

RoSPA Occupational Health and Safety Awards – Sample Entry

The annual RoSPA Awards programme is open to entries from enterprises of all sizes and from across the full spectrum of work activities.

It is vital that any organisation's safety management system is appropriate both for its size and for the nature, scale and complexity of the risks it must manage due to the work it undertakes. As a result, it is impossible to devise a generic 'model' entry that would be applicable for all RoSPA Awards entrants.

The following fictitious entry therefore provides **rough guidance only**. It aims to give a general indication of what the Key Performance Question responses for a submission assessed at **Silver Award** level might look like.

At the end there are some observations giving pointers of areas for possible improvement in pursuit of a Gold Award. Please note that in recommending an award level, assessors' judgement is based on entrants' written submissions **overall**. Within the broad view, some aspects may be better and others slightly below the expected standard for individual elements.

WARNING: Entrants must not copy this sample – any entrant doing so will be disqualified.

Brief company profile (NB this does not count as part of the 5 page summary)

Anyco Ltd is a medium-sized company manufacturing and distributing production control systems. We operate two manufacturing sites and a warehousing and distribution function. Between these we employ approximately 70 permanent full-time employees and 10 part-time employees. Around 15 office-based staff provide sales and marketing, finance and administrative support and cover the HR function. A number of temporary seasonal staff are also employed, particularly by the warehouse and transport departments.

Our products are sold to both the UK and European markets. The company is a member of The European Trade Organisation and directors regularly attend trade fairs and conferences to ensure we are aware of innovations within the industry. Our Technical Director has had papers published in the trade press giving details of a new production initiative that the company introduced in 2008 that reduced the amount of waste produced on the digital control production line. This led to the company being awarded a 'highly commended' certificate in the European Trade Organisation's annual innovation award scheme in 2009.

Further details about the company, including our product range and location of our operations etc can be found at www.Anyco.co.uk

Question 1 How do your directors and senior managers demonstrate their commitment to leading occupational health and safety management throughout your organisation?

The board shows its commitment to health and safety by formulating, implementing and monitoring the health and safety policy (attachment 1.1); by making budgetary provision for our external health and safety adviser and implementing his recommendations for priority actions, and also those identified by our managers' own risk assessments.

The Directors (Managing Director, Marketing and Sales Director, Finance Director and Operations Director all have designated responsibilities for health and safety (attachment 1.2) and have a bi-monthly Directors Meeting at which health and safety is always included as an agenda item. (attachment 1.3). Other Senior Managers also attend a bi-monthly meeting where financial, operational and procedural issues are discussed along with health and safety issues.

The board actively encourages a positive safety culture through their own personal behaviour and also regularly undertake site tours (attachment 1.4) during which they encourage staff to voice any concerns.

Attachments	1.1 Anyco Ltd Health and Safety Policy (reviewed and signed Dec 2006) 1.2 Organisational structure and H&S responsibilities 1.3 Agenda and Minutes for Directors' Meeting October 2007 1.4 Schedule of Director's H&S site tours
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Question 2 How does your organisation ensure that it has access to competent advice and services, including in relation to occupational health?

Anyco retains John Smith of Safety Thirst consultancy to provide the organisation with occupational health and safety advice. (see attachment 2.1 for qualification certificate.) He checks all our sites on a regular basis and attends site meetings on invitation. He also investigates accidents/incidents and reports his findings and any requirements or recommendations for improvements to the Board.

Occasionally, additional specialist advice is required, for example for noise surveys. This is obtained from other suitably qualified consultants e.g. Noise Annoys.

Attachments	2.1 NEBOSH National General Certificate Qualification for John Smith 2.2 Noise Annoys - services and credentials of consultant.
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Question 3 How does your organisation involve the workforce and their representatives in the management of occupational health and safety?

Our two manufacturing sites, warehouse and transport department employ approximately 70 permanent full-time employees and 10 part-time employees between them. Around 15 office-based staff provide sales and marketing, finance and administrative support and cover the HR function. A number of temporary seasonal staff are also employed, particularly by the warehouse and transport departments. One of the assistant managers at each site has a specific role of ensuring that Health and Safety is managed within that site (attachment 3.1).

We have a health and safety committee made up of both management and employee representatives, with the interests of all operational, technical and office-based staff represented (see attachment 3.2). This meets regularly and Minutes of its meetings are then circulated to all staff, and to the external Health and Safety Advisor.

A working group has been set up to look at the Health and Safety implications of the proposed new production machinery and the aim of this group is to try to resolve issues and share best practice where relevant.

