

Health and Safety Policy 2025

English National Opera (The ENO)

("ENO" in this policy refers to all ENO Group Companies including the London Coliseum Ltd)



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ENO Group Statement of Intent

Here at ENO, we are deeply committed to maintaining the highest standards of Health and Safety throughout our organisation, and we fully recognise and embrace our statutory responsibilities and obligations regarding the health, safety and welfare of everyone associated with our operations.

We are fully committed to ensuring that our venues, including the London Coliseum, provide a safe environment for all employees, freelancers, visitors, contractors and others who engage with our activities, and we will do everything reasonable and practicable to uphold these high standards, ensuring that health and welfare requirements are duly considered at every level.

In pursuit of these objectives, we will:

- Allocate the necessary resources to effectively implement our safety management system.
- Ensure all employees receive appropriate instruction, training, and information regarding health and safety.
- Maintain robust protocols for the safe use, handling, storage, and transportation of materials and substances used in our work.
- Ensure that all work equipment is fit for purpose and maintained in a safe and functional condition.
- Thoroughly assess all significant risks and ensure they are rigorously controlled.
- Continually safeguard the safety of all our premises, ensuring they remain secure and compliant with best practices.
- Allocate adequate resources to support and enhance our health and safety management efforts.
- Regularly review and update our health and safety management system in response to legislative changes or adjustments in our working practices.

Health and Safety is a collective, shared responsibility. Every individual within the ENO Group is expected to play an active role in ensuring that these standards are consistently met and upheld across the organisation, and we expect our employees, freelancers, and contractors to proactively address any concerns about unsafe conditions or practices that might endanger themselves or others.

Only by working together can we achieve our goal of a safe, healthy, and thriving environment for all.

Jenny Mollica Chief Executive Officer. 2025



Organisation

Who is Responsible for Health and Safety?

In simple terms, health and safety is <u>everyone's</u> responsibility. Whether you're directly employed by ENO or working on our behalf, it's your duty to ensure your own safety and the safety of those around you—including anyone impacted by our work.

Here's an outline of how these responsibilities is structured:

Chief Executive Officer (CEO) Chief Operating Officer (COO)	CEO has overall responsibility of the Organisation ("ENO") and is supported by the Executive. The CEO will appoint a suitably qualified and competent member of the Executive to ensure Health and Safety systems are in place. The CEO will also ensure that Directors and Executive are provided with suitable time and resources to ensure that the organisation runs safely. The Chief Operating Officer (COO) is appointed by the CEO as the member of the executive who is responsible for Risk Management at Executive level. The COO has oversight on behalf of the CEO for strategic coordination of Health and Safety across the organisation and is accountable at Board and Committee Level.
Executive, Executive Plus Group, Directors, and Heads of Department	 Members of the Executive, Executive Plus Group, Directors and HOD's have overall responsibility for their departments and budgets, and as such therefore have ultimate responsibility for Health and Safety within their areas. Directors and HODs hold responsibility to: ensure suitable and sufficient time and resource are available to manage H&S within their areas. ensure that Managers have safe systems of work that are in place within their areas including necessary risk assessments. ensure their management teams are following any H&S policy and procedures, and that staff are following them. ensure that H&S is coordinated across Division and Departments where there is joint working. ensure their management teams report any H&S incident, accident or near miss and actively take part in any following H&S team investigations or debrief. ensure that any H&S related complaint or issues raised are acted upon and investigated and necessary feedback given. Highlight to the COO any company wide shortcoming or areas of concern that need to be acted upon as a company and cannot be dealt with at Divisional or Department level.
Managers and Supervisors	Managers and Supervisors are to achieve, by all means reasonably practicable, the highest standards of health and safety at work for all



employees and others who may be affected by the Company's acts or omissions.

All managers are responsible for making sure the right things are in place to manage risk.

