

**CREATIVITY IN THE UK**

---

**Health and Safety Policy  
Strategic Plan**

---

**Festival 2022 Ltd**

March 2021

## DOCUMENT CONTROL

### Document Information

<b>Document Title:</b>	Health and Safety Policy Strategic Plan
<b>Executive Owner:</b>	Iain Reid, Chief Executive Officer
<b>Approved By:</b>	Festival Board
<b>Date Approved:</b>	5 March 2021
<b>Review Date:</b>	January 2022
<b>EqIA Date:</b>	14 April 2021

### Version History

Version	Date Released	Originator	Authorised	Comments
1.0	February 2021	John Darnbrook	n/a	Policy drafted
1.1	February 2021	-	EMT	Policy approved
1.2	March 2021	-	Festival Board	Approved
1.3	October 2021			Updated for UNBOXED programme launch

### Distribution List

Name	Organisation	Position
Dame Vikki Heywood CBE	Festival 2022 Ltd	Non-Executive Chair of Festival Board
Ian Reid	Festival 2022 Ltd / Organising Committee	Chief Executive Officer
David Grady	Festival 2022 Ltd / Organising Committee	Chief Financial Officer
Caroline McGrory	Festival 2022 Ltd / Organising Committee	Chief Legal Officer
Martin Green	Festival 2022 Ltd / Organising Committee	Chief Creative Officer
Phil Batty	Festival 2022 Ltd / Organising Committee	Executive Director
John Darnbrook	Festival 2022 Ltd	Head of Business Integration
Lucy Bailey	Festival 2022 Ltd	Senior Legal Counsel
Joe Ryan	Organising Committee	Head of Health and Safety

### Disclaimer

This is a proprietary Festival 2022 Limited (the “**Company**”) document and is not to be relied upon by any person other than the Company and its staff and those who are expressly authorised in writing to rely on the contents of this document. Festival 2022 Ltd makes no express or implied guarantees, representations or warranties to any third party as to whether the requirements of this document will be fulfilled by the Company, its staff, agents, contractors, authorised representatives or anyone else to whom the document relates or refers. Festival 2022 Ltd accepts no liability for any reliance by any third party on the contents of or the procedures detailed in this document.

### OC Group / UNBOXED

Festival 2022 Ltd is a wholly owned subsidiary of the Birmingham Organising Committee for the 2022 Commonwealth Games Ltd (the “**OC**”) and is responsible for the delivery of UNBOXED (the “programme”). References to the OC Group refer to company group of both Festival 2022 Ltd and the OC.

## Contents

<b>1</b>	<b>Purpose of this Document</b> .....	<b>5</b>
1.1	Scope.....	5
1.2	Health and Safety Law in the UK .....	5
1.3	Enforcement.....	5
<b>2</b>	<b>Strategic approach to managing health and safety</b> .....	<b>6</b>
2.1	Health and Safety Policy Development.....	6
2.2	Health and Safety Vision and Objectives.....	7
2.3	Harm Free Environment.....	8
2.4	Creating a Positive Health & Safety Culture.....	9
<b>3</b>	<b>Corporate Governance</b> .....	<b>9</b>
3.1	Leadership for Health and Safety .....	9
3.2	Leadership Responsibilities: Chairman and OC Board .....	10
3.3	Leadership Responsibilities: Executive Management Team.....	10
3.4	Setting Leadership Objectives for Health & Safety.....	11
<b>4</b>	<b>Operational Planning: Specify and Procure</b> .....	<b>11</b>
4.1	Risk Management Strategy.....	12
4.2	Health and Safety Programme (Smartsheet) .....	13
4.3	Developing Health and Safety Management Arrangements.....	13
4.4	WHS Resourcing Planning.....	15
4.5	Workforce Engagement .....	17
4.6	Occupational Health and Safety in Procurement .....	17
4.7	Coordination and Integration.....	18
4.8	Workforce Competency .....	20
4.9	Recognising success .....	21
4.10	Online Accident, Incident & Near Miss Reporting Portal.....	21
<b>5</b>	<b>Readiness: Prepare and Deliver</b> .....	<b>22</b>
5.1	Occupational Health Priorities.....	22
5.2	Engagement, Reward and Recognition.....	22
5.3	Development of Operational Risk Assessments.....	22
5.4	Contractor Engagement - Competencies and Standards .....	23
5.5	Fire Safety Strategy .....	23
5.6	Incident Management Planning.....	24
5.7	WHS Management Reporting.....	25

<b>6</b>	<b>UNBOXED Delivery</b>	<b>25</b>
6.1	Accident and Incident Investigations	25
6.2	Commission Health & Safety Readiness Check Workshops	26
6.3	Assurance and Monitoring	26
<b>7</b>	<b>Dissolution: Wrap Up</b>	<b>27</b>
7.1	Legacy Learnings - Improving what we do	27
7.2	De-commissioning and Re-instatement Planning	27

# 1 Purpose of this Document

## 1.1 Scope

Festival 2022 Ltd is a subsidiary of the Birmingham 2022 Commonwealth Games Organising Committee (OC) and this strategy should be read in that context. The development of the strategic health and safety plan describes the vision for the Festival 2022 Limited, and how, through the health and safety function (WHS) we will achieve this vision. It sets out how we will plan for safe projects and environments, the management arrangements we will develop, how we will monitor the success of the arrangements and learn lessons from what goes well and where we need to improve.

## 1.2 Health and Safety Law in the UK

'Primary legislation' is the term used to describe the main laws passed by the legislative bodies of the UK e.g. Acts of the UK Parliament. These types of legislation are sometimes referred to as 'statutes' and the term 'the statute book' refers to the whole of the statute law currently in force. The main piece of primary legislation is the Health and Safety at Work etc Act 1974.

In the UK it is a criminal offence to break health and safety legislation, for which the penalties could be a fine, or in some circumstance's imprisonment. The most significant parts of the Act place general duties on employers, the self-employed, people in charge of work premises, and employees / workers.

'Secondary legislation' (also called 'subordinate legislation') is delegated legislation made by a person or body under authority contained in primary legislation. For example, the Regulatory Reform (Fire Safety) Order 2005.

There are three main types of UK Statutory Instrument: 'Orders', 'Regulations', 'Rules'. However, there is no limit imposed on the descriptions that may be given to Statutory Instruments.

