



رأس الحمراء
RAS AL HAMRA

النادي
THE CLUB

2017 RAS AL-HAMRA RECREATION CENTER

HSE PLAN

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RAHRC LEADERSHIP



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Contents

ADDRESS FROM RAS AL-HAMRA COMMITTEE.....	4
CORPORATE HSE THEMES FOR 2017.....	5
COMPLIANCE TO ROAD SAFETY.....	7
RAS AL-HAMRA OBJECTIVES AND TARGETS.....	9
RAS AL-HAMRA CHECKLIST	10
SUMMARY OF 2017 HSE PLAN ACTION ITEMS.....	12
2017 HSE CALENDAR (Proposed Dates).....	13
TERMS OF REFERENCE FOR VARIOUS HSE EVENTS IN THE PROGRAMME	16
ABBREVIATIONS & ACTION PARTIES.....	17

Address from Ras Al-Hamra Committee

We are happy to introduce the Ras Al-Hamra Recreation CENTRE (RAHRC) HSE plan for 2017. Within this document you will find stated the key objectives and targets for the RAHRC and the Contractors working directly for us like Tawoos, Carillion, OIG and Catering and Supplies. The plan defines how we will achieve the RAHRC objectives and targets as we move through 2017.

The Ras Al-Hamra Health, Safety and Environment (HSE) Plan is developed from an analysis and review of the HSE risks and recent HSE performance within the RAHRC club. We have been fortunate over the last few years during which we did not sustain any serious injuries at the club. However; with high risk activities like swimming, sailing, diving and beach activities, we have to keep vigilant and train our staff to respond to any emergencies.

The renovation of the RAHRC will continue in 2017 with the following construction and demolition projects:

1. Beach restoration => 100,000m³ sand will be put on the beach to cover the rocks at the right hand side of our beach and to widen the beach
2. A temporary dining facility will be constructed at the site of the old golf club house

All the activities described above will require a specific HSE project plan which will be prepared by UIR (the RAH Development team). Each HSE project plan will be discussed separately to ensure full alignment between UIR and the RAH club.

Relevant items from the Corporate HSE plan are cascaded into this plan which sets out the measures which the RAHRC intends to take to realise both the Corporate HSE and its RAHRC HSE objectives.

The plan defines specific action items, target dates and action parties within the club. Completion of these items in a timely fashion will achieve the club's and relevant corporate objectives. This plan is issued to Contractors so those items relevant to their operations can then be cascaded into their own plans.