Managers are to ensure employees actively manage a safe working environment for themselves, fellow employees, contractors, and members of the public who enter the premises. Managers are responsible for the day-to-day operational health and safety of those in their care including:

- ensure all staff in their care receive an induction (including Fire and Evacuation) on day one starting at "ENO"
- ensure they write and put in place all necessary risk assessment and method statements for work activities within their areas and records kept.
- ensure all staff in their care are aware of the risk associated to the role and job they are undertaking, and that all necessary risk assessments and other instruction have been communicated with them and records kept.
- to ensure that staff within their care have received necessary training to carry out their role safely and ensure training record are kept.
- ensure on a day-to-day basis that staff in their care follow all necessary policies, rules and regulations and take appropriate action where not taken.
- ensure that their working environments are always kept safe, unobstructed, and free from unmitigated hazards.
- report to their Director or HOD any H&S matters of concern and ensure any accident or near misses are recorded, acted on, followed up and reported accordingly.
- ensure cooperation and coordination with other Depts on matters of H&S.

H&S on ENO Production and Shows

For ENO shows and Productions a comprehensive risk assessment process is required to be in place for all shows and performances (also see Health and Safety Executive link below).

- Executive Producer (and Producers) as the overall budget holder the
 Executive Producer and show's Producers respectively are responsible
 for ensuring adequate resources and time is given to delivering a show
 safely and is responsible for ensuring the Producers, Creative Teams,
 Production Managers and Technical Managers can meet their H&S
 obligations.
- **Production Manager:** Has oversight and coordination of CDM function for the design, build, and planning the changeover of each production in rep. The Production Manager will act as the principle contact for H&S on the production and is responsible for coordinating and



	carrying out risk assessments, leading toolbox talks for build days, and ensuring information is passed on to HODs for all other production related activity on stage; communicating H&S information as required. They act as contact for Westminster City Council for Change of Production set inspections. • Stage Manager: The Stage Manager is responsible for the performance risk assessments assessing any elements for the performers on stage. This should be done in conjunction with the Production Manager. The Stage Manager is responsible for the H&S of Performers during the show or during rehearsals. They will, alongside the Chorus Manager and Director, ensure the H&S of the Chorus. • Orchestra Manager: is responsible for ensuring appropriate risk assessments are in place for the Orchestra including any sound/noise monitoring. The Orchestra Manager has responsibility for the H&S of members of the Orchestra during performance or rehearsals. • Technical and Production Heads of Departments are responsible for ensuring their respective areas are risk assessed and liaise with the Production Manager on risk assessments and CDM requirements. They are responsible for ensuring that staff in their charge are suitably qualified and trained to carry out the functions required of them on the show. They are responsible for carrying out the necessary H&S briefings and toolbox talks. HSE - CDM Guide in-house production: theatre-performing-arts-part2.pdf (hse.gov.uk)
H&S for Visiting Productions at London Coliseum	 Health and Safety arrangements for visiting companies and events require clear coordination between the Coliseum and the production. Visiting Producers and their team hold the responsibilities for CDM and H&S for their production see: theatre-performing-arts-part1.pdf (hse.gov.uk) or for Co-production see: theatre-performing-arts-part3.pdf (hse.gov.uk) The Coliseum continues to hold responsibility for Public Safety and Emergency Evacuation. Coordination between the visiting Company and the Coliseum is the responsibility of the Head of Technical (Ops) (on technical issues) and the Commercial Programming team and will be assisted by the ENO H&S Adviser.
Union H&S Representatives (BECTU, MU, Equity)	The role of BECTU, MU and Equity Union Health and Safety Representatives is to represent and advocate for the health, safety, and welfare of employees in the workplace. ENO recognises the vital work they do; the reps will work in partnership with management to identify potential hazards, ensure compliance with health and safety legislation, and promote a safe working environment. Additionally, they act as a vital liaison between the workforce and management, ensuring that staff voices are heard in the development



	and implementation of health and safety policies. They will have a permanent seat on the H&S Committee.
Employees, freelancers, and contractors	All employees, freelancers and contractors have a duty to look after their own safety and that of anyone else who might be impacted by what they are doing. They must: • Follow all reasonable instructions given to you on matters of Health and Safety including in areas such as wearing PPE, carrying out risk assessments, not entering prohibited areas and carrying out H&S training when required etc. • Ensure you have received inductions and are familiar with the Fire and Evacuation plan. If you are not familiar or you need to refresh your memories, you must talk to your line manager. • Where necessary ensure you have carried out risk assessment(s) or understand the risk assessment that are already in place and follow them – you should raise any changes or new concerns with any risk assessments to your line manager. • Not to interfere and misuse anything put in place for Health and Safety (this is a criminal offence). i.e. propping open fire doors etc. • Report any accident or near miss to your line manager and ensure the necessary forms are completed. • Keep your working environment free from hazards

