

Health and Safety Executive Board			HSE/13/13
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'Managing for health and safety' (HSG65 Refreshed)

Issue

1. To update the Board on progress with development of the guidance *'Managing for health and safety'* (to succeed HSG65 *'Successful health and safety management'*).

Background

2. The need to refresh HSE's position on health and safety management (a prominent feature of which is the publication HSG65 *Successful health and safety management*) has been raised within HSE and by external stakeholders on a number of occasions over recent years.
3. A Delphi Study¹, published in November 2009, was used to develop the evidence base to underpin any further work. In light of that study and the views of stakeholders, the SMT (Paper SMT/09/72) agreed two strands of work that together made-up the 'Managing for Health and Safety project':
 - (a) Refreshing and reinvigorating the regulators' position on managing for health and safety;
 - (b) Further developing the confidence and competence of regulators as they assess health and safety management.
4. The Board was informed of this proposed work in January 2010 (Paper HSE/10/12 "Managing for Health and Safety Project")
5. In Autumn 2011 the SMT (Paper SMT/11/72) endorsed a move to finalise *'Managing for health and safety'* (HSG65 Refreshed), subject to the final outcomes from consultation later that year.

Argument

6. The findings of the Delphi Study are based on the views of business, academics and health & safety practitioners, and in the main, reinforce widely believed principles:
 - (a) health and safety should be treated as an integral part of productivity, competitiveness and profitability. The business benefits were generally considered to justify the costs;
 - (b) key factors for success are: Good leadership, sound business processes, a trained/skilled workforce, operating in an open and trusting environment;
 - (c) cultural factors have the greatest impact both positive and negative;

¹ *How Management Behaviours Associated with Successful Health and Safety Performance Relate to those Associated with Success in Other Domains: Report of the Delphi Study*

- (d) the internal environment is more influential than the external.
7. From considering the results of the Delphi study and previous reviews of HSE's approach to managing health and safety; SMT saw the task as being to implement current findings about the read across between effective management generally and effective health and safety management. In doing that the need to avoid the trap of telling business how to run itself, whilst still holding duty holders to account on their management performance in the health and safety arena was paramount.
 8. The aims of refreshing HSG65 evolved because of the changing demands and priorities for HSE, including the direction set in "Good Health and Safety, Good for Everyone" and "Common sense, common safety". They include:
 - (a) a focus on what compliance looks like whilst avoiding telling business how to run itself;
 - (b) supporting a focus on outcome by a move away from using a unique model ('POP²MAR') of managing in the workplace;
 - (c) achieving a better balance between the 'systems' and 'behavioural' aspects of management.
 9. A core network of external contacts has been involved in the design and build of the refreshed HSG65. This involvement has led to the guidance having three main elements, all of which are considered important but for different reasons:
 - (a) '*Core Elements...*'; provides a framework for managing for health and safety, as well as a 'Rosetta Stone' that allows you to read-across between different systems (including reading back to POPMAR);
 - (b) '*Are you doing what you need to do?...*' responds to the complexity of real world – in that there is no single solution in these areas - and gives leaders and managers evidence to gather and benchmarks for deciding whether or not they have done enough. It also recognises the importance of attitudes and behaviours;
 - (c) '*Delivering effective arrangements...*' provides more detail, requested by practitioners, to help them action improvements in arrangements.

The final part of the new guidance includes references and links to other key publications, including relevant external sites on health and safety management.

10. In order to ensure that the new guidance fitted with up-to-date thinking and practice on business management we worked with Liverpool University's Management School.
11. The draft of the refreshed HSG65 now entitled '*Managing for health and safety*' is at Annex 1. This draft has been prepared following a wide-ranging consultation in Autumn 2011.

² Policy; Organising; Planning; Measuring performance; Auditing and Reviewing performance.

12. The draft has also been considered against the outcomes from the Red Tape Challenge and Professor Löfstedt's review, as well as the Star Chamber discussions and most recently the Approved Code of Practice (ACoP) review. As part of that it has been looked at against the areas currently included in the Management of Health and Safety at Work Regulations ACoP. This is discussed further on the paper on the 'Proposal to withdraw the Management of Health and Safety at Work Regulations Approved Code of Practice' (Paper HSE/13/12).
13. We also worked with those reviewing other key pieces of guidance, including the '*Health and safety toolbox*' and '*Health and safety made simple* (HSMS) to ensure key messages dovetail and are presented in a way that meets the needs of the different target audiences. An illustration of this is given in the paper on the Management of Health and Safety at Work Regulations ACOP' (Paper HSE/13/12).
14. When compared to the '*Toolbox*' and 'HSMS', the refreshed HSG65 is aimed at higher risk, more complex organisations. The first two parts of the draft document are targeted at leaders, owners, trustees and line-managers, whilst the third part will be particularly useful to those who need to put in place or oversee their organisations arrangements for health and safety. It will also be of value to workers and their representatives.
15. The proposition is that the refreshed HSG65 when presented alongside the '*Toolbox*' and 'HSMS', will form a 'family' of core guidance that deals with the fundamentals of managing for health and safety, tailored to the level of risk, complexity of individual organisations and knowledge of the user. Each part of the guidance family will have two elements; a microsite accompanied by a hard copy publication (priced for the '*Toolbox*' and refreshed HSG65).

