



LET'S TALK SAFETY

MAY 2021



**EFFECTIVE  
SAFETY  
LEADERSHIP**

In the Leisure and Attractions industry, everybody would agree Health and Safety is by far a top priority for all operators. When we stop to consider Health and Safety, there are so many vital elements and areas of the business needed to be covered. These could include design of the attraction, manufacturing of the rides and games, construction on site, operating with public in the facility, cleaning, maintenance, preparing for an emergency such as fire and the need for an evacuation from a specific ride or the facility. It is the overall care and focus towards the Health and Safety of all people involved and the business as a whole.

There is no doubt that when you look at all the various elements needed to be noted, reviewed, planned for and trained to your teams, it could make health and safety seem very complex or overwhelming. What is truly important to remember is, when Health & Safety is managed correctly, documented, trained and reviewed, it does not need to be complex at all. Smaller operators who may not have a dedicated department to look after these needs, it is possible for their manager or other team members to take on these responsibilities.

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The safety process, when set out in a logical and documented system, can be easily followed. Expectations are clear, how to achieve the expectations are trained and understood and the leadership of the business fully support all involved in safety for everyone's wellbeing.

It is important to ensure whomever is carrying out this work within the business, understands what is required from both the authorities as well as the brand/operation owners.

It is also vitally important that all people involved in the business, from stake holders to owners, operators, colleagues, visitors and those monitoring health and safety clearly understand, the processes are fully supported, trained, delivered and maintained to support a strong health and safety culture and keep everyone safe.

Leadership at all levels of the business, need to create and support a positive health and safety culture, by building relationships, where health and safety can be discussed and challenges solved as a team. This involves the input from all levels and supported by all levels.

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Please read on for our suggestions and tips on how to effectively plan for, communicate and train your teams on workplace safety.

### 1. Procurement (ordering rides/attractions)

During your procurement stage, it is important you ask for and receive all the details and data for each item you are ordering, it is also important that you ask for all the documents to be shared in a language that you and your teams will be able to read and understand clearly. You should be asking for the Operations Manual, Maintenance Recommendations, Evacuation Procedures Document and all other details such as what parts/consumables are used that you will need to replace during maintenance.





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These documents are what you will need to use and refer to when planning your training, maintenance and general operation and without them you will not have the vital data you require to implement strong health and safety procedures.

### 2. Construction and Testing



During your construction and installation phase it is very important that a responsible person from your Technical, or Health and Safety team is present at all times. This is to ensure the ride/attraction is installed as per your expectations. Importantly it is at this stage you can get the first-hand knowledge from the ride installation team. They will talk you through the installation, the rides main technical requirements and give you an insight on how best to operate and maintain the ride.

### 3. Training & Assessments



Training is a great way to cover areas of learning your team members will need to undertake. You will need to have a clear training plan in place that includes physical, practical and classroom training. This will cover in more detail your standard operating procedures, physical ride operation, maintenance, evacuation checks and drills. This training should be repeated on a regular basis.

Don't compromise on safety, make sure all training materials, reference books and check sheets are shared with your team members and regularly updated. The tools you give your teams and how they are effective and up to date, will be the gauge for how well your business manages safety on a daily basis.

You should also ensure all team members who will be working on your rides and attractions are evaluated and a full assessment is carried out before they are permitted to operate or maintain any of your rides/attractions. These assessments are best carried out by an authorised trainer who will take the time to re-explain all areas your employee may be struggling with and checking them thoroughly prior to signing off they are competent of undertaking their responsibilities. Records are to be kept of all training and competencies and signed by trainer and trainee.

#### 4. Online Training



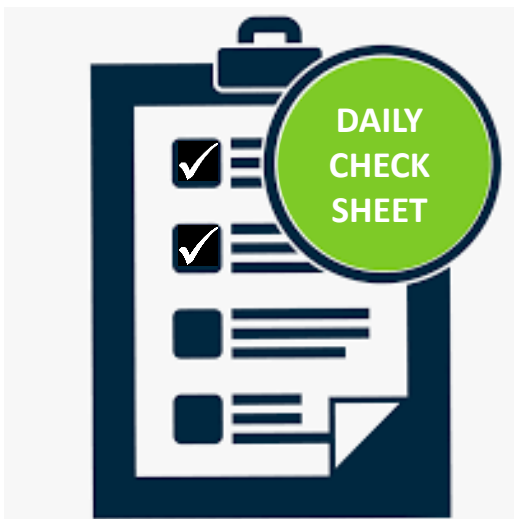
Ensure you take the time to find and book some online training for your managers and their teams, this is a highly effective way to quickly train a large number of your team members. Online training can be used to delivering courses such as General Workplace Safety, Fire/Emergency Evacuation, Ladder Safety & Basic Risk Assessments and Risk Management. On line training gives a great overview and offers regular updates and refresher opportunities for the team.