For the "ENO" to be able to support the CEO, Directors, line management, and staff organise Health and Safety in the workplace. The following are also in place:

Lead Member of	The CEO will ensure that a member of the Executive who is appropriately
Executive for Risk	qualified in H&S and experience of Risk Management is appointed to ensure in
Management	the organising and managing risk management and Health and Safety. This is
inc. H&S	currently: Chief Operating Officer (COO)
Head of Theatre	The Head of Theatre Operations and Risk reporting to the COO has
Operations and	responsibility for day-to-day Health and Safety Management, including Policy,
Risk	investigation, communication and engagement. They will co-ordinate the
Management	Health and Safety functions and act as a principle point of contact for H&S
	matters on behalf of the COO.
Health and	The Chair of the Board of Trustees' will appoint a designated Board Member to
Safety Board	serve as the Health and Safety Champion. This role involves providing strategic
Champion	oversight and championing health and safety initiatives at the Board level. The
	responsibility for health and safety compliance however remains with the
	organisation / executive management and relevant personnel.



Health and	Responsible to the Chief Operating Officer, and line managed by the Head of Theatre	
Safety Advisors	Operations and Risk, the Health and Safety Advisor team is made up of internal and	
Team	external expertise (RB Safety Solutions Ltd). The role(s) are to provide areas such as:	
	Provide competent H&S Advice to line management.	
	 Hold the necessary advanced H&S Qualifications to carry out the role (IIRSM / NEBSOH / IOSH) 	
	Review and support line management risk assessments	
	 Review H&S Policy documents with HODs and Director(s) 	
	 Investigate Accidents and near misses and provide reports and remedial advice to line management. 	
	 To provide point of contact with outside H&S agencies including local council and HSE. 	
	Important: H&S Advisors support and advise the work of line management and staff.	
	The responsibility for carrying out H&S remains with those doing and managing the	
	work.	

How do we organise Health and Safety?

As you have read above on <u>page 3</u> in the Statement of intent, Health and Safety is integral to how ENO manages its work. It flows from the Board and CEO through the entire organisation – everyone has a responsibility. To help us manage and review Health and Safety controls we have a structure of committees so that as many people can engage in the management and organisation of H&S.

Board of Trustees	The Board of Trustees have Governance responsibility for ENO. They are supported by
	standing committees; Finance Audit and Risk; and Artistic Committee
Finance, Audit and	The Finance, audit and risk committee are made up of Trustees from the main Board
Risk Committee	with members of the Executive in attendance. It has multiple responsibilities including
	ensuring governance oversight of Health and Safety, and Safeguarding. It is supported
	by the dedicated Health and Safety Committee.
Executive	The Executive is Chaired by the CEO and is responsible for the Strategic and
	operational day-to-day management for the ENO and LCL including Health, Safety,
	and Welfare. Risk and H&S management functions are delegated to the COO and the
	Operations Management Team.
Operations	The Operations Management Team is Chaired by the COO and has day-to-day
Management	oversight of Risk Management including Health and Safety for the ENO and LCL. The
Team (OMT)	OMT usually meet weekly and will address any Health and Safety issues raised.
Health and Safety	The Safety Committee meets with representatives from across the ENO Divisions as
Committee	well as staff and union representatives. They are tasked with reviewing accident rates,
	reviewing accident investigations, looking at policy, looking at industry best practice.
	This is chaired by the COO and organised by the Head of Theatre Ops and Risk.
Local Safety	Safety working groups are set up locally (by building) or by speciality (Technical /
Working Groups	Performance). They are made up from operational management and staff / union
	representation. They are responsible to feedback operational day-to day issues and to
	provide a communication framework and to review areas such as risk assessment, safe
	working practices etc. Each working group will feedback to the main H&S Committee.



How do we manage Risk?

Managing risk and health and safety can feel overwhelming, especially since there are so many different types of risks to consider. But the key is to keep things as straightforward as possible—making sure our approach is appropriate and proportionate to the risks we face.

In simple terms, a risk is anything that could cause injury, illness, or damage to our equipment, buildings, or reputation. This section will walk you through how we assess these risks and what we do to minimise them.