Consultation

16. Those who have actively contributed to the development of the refreshed HSG65 include; IOSH, RoSPA, BSC, TUC, SBTAF, Energy Institute, ABI, BSI (and its Health & Safety Management Committee which represents a broad range of interests) and Prof Richard Taylor (prior to his appointment to the HSE Board). CBI, CIEH are fully aware of the proposals. A wide range of stakeholders commented on the draft guidance.

Recommendation

17. The Board is asked to note the work that has led to a 'refreshed HSG65'.

Paper clearance

Geoffrey Podger

MANAGING FOR HEALTH AND SAFETY

(HSG65 – REFRESHED)

DRAFT

December 2012

Introduction

Organisations have a legal duty to put in place suitable arrangements to manage for health and safety. This guidance provides a framework for doing that effectively, in a way that individual organisations can tailor to their circumstances. In implementing your arrangements you should consult with your employees or their representatives, including trade unions where they are recognised.

Who is this guidance for?

It is for leaders, owners, trustees and line-managers. It will be particularly useful to those who need to put in place or oversee their organisation's arrangements for health and safety. It will also be of interest to workers and their representatives, as well as health and safety practitioners, and training providers.

How the guidance can help you

This guidance is issued by the Health and Safety Executive. Following the guidance is not compulsory, unless specifically stated, and you are free to take other action. But if you do follow the guidance you will normally be doing enough to comply with the law. Health and safety inspectors seek to secure compliance with the law and may refer to this guidance

The framework described in this document is universal but how far action is needed will depend on the size and nature of the organisation, and the risks from its activities, products or services. If you just need some basic information or are getting started in managing for health and safety in your organisation then the best starting point for you is: *Health and safety made simple: The basics for your business* [www.hse.gov.uk/simple-health-safety/index.htm]

If you need information on how to minimise particular risks in your organisation then the *Health and Safety toolbox* [link] will be helpful.

if you are a microbusiness, you may also find information produced by the Federation of Small Businesses [www.fsb.org.uk] helpful.

How this guidance is structured

To help you in put in place the necessary measures to manage the real risks to health and safety in your organisation this guidance gives you:

- the core elements of managing for health and safety and how they can fit with how you run the rest of your business;
- evidence to look for when deciding if you are doing what you need to do to manage health and safety effectively ;
- more detail on how to deliver important areas of managing for health and safety;
- signposts to other information, available from HSE and other organisations, that may be helpful.

How to use this document

The first two parts of this guidance ('Core elements of managing for health and safety' and 'Are you doing what you need to do?') are focused on leaders, owners, trustees and line-managers. 'Core elements' summarises the key aspects of effectively managing for health and safety.

The third part of the guidance ('Delivering effective arrangements') is aimed at those who need to put in place their organisation's arrangements for health and safety or have particular responsibility for overseeing them. It will help address any specific areas requiring attention that have been identified in answering the questions posed for leaders, owners, trustees and line-managers.

The final part ('Key further guidance and resources') is a resource to allow you to identify sector or industry specific guidance, for example on process safety leadership, as well as more in-depth information on particular topics such as management systems.

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Core elements of managing for health and safety

Organisations have a legal duty to put in place suitable arrangements to manage for health and safety. As this can be viewed as a wide ranging, general requirement HSE encourages a common sense and practical approach. It should be part of the everyday process of running an organisation and an integral part of workplace behaviours and attitudes. It doesn't matter what the size, industry or nature of your organization, the keys to effectively managing for health and safety are:

- Leadership and management (including appropriate business processes) and
- a trained/skilled workforce operating in
- an environment where people are trusted and involved.

HSE advocates that all of these elements, underpinned by an understanding of the profile of risks the organisation creates or faces, are needed. This links back to wider risk management and can be pictured as:



Successful delivery can rarely be achieved by one-off interventions. A sustained and systematic approach is necessary; this may not require a formal health & safety management system but, whatever approach is used, it probably contains the steps; **Plan, Do, Check, Act**³ (Act is to learn and improve from experience). The success, however, of whatever process or system is in place hinges on the attitudes and behaviours of people in the organisation.