Attachments	3.1 Assistant Manager – Site Support Job Description 3.2 22/2/2008 H&S Committee meeting minutes 3.3 Sample weekly site report 3.4 Minutes from Operator Refresher Training Meeting
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Question 4 How does your organisation ensure that all its employees and contractors are competent to fulfil their roles in the management of occupational health and safety?

All staff receive induction training including general Health and Safety information, within their first week at Anyco. (attachments 4.1 and 4.2). Where necessary, further task-related training is provided before employees are allowed to start work in specific areas. This is co-ordinated by the HR manager in liaison with the site managers (attachment 4.3) Health and safety competence relevant to the job role is included as one of the criteria for annual performance review (attachment 4.4)

All employees who work with any machinery have to have specialised training. The basic 'Level 1' training is for managers at the manufacturing sites, who are responsible for spot-checking work. Machine operators have to complete a two-year training programme that includes Health and Safety at every level (attachments 4.5 to 4.7).

Managers new to the business go through a training programme (Anyco Management Training) that includes both classroom-based training and basic training at Anyco sites. This ensures they acquire the skills required both for their specific role and if necessary for providing cover for sickness or holiday absence.

New equipment is installed and then maintained by our main contractor TechEkwip with whom we have had a long and successful working relationship. Training in the use of new equipment is provided by TechEkwip trainers.

Other contractors e.g. specialist cleaners who work on our sites are carefully selected and must be suitably trained/qualified. We require potential new contractors to provide information about their employee training and their proposed systems for working safely. We also ask about their past health and safety record and require evidence that previous problems (if any) have been satisfactorily addressed. All contractors are required to sign a declaration to confirm that they have read our 'Guidelines for Contractor Safety'. (attachment 4.8)

Attachments	4.1 Anyco Employee Induction Power Point Presentation 4.2 Safety Guidelines for Employees (sample) 4.3 HR Department Staff Training Schedule for 2008/2009 4.4 Performance Management Review – Assistant Manager 4.5 Anyco Management Training– Guidelines 4.6 Technical Training for Site Managers – including Risk Assessment 4.7 Level 2 Technical Training 4.8 Anyco Guidelines for Contractor Safety
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Question 5 How does your organisation ensure that planning for occupational health and safety is integrated effectively into business planning processes, using risk assessment to identify appropriate control measures for principal risks, set key performance indicators and targets?

Each of our sites is relatively small with the management structure consisting of a general manager and two assistant managers. Each site has weekly consultation meetings where all aspects of operational and procedural issues are discussed. Health and Safety is always a standing agenda point (attachment 5.1: also see attachment 3.3).

We work with the Production Machinery Association (PMA), with whom we have quarterly health and safety briefings.

Copies of the risk assessments for each site are displayed on the staff notice board to provide information on the hazards within that site (attachment 5.3) These are generic risk assessments adapted as appropriate on site (Site managers receive training to do this). Before introducing new equipment or procedures, risk assessments are completed by our Health and Safety Advisor, working with the equipment suppliers.

All employees are given an induction (see attachments 4.1) and then they have ongoing training. Employees are given specific responsibilities (attachment 5.4) and they are also given (and asked to sign to state that they have read and understood) 'Safety Guidelines for Employees'. (see attachment 4.2). Contractors are asked to read about site and company safety rules before they start work (see attachment 4.8) and sign to confirm these have been understood.

Attachments	5.1 Health and Safety Consultation Group Minutes 5.2 Generic Driving Risk Assessment 5.3 Sample Risk Assessments x2 5.4 Organisation and Specific Responsibilities for Health and Safety
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Question 6 How does your organisation ensure that occupational health and safety information is communicated effectively within and beyond the organisation?

Anyco is a medium sized company and does not therefore need extensive communication systems. Information is generally communicated verbally within the organisation between staff and managers. For specific issues - particularly following any significant accident or incident - the normal verbal communication methods are supported by email bulletins and noticeboard reminders. (attachment 6.1) There is a weekly meeting at all sites where Health and Safety is always an agenda item. Employees are encouraged to report any concerns to representatives. The minutes of these meetings are circulated to the directors and all senior managers within the company. However, if there is a significant accident or incident, additional meetings are convened. Brief details of the incident are completed immediately in an online form and circulated to all senior managers via email. The online accident/incident summary is followed up with a full written report following investigation by the external Health and Safety Advisor. He reports his findings to the next Board meeting at latest.

The company also makes use of a variety of safety information posters and leaflets for general awareness raising (attachment 6.2)

Information is cascaded down the organisation either from the minutes of the Directors' Meetings (see attachment 1.3) or via emails or memos from specific individuals on specific topics (attachment 6.3). This is then actioned within each site and also discussed at the weekly site management meeting (see attachments for question 3 for sample).