Employers must ensure the health, safety and welfare at work of their employees, and must also make sure that their work activities do not put any other people at risk of harm (including workers from other companies and the public). The same applies to people who are self-employed. There is a legal duty on all employees and the self-employed to take care of their own safety and the safety of others, and to comply with any of the Health and Safety procedures of an employer and of the venue where working.

As well as the Health and Safety at Work etc Act 1974, there are several other regulations which deal with more specific aspects of Health and Safety.

## 1.3 Enforcement

The Health and Safety Executive (HSE) is the principal government department which will enforce Health and Safety law. Local Authorities also enforce Health and Safety law for sports venues.

Both the HSE and Local Authorities have specific legal powers. They can stop all work if they think there is a serious risk of injury. They can also demand improvements where work activities and management arrangements do not comply with the law. Protecting people

from harm is the main aim for HSE and Local Authorities. Where the management of Health and Safety risks is not good enough, both HSE and the Local Authority may investigate and take legal action. It is important to note that the powers of an HSE Inspector or Local Authority Environmental Health Officers allow them to enter a venue with or without Company accreditation if the purpose is to exercise their statutory duties.

Where Health and Safety law has been broken, the HSE and Local Authorities can prosecute companies and individuals (including directors, managers, and employees). Where a prosecution takes place, a company may be subject to fine without limit, and individuals can be fined or in certain cases can be imprisoned.

The Company will expect all those working for Festival 2022 Ltd to comply with UK Health and Safety law and go beyond that wherever reasonably practicable to achieve excellent standards.

## 2 Strategic approach to managing health and safety

Adopting best practice principles of the Health and Safety Executive's (HSE) Strategy '[Helping Great Britain Work Well](#)' and the HSE Framework [HS\(G\)65 Managing for Health and Safety](#), will assist Festival 2022 to develop the overall strategy for the safe management of the operations.

The delivery of the health and safety is divided into four phases.

- **Plan:** Strategic Health and Safety Planning
- **Do:** Delivery of Strategic Plan / Operations
- **Check:** Performance Measurement (Proactive and Reactive Monitoring)
- **Act:** Review and Lessons learnt.

Festival 2022 Ltd, working through the OC's Health and Safety Team at a strategic level will implement policies, procedures, processes, and programmes to support both the Corporate requirements and the aims and objectives for UNBOXED.

To achieve and manage our objectives, priorities, and principles we have identified elements which are fundamental to our approach and play a key part in the strategy.

### 2.1 Health and Safety Policy Development

In response to legislative and best practice principles the WHS team will develop a suite of guidance, forms and procedures used as part of Birmingham 2022 Health and Safety Management Framework which can also be used by Festival 2022 Ltd.

The procedures and forms contained within the Safety, Health and Environmental Management System (SHEMS) will be developed and reviewed as appropriate.

The stages for development and review will be set as follows;

- **Stage 1:** Initial development by the WHS Functional Area
- **Stage 2:** Peer review by the Safety Coordination Group (SCG)
- **Stage 3:** Review and approval by the Head of Health and Safety.

Festival 2022 Ltd's Policy and "Vision" is to provide a 'harm free environment' for everyone involved in the creation, development, delivery and ultimate enjoyment of UNBOXED.

While the proposed internal annual Audit process will give strong assurance and guidance on good practice being followed and recommendations for improvements the introduction of an externally and internationally recognised audit process will further drive the overarching health and safety performance.

It is strongly recognised to externally demonstrate and validate the Company and UNBOXED's Health and Safety standards. This will provide a quantified outcome with detailed recommendations against a contemporary best practice specification (including the requirements of ISO 45001 Occupational Health and Safety Management Certification).

This could be achieved through the following routes;

- External Validation using an industry body such as the British Safety Council Five Star Occupational Health and Safety Audit to provide an external independent health and safety audit. This approach will provide the Company and UNBOXED with an internationally recognised accreditation
- External Validation using our insurers to provide an external independent health and safety audit, without accreditation, providing assurance on our approach to health, safety, and wellbeing.

Each approach will provide a quantified outcome with detailed recommendations against a best practice specification (including the requirements of ISO 45001) over and above current Occupational health and safety management system standard requirements. This approach will also compliment our aim to achieve ISO14001 Environmental Management.

Through the, the Company's approach to health and safety management should be based around the six best practice indicators below:

- Leadership
- Stakeholder engagement
- Risk management
- Organisational health and safety culture
- Continual improvement
- Health and Wellbeing.

## **2.2 Health and Safety Vision and Objectives**

The Company and UNBOXED's key health and safety objectives will be developed to achieve the vision and best practice indicators above. These are:

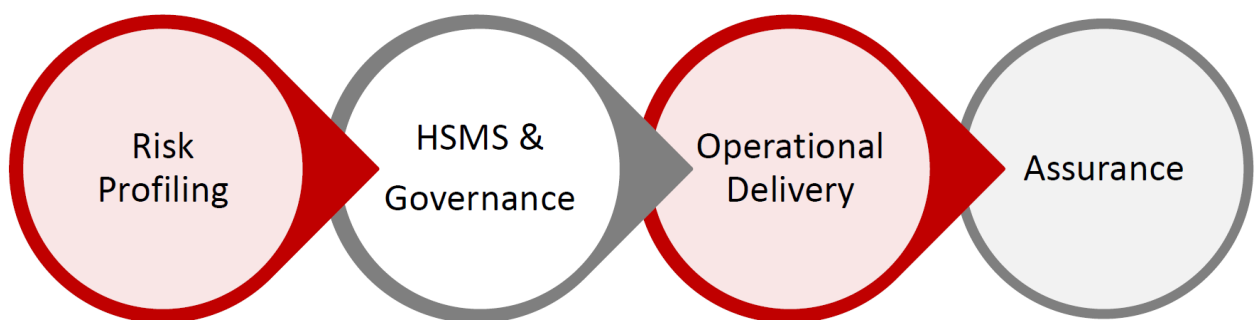
- To instil at every level in the Company and all client groups, that health and safety should be the first consideration in everything that they do
- To create a legacy of systems and processes for future programmes
- To encourage and persuade people to take the practices and behaviours that are introduced to them here, into their future work and home environments
- For all our managers to lead by example
- To actively target the primary causes of accidents, incidents, and ill health
- To provide a means to and encourage the reporting of all accidents, incidents and near misses
- To actively carry out improvement action.