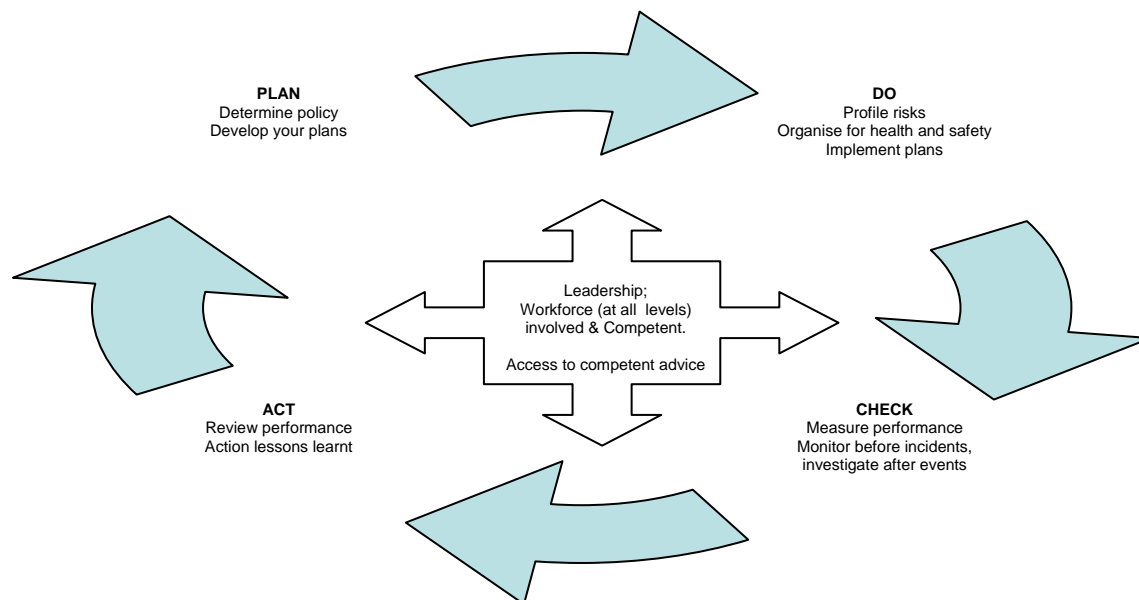
The high-level descriptions may vary, depending on the industry or sector you are working in, but a summary of the actions involved in delivering effective arrangements and how they are frequently described is given below, under the headings of **Plan, Do, Check, Act**:

	Conventional Health & Safety Management	Process Safety
PLAN	Determine your Policy; Plan for implementation.	<i>Define and communicate acceptable performance and resources needed.</i>
		<i>Identify and assess risks; Identify controls; Record and maintain process safety knowledge.</i>
DO	Profile risks; Organise for health and safety; Implement your plans.	<i>Implement and manage control measures.</i>
		<i>Measure and review performance; Learn from measurements and findings of investigations.</i>
CHECK	Measure performance (monitor before events; investigate after events).	
ACT	Review performance; Act on lessons learned.	

³ Previous HSE guidance has focussed on a single model: Policy, Organising, Planning, Measuring, Auditing and Reviewing (POP MAR) as an approach to managing health and safety. This remains an option but HSE's approach is now to read across more directly between effective management generally and effective health and safety management, and in doing that recognise alternative approaches to achieving the same outcome.

More information on the actions involved in delivering effective arrangements for managing for health and safety, and how this can be done through the steps **Plan, Do, Check, Act** can be found in **Delivering effective arrangements: Where to start** (see page 6).

Plan, Do, Check, Act should not be seen as a once-and-for-all action:



You may need to go round the cycle more than once, particularly when:

- starting out;
- developing a new process, product or service, or;
- when implementing any change.

It is your decision whether to use a formal management system or framework. Examples include:

- National and international standards such as *BS OHSAS 18001:2007 Occupational health and safety management systems* or *BS EN ISO 9001:2008 Quality management system*, etc;
- In-house standards, procedures or codes;
- Sector-specific frameworks such as the Energy Institute's *High level framework for process safety management* or the Chemical Industries Association *Responsible Care* framework

Although the language and methodology vary the key actions can usually be traced back to: 'Plan, Do, Check, Act'.

Effectively managing for health and safety is not just about having a management or safety management system. The success of whatever process or system is in place still hinges on the attitudes and behaviours of people in the organisation (this is sometimes referred to as the 'safety culture' of the organisation). The examples (see pages xx), against the key areas of "what it looks like when done effectively", are indicative of positive health & safety attitudes and behaviours. On the other hand, if there are facets of "what it looks like when it is done badly or not at all" this could indicate underlying behavioural issues.

Legal duties

All organisations have management processes or arrangements to deal with payroll, personnel issues, finance and quality control; managing health and safety is no different.

The Management of Health and Safety at Work Regulations (MHSWR) 1999 requires employers to put in place arrangements to control health and safety risks. As a minimum you should have the processes and procedures required to meet the legal requirements, including:

- a written health and safety policy (if you employ five or more people),
- assessments of the risks to employees, contractors, customers, partners, and any other people who could be affected by your activities; and record the significant findings in writing (if you employ five or more people), Any risk assessment must be 'suitable and sufficient',
- arrangements for the effective planning, organisation, control, monitoring and review of the preventative and protective measures that come from risk assessment,
- access to competent health and safety advice,
- providing employees with information about the risks in your workplace and how they are protected,
- instruction and training for employees in how to deal with the risks,
- ensuring there is adequate and appropriate supervision in place,
- consultation with employees about their risks at work and current preventive and protective measures.