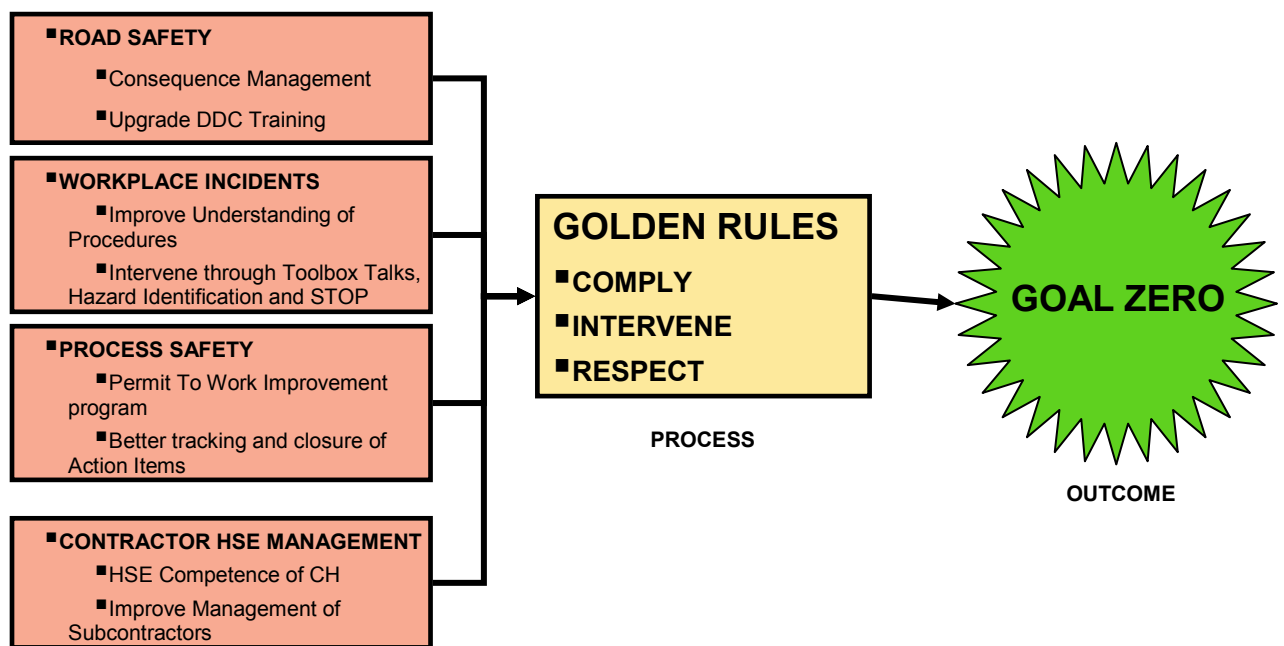
Corporate HSE themes for 2017

The themes of 2017 Corporate HSE plan is full implementation of Three Golden Rules supplemented by the eight House Rules. We in RAHRC also will fully adopt 12 life saving rules and ensure that each of our section cascade the message clearly at all levels.

The Three Golden Rules

You and I will always:

- **Comply** with the law, standards and procedures
- **Intervene** in unsafe or non-compliant situations
- **Respect** our neighbours.



The Life-Saving Rules



Obtain a valid Permit to Work whenever required for the task at hand.



Conduct gas tests whenever required.



Verify isolation before work begins and use the specified life-protecting equipment.



Obtain authorization or a valid Permit to Work before entering a confined space.



Obtain authorization or a valid Permit to Work before overriding or disabling safety-critical equipment.



Use specified fall-prevention equipment when working at height.

The Life-Saving Rules



Do not walk under a crane or suspended load.



Do not light up cigarettes, cigars or pipes in no-smoking areas.



Follow the prescribed safe Journey Management Plan.



Wear seat belts when in a moving vehicle.











While driving, do not use a mobile phone and do not exceed speed limits.



Do not drive or work under the effect of drugs or alcohol.

What are the Consequences of Rule-Breaking for PDO Staff?

	    	 	
Rule is broken for the first time	Warning Letter <i>low potential impact</i>	Final Warning Letter	Dismissal
	Final Warning Letter <i>high potential impact</i>		
Rule is broken for the second time or several rules are broken at the same time	Final Warning Letter	Dismissal	
Rule is broken for the third time, or rule-breaking caused injury or death, or was done recklessly or wilfully	Dismissal		

Compliance to road safety

PDO and contractor safety performance has been badly affected from 2007 to 2010 as a result of a significant increase in road traffic accidents. The real cost though is in human suffering. In 2014 we had 6 work related fatalities, 4 non related fatalities. Whilst most people abide by the rules and drive safely, it is clear that there are still some who continue to ignore even the most basic road safety requirements. All of us have a responsibility to do everything we can to put an end to these tragic accidents. In particular to act as role model to all employees of companies who work for PDO

PDO expects the highest standards of behaviour from its employees. This includes adhering to PDO road safety regulations when engaged on Company business or when driving within our Interior concession areas and the MAF/RAH areas.

Our road safety regulations require the following:

- No driving under the influence of alcohol;
- No overtaking in dust clouds;
- No tampering with safety devices like speed limiters and safety belts;
- Wearing seatbelts: Omani Traffic Law requires driver and front seat passenger to wear these; in the PDO Interior concession and the MAF/RAH areas we require all occupants to wear a seatbelt. As a driver, you are responsible for ensuring that seatbelts are worn by all of your passengers, whether they are PDO staff, your family or 3rd Parties;
- The speed limit at the construction area is 30
- Observing speed limits: the speed limit in MAF and RAH is 50km/h and on graded roads in the interior 80km/h.
- Using a GSM, including using a hands-off, is strictly forbidden while driving;

All of us need to be aware that the disregard of Company safety regulations is an extremely serious matter. Our Standing Instructions provide for a range of disciplinary actions, including dismissal for wilful disregard of safety regulations.