The Legal Bits..

The UK's Health and Safety laws exist for good reason. Our Health and Safety Advisors (RB Safety Solutions Ltd), along with the H&S Champions, keep a close watch on any changes in these laws that could impact our work. When changes happen, they update the business through a report shared with the COO and the ENO Health & Safety Committee.

Sometimes, in the performing arts, theatre, and opera sectors, our work is so ambitious and innovative that simply following UK laws isn't enough. In those cases, we go a step further. We create additional safety rules through ENO-specific risk assessments and standard Operating Procedures, working closely with experts and advisors.

We don't just aim to meet legal requirements—we aim to go above and beyond to ensure safety in everything we do.

Proper Health and Safety Planning and Mitigating Risks

Every department is responsible for managing its risks and should have a suite of Risk Assessments to inform staff carrying out tasks how those risks should be mitigated. Blue Lemon, our Health and Safety Management system, acts a centralised hub for storing risk assessments.

Risk Assessments should never be thought of as a standalone document – it is essential to the planning process and should be carried out at the start of any project, reviewed throughout, and finalised at the end. Use risk assessments as a planning tool.

Risk Assessments are a structured way (<u>Using HSE 5 Steps method</u>) of finding out what could go wrong during an activity, who could be at risk – physically and psychologically - and what we can do to lessen that risk or remove it completely.

If you think your work carries a significant risk (physical and/or psychological), you should do a risk assessment.



Who should carry out a risk assessment? It is the responsibility of Heads of Department, Managers and Supervisors to ensure adequate Risk Assessments are in place. It is the responsibility of Directors to ensure that HODs and Managers in their areas are conducting the assessments and are being communicated to staff. The best risk assessments are carried out in consultation with those who are doing the work. The Health and Safety Adviser or Health and Safety Champions will provide advice and support to conduct risk assessments.

Managers should:

- ensure there are suitable and sufficient risk assessments. They must do this in plenty of time before the work goes ahead and look at all of the risks involved.
- put things in place to deal with any risks that the assessment has flagged up.
- share their most important findings and the risk assessment with anyone the work might affect.
- record the risk assessment properly and do another one if circumstances change.
- make sure that the safety measures stay in place, and check regularly that they're still the right ones if in doubt ask the Health and Safety Advisor.
- make arrangements to train your team in relevant health, safety and security matters they need for their work.
- Report any accidents or near misses to their Director and H&S Advisor / H&S Champion.
- Review and/or investigate accidents with the Health and Safety Advisor.

Health and Safety Training

Training plays a crucial role in keeping everyone safe. It's the responsibility of line managers to ensure their teams receive all the necessary training, including regular refresher courses, and to maintain proper records of completion. Any health and safety training can be recorded on Blue Lemon where managers can check validity and completion of relevant training.

Onboarding is a key part of this. Every new staff member must complete their Day One induction on their very first day in the role. It's up to the line manager to make sure this happens (refer to Appendix A and watch the Fire Evacuation Video on Sharepoint).

In some cases, specialised training is needed, such as First Aid, Mental Health First Aid, Working at Height, Rescue, or Terrorist Awareness. If this kind of training is required, it's the responsibility of line managers and directors to ensure it is organised and carried out.



Safe and Secure Buildings

Our Facilities Team (CBRE), led internally by our Head of Facilities Management and Facilities Manager, takes care of our buildings with support from carefully selected external contractors. They handle the day-to-day management and also oversee important building concerns like Legionella, asbestos, fire safety, and environmental issues, as well as major capital building projects.

If any construction or maintenance work needs to be done in our buildings, the Facilities team will arrange a formal permit, especially if hot works are involved.

Security is a key part of keeping our environment safe. Our security team is on site 24/7, 365 days a year. The building is monitored by a comprehensive CCTV system, which is used to review incidents, either by internal management or by the Police and other agencies during investigations.

Please ensure you always wear your ENO staff card when on the premises.

Also, make sure no one tailgates you through any of the pass doors, and never prop open a security door under any circumstances.

Managing Stress

The Health and Safety Executive advice that Stress at work should be managed as any other risks in the workplace. "ENO" is committed to providing a safe and healthy working environment for its staff and recognises the importance of fostering psychological as well as physical well-being. This commitment arises from "ENO" duty of care to its entire staff, and more generally the recognition that a safe and healthy working environment contributes to the motivation, job satisfaction, performance, and creativity of all staff.