HSE provides advice and templates on these processes – see **Key Guidance and Resources** for more information.

Documentation on health and safety should be functional and concise, with the emphasis on its effectiveness rather than sheer volume of paperwork. Focussing too much on the formal documentation of a health and safety management system will distract you from addressing the human elements of its implementation; the focus becomes the process of the system itself rather than actually controlling risks.

Risk profiling

Effective leaders and line-managers know the risks their organisations face, rank them in order of importance and take action to control them. The range of risks goes beyond health and safety risks to include quality, environmental and asset damage, but issues in one area could impact in another. Although you may not use these precise terms you will have built a risk profile that covers:

- the nature and level of the risks faced by your organization;
- the likelihood of adverse effects occurring and the level of disruption;
- the costs associated with each type of risk, and
- the effectiveness of the controls in place to manage those risks.

Further information about assessing health and safety risks is available in: (link to HSE website)

Delivering effective arrangements: Where to start

Plan

- Think about where you are now and where you need to be
- Say what you want to achieve, who will be responsible for what, how you will achieve your aims, and how you will measure your success; you may need to write down this **Policy** and your plan to deliver it
- Decide how you will measure performance. Think about ways to do this that go beyond looking at accident figures, look for leading indicators as well as lagging indicators
- Consider fire and other emergencies. Co-operate and co-ordinate plans with anyone who shares your workplace
- Remember to plan for changes and identify any specific legal requirements that apply to you

Do

- **Identify your risk profile.**
 - Assess the risks, identify what could cause harm in the workplace, who it could harm and how, and what you will do to manage the risk.
 - Decide what the priorities are and identify the biggest risks
- **Organise** your activities to deliver your plans.
In particular aim to:
 - Involve workers and communicate, so that everyone is clear on what is needed and can discuss issues – develop positive attitudes and behaviours
 - Provide adequate resources, including competent advice where needed
- **Implement your Plans**
 - Decide on the preventative and protective measures needed and put them in place
 - Provide the right tools and equipment to do the job and keep them maintained
 - Train and instruct, to ensure everyone is competent to carry out their work
 - Supervise to make sure that arrangements are followed

Check

- **Measure your performance**
 - Make sure that your plans have been implemented, 'paperwork' on its own is not a good performance measure
 - assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal audits may be useful.
 - Investigate the causes of accidents, incidents or near misses

Act

- **Review your performance**
 - Learn from accidents and incidents, ill health data, errors and relevant experience, including from elsewhere
 - Action lessons learnt, including from audit and inspection reports
 - Revisit plans, policy documents and risk assessments to see if they need updating

Leaders, owners, trustees and line-managers

Are you doing what you need to do?

This section is focused on leaders, owners, trustees and line-managers. As well as guidance on legal duties it gives you examples of evidence to look for when deciding if you are doing what you need to do to manage for health and safety effectively. It will help you answer fundamental questions such as:

- What are the strengths and weaknesses of your organisation's health and safety performance, and are there any barriers to change?
- How reliable and sustainable for the future are the measures currently in place?
- If your organisation is getting risk control right, why is that? For example, does performance depend on one person's dedication and enthusiasm or is it a key value across the organisation?
- If there are problems, what are the underlying reasons, eg competence, resources, accountability, lack of engagement with the workforce?
- Have you learned from situations where things have gone wrong?

It also reflects the areas that the health and safety regulator will consider when assessing the effectiveness of your arrangements.

Leading and Managing for health and safety

The risk profile of an organisation informs all aspects of the approach to leading and managing the health and safety risks of the business. Leaders, at all levels, need to understand the range of health and safety risks in their part of the organisation and to give proportionate attention to each of them - in terms of the level of detail and effort put into assessing the risks and the effort put into implementing controls, supervising and monitoring.

'There is a need for a sensible and proportionate approach to risk management, in short, a balanced approach – this means ensuring that paperwork is proportionate, does not get in the way of doing the job, and it certainly does not mean risk elimination at all costs.'

Judith Hackitt, HSE Chair, September 2008.

Am I doing what I need to do?:

Leading for health and safety

- Is there leadership from the top of your organisation? Is it visible?;
- What example do you set?; Do you talk about health and safety; When did you last do this?
- What are **your** significant risks and how do I know they are being controlled?
- Are the health and safety implications of your business decisions recognised and addressed?
- Is there evidence that the board or leader of your organisation is responsive to the the health and safety information that is reported?

Management Tasks

- How is health and safety included in the processes or management arrangements you have for running the business?
- Are the health and safety responsibilities of key people set out eg Who is the champion/focus at the board, who sets policy and standards, Who monitors performance?, Are these responsibilities reflected in their job descriptions?
- How do you ensure access to competent advice?
- How do you ensure health and safety information is communicated effectively within and beyond your organisation?
- How do you control your contractors?
- How do you review your health and safety performance?