To achieve the vision, we will require commitment and leadership at all levels, both from Festival 2022 Ltd and from our key partners. UNBOXED is in a unique position to encourage innovation in Health and Safety across all of our commissions and the wider sector, and to be a conduit for the communication of ideas and “best practice” from those working with us.

We also seek to reassure ourselves and confirm that our contractors and suppliers are working to secure our vision, and that they are seeking the same from their own workers, subcontractors, and suppliers.

In response to legislative and best practice principles the OC’s WHS team have developed a suite of guidance, forms and procedures which can be used as part of the UNBOXED HSMS.

The WHS Team propose to introduce a process flow for the development and review of the Health and Safety Policy Development and the HSMS, based on the following criteria:



- The HSMS will be development and maintained to the HS(G)65 ‘*Managing for Health and Safety*’ standard, based on the Health and Safety Framework (Plan, Do, Check, Act)
- Changes to Health and Safety legislation
- Changes to ACoP, HSE guidance and industry best practice
- Identification of strategic strengths and weaknesses, highlighting any weak processes or gaps within core health and safety management procedures
- Where technology changes are being introduced
- Where there has been a key change in personnel

## 2.3 Harm Free Environment

### Zero Accidents and incidents

The OC will provide Festival 2022 Ltd with a framework of measures that support the drive towards zero accident performance based on the principles of the Health and Safety Executive’s (HSE) Strategy ‘[Helping Great Britain Work Well](#)’ and current Health Safety and Environmental Standards.

Key aspects towards successful implementation include the provision of:

- **A competent workforce:** Introduction, induction, type of and evidence of competency, H&S competency at all levels, internal training and support programmes for operatives, supervisors, and management.
- **A health and safety management system (HSMS)** and standards



- **Planning and implementation programme:** Due to the continued complexity of UNBOXED and the number of different stakeholders involved across UNBOXED detailed planning and integrated programming will continue to be undertaken. This will ensure all areas and commissions have effective H&S ownership and prioritise work to ensure that hazard and risk-based controls remain effective.

## 2.4 Creating a Positive Health & Safety Culture

As well as insisting that people do things a certain way where the risks to them are significant, we also want to encourage everyone to think about the risks they face to better help them look after themselves and their colleagues. We want them to know that their health & safety is important to us and tell them about the significant risks relevant to them each month as we move toward the UNBOXED programme.

The delivery of the health and safety support will be divided into four phases.

- **Phase One:** Operational Planning
- **Phase Two:** Readiness
- **Phase Three:** UNBOXED Delivery
- **Phase Four:** Dissolution

## 3 Corporate Governance

### 3.1 Leadership for Health and Safety

The WHS team will produce a policy statement aimed to promote the health, safety and welfare of all workforce, contractors and key client groups through a commitment to the development of a positive health and safety culture within all elements of UNBOXED.

The CEO will be asked to sign a policy statement, which will identify UNBOXED's statement of intent, objectives and link closely with the HSMS, key commitment and the golden rules of health and safety.

### **3.2 Leadership Responsibilities: Chairman and OC Board**

The Board should set the leadership direction for effective health and safety management. Board members need to approve and endorse the health and safety policy adopted by the Company – it should be an integral part of UNBOXED'S culture, of its values and performance standards.

All Board members should lead by example in ensuring the communication of health and safety duties and benefits throughout the UNBOXED programme. It is important for the Festival 2022 Ltd Board to actively support the Chief Executive Officer (CEO) and the Executive Management Team (EMT) in delivering the Festival 2022 Ltd policy, organisation and arrangements for the identification and management of Health and Safety risk within the business and commissions.

It is important for the Chair to ensure Health and Safety features as a standing item on the agenda of the Festival Audit Risk and Assurance committee (ARAC); and that sufficient time is devoted to consideration of Health and Safety performance and issues. The Festival ARAC must provide scrutiny to the application and effectiveness of the Health and Safety Management System in the identification and management of Health and Safety risk within the Company.

Health and Safety should be integrated into the main Board level governance structures, primarily through standing reports to the ARAC.

The Festival 2022 Ltd Board and Executive Management Team (EMT) must be informed and kept up to date of any legislative amendments that could or will have a bearing on the UNBOXED programme.

The level of accountability and responsibility will be set out in the Health and Safety Management System (HSMS) and communicated through UNBOXED's organisation and arrangements.

### **3.3 Leadership Responsibilities: Executive Management Team**

The Executive Management Team (EMT) will take point on the Safety Leadership role for UNBOXED and will be joined by the Head of Health and Safety at quarterly intervals to provide strategic guidance and direction. EMT will define actions necessary to promote the right health and safety culture consistent with developing a *Harm Free Environment*.

The role of this group is defining what the Health and Safety Culture should look like including:

- Expected behaviours (entire workforce – direct / contractor / volunteer)
- Golden Rules – those things that are absolute
- Leadership behaviours and interventions necessary to demonstrate commitment to delivering the right Health and Safety culture
- Key messages and how best to communicate through communications programmes, Induction, Training etc
- Understanding principal contributors to Key Health and Safety Risks
- Agreeing those actions necessary to address issues arising from readiness review / plan development / plan monitoring.
- Developing a clear understanding of cross-functional dependencies
- Progress review and reporting to Executive Management Team.

The purpose of Safety Leadership through EMT will be to provide technical health and safety guidance and direction on the following subjects:

- Strategic guidance and direction based on the health and safety framework / culture
- Advise on changes to health and safety legislation, regulations, guidance, and industry best practice
- Strategic strengths and weaknesses, highlighting any weak processes or gaps within core health and safety management procedures
- Where technology changes are being introduced
- Where there has been a key change in personnel.

### **3.4 Setting Leadership Objectives for Health & Safety**

Festival 2022 Ltd Chiefs, Directors and Heads of Department will be responsible for leading the management of risks across all commissions and all functional areas, ensuring we make appropriate arrangements to manage them. The WHS Team will support the Directors in ensuring that risks are planned for, workforce trained, and mitigation arrangements put into effect.

Festival 2022 Ltd's "Vision" is to provide a '*harm free environment*' for everyone involved in the creation, development, delivery and ultimate enjoyment of UNBOXED.

## **4 Operational Planning: Specify and Procure**

For us to plan for safe projects and commissions we need to understand the significant risks that may affect workforce, contractors, and key client's groups. To do this we have introduced a method of assessing risks for functions and management / operations and enhanced arrangements for significant risks, throughout all phases, so we understand how best to design them out or manage them. This will be delivered through the approach to Risk Management agreed at ARAC.