#### 5. Evacuation Drills



It is crucial that you test all of your evacuation procedures well in advance of opening a new ride, attraction or facility. Your responsible team members need to know how to evacuate a ride or attraction both mechanically and manually in the case of a power failure. In addition, you should have a clear plan in place for the evacuation of your entire facility, this will need to be done in conjunction with the expectations and legal requirements of your local authority and practiced on a regular basis. Your team members should know daily on who oversees the site (Daily Duty Manager) and what each person's role is in the case of an attraction or entire facility evacuation. The team should be aware and reminded regularly on where your facilities assembly points are and how to ensure your site is cleared quickly and safely.

## 6. Daily Checks and Check Sheets



To ensure you have the best safety standards in place and can minimise downtime you should have daily checks in place for each ride or attraction, these will need to be created from the documents that you receive from each ride/attraction manufacturer as we outlined in point 1. It is important to note that in addition to daily checks a good operation will also have weekly, monthly and possibly yearly checks created for machine parts which do not require daily checking, but do need to be managed in a separate way.

Whilst some operations still use a manual paper checklist, for many this has now progressed to a digital form and there are many software suppliers who create specific check list and maintenance programs for use within the Leisure and Attractions industry.

## 7. Daily Team Meetings and Briefings



These daily meetings are used to update your team members on any changes to the operation and safety requirements. They are also a great place to review the previous days operation and discuss great initiatives or ideas your operating team may have. Listening to your operating teams will help you a lot to ensure you have a safe facility for your guests and employees. These team members are your eyes and ears on the ground and can provide you with strong knowledge and information on how to improve your operation and procedures, give you feedback and share comments from visitors which

will help you create a better offering as you continue to develop your facility.

Daily briefings are also a great opportunity to review small safety points, highlights, or spotlights on safety, to keep everyone up to date of expectations and processes. These safety spotlights can be organised, routine and list of topics in an order over a period of time.

## 8. Standard Operations Procedure (SOP)



The purpose of an SOP is to assist the operations teams to do their work in a safe and professional manner. Allowing for a safe and efficient work environment for colleagues and guests. The SOP is best written in an easy-to-understand step by step manner. Do not hesitate to include accurate and recent pictures or videos when you have an online version. Where possible, break up the SOP in different segments for ease of understand.

You can also refer to our feature on SOP's ([LINK HERE](#)) for a wealth of information and advice on how to develop and manage your own in house versions.

## 9. Health & Safety Communication



Creating a consistent effective health and safety communication is vital for safe operation.

Informing your team members about different topics via posters, screens or emailed newsletters, you can put valuable information in the minds and hands of your colleagues. Don't hesitate to use social media platforms.

The overarching message is, that all levels of the business care about the Health and Safety of each other.

## 10. Cleaning and Hygiene



With the impact of the Covid-19 Pandemic, cleaning and hygiene became even more important for our industry and doing this correctly is a clear priority in winning back the trust of our visitors. It is not only important to keep your facility and all high touch points clean and safe for customers, it is also imperative you have a plan in place to communicate this through marketing, signage, social media and your employee to all of your customers on a daily basis.

This part of the business can also support the Health of all those involved. The health of each person has a direct influence on the business and safety of everyone. The support of a healthy lifestyle, including rest, nutrition and exercise allows contribution to the overall wellness of the business and all involved.

## 11. Risk Assessment



Risk assessments executed by an internal health and safety division or external authorised inspection body are a great source of information.

Equally important, is the risk assessments done with the involvement of all levels of the business, including the front line colleagues, who are often the subject matter experts, can highlight what must be addressed.

Training should be given to all levels of the business on Hazard and Risk identification, the process of assessing the level of risk, who is exposed to the risk and the varying control measures to be considered in reducing the risk.

This process is vital for the overall Health and Safety of all involved in the business. Having all levels of the business involved, supports everyone's opinion and point of view of the business. It also, importantly, shows everyone cares about all involved.

It is not a simple paperwork exercise to be undertaken in isolation but should be used to talk about risk, what is practical to achieve and how to continuously improve the effectiveness and performance of safety.

## 12. Rewards and Recognition



Rewarding and recognizing the good health and safety initiatives is very beneficially for your organisation, as it will push your people to go the extra mile and learn from others, For example in TEKZONE we are having the monthly SCFI awards that stands for SAFE CLEAN FUN and INCREDIBLE, every month, everybody can propose an initiative or action of a colleague around the safe clean and fun theme and the winners will be celebrated in a monthly award show

## 13. Overview

### HSE CULTURE



The effective Leadership of Health and Safety is a consultation process between all levels of the business following a set of steps involving all areas of the business.

Leadership is the mutual caring of everyone by everyone in the business, with a combined focus of the goal to minimise the incidents of injury or property damage and maximise the health and safety of all people.

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*Article contributed by Mr. Steven Putzeys, Business Manager, Leisure & Entertainment, Al Shaya Group.*

*The advice shared above is based on a high-level view of best practice when implementing Effective Safety Leadership. It is however important that you speak with and follow the recommendations of the local authorities and regulations in the countries that you operate. Their guidelines will help you to create your own Operating Procedures, Staff Training Plan and documentation to ensure your Safety Leadership measures meet the requirements of your individual country, the regulations and recommendations of your local authorities.*