Leadership and management:

What it looks like when done effectively	What it looks like when it is done badly or not at all.
<p>Leaders:</p> <ul style="list-style-type: none"> - Maintain attention on the significant risks and implementation of adequate controls. - Demonstrate their commitment by their actions, they are aware of the key health and safety issues; - Ensure consultation with the workforce on health and safety. - Challenge unsafe behaviour in a timely way 	<p>Leaders:</p> <ul style="list-style-type: none"> - Set no health and safety priorities - Don't understand the need to maintain oversight. - Do not meet their own organisation's standards/procedures eg wearing correct PPE on site/shop floor. • Lack of engagement with health and safety by workers. • Health and safety is seen as an add-on, irrelevance or nuisance • Poor incident history (accidents, near misses, plant damage or other indicators e.g. poor maintenance, poor housekeeping).
<p>Management of health and safety</p> <ul style="list-style-type: none"> • A systematic approach is used to manage health and safety • People understand the risks and control measures associated with their work. Contractors adhere to the same standards • Appropriate documentation is available: current, organised, relevant • People understand their roles and those of others. • Performance is measured – to check controls are working and standards are being implemented, and learn from mistakes after things go wrong. <p>Beyond compliance:</p> <ul style="list-style-type: none"> • A formal system (such as BS OHSAS 18001, ISO 9001) is used: has it been externally accredited? • Health and safety is integrated into business processes • Benchmarking is used to compare performance with others. • Supply chains are influenced to improve health and safety. • A 'Wellness' programme is in place. 	<p>Management of health and safety</p> <ul style="list-style-type: none"> • Incomplete or missing paperwork. Does not link to actual risks in workplace. • Confusion over roles, inaction as no one takes responsibility for health and safety, distrust of management motives. • Widespread, routine violations of procedures. No oversight of contractors. • Information is not passed on, not understood, or not implemented. • Managers are unaware of employee concerns or do not respond appropriately • Lessons are never learnt.

Additional factors to consider

Board members or directors

Advice from the Institute of directors (www.iod.com/hsguide) will help you set your agenda for effective leadership of health & safety.

Smaller businesses

A formal, documented system is not always necessary. The behaviours and attributes of perhaps one person, such as the business owner, or a very small group are critical. What the owner does to set an example and to provide a lead on health and safety to their staff determines the outcome.

Medium-sized enterprises can show a mix of the formal and informal when it comes to health and safety arrangements.

Larger organisations:

- Is there is someone in senior management who champions health and safety on the board?
- Who sets the organisational policy and standards and how are they monitored?
- Does the board receive and act upon reports on health and safety matters?
- What key performance indicators (KPIs) do you use to monitor health and safety performance?
- Do you periodically review your arrangements for managing for health and safety in light of any organisational changes?

Process Industries

Leadership on the key area of process safety is critical. Board level involvement and competence are essential; constant and active engagement in and promotion of process safety by the leadership sets a positive safety culture- this is the concept of "rigour in leadership". Key factors to address are:

- How do you maintain corporate knowledge, overall technical leadership and competence?
- How do you monitor process safety performance to ensure business risks are effectively managed?
- Do you publish safety information to provide public assurance?

Managing for occupational health

Dealing with a work-related ill-health issue in an organisation may not be as straightforward as it is for a safety issue. It is important to get the right competent advice to identify what needs to be done. Remember that you need to consider both immediate ill-health risks and those which can have a latency period before any ill-health is seen.

Competence

Competence is the ability to undertake responsibilities and perform activities to a recognised standard on a regular basis. It combines practical and thinking skills, knowledge and experience.

The Management of Health and Safety at Work Regulations 1999 (MHSWR) require an employer to appoint one or more competent persons to help them implement the measures they need to take to comply with the legal requirements. That could be a member of the workforce, the owner/manager, or an external consultant. The competent person(s) should focus on the significant risks and those with serious consequences.

The competence of individuals is vital, whether they are employers, managers, supervisors, employees and contractors, especially those with safety critical roles (such as plant maintenance engineers) is vital. It ensures they recognise the risks in their activities and can apply the right measures to control and manage those risks.

'Truly effective health and safety management requires competency across every facet of an organisation and through every level of the workforce.' *The health and safety of Great Britain Be part of the solution'*, www.hse.gov.uk/strategy/document.htm

Am I doing what I need to do?:

- **Health and safety responsibilities of managers/supervisors** – How are they made aware of them? What training have they been given to fulfil roles and responsibilities? How are they held accountable? Do they recognise continuing development needs eg in annual appraisals?
- **Who fulfils the role of health and safety competent person?** What is their background, training and qualifications? What is their awareness of current health and safety law relating to key risks? Are they allowed enough time to dedicate to health and safety?
- **External provider of competent advice** – How were they selected? What is their competence to provide advice to this particular duty holder? Do they allocate adequate resources and tailor advice to this particular duty holder? Check that the documentation provided eg visit reports, is suitable, covers the key hazards, assesses the risks and gives the right advice.
- **Does the organisation act upon advice from the competent person?**
- If there is an identified lack of competence in a particular area, what are you doing to deal with the problem?
- How are staff selected for the tasks carried out?
- Are arrangements in place to:
 - ensure staff are aware of roles and responsibilities?
 - identify the training they need?
 - ensure relevant and sufficient training is delivered? Look for use of training schedules, operating manuals, sampling delivery of training, training for trainers etc.
 - check the necessary level of competence has been reached?
 - check that training is applied?
 - provide update / refresher training?
 - ensure training records are kept?
 - provide enough competent cover for absences?