Where we cannot design out significant risks, we will be prescriptive about how they must be managed, and the procedures people must follow to avoid being harmed.

We will document our assessments of risk and store them centrally for all to access, in accordance with the Festival 2022 "Risk Management Framework". This will ensure that we take a consistent approach to the same risks, avoid duplication, and allow those who are new

to this operating model to benefit from the work of colleagues who have more experience of this activity. This central register will also provide a useful legacy for future projects.

## 4.1 Risk Management Strategy

### Strategic Risks

The management of Festival 2022 Ltd's Strategic Risks are coordinated by the Business Integration Team and reported up to all appropriate Governance levels. These are defined as;

**“An event that could result in failure to deliver  
the vision and strategic objectives of UNBOXED”**

Festival 2022 Ltd / UNBOXED specific strategic risks;

- Terrorist activity
- Serious injury or fatality of a client
- Scandal involving UNBOXED with a lasting negative publicity impact globally
- Risk to public health from transmission of a communicable disease.

The WHS and Business Integration teams, alongside the commissions, will be identifying the high-level safety risks, which may have major impact on the Programme and will ensure the 'High-Level Health and Safety Risk Map' is aligned to the Strategic Risks and Creative Production Planning. Communication will be coordinated and maintained with the Business Integration Team.

### High-Level Risk Map

The Business Integration Team have developed and presented a high-level risk map and will develop a health and safety risk map to be used as a key tool in the identification of high-level risks and controls. This risk map will be used to prioritize efforts on the key health and safety risks that could result in a major health and / or safety incident such as a 'fatality or multi-fatality' accident and included all areas where Festival 2022 Ltd or the commissions are responsible for delivery.

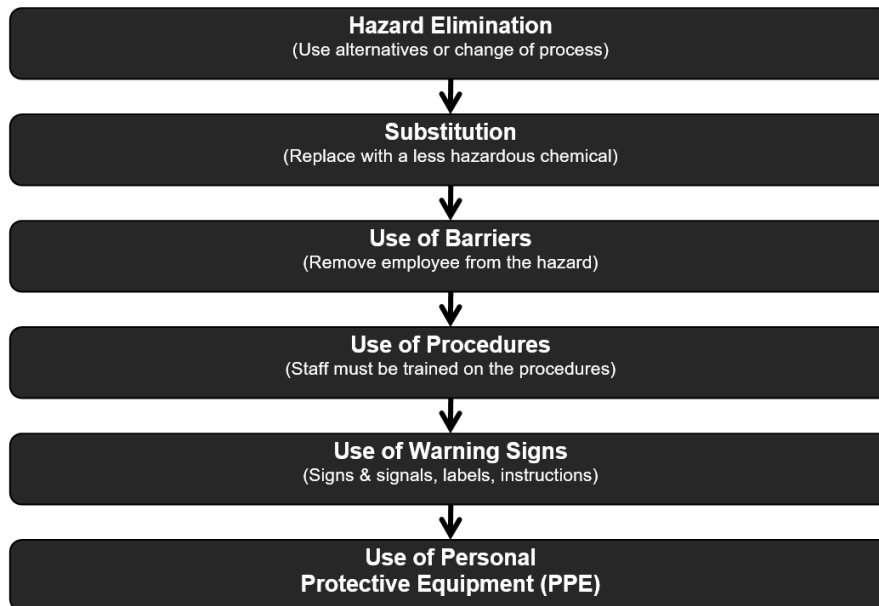
The risk map will be developed and endorsed by the WHS team alongside the Business Integration Team with Festival 2022 Ltd Chiefs and Executive Directors assigned as risk owners of specific key risks. In this way 'ownership' of key risks will be assigned to director champions who 'lead' the development of effective controls and the assurance arrangements to check the application and efficacy of such controls.

### Risk Reduction Planning

All commissions must record actions or additional risk controls on their specific project establishing the following:

- Action to be taken to reduce the risk
- Target dates for implementation
- Priority rating (high, medium, or low)

The flowchart below illustrates the ‘hierarchy of risk control’ that should be considered when outlining actions to be taken to eliminate or reduce the health and safety risk:



## 4.2 Health and Safety Programme (Smartsheet)

The WHS Team will coordinate the development of the health and event safety workplan for Festival 2022 Ltd using the smartsheet software, which will define the key deliverables and sub-tasks required to successfully deliver the strategic health and safety plan. The health and safety smartsheet will facilitate visibility of the detailed road map and timeline for delivery throughout each phase / lifecycle of UNBOXED.

The workplan will create a process flow identifying key deliverables, sub-tasks, and dependencies. This will allow transparency throughout all stages of the plan, with key accountability and responsibility allocated to each key deliverable.

## 4.3 Developing Health and Safety Management Arrangements

For our approach to health and safety to be effective UNBOXED’s Health and Safety will provide ways of doing things for people to follow and resources to support this. Festival 2022 Ltd will have a dedicated resource in that team, which will work to ensure the H&S arrangements for UNBOXED.

The WHS Team propose to introduce a Safety, Health and Environmental Management System (SHEMS), based on the following criteria:

- Reviews carried out with commissions, teams and functions
- Based on the Health and Safety Framework (Plan, Do, Check, Act)
- Compliance with current UK health and safety legislation, regulations, and practice
- Identification of key risks
- Where technology and personnel have changed.

The SHEMS will include the following;

- Health and Safety policy statements
- Defined health and safety responsibilities
- Common and Visual standards, offering an enhanced process with a reduction in text
- Training and competency standards
- Health and Safety standards and form templates
- Incident Management Planning (*inc. contingency plans*)
- Health and safety smartsheet (*covering all phases of festival delivery*)
- Assurance programme (*inc. proactive monitoring*)
- Online Accident, Incident and Near Miss reporting portal.

The SHEMS will be reviewed monthly. As a key element of this review process the WHS Team will seek feedback from each Department through the Health and Safety Coordination Group (HSCG) meeting structure as required. Amendments and updates will then be approved by the Head of Health and Safety, for sign off.

