.2 REVIEW, REVISION AND RECORDS

Whenever there are significant changes to the layout, equipment, work practices or spectator management, this assessment must be re-visited for review to ensure it is relevant to prevailing circumstances and no further risk introduced.

Records of maintenance, inspections and management actions must be maintained for this and other regulations.

Details of changes are communicated to all committee when they arise.

6. MEASURING PERFORMANCE

6.1 Measuring plans for achievement and compliance

The Club will measure how it is implementing health and safety policy. The management also needs to know how effectively it is controlling risks and assessing the development of its safety culture. It is the positive safety culture that is the objective of health and safety. That is the level at which every person is committed to avoiding incidents by positive actions.

Performance is measured two ways. The first is "active" that monitors the level of achievement of Club plans and compliance with standards and regulations. The second is "reactive" and is negative in the fact that accidents, incidents and ill-health are monitored. To obtain effective measurement of this information the Club has procedures.

Procedures include: -

- Action status reports from Safety Meetings.
- Agenda and action status reports from quarterly Safety meetings.
- Incident Report form
- Accident investigation report forms
- Any audit reports from other sources.
- Significant risk assessment findings generated through complying with those listed.
- Status of inspection records needed to comply with regulations
- Management audit findings.
- Status of all Club audits on people, plant, equipment, procedures, housekeeping, fire equipment and electrical equipment.

6.2 Incident reporting and monitoring for improvement

All incidents, near misses and hazards should be reported without exception. For this to work successfully there must be a "no blame" culture. People must be free to report without fear of any reaction except that of improvement.

All reported information is good because the Club needs to remedy any shortfall in its systems. Having an opportunity to improve BEFORE something goes wrong is always preferable to the stable door and bolting horse.

All accidents or injuries must be reported to the Local Authority Environmental Health Office.

Restricted Work Cases	The injured party can only do light duties (less than 3 days).
Medical Treatment Cases	The injured party receives treatment from doctor or hospital.
First Aids	Injured party is treated by First Aider and resumes work.
Near Misses	In other circumstances could have caused serious injury.

All incidents MUST be reported immediately, at all costs on the same day. The detail on the form is proportionate to the incident. The completed incident form must be photocopied and held by the Club and the original must be handed without delay to the Chairman or his delegate.

At his discretion, the Chairman will initiate an investigation, which will cover all or some of the following dependent upon the type of incident. (Normally for all incidents more serious than a first aid. Where there are incidents of a similar nature an investigation may be launched. The team of three will usually include a member of staff.

1. Events leading up to the incident
2. The details of the incident
3. The extent of injury and or damage.
4. The immediate actions taken to prevent recurrence
5. People involved or those who witnessed the events
6. Any deviation from a regulatory or Club procedure or standard
7. Immediate causes
8. Underlying factors
9. Remedial and improvement actions
10. Action Completion date
11. Date published

The Club considers it very important that the whole injury reporting and investigation is transparent and exists to improve safety and learn from incidents. It is NOT a disciplinary procedure and is not concerned with blame. All staff are urged to participate in this process.

7. AUDITS AND PERFORMANCE REVIEWS

Audits are a normal part of business for finance and quality. The same technique is applied to health and safety. Audits are a structured way of collecting information on the efficiency, effectiveness and reliability of this safety management system (SMS).

7.1 What an audit is and it's purpose

- Check that the management arrangements of this document are in place.
- The risk control system is in use and evidence of its use can be supported.
- Precautions for work are in place and they are appropriate to the tasks.

The audit requires the collection of relevant HS&E information about this SMS and making judgements about its adequacy and performance. This can be achieved by: -

- Interviewing people.
- Examining documents
- Visually observation.

7.2 How reviews are conducted and published

Performance reviews require making judgements about how adequate the previous period's performance has been and the ability of people to make decisions to remedy any shortfalls. This is achieved through measuring activities, using audits, risk assessments and workplace precautions. This will be further influenced by outside sources, other organisations and new legislation.

The object of the review is to maintain the dynamics of the SMS so that it evolves and improves in line with the health and safety of the organisation and the people within it.

An annual Safety Review should be published outlining the highlights and lowlights of the HS&E year. It should be in a format that everyone wants to read.

APPENDIX A

The following documents to must placed here. (Please identify those that exist in the Club and whether they need updating.)

Hazard Checklist – To be used as an aide memoire for audits and assessments

Method Statement – (Contractors coming to the Club must have one) Ensure in landscape format. Left half for the method steps, right half for identifying and removing hazards, stating the hazard control steps through precautions.

Assessment forms – for

- Club Safety Status Assessments
- Work Assessments (i.e. Cleaner task list check sheets, etc)
- Work Equipment Assessments
- COSHH Assessments
- PPE Assessments
- Manual Handling Assessments
- Lifting operations Assessments
- Display Screen Equipment User and workstation Assessments

Audit Forms

- Management audit Inspection Report
- Audit action control and close-out reports

Incident Reports

Investigation Reports

- Action recommendation and close-out reports

APPENDIX B

TRAINING REQUIREMENTS FOR STEWARDS

All personnel who undertake stewarding duties (including Gatekeepers) whether in a voluntary, part-time, occasional or full-time basis MUST undergo training that specifically cover these points. The list is not exhaustive.

- Dress for duty
- Understanding reporting relationships
- Methods of communication
- Importance of knowing precise numbers coming on site
- Rules for the issue and control of tickets
- Season ticket handling
- Action required in case of abnormal numbers of people
- Announcing postponements, delays, etc
- Understanding assisting the routing of spectators to their viewing position
- Controlling people in and out of the ground
- Ensuring team segregation from spectators on and off the ground
- Checking spectators for potential missiles and removing or reporting them
- Watching an agreed section of spectators during play for signs of movement or unrest
- Stopping pitch invasions by any spectators and reporting same
- Knowing where police and first aid points are and how to contact them during play
- Understanding ground evacuation plans and routing spectators off the ground in an emergency
- Understanding any precise point needed to be manned in an emergency
- Aiding spectators in leaving the ground after match
- Final checks on all areas to ensure ground clear and no potential fire hazards are present.