Specifically, "ENO" is committed to the promotion of health, to the prevention of work-related stress and to the provision of support to any member of staff who may suffer stress. The Health and Safety Executive defines stress at work as: The adverse reaction people have to excessive pressures or other types of demand placed upon them.

This makes an important distinction between **pressure**, which can be a positive state if managed correctly, and excessive pressure causing **stress**, which can be detrimental to health. The point at which workplace pressures become excessive will, of course, vary with individual levels of tolerance and with levels of pressure in other areas of life at particular times. Ill health resulting from stress caused at work has to be treated in the same way as ill health due to physical causes in the workplace. If you are experiencing what you believe is stress at work, its important you raise this with your line manager or Director, however, if that is not possible raise it directly with a member of the People team people@eno.org



"ENO" aims to minimise the risk of stress through a risk management process as required involving the identification, assessment and implementation of control measures to workplace stressors. In furtherance of these aims, it will where reasonably practicable do the following:

- Foster a co-operative and supportive environment.
- Ensure good communications within teams.
- Ensure adequate preparation for new roles and responsibilities through risk assessment and training as required.
- Enable staff to report excessive workloads, interpersonal pressures and symptoms of stress without fear of discrimination.
- Recognise early signs of stress in employees and take action to provide appropriate intervention.
- Support staff in recovering from stress-related illnesses and manage the return to work after any period of sick leave so that stress does not recur.

Working off Site (away from ENO Buildings)

Duties of employees working in premises or locations not controlled by "ENO" are as follows:

- they are responsible for observing our own and the host company's health and safety rules and any instructions given to enforce the host Company's policy if there are any doubts, please talk to your line manager or ENO H&S Adviser.
- they are not to visit or work on the premises until the relevant health and safety rules are understood and accepted, this is particularly relevant to any emergency procedures in place for the premises.
- they must ensure the safety of themselves and others who may be affected by their acts or omissions.
- If on tour, or visiting for business, and in the event the visit to 'medium to high risk' countries as designated by the HM Foreign and Commonwealth Office, permission is required from the Chief Operating Officer for insurance purposes. They are to ensure through their line manager/director that a suitable briefing has been received in respect of the security status of the country and of any possible terrorist threats likely to affect their safety and personal security.

Measuring Our H&S Performance

Just like any other workplace activity, Health and Safety needs to be actively monitored. The most common way to track performance is through accident statistics (reactive monitoring).

By comparing our accident rates with industry averages, we can identify areas where improvement is needed.



In addition to tracking incidents, we can monitor Health and Safety through proactive measures, such as safety audits and inspections conducted by safety representatives or managers. These helps identify potential risks and allow us to take action before accidents or health issues occur.

Independent audits and inspections as required, whether by the Health and Safety Executive, Westminster City Council, or our ENO insurance providers, also offer valuable insights that help us continuously improve our Health and Safety performance.

Reactive Monitoring of H&S

Accident Reporting & Investigation

All employees are encouraged to report all accidents or incidents no matter how minor. The reporting of accidents by employees to the Company shall always remain a high-profile topic e.g. regularly repeated toolbox talks, notices etc.

A company accident form must be completed for all accidents and not until all the remedial actions are completed is the accident / incident closed. Incidents and near misses are to be logged onto Blue Lemon where they will be then assigned an investigator, either Level 1 or 2. Level 1 investigations can be conducted by managers and HOD's as assigned by the Health and Safety Advisor and/or Head of Theatre Operations and Risk. Level 2 investigations shall be conducted by someone with a relevant health and safety qualification.

All injuries must be reported to the immediate line-manager who will ensure that the appropriate level of investigation is undertaken, and the records kept.

Certain injuries, ill health and dangerous occurrences are required by law to be reported to the enforcing authority (usually the Health & Safety Executive), under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995 (RIDDOR).

In addition to the form, a full investigation report should be prepared for more serious incidents. It is the responsibility of the relevant Senior Manager to ensure that RIDDOR injuries, ill health and dangerous occurrences are reported via the Health and Safety Adviser who will file the RIDDOR forms and coordinate any investigation. The absence period that triggers an accident report to the HSE or local authority is seven days. In addition, the period in which duty holders must notify the authorities of a RIDDOR-reportable accident is within 15 days after the accident.