Road safety (Driver) Consequence Management Guidelines

In reviewing the merits of cases, including the supporting evidence, brought to Director's attention they will be guided by the following, where staff are driving in PDO Interior concession areas, the MAF Industrial Area and/or elsewhere on Company Business:

	<i>First Offence</i>	<i>Second Offence</i>	<i>Third Offence</i>
*Driving under the influence of drugs and/or alcohol	Summary Dismissal		
Overtaking in Dust	Final Warning	Dismissal	
Wilful Tampering with safety Devices	Final Warning letter to Driver	Dismissal of Driver	
Driver or Passengers without seatbelt	Warning Letter to Driver	Final Warning	Dismissal
*Speeding in relation to speed limits	Warning Letter	Final Warning	Dismissal
Using GSM while driving	Warning Letter	Final Warning	Dismissal

Notes for guidance:

1. The warning and final letters are to be signed by the line Director and copy to HR personnel file
2. Validity of Warning Letters:
 - A warning Letter is valid for one year
 - Any two valid warning letters for connected or unconnected offences results in a final warning
 - Final Warning is valid for Three years
3. The above applies when driving on company business
4. Dismissal is subject to deliberation of Disciplinary Committee, based on incident investigation.
- *5. The thresholds of above offences are as defined by the ROP (Royal Oman Police)

The above applies to all PDO Staff and Ras Al-Hamra staff. Everyone else in PDO premises must follow the Road Safety regulations e.g. seat belts, driving whilst talking on the phone.

Members who are not PDO staff and do not follow our RAHRC HSE rules will be invited for a meeting with the RAHRC Disciplinary committee. This committee will decide which sanctions will be applied; the most serious will obviously be the cancellation of the RAHRC membership.

Ras Al-Hamra Objectives and Targets

Site-Specific Smart Objectives and Targets for Ras Al-Hamra Club for the year 2017.

Description	Targets	Remarks
Provide First Aid and Resuscitator refresher course to Swimming pool, Boat and Gym attendants. 3 times in a year.	3 times	
HSE and Maintenance Inspections 3 times in a year	3 times	
Monthly HSE meetings and incident Review 10 times in a year	9 times a year	
Staff Coordination & HSE Meetings 10 times in a year.	9 times a year	
Quarterly review of HSE performance Contract of Tawoos	4 times	
Check lists for the year 2014 to be checked in November or December 2014. All electrical, Playground, Fire extinguisher, Safety equipments etc for details please check page 11	70% of the Checklist	
Quarterly Hygiene Inspections of Coffee Shop. 4 times in a year Inspection done by MCPH,RCM	3 times	
Discus/review the emergency plan with the boat men.	3 times	

For the dates please see page 13, 14 and 15

RAS AL-HAMRA CHECKLIST

		Daily	Weekly	Monthly	Bi annual	Annual
1	Chlorine/PH Level/Bacteria	Target 70%		Target 70%		
2	Swimming Pool Equipment/Changing room	Target 70%				
3	Boat Club winch		Target 70%			
4	Fire Extinguisher		Target 70%			
5	Play Ground		Target 70%			
6	Buoys Beach Area		Target 70%			
7	Beach cleanness		Target 70%			
8	Water Coolers			Target 70%		
9	Lights (Cleanness, Working)		Target 70%			
10	All Toilets	Target 70%				
11	Audit of checklists					Target 80%

Targets:

50% of the Checklist **below Target**

70% of the Checklist **on Target**

80% of the Checklist **above Target**

DASH BOARD

		J a n	F e b	M a r	A p r	M a y	J u n	J u l	A u g	S e p	O c t	N o v	D e c
1	Chlorine/PH Level/Bacteria												
2	Swimming Pool Equipment and Changing room												
3	Boat Club winch												
4	Fire Extinguisher												
5	Play Ground												
6	Buoys Beach Area												
7	Beach cleanness												
9	Water Coolers												
10	Lights (Cleanness, Working)												
11	All Toilets												
13	Audit of checklists												

Key

60% of the Checklist below Target	
80% of the Checklist on Target	
90% of the Checklist above Target	