The health and safety corporate procedures will include, but not limited to the following;

- Health and Safety Policy Statement
- Health and Safety Golden Rules
- General Arrangements
- Health and Safety Responsibilities and Support
- Workforce Engagement
- Workforce Competency
- Risk Management
- Safe Systems of Work (SSOW)
- Accident, Incident & Near Miss Reporting
- Residential Accommodation
- Drugs, Alcohol and Medication
- Asbestos
- Hazardous Substances
- Confined Spaces
- Electrical Safety
- Fire Safety
- First Aid
- Legionella
- Lifts and Lifting Operations
- Lone Working and Personal Safety
- Manual Handling
- Noise
- Open Water Safety
- Personal Protective Equipment (PPE)
- Working at Height
- Work Equipment and Plant
- Workplace and Welfare arrangements
- Workplace vehicles and Road vehicle safety
- Assurance
- Monitoring
- Health and Safety Reporting
- Accident and Incident Analysis
- Accident and Incident Investigation
- Review and lessons learnt
- Record Keeping.

Once amendments are agreed, the Head of Business Integration will ensure this is uploaded to the Festival 2022 Ltd SharePoint.

## 4.4 WHS Resourcing Planning

The provision of central resources will be delivered through the WHS team, which will oversee the coordination of Festival 2022 Ltd's health and event safety work, providing advice and delivery plans. The WHS team will lead on all health and safety, fire safety and workforce competency.

The WHS team will;

- Manage and maintain logs of risk assessments
- Coordinate all records such as procedures, statutory inspections, and any other documents produced by Festival 2022 Ltd and its delivery partners
- Provide advice and guidance to ensure consistency, leadership and avoid duplication of effort across Festival 2022 Ltd functions
- Act as the focal point for health and event safety matters for each commission
- Oversee Festival 2022 Ltd's management arrangements being put into practice through plans, policies and procedures.

The WHS Team will need to have the necessary skills and capability to deliver the requirements of UNBOXED and meet the diverse demands and risks within the business. This capability can be delivered through a workforce made up of local and nationwide personnel, who have both occupational health and events experience.

The provision of central resources will be delivered through the Workplace Health and Safety (WHS) Function, which will oversee the coordination of Festival 2022 Ltd's Health and Safety work, provide advice and coordinate Festival 2022 Ltd's approach to manage health and event safety.

### WHS Leadership and Central Team

The OC will provide central resources for Festival 2022 Ltd through the WHS Functional Area which will oversee the coordination of our Health & Safety work, provide advice and central ways of doing things where it is important to achieving our vision to do so. Example of the work of this team will be to lead on Fire Safety, Health & Safety Training, Staff Safety and Public Safety.

In addition, the advice and guidance given by the Health and Safety Central team will serve to ensure that there is clarity over which Department gives leadership for which risks and will be the arbiter of this in case of dispute.

The OC will recruit competent health and safety workforce to oversee the management of the WHS function for Festival 2022 Ltd. The role(s) will include the following;

- Provide leadership for the function and will provide support to commissioned teams and functions as well as stakeholder liaison with our key partners.
- The competence of the central WHS team will serve to ensure consistency, leadership and avoid duplication of effort, ensuring clarity throughout the execution delivery and event delivery phases.
- Lead Health and Safety Check workshops pre-festival, ensuring commissioned teams understand their preparedness and identify areas for development prior to delivery.

The WHS Workforce requirements will be;

<b>Role</b>	<b>Venue / Functional Area Support</b>	<b>When</b>
Head of Health and Safety	Leadership	May 2020
Health & Safety Advisor	CER, Live Sites, QBR, Festivals	Apr 2021
Fire Safety Advisor	Fire Strategy and Fire Risk Assessments	Apr 2021

The role of the H&S advisor will also include the following;

- HSCG Attendance, representing Festival 2022 Ltd
- SAG Attendance / Liaison, representing Festival 2022 Ltd
- Governance
- Commission Liaison

#### Fire Safety Support

The WHS team will require 1 x Fire Safety Advisor who will be able to undertake Fire Risk Assessments as required to support Festival 2022 Ltd.

#### WHS Support

The WHS Central Team will provide support throughout all hours of operation, which includes 'out of hours' emergency support during public holidays and weekends, with a clear 'Line of Communication' protocol established which identifies the communication channels to follow during normal operations and emergency situations, in accordance with the Festival 2022 Ltd C3 model and Business Continuity Plans.

This role will provide support for the following;

- Provision of a WHS helpdesk which will be accessible to Festival 2022 Ltd
- Management of health and safety information resources
- Coordinate regular updates about statutory changes and guidance
- Provision of templates and tools to help improve health and safety standards
- Provision of themed guides / poster templates on various health and safety subjects
- Maintain health and safety information on SharePoint with forms, sources of information and procedures necessary to run an efficient management system
- Provision of e-Newsletters, safety alerts and guidance notes.



## 4.5 Workforce Engagement

Through reviewing significant risks, we will know the key safety messages we need to communicate, to whom and when. These will be developed by the WHS Team and Festival 2022 Ltd Teams and approved by the Head of Health and Safety. We will do this through the following media;

- Safety Alerts and Guidance Notes
- WHS Notices
- E-Newsletters
- Project tasks
- Festival 2022 Ltd SharePoint
- Workforce training and staff briefings.

On commission-specific communications, this will be led by the person providing leadership for health and safety during each phase of activity for those commissions. Attention will be drawn to the centrally agreed key messages along with those relevant to the commission delivery team.

SharePoint will be used as the main file storage for all records and documents created centrally. It is preferred to minimize the amount of paper records produced during the Programme.

## 4.6 Occupational Health and Safety in Procurement

The Workplace Health and Safety (WHS) Functional Area leads and coordinates the Company's efforts to prevent workplace death, injury, and disease and to improve occupational health and safety (OHS), organisation and arrangements.

The Health and Safety Strategic Plan demonstrates a commitment by the Festival 2022 Ltd Board and the EMT to share the responsibility of ensuring the Company's health and safety performance and that of our key stakeholders and partners is continuously improved.

The Company has a responsibility, as far as reasonably practicable, to protect the health, safety, and welfare of its staff whilst at work, on venue or working at home. Festival 2022 Ltd's general health and safety duties are laid down in legislation, primarily;

- Health and Safety at Work Act 1974 etc
- Management of Health and Safety at Work Regulations 1999
- Construction (Design and Management) Regulations 2015.