Site managers complete a monthly H&S and Fire Checklist (attachment 6.6) and this is now being supplemented by a quarterly Inspection Form that is completed by the Health and Safety Adviser.

Attachments	6.1 Photograph of noticeboard with H&S information. 6.2 Photograph showing use of posters 6.3 Sample email alert bulletin 6.4 Visitor Behaviour Incident Report 6.5 Accident and Incident Report Form
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Question 7 What are your organisation's arrangements for active monitoring of occupational health and safety performance?

Health and Safety is monitored by each site manager, using a monthly H&S & Fire Checklist (attachment 7.1). Specific equipment checks are regularly made by operators (attachment 7.2), with any problems immediately reported to the Site Manager for remedial action to be taken. Copies of these reports are sent to the external Health and Safety Advisor and also to the Area Manager.

The Health and Safety Advisor also completes a quarterly H&S & Fire Safety Inspection. A 'Site Inspection League' (attachment 7.3) is then produced that includes all the inspections that are done within the company. This is maintained and stored electronically and can be accessed by all employees.

There are regular site tours by one of the Directors (see attachment 1.4)

The performance of all employees and managers is reviewed after their initial probationary period and with regular appraisals throughout their time with Anyco. (attachment 7.4)

Attachments	7.1 Monthly H&S & Fire Checklist 7.2 Machine Operators Checklist 7.3 Site Inspection League Table 2007 7.4 Anyco Employee – Performance Review Form
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Question 8 How does it ensure that it investigates occupational health and safety problems and implements lessons learned? How is sickness absence managed?

When a member of staff has been absent due to illness they must attend an interview with their line manager and complete a Sickness Self-Certification form on their return to work (attachment 8.1). This form is kept on site and is used by management to monitor attendance and to ensure that the employee has no chronic medical conditions etc. requiring action by Anyco.

Employees are all well aware of the Anyco Sickness Absence policy (attachment 8.2) and the need for this to be followed and the importance to Anyco of managing sickness absence effectively.

Statistics are collated by the HR Department which intervenes if/when necessary. The HR function is responsible for statistical analysis and identifies any underlying problems, long-term patterns and repeat sickness related issues.

Attachments	8.1 Sample Sickness Self-Certification Forms 8.2 Anyco Sickness Absence Policy
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Question 9 How does your organisation review its occupational health and safety performance periodically to assess progress against targets, set new priorities and report to internal and external stakeholders?

A monthly H&S & Fire Checklist is completed by the manager at each site. This has been designed so that all the sites will monitor their own compliance against Anyco and legal standards. Copies of the completed checks are sent to the Health and Safety Advisor and also to the Area Manager for information / action. A quarterly H&S & Fire Safety Inspection is completed by the Health and Safety Advisor to formally monitor compliance with standards.

The H&S Advisor meets with the directors to review progress against the previous year's objectives and targets and where necessary set revised objectives for the following year.

The overall picture and progress on any specific issues is then reported to employees in the document 'Current Anyco H&S Objectives and Priorities'. (attachment 9.1)

Attachment 7.3 shows how inspection results are tabulated and then reported back to the sites. This gives them the opportunity to review their own performance against their peers.

Attachments	9.1 Anyco H&S Objectives and Priorities
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Question 10 Which features of your organisation's approach to occupational health and safety are you particularly proud of and why?

OHSAS18001 accreditation - The organisation is currently working towards OHSAS18001 accreditation and hopes to achieve this by early 2010. We have still some way to go but believe we have greatly improved our performance over a short time. This accreditation (and our RoSPA Award if successful) will be a significant achievement for Anyco and demonstrate our commitment to raising standards.

Health and safety incentives - We encourage our workforce to become involved in the company's efforts through our suggestion scheme. All suggestions are reviewed by the board at the end of the financial year and the employee who has made the best suggestion is presented at the Christmas party and rewarded with a weekend health spa break for two people. The result of the Board's review is communicated to all employees, along with details of any suggestions adopted by Anyco.

College visits - Anyco invites students from local colleges to visit our sites. Visits are strictly supervised and provide students with a valuable opportunity to see a real working environment and some of the issues that arise, including health and safety. Feedback indicates the visits are valued highly and despite the administrative effort required, the Directors believe Anyco benefits from the goodwill and PR generated. In the past we have gone on to recruit a number of employees whose first contact with the company has been on these visits.