WHAT IS DONE AND THE FREQUENCY

	ITEM	FREQUENCY	WHAT IS DONE
1	Chlorine/PH Level/Bacteria	Daily/Monthly	For Chlorine and PH its done daily. Bacteria check is done once per month.
2	Swimming Pool Equipment and Changing rooms	Daily	Check resuscitator is working; man hook, pool buoys and 1 st aid kits available.
3	Boat Club winch	Weekly	Motor is working, cut and slip, hook is ok bolts etc
4	Fire Extinguisher	Weekly	Tag clip is on, the level is ok
5	Play Ground	Weekly	Play ground equipments are in good condition and the area is clean.
6	Buoys Beach Area	Weekly	The rescue buoys are available and good condition
7	Beach cleanness	Weekly	Making sure the beach is clean
8	Lights (Cleanness, Working)	Monthly	Check for physical damage, light fittings, pole foundation, switches etc
9	All Toilets	Twice daily	Mostly cleanness, shower curtains etc.
10	Audit of checklists	Yearly	Checking all the checklist have been received and action

Re-development of the RAH club

The plans for the re-development of the RAH club have not been finalized yet, but as soon as it is clear when the work will start and which part of the club will be affected at the start, a special HSE project plan will be made and published. The format of the plan will be very similar to the 2016 HSE plan the RAH re-development project team from UIB is using.

The special project HSE plan will be designed in such a way that the club can keep operating as usual as much as possible. Focus will be on road safety due to a significant increase of vehicle movements in and around the club, and on restricted access to areas where demolition and building activities are taking place.

SUMMARY OF 2017 HSE PLAN ACTION ITEMS

N°	Action	TARGET	Action Party	Remarks
1	All the sections to cascade the 2017 HSE plan to their staff	Before Feb end	RCM	31.1.2017
2	Present the PDO Golden Rules and the 12 life saving rules clearly to all levels of the club.	Before Feb end	RCM	31.1.2017
3	Have a regular round on the premises to verify proper housekeeping of contractors working on sites.	3 times a year	RCM	
5	Do an emergency response exercises / execute for the boat attendants.	Once a year	Boat Commodore RCM Vice President	Done on 1,4,2017 more to follow
6	A refresher course on initial fire response to be done for new staff if we get any.	None	RCM	
7	Cascade HSE learning packages to staff via emails.	6 times a year	RCM	
8	Contractor and PDO Staff to conduct hazard hunt in worksite at least twice a year	Once a year	RCM	
9	Swimming pool attendants to do the Life guard course.	October 3, 4 and 5 th	RCM	

A 2017 HSE Calendar

Annual Meeting and Inspection Programme

MONTH	EVENT	WHO	DATE DONE
January	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	31-1-2017
	Monthly Incident Review.	Manager, Main Committee.	23.1.2017
	Go through the New HSE Plan for 2016.	President, Vice President, Manager	31-1-2017
	Monthly HSE Meeting	Vice President, RCM	31-1-2017
February	Monthly Incident Review.	Main Committee.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	28.2.2017
	Monthly HSE Meeting	Vice President, RCM	7.3.2017
	Hygiene Inspection	RCM; Vice President; MCPH	22.3.2017
March	Monthly Incident Review.	Main Committee.	
	Monthly Co-ordination and HSE Meeting" with all Contractor and RAHRC Staff Supervisors.	Manager.	30.3.2017
	Fire Drill Main Building	Vice President, Manager, Safety Co-ordinator, etc.	False alarm recorded 8-1-17
	Quarterly Inspection: Zone A	Vice President, Manager, Safety Coordinator, UIB team etc.	
	Monthly HSE Meeting	Vice President, RCM	5.4.2017
April	Monthly Co-ordination and HSE Meeting" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly Incident Review.	Manager, Main Committee.	
	Review of the emergency plan for the boatmen	President/Vice President, Manager	
	1 st Aid and Resuscitator 2 day course for Pool/Boat/Bar and Gym Attendants.	Qualified Trainer to be brought	
	Monthly HSE Meeting	Vice President, Manager	
May	Monthly Incident Review.	Manager, Main Committee.	
	Monthly Co-ordination and HSE" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly HSE Meeting	Vice President, Manager	
	Hygiene Inspection Coffee Shop	Manager, Vice President; MCPH	
June	Monthly Incident Review.	Manager Main Committee.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly HSE Meeting.	Vice President, Manager	
July	Quarterly Inspection: Zone B	Vice President, Manager. UIB team etc.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly Incident Review.	Manager, Main Committee.	
	Monthly HSE Meeting.	Vice President, Manager	