The Health and Safety Strategic Plan sets out five priorities to achieve short-term and long-term improvements. The priorities are to:

1. Reduce high incidence / severity risks
2. Improve the capacity of business operators and workers to manage health and safety effectively
3. Prevent occupational disease more effectively
4. Eliminate hazards at the design stage
5. Strengthen the capacity of Festival 2022 Ltd to influence OHS outcomes.

Guidance on Health and Safety in Procurement has been developed to support Priority 5 of the Health and Safety Strategic Plan which focuses on strengthening the capacity of Festival 2022 Ltd to influence OHS outcomes. As the Company is a major purchaser of goods and services, and as such can influence safety outcomes through our procurement arrangements, we have the potential to decrease the number of workplace injuries and fatalities.

The model, tools and information offered in this Health and Safety Strategic Plan aim to encourage Festival 2022 Ltd and suppliers to incorporate Health and Safety and safe design considerations into their procurement policies and practices. They were developed in consultation with the Procurement (PRO) and Legal (LGL) Functional Areas.

If Festival 2022 Ltd, at all levels, integrates Health and Safety requirements into all stages of the procurement process, suppliers will need to demonstrate their ability to meet these requirements.

The health and Safety functional area will support the procurement process and the delivery of Festival 2022 Ltd's Procurement Policy throughout the following stages;

- Pre-procurement & Specification
- Selection Stage including the Standard Selection Questionnaire (SQ)
- Evaluation of SQ's
- Contract Monitoring.

## **4.7 Coordination and Integration**

### Host Integration Meetings

The WHS Team, on behalf of Festival 2022 Ltd will seek to enter into a 'Primary Authority' arrangement with the host local authorities we work closely with.

The Primary Authority arrangement will allow Festival 2022 Ltd to form a legal partnership with a local authority (known as the primary authority). The primary authority will provide assured, consistent regulatory advice that makes it simpler and easier to comply with environmental health, trading standards and fire safety legislation.

Enforcing authorities should respect this advice when regulating our business.

Participating in Primary Authority will give Festival 2022 Ltd greater confidence in the regulated activities and reduce risk of contravening legislation.

### Health and Safety Coordination Group (HSCG)

The WHS Team will introduce and lead a Safety Coordination Group, attended by the Festival 2022 Ltd Health and Safety Advisor, as appropriate.

The meeting will coordinate the development and implementation of Birmingham 2022 and Festival 2022 Ltd plans, policies, and procedures, with a strong emphasis of the requirements for delivery on venue and within each function.

This group will meet fortnightly to discuss and progress health and safety matters and will ensure that best practice is shared and focus of the organisation is on key risks relevant at each phase of activity.

The key objectives / deliverables should include the following;

- Agree key health and safety risks in the delivery programme
- Definition of what a good health and safety culture looks like
- Agreement on the management controls and behaviours necessary
- Define health and safety 'best practice' within the contractor community
- Develop simple guidance for use by the contractor workforce
- How best to provide assurance to Festival 2022 Ltd
- A forum for identifying and addressing concerns in the context of health and safety.

The proposed agenda for the HSCG will be as follows;

- Quarterly review of the Strategic Health and Safety Plan
- Training and Development
- Workforce engagement
- Risk Management – Review of the Risk Management Strategy and key risks to the business
- Quarterly Health and Safety Management System review
- Quarterly review of the Health and Safety Smartsheet
- Statutory Compliance
- Quarterly Accident and Incident Trend Analysis
- Quarterly review of Personal Injury Insurance Claims
- Review of Internal monitoring
- Legislation and Industry updates.

#### Commission / Delivery Partner Integration Group

The purpose of the Commission / Delivery Partner Integration Group is to engage a cross-section of the commission / supplier community in defining the Health and Safety culture for Festival 2022 Ltd and the arrangements necessary to promote and underpin such a culture.

The key objectives / deliverables should include the following:

- Agree key health and safety risks in the delivery of the UNBOXED programme
- Definition of what a good Health and Safety culture looks like in the context of Festival 2022 Ltd and UNBOXED
- Agreement on the management controls and behaviours necessary to address risks and to demonstrate commitment to the 'best fit' health and safety culture.
- Define health and safety 'best practice' within the contractor community and how best to integrate within the Festival 2022 Ltd HSMS
- Develop simple guidance for use by the commissions and contractor workforce (directly employed, contractors, suppliers, volunteers, and everyone involved in the delivery of the Programme).
- How best to assure Festival 2022 Ltd that appropriate actions are being discharged and that they are having the desired impact on health and safety risks.
- A forum for identifying and addressing concerns in the context of health and safety.

## 4.8 Workforce Competency

### Health & Safety Induction programme

The WHS Team will develop a Health and Safety Induction programme, which best fits all function requirements. The WHS team will develop the following induction programmes;

- The OC and Festival 2022 Ltd Corporate WHS Induction

It is recommended the induction programme is created in both PowerPoint and online versions, to allow for flexibility in distribution and delivery.

All Personnel coming to work for Festival 2022 Ltd will receive and successfully complete the health and safety induction prior to working on venue.

Workforce competence helps management to make sure that personnel have the knowledge, skills, abilities, and attributes needed to be successful in the workplace. This includes competencies in skills and records required to perform work, and function-specific technical competencies.

The WHS Team will coordinate and deliver the provision of necessary information, instruction, and training, which enables all workforce to undertake their work within their venue / function without risk to their health, safety, and welfare.

### Development of Skill Bytes, Toolbox Talks Safe Starts and Pre-Task Briefings

In addition to the induction programme, the following health and event safety training programme will be delivered which Festival 2022 Ltd employees can attend:

- Skill Bytes - These sessions will last approximately 45 minutes to one hour and are designed key skill bytes to workforce on listed key risks
- Toolbox Talks - These sessions will last approximately 15 minutes and are designed to deliver headline messages about safety culture
  - These can also be used to precede any other training being delivered or meetings being held.

The concept of the WHS training will be on short training sessions, run on a regular basis.

Skill Bytes subjects to be considered, but not limited to;

- Practicalities of delivery
- Train the Trainer: Health and Safety Inductions
- Risk Management (RAMS)
- Accident, Incident and Near Miss Reporting
- Incident Management and Contingency Plans
- Desktop Scenario / Incident Simulation
- Fire Safety awareness: Safe use of Fire Extinguishers
- Safe Handling and Moving of Equipment
- Situational Awareness
- Communication.