The Health Safety Advisor is responsible for making RIDDOR reports in consultation with the Head of Theatre Operations and Risk, and relevant line managers and Heads of Dep - Chief Operating Officer (COO) must be informed of any RIDDOR.



However, it is the policy of "ENO" to investigate all accidents and incidents, including near misses. The purpose of the H&S investigation is to identify the causation and to establish and enforce measures to prevent reoccurrence. Investigations are led by the Health and Safety Advisor and reported back to the Head of Theatre Operations and Risk and to the Chief Operating Officer (COO).

Any employee who fails to report a work-related accident or fails to co-operate with or deliberately misleads an investigation may be referred for disciplinary action.

Proactive Monitoring

The purpose of proactive monitoring is to ensure that the established performance standards are being adhered to and to help prevent an accident or ill health. The primary objective of this monitoring is not just to identify failure in the form of unsafe acts or conditions, but to measure success and recognise positive good behaviour.

If deemed necessary each department, working with the H&S Advisors, should undertake health and safety inspections at a predetermined frequency. The inspection shall observe workplace safety operations and be carried out using a checklist style proforma to record the findings. Copies of the monitoring report are sent to the H&S Adviser and Heads of Dept. Where appropriate, copies of the report will be issued to the individual designated as responsible for completing a specific action.



Appendix A

Staff Induction

<u>Line Managers</u> are responsible for ensuring that any new staff in their care are inducted in H&S and Emergency procedures and all necessary paperwork is completed and kept secure on Blue Lemon, where any role appropriate training may also be completed by the new starter on the training portal.

DAY ONE Staff Induction:

- Briefed on Access and Egress from the Building
- Briefed on Fire and Emergency Procedures
- Briefed of getting First Aid
- Briefed on Security Pass and Security arrangements
- Briefed how to report any accidents or near miss incidents
- Briefed on any Risk Assessments for their work inc. completing any work or workstation assessments

Please see <u>Health and Safety Hub | Sharepoint</u> link on Sharepoint for further information. Also see Appendix B



Appendix B – H&S information available on ENO Sharepoint

Please see further documents on the ENO Sharepoint site in the Health and Safety section – they can be found by following this link <u>Health & Safety | Sharepoint</u>.

- Fire and Evacuation: Fire and Evacuation Procedures | Sharepoint
- Health and Safety Policy for See link: <u>Policy | Sharepoint</u>
 - o COSHH
 - o Working at Height
 - o Working with Electricity
 - o Manual Handling
- Accident Reporting: <u>Accident and Incident reporting | Sharepoint</u>
- Inductions and Visitor information Packs: Inductions | Sharepoint



Appendix C - Associated Health and Safety Legislation

"ENO" are mindful of their duties under the Health and Safety at Work etc Act 1974 and the delegated legislation there under.

However, principle elements of applicable legislation to company activities are considered to be: -

- Management of Health and Safety at Work Regulations 1999
- > The Regulatory Reform (Fire Safety) Order 2005
- Construction (Design and Management) Regulations 2015
- Health & Safety (First Aid) Regulations 1981
- Work at Height Regulations 2005
- > Personal Protective Equipment Regulations 1992
- Provision and Use of Work Equipment Regulations 2022
- ► Lifting Operations and Lifting Equipment Regulations 1998^[17]
- Manual Handling Operations Regulations 1992
- Health and Safety (Display Screen Equipment) Regulations 1992
- Control of Substances Hazardous to Health (Amendment) Regulations 2002
- > Health and Safety Information for Employees Regulations 1989
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
- Employers' Liability (Compulsory Insurance) Act 1969
- ➤ Electricity at Work Regulations 1989
- ➤ Health And Safety (Consultation With Employees) Regulations 1996
- Health & Safety (Safety Signs & Signals) Regulations 1996
- Control of Asbestos Regulations 2012
- Control of Noise at Work Regulations 2005
- Control of Vibration at Work Regulations 2005
- ➤ The Corporate Manslaughter and Corporate Homicide Act 2007
- > The Health and Safety (Offences) Act 2009

END