MONTH	EVENT	WHO	DATE DONE
August	Monthly Incident Review.	Manager, Main Committee.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager	
	Hygiene Inspection Coffee Shop	RCA/RCM; Vice President; MCPH	
	Review of the emergency plan for the boatmen	President/Vice President/RCM	
	Monthly HSE Meeting	Vice President, RCM;	
September	Monthly Incident Review.	Manager, Main Committee.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	1 st Aid and Resuscitator Certificated course for Pool/Boat/Bar and Gym Attendants and some staff.	Qualified Trainer to be brought.	
	Quarterly Inspection: Zone C	Vice President, Manager, Safety Coordinator, UIB team etc.	
October			
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly Incident Review.	Main Committee.	
	Fire Drill Boat and Golf Club; Art Centre and the Sports Hall.	Vice President, Manager, Safety Co-ordinator, etc.	
	Life Guard Certificate for all the pool attendants	Someone coming from Australia	
	Monthly HSE Meeting.	Vice President, Manager	
November	Monthly Incident Review.	Main Committee.	
	Monthly Co-ordination and Safety Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly HSE Meeting	Vice President, Manager	
	Hygiene Inspection Coffee Shop	RCM; Vice President; MCPH	
December	Monthly Incident Review	Manager, Main Committee.	
	Monthly Co-ordination and HSE Meetings" with all Contractor and RAHRC Staff Supervisors.	Manager.	
	Monthly HSE Meeting.	Vice President, Manager	
	Review of the emergency plan for the boatmen	President/Vice President/Manager	
	1 st Aider and Resuscitators Refresher course for Pool and Boat Club Attendants.	Qualified Trainer to be brought.	

Ras Al-Hamra Recreation Centre

Terms of Reference for the various HSE Events in the Programme

i) Quarterly Inspections:

- Identify hazards
- Compile action list
- Take corrective action.

ii) Monthly HSE and Co Ordination Meetings:

- Focus on dealing with hazards in the workplace
- Maintain action list
- Identify HSE training needed and given.
- Discuss anything new or happening on different sections of the club.

iii) Safety Equipment/Checklists:

- Fire Detection System
- Winch checklists
- Fire Extinguisher Inspection
- Resuscitator
- First Aid Kits
- Other Safety Equipment
- Playground equipment
- Swimming Pool equipment

All the Checklists are available at the Front Office.

iv) Quarterly Plan & Incident Review:

- Performance against HSE Plan
- Incidents and follow up
- Findings of quarterly inspections
- Minutes of Contractor HSE meetings
- Any other issues

Available at Ras Al-Hamra Web Site under HSE

Available at Ras Al-Hamra Web Site under HSE

v) Quarterly Plan & Incident Review:

- 1st Aider Refresher and Resuscitators course for
- Pool, Gym/Bar and Boat Club Attendants. Performance against HSE Plan

vi) Monthly Incident Review

- Report all incidents for the previous month
- Confirm that incidents have been reported
- Seek committee's guidance on action to take
- Report on actions taken via action list.

ABBREVIATIONS & ACTION PARTIES

EPI	Environmental Performance Indicator
HEMP	Hazard and Effects Management Process
HRA	Health Risk Assessment
HSE MS	HSE Management System
IVMS	In Vehicle Monitoring System
JSA	Job Safety Analysis
LD	Leadership and Commitment
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency [LTI's / million man hours worked]
LTOIF	Lost Time Occupational Illness Frequency
RTA	Road Traffic Accident
RAHRC	Ras Al-Hamra Recreation Centre
SD	Sustainable Development
SIEP	Shell E&P International
STOP	Safety Training Observation Program
ToR	Terms of Reference
TRCF	Total Reportable Case Frequency
TROIF	Total Reportable Occupational Illness Frequency
SMART	Smart Measurable Achievable Realistic Transparent

Action Parties - Abbreviations

RCM	Ras Al Hamra Club Manager
UDI	Club President
UIR6	Vice President

ZONES

- A** Squash Court, Bulk Store, Accounts office, Video Shop, Managers office, Administration office, Main building corridor, Security offices, Falcon Room, Palm Room, Falaj Bar,), Swimming pools and changing rooms.
- B** Volleyball Court, New library, Training Rooms, Spouse Association, Marlin Hall and patio, Sohar Garden, Boat club, Winch Room, Beach, BBQ area.
- C** Art Centre, Golf Club Plus range, Tennis Courts, Sports Hall, Motor bike centre, skating area.