Competence:

What it looks like when it is done effectively	What it looks like when it is done badly or not at all
<ul style="list-style-type: none"> • All know the risks created by the business and understand how to manage them; • Key responsible people/job holders are identified and there are clearly established roles and responsibilities; • People have the necessary training, skills, knowledge and experience to fulfil their responsibilities and are given enough time to do so; • Training takes place during normal working hours and employees are not charged <p>Beyond compliance</p> <ul style="list-style-type: none"> • Lessons learnt, and good practice are shared internally and externally; 	<ul style="list-style-type: none"> • Lack of awareness of key hazards/risks. • People lack the skills, knowledge and experience to do their job. • Health and safety advice and training is irrelevant/incompetent/wrong. • No standards set; people not held accountable. • Insufficient action is taken to comply with the law; • Knee jerk reactions follow incidents/near misses. • The company does not know what it needs to do to move forward.

Additional factors to consider

Smaller businesses

In small businesses the responsibility of providing competent advice often rests with the owner/manager. An HSE leaflet [<http://www.hse.gov.uk/pubns/indg420.pdf>] will help you ask the right questions if you are looking for competent health and safety advice:

Larger organisations: Who has the board lead on health and safety? What is their competence in and awareness of health and safety issues? Do they play an active part and how do they support the health and safety competent person?

Process industries: At least one board member should be technically competent in process safety management. The competence of plant maintenance engineers is also crucial. You can find more information in the joint HSE/PSLG guidance on the

Principles of Process Safety Leadership

[<http://www.hse.gov.uk/comah/buncefield/pslgprinciples.htm>]

Worker consultation and involvement

The legal requirements for consultation and involvement of the workforce include:

- providing information
- instruction
- training, and
- engaging in consultation with employees, and especially trade unions where they are recognised.

Beyond the required minimum legal standard; worker involvement is the full participation of the workforce in the management of health and safety. However, at its most effective full involvement creates a culture where relationships between employers and employees are based on collaboration, trust and joint problem solving. Employees are involved in assessing workplace risks and the development and review of workplace health and safety policies in partnership with the employer.

'I find it hard to imagine how one could ever put in place an effective workplace health and safety system that did not include real participation and engagement of the workforce.'

Judith Hackitt, HSE Chair, November 2008

Am I doing what I need to do?:

- How are employees or their representatives consulted and involved in health and safety matters?
- How effective are those mechanisms in relation to the organisation's size and structure, or the rate of workplace change?
- Are the needs of any vulnerable workers (temporary or agency staff, or those whose first language is not English) appropriately met, including through, for example, the use of interpreters, use of symbols and diagrams rather than written instructions?
- Are employees consulted in good time?
- Do health & safety representatives have sufficient time and access to the facilities they need to carry out their functions?
- Do contractors have an appropriate level of induction and training?

Worker involvement:

What it looks like when done effectively	What it looks like when it is done badly or not at all
<ul style="list-style-type: none"> • Provision of instruction, information, training to enable employees to work in a safe and healthy manner • Safety representatives and representatives of employee safety (RoESs) carry out their full range of functions • Workforce consulted (either directly or through their representatives) in good time on issues relating to their health and safety and the results of risk assessments <p>Beyond compliance:</p> <ul style="list-style-type: none"> • Feedback mechanisms exist for health and safety matters, such as: <ul style="list-style-type: none"> - “suggestions boxes” or more formal open meetings with management; - team meetings are held and may be led by employees. • Joint decisions on health and safety are made between managers and workers 	<ul style="list-style-type: none"> • Employees lack the right level of information, instruction and training needed to do their job in a safe and healthy manner • Representatives cannot carry out their functions. • Employees don’t know who they would go to if they had health and safety concerns. • Health and safety controls don’t seem practical or employees are having to work around difficulties. • Line managers don’t discuss: <ul style="list-style-type: none"> - how to safely use new equipment - how to do a job safely • There is little or no evidence of information being cascaded through the organisation (e.g. team meetings, notice boards etc).

Additional factors to consider

Dynamic situations where the working environment changes regularly

Worker consultation and involvement is fundamental in ensuring risks are effectively managed. How do you support the necessary increased emphasis on the workforce to work in a safe manner?