Safer driving - Anyco encourages safer driving by our employees and their family members by promoting advanced driver training and through provision of useful safe driving information.

Attachments	10 Photograph of prize presentation to J Bloggs at 2008 Christmas party 11 Newspaper clipping about college visit 12 Safer driving information
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Observations:

KPQ1

Although generally satisfactory, the Health and Safety Policy should be reviewed and signed more recently than three years ago, also

- Employees may be “encouraged to voice any concerns”, but in reality will often be inclined not to do so directly in face-to-face meetings.
- Evidence of a more formal feedback facility would be useful.

KPQ2

The organisation recognises the need for competent H&S advice. Although a company of Anyco's size will often not employ a dedicated health and safety professional, this would be the preferred option.

- More importantly though, the retained external consultant should be expected to hold a higher H&S qualification than this level e.g. NEBOSH National Diploma and/or be able to demonstrate specific expertise/qualifications relevant to Anyco's business.
- The nature of the 'regular site checks' is too vague.
- An example of a report done by the consultant for the Board would strengthen the submission.
- There is no information relating to general Occupational Health issues other than to noise monitoring – and even here there is no evidence of a noise survey actually being done.

KPQ3

The H&S Committee meeting minutes support the committee make-up described. However, identified action points do not show the person responsible for actioning them, or give any priority or required by dates.

- The assessor would prefer to see more recent supporting evidence than from almost two years ago.
- Minutes from a second meeting could usefully have been included as additional evidence that meetings were regular as claimed - and also to show completion of actions from the first meeting.
- The organisation recognises that introduction of new equipment and/or working practices brings new H&S implications to consider. Some documentation from the working group mentioned would be desirable.
- No mention is made in the answer as to the significance of attachments 3.3 and 3.4, which may be out of place here but relevant elsewhere: eg Cross-reference 3.3 to Question 5, and 3.4 may be relevant to Question 4.

KPQ4

Anyco's arrangements for ensuring H&S competence of employees and contractors appear broadly adequate. However, it would also be desirable to have:

- An example of the training provided by TechEkwip
- Evidence to show delegates having attended a training course e.g. signed attendance list
- Evidence of monitoring of contractors once they have started work

KPQ5

The organisation recognises the need for risk assessment and the samples provided show appropriate control measures have been identified for the principal risks. However:

- they have not set corporate targets and identified leading and lagging performance indicators. Health and well-being issues are not covered.
- Anyco should undertake additional checks to ensure employees have understood the information provided to them; just getting them to sign that they have received the information is not sufficient.
- It would be useful to include information from the PMA quarterly briefing.
- Evidence of actual compliance with the control measures identified by risk assessment would be beneficial.

KPQ6

Although a fairly small organisation, the communication system described is vague. Some supporting documents provided for this response are irrelevant to the question asked here (e.g. 6.4 and 6.5) without further explanation, but may nevertheless be relevant elsewhere.

- If the report by the consultant is provided for Question 2, this should then be cross-referenced within the answer to Question 6 and elsewhere, if relevant.
- The response refers to an 'attachment 6.6', but this is missing. In this case, the attachment is likely to be the document included as attachment 7.1, but discrepancies are not always as easy to spot. Inconsistencies/errors in the cross-referencing of supporting documents and the omission of referenced information should be avoided.
- No reference has been made to communication outside of the company. An example of external communication could have been the quarterly briefings with PMA, as described in Question 5.

KPQ7

Anyco's arrangements for active monitoring appear to include some activities appropriate for an organisation of its size and type. However, there is no evidence of use of safety audit to establish the effectiveness of the control measures it has established.

- The supporting information here could have been enhanced by an example of an actual site tour undertaken by a director (schedule for which was included at KPQ1), detailing findings, observations, recommendations and actions.

KPQ8

- Details given about the management of sickness absence reflect a reasonable approach by a company of this size.
- Information and evidence relating to accident/near miss reporting, investigation and the implementation of findings would have considerably strengthened the submission.

KPQ9

The procedures in place are adequate, although it is unclear how often the H&S Advisor meets with the Board to review progress against objectives and targets.

- No reference is made of reporting to external stakeholders.
- No evidence of the use of an external safety audit to review performance.
- The 2007 league table document is too old to be used as evidence of reviewing recent/current practice.

KPQ10

This is a good opportunity to 'sing the praises' of the company and Anyco has done a good job in detailing a range of initiatives.

- Occupational Health initiatives are useful to include in this section, together with supporting examples e.g. photographs, leaflets etc.
- Information relating to the forging of relationships with suppliers, customers or trade bodies to promote good health, safety and welfare practices would also strengthen the submission.