Toolbox Talks, Safe Starts and Pre-Task Briefing subjects to be considered are, but not limited to;

- Risk Management (RAMS)
- Accident, Incident and Near Miss Reporting
- Fire Safety awareness
- Manual Handling
- Workplace hazards (inc. behavioural safety etc)
- Communication.

#### First Aid training

Festival 2022 Ltd will need to have staff trained to First Aid at Work and Emergency First Aid at Work standard. This training is an internationally recognised qualification, enabling a first aider to give emergency first aid to someone who is injured or becomes ill while at work.

A programme of first aid training will be needed to ensure sufficient first aid trained staff during our work at GHQ and based on risk of various tasks carried out.

#### Coaching and Mentoring Programme

The WHS Team will spend a proportion of their time providing direct support and time to Festival 2022 Ltd producers and the commissions. The support provided will allow for continued education of the local workforce whilst providing them with the skills and competencies to fulfill their roles.

Dedicated time will be allocated into the WHS diary to ensure a proportionate amount of time is dedicated to this very important aspect of the WHS teams role.

### **4.9 Recognising success**

To help develop a health and safety culture it is important to recognize and reward good safety work and initiatives. The WHS Team will set up a scheme which allows people to nominate internal Departments, Commissioned Delivery Partners, and contractors for good work. These awards will be made by EMT.

### **4.10 Online Accident, Incident & Near Miss Reporting Portal**

The WHS Team will develop an advanced digital solution which will enable Festival 2022 Ltd to monitor, measure and control what is going on in commissions and departments. The Online Accident, Incident & Near Miss Reporting Portal will be used to report and analyze accidents, incidents and near misses.

The software will need the facility to automatically notify key managers of any issues which need to be escalated or alerted to. Commissions and functions will then be able to record information faster and more efficiently.

The Online Accident, Incident & Near Miss Reporting Portal will need to collate and analyze accident, incident and near miss data to give Festival 2022 Ltd real time information sharing as well as tracking the key trends.

The key benefit of the Online Accident, Incident & Near Miss Reporting Portal is:

- Brings together information from all commissions and departments giving Festival 2022 Ltd full visibility
- Replaces outdated paper-based forms and spreadsheets – live information is fed directly into the reports
- Accurate and easy to use with tick boxes, electronic signatures and built in timings
- Will be device responsive, in order to work on existing PCs, laptops, smartphones and tablets.

## 5 Readiness: Prepare and Deliver

The H&S Strategy will be implemented by all staff and employees as well as our partners and suppliers. The strategy will also be implemented by all Principal Contractors and other stakeholders.

### 5.1 Occupational Health Priorities

The OC will ensure an effective occupational health strategy is maintained which Festival 2022 Ltd can make use of as well. This may be through the existing OH provider, medical teams, external services, or a combination of all the above:

- **Occupational health strategy:** Suitable for all, identify key service requirements, Drugs and Alcohol screening, response times, agreed service levels,
- **Occupational health provision:** Location, team composition and skills

### 5.2 Engagement, Reward and Recognition

Effective engagement at all levels across Festival 2022 Ltd and wider stakeholder teams will be an essential priority due to the sheer number of different organisations involved.

Engagement must work both ways for communication downwards by the management team and upwards from workplace representatives:

- **Workforce engagement programme:** H&S committees, Union recognition and representation, Project H&S leadership teams, and combined Safety Leadership team (SLT) meetings, Daily activity briefings, toolbox talks, supervisory skills training, guidance notes and safety alerts
- **Reward and recognition:** Recognising individual and team H&S excellence such as pin badges, breakfast vouchers, branded clothing, venue tours, test event or games tickets.

### 5.3 Development of Operational Risk Assessments

The WHS Team will coordinate the programme of development for commission-specific risk assessments and the review and sign-off of contractor risk assessments and method statements (RAMS).

Departments will assess the risks to which their teams will be exposed and where they cannot be designed out will provide management arrangements to minimize them. These will be recorded in their plans, policies, and procedures. Departments will be required to

work with the WHS Team with specialist knowledge of managing the types of risk relevant to their services.

Departments will also require their Delivery Partners and contractors to provide copies of their health and safety procedures and agree the standards they will operate to and the arrangements if something goes wrong.

The WHS team will assist commissions in the production of sample risk assessments which could be used by contractors.

#### Risk Reduction / Control

Health and Safety Risk Assessments are completed covering the following categories:

- Assessment of the physical environment
- Assessment of tasks completed by the workforce and contractors
- Assessment of customer activities, including one-off activities
- Assessment of specific high-risk people groups
- Assessment of specific events.

Risk Assessments are retained, either in hard copy or electronically, for a minimum of 3 years or longer if required, to assist with any claim's defensibility.

## **5.4 Contractor Engagement - Competencies and Standards**

The WHS Team will define the requirements for competence throughout the workforce. This will include competencies in skills and records required to perform work, and function-specific technical competencies.

Competency will be defined, ensuring all contractors' and Festival 2022 Ltd personnel are in possession of the correct documentation to work. All contractors will be required to present competency certificates together with identification from their employer, which meets the current Festival 2022 Ltd standard.

International contractors will be required to present internationally recognised competency certificates and an appropriate working visa.

Verification of competency will be tested through the RAMS submission. Where concerns are raised, these can be raised with WHS for clarification.

## **5.5 Fire Safety Strategy**

In line with the OC, Festival 2022 Ltd recognises the importance of protecting employees / others from any fire related risks associated with its undertaking and are committed to complying with all relevant legal duties and obligations. Fire safety risk assessment will be undertaken at each of our premises to identify fire hazards and necessary control measures and to prioritise associated fire risks.

To reduce the risk of fire occurring Festival 2022 Ltd must ensure that:

- Thorough fire risk assessments are undertaken and regularly reviewed
- Materials in our premises will be chosen to ensure they prevent the spread of flame, but where more flammable items have to be used, we will ensure appropriate precautions are taken
- All installed plant and machinery will be subject to documented and effective maintenance and we will ensure that any equipment brought on our premises will be required to meet similar standards. Electrical installations and portable appliances will be subjected to appropriate inspection and certification
- We will promote and enforce a rigorous storage and housekeeping regime
- If a fire does start, we have provided for early and accurate detection and then for rapid and effective containment
- We will ensure, our staff are trained and resourced for the duties they are asked to undertake and that our plans are practised regularly with any faults being recorded and actioned.