Smaller businesses

Smaller sized businesses tend to have simpler, less formal systems in place such as face-to-face discussion, toolbox talks, periodic meetings on specific issues. Do your arrangements allow employees to have a say?

Larger organisations

Larger organisations are likely to require or have some form of formal system of consultation, although informal systems may be present as well. There should be effective consultation arrangements, including an appropriate number of health and safety representatives and representatives of employee safety as well as safety committees and meetings for key issues such as organisational changes.

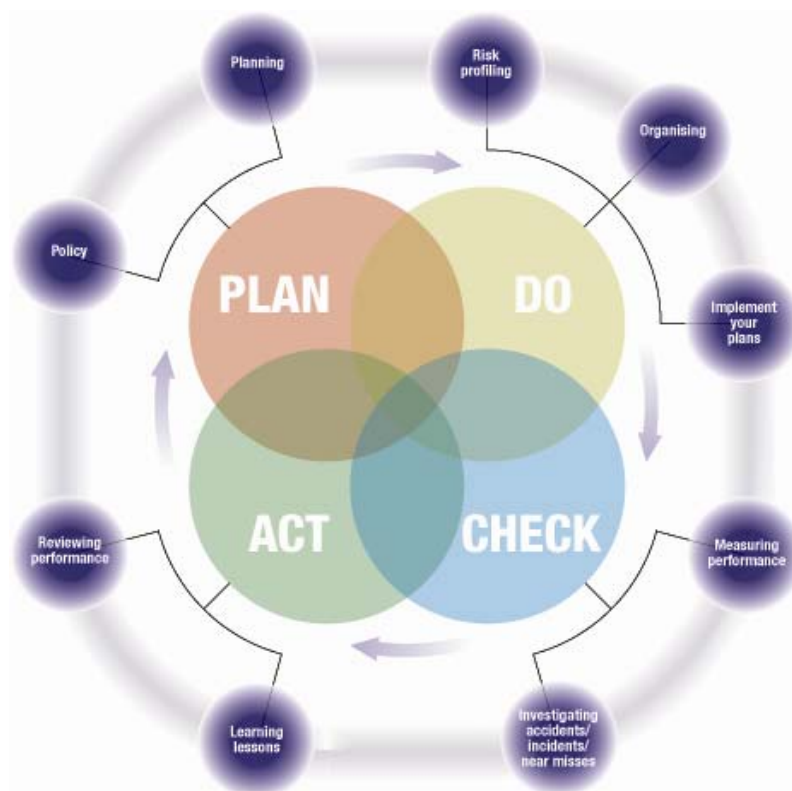
Delivering effective arrangements

This part of the guidance is for those who need to put in place their organisation's arrangements for health and safety or have particular responsibility for overseeing them.

It expands '**Delivering effective arrangements: Where to start**' [page 8 – link] to give you more information on the actions involved in delivering suitable arrangements to manage for health and safety. It will help you address any specific areas requiring attention that you have identified in answering the questions posed for leaders, owners, trustees and line-managers [page xx – link]. It does this by taking the **Plan, Do, Check, Act** framework, identifying the key actions needed in each part of that cycle and relating them back where appropriate to leadership, management, worker involvement and competence.

The key actions covered are

- Plan
 - Determining your policy
 - Planning for implementation
- Do
 - Profiling your organisation's health and safety risks
 - Organising for health and safety
 - Implementing your plan
- Check
 - Measuring performance
 - Investigating incidents
- Act
 - Reviewing performance
 - Learning lessons



This section may be subject to further changes, dependent on the Board's decision on the Management Regulations *Approved Code of Practice*

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Determining your Policy

An important part of achieving effective health and safety outcomes is having a strategy and making clear plans. You need to think about what it is that you are going to do to manage health & safety, then decide who is going to do what and how. This is your health and safety policy. If your organisation employs five or more employees, the policy must, by law, be written down.

Your policy sets a clear direction for the organisation to follow and should be shared throughout the organisation so that everyone understands how health and safety will be managed. It is best written by someone within the organisation rather than someone from outside as it needs to reflect the organisation's values and beliefs, and commitment to provide a safe and healthy environment.

To be effective it should be written in consultation with the workforce, and should be signed by a person at the top of the organisation - the owner or a director. Most importantly, you should ensure that your actions and those of your workers mirror the statements that you have made.

A basic **policy template** is available at: <http://www.hse.gov.uk/business/policy-statement.pdf>

Planning for implementation

Planning is essential for the implementation of health and safety policies. Adequate control of risk can only be achieved through co-ordinated action by all members of the organisation. An effective system for health and safety management requires organisations to plan to:

- control Risks
- react to changing demands
- sustain positive health and safety attitudes and behaviours.

Effective planning is concerned with prevention through identifying; eliminating and controlling risks. This is especially important when dealing with health risks which may only become apparent after a long period of time.

In addition to setting your policy, planning should include steps to ensure legal compliance and procedures for dealing with emergency situations. It should involve people throughout the organisation.