### Fire Risk Assessment

Primarily, the WHS Team will conduct a Fire Risk Assessment (FRA) to cover the operational phase, which will enable Festival 2022 to understand the key fire risks and controls. The detailed fire risk assessment will cover all aspects of fire risk and safety, providing prioritized recommendations for action to rectify problem areas and strengthen existing fire safety procedures.

The WHS Team will assist with the production of fire records, emergency procedures and building plans as appropriate.

The FRA will also inform the development of the fire plans, evacuation plans and contingency plans.

The standard Fire Risk Assessments will be benchmarked against the British Standard PAS79.

## **5.6 Incident Management Planning**

All commissions will require an Incident Management Plan. The purpose of these plans will be to:

- Enable the commission teams to effectively manage a range of incidents which may occur
- Assist with the training of management and staff

It is the objective of the WHS Team to streamline the Incident Management Planning process to facilitate clearer information during event delivery and to achieve a better understanding at commission level.



The Incident Management Plan will comprise of three levels of document:

1. **Policy** – One overarching IMP document which sets out the Festival 2022 Ltd approach. This document will be designed to provide guidance on corporate governance and to ensure a consistent approach is taken. This is an internal document and is not intended for submission or for external communication.
2. **Plans and Contingency Plans** –These are to be provided in a template format which commission teams are required to amend to reflect their individual requirements. The purpose of these templates is to establish a consistent approach to incidents whilst also providing some flexibility for the commission teams to reflect the real conditions which prevail.
3. **Checklists and Forms** - These are to be provided in a template format and will be designed for use by the commissions, Health & Safety Advisor and the ECR / VCC during an incident to ensure that all essential actions are completed.

## 5.7 WHS Management Reporting

The WHS Team will coordinate the development of the health and event safety management daily, weekly and end of UNBOXED reporting programme.

The health and event safety management reports will address the following:

- Ensure leadership is effective in setting direction for health and safety management
- Review arrangements for worker engagement
- Identify and review targets for health and safety
- Identify and review health and safety training requirements at all levels
- Implement arrangements to monitor and review health and safety performance

The strategic health and event safety plan will be reviewed weekly.

## 6 UNBOXED Delivery

### 6.1 Accident and Incident Investigations

The WHS team will also investigate accidents and incidents and will inform the Executive Management Team and the workforce of any lessons learned with key recommendations.

Departments and Commissions **must** ensure all risks and procedures are reviewed as follows:

- Following the introduction of new equipment and activities
- Where there is a change to key workforce
- Where there has been a change to the WHS procedures, key activities & legislation
- Where physical / structural changes have taken place
- As a result of an accident or incident.

Real time information must be shared through the Producers or Management as appropriate.

## **6.2 Commission Health & Safety Readiness Check Workshops**

The Head of Health and Safety will lead Commission Health & Safety Readiness Check workshops before the commissioned projects are due to commence along with follow-up sessions before projects. These will allow commissioned teams to demonstrate their understanding and preparedness and identify areas for development prior to projects.

The Commissions Health & Safety Readiness Check Workshops will be agreed with Creative Programme Team. The purpose of the workshops will be to verify the commissions status against the High-Level Health and Safety Risk Map.

## **6.3 Assurance and Monitoring**

The main monitoring activities during the delivery phase will be through inspections and observations:

- Site monitoring inspections to be conducted by Producers
- Site monitoring inspections to be conducted by H&S Advisor if appropriate
- Information flow into the Creative production team, with risks actively monitored until closed out.

The Health and Safety Assurance framework will be aligned to the High-Level Risk Map.

Each function / commission will be expected to have good risk identification, clear standards, and effective controls and suitably aligned monitoring activities. In turn, providing suitable confidence to Festival 2022 Ltd and other interested parties that health and safety risks are being understood and managed effectively.

Assurance will be required from the Creative Team producers that suitable health and safety risk controls are in place and working effectively for each venue.

The WHS Team will develop, agree, and implement an assurance programme throughout all phases. The WHS Team will engage with the Commissioned Delivery Partners and contractors and ensure they monitor their own performance against the standards that have been agreed. Through the various coordination routes, they will be encouraged to share their findings.

Each function will monitor its Delivery Partners' and contractors' performance and review their assurance findings.

Once completed the high-level health and safety risk map will be used to define a risk-based assurance inspection programme. The assurance framework will include the following;

- Internal monitoring
- Accident, Incident and Near Miss Reporting (AIR) software
- Health and Safety Risk Map workshops
- Accident investigations
- Health and Safety Reporting.

The WHS Team will monitor and support departments and commissions in their work and provide systems to support assurance inspections to ensure that plans, policies, and procedures are being followed.

The WHS Team will develop, manage, and review monitoring activities, and provide assurance to the Executive Management Team that health and safety risks are being managed effectively and in accordance with the HSMS.

It will also involve monitoring compliance with performance standards.

Like risk assessments, monitoring arrangements should be practical and effective. Consideration will be given to:

- Quality not quantity of information – arrangements should not be onerous
- Consistency across venues
- Linkage to existing monitoring arrangements
- Individual responsibilities for monitoring
- Competence of individuals undertaking the monitoring
- Requirements set out in specific policies and procedures of the HSMS
- Arrangements for contractors and suppliers
- Recording and reporting arrangements
- Corrective measures and appropriate action plans.

Information collected will measure success but also provide a firm basis for decisions about improvements in risk control and the SHEMS.

## **7 Dissolution: Wrap Up**

### **7.1 Legacy Learnings - Improving what we do**

The WHS Team will take the learning from our assurance programme of what we do and through the Departments and the Business Integration Team will update plans, policies, and procedures. Good initiatives and major concerns will be discussed at our Health and Safety Coordination Group meetings to make sure they become widely known about and we take a project-wide approach to adopting or resolving them.

The WHS Team will also receive and review all health and safety incident and near-miss reports along with investigations carried out by Festival 2022 Ltd and its Commissioned Delivery Partners and contractors. In addition to raising these at the Safety Coordination Group it will also issue Health and Safety Alerts.

### **7.2 De-commissioning and Re-instatement Planning**

The WHS Team will work with Festival 2022 Ltd to develop a decommissioning plan to assist all commissions and offices in the removal of all WHS equipment and to ensure the safe close down of all functions and spaces.

It is recommended that one WHS Health and Safety Advisor or specialist remains employed by Festival 2022 Ltd for a period determined by the closed down schedule.