Planning the system that you will use to manage health and safety involves:

- designing, developing and implementing suitable and proportionate management arrangements, risk control systems and workplace precautions
- operating and maintaining the system whilst also seeking improvement where needed
- linking it to how you manage other aspects of the organisation

PLAN	<i>DO</i>	<i>CHECK</i>	<i>ACT</i>
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In order to plan successfully, you need to establish

- where the organisation is now by considering accurate information about the current situation
- where you need to be, using legal requirements and benchmarking to make comparisons
- what action is necessary to reach that point

Key Actions involved in effective policy development and planning

Leaders and Managers

- Make a statement of intention. Say what you will do to keep a safe & healthy environment for your workers and anyone else who could be affected by your work activities.
- Clearly set out everyone's roles and responsibilities. Include those with particular roles, for example; directors; supervisors/managers; safety representatives; workers; fire wardens; first aiders; and the competent person.
- Say how things will be done and what resources will be allocated to make things happen. Include details of the arrangements - these are the systems and procedures that will be in place to help to meet your legal obligations. For example
 - how risk assessments will be carried out
 - what your plans are for training and safe use of equipment
 - how accidents/incidents will be investigated
 - how workers will be consulted
 - how equipment will be maintained
 - how you will measure the success of your plan.
- Talk to other occupants not employed by you, but who share the same premises.
- Consider how you will measure health and safety performance. Will there be performance targets, for example reductions in accidents or absences; or an increase in reporting issues or near misses?
- Identify when you will revisit your policy and plans: For example
 - when changes have taken place such as in processes or staff;
 - following accident or incident investigations both within the organisation and where lessons have been learned from others;
 - following consultation with employee's representatives;
 - if you receive new information, for example from manufacturers, or others in the same sector or industry.
- Prioritise actions.
- Sign the policy statement to demonstrate commitment to health and safety.

Worker Consultation and Involvement

- Discuss your plans with workers or their representatives.
- Communicate the plan so that everyone knows what is required.

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Profiling your organisation's health and safety risks

Effective leaders and line-managers know the risks their organisations face, rank them in order of importance and take action to control them. The range of risks goes beyond health and safety risks to include quality, environmental and asset damage, but issues in one area could impact in another. For example unsafe forklift truck driving may have a service or quality dimension as a result of damage to goods.

Although you may not use these precise terms you will have built a risk profile that covers:

- the nature and level of the risks faced by your organization;
- the likelihood of adverse effects occurring and the level of disruption;
- the costs associated with each type of risk, and
- the effectiveness of the controls in place to manage those risks.

Business risk management is the formal term for the identification, assessment, and control of risks.

In some organisations the health and safety risks will be tangible and immediate safety hazards, whereas in others the risks may be health-related and it could be a long time before the illness becomes apparent. Degrading plant integrity could also give rise to later emerging risks in some businesses.

Health and safety risks will also range from things that happen very infrequently but with catastrophic effects (high-hazard, low-frequency events), such as an oil refinery explosion to things that happen much more frequently but with lesser consequences (low-hazard, high-frequency events), such as slips on floors. Clearly the former could destroy the business and would merit being of high priority in a risk profile. Examples of the things that can cause harm in the workplace can be found in [The health and safety toolbox \[link to toolbox\]](#)

A risk assessment should be completed by someone with a knowledge of the activity, process or material that is being assessed. Workers and their safety representatives are a valuable source of information. If an adviser or consultant assists with the risk assessment, managers and workers should still be involved.

Consider all your activities taking account of harm to employees, contractors, members of the public, those using products and services, and anyone else affected by the activity such as neighbours. Remember to think about how a risk could affect different groups such as young or inexperienced workers; pregnant workers; workers with a disability; migrant workers; or ageing workers. Also consider your supply chain; if not properly managed the actions of others in those networks can impact on your health and safety risks.

The Management of Health and Safety at Work Regulations state that a risk assessment must be 'suitable and sufficient', i.e. it should show that:

- a proper check was made
- you asked who might be affected
- you dealt with all the obvious significant hazards, taking into account the number of people who could be involved
- the precautions are reasonable, and the remaining risk is low
- you involved your employees or their representatives in the process

The level of detail in a risk assessment should be proportionate to the risk and appropriate to the nature of the work. Insignificant risks can usually be ignored, as can risks arising from routine activities associated with life in general, unless the work activity compounds or significantly alters those risks. The risk assessment should include only what an employer could reasonably be expected to know; they would not be expected to anticipate risks that were not foreseeable;

The level of risk arising from the work activity should determine the degree of sophistication of the risk assessment.

- For small businesses presenting few or simple hazards a suitable and sufficient risk assessment can be a very straightforward process based on informed judgement and reference to appropriate guidance.
- In many intermediate cases the risk assessment will need to be more sophisticated. There may be some areas of the assessment for which specialist advice is required; for example risks which require specialist knowledge such as a particularly complex process or technique, or risks which need specialist analytical techniques such as being able to measure air quality and to assess its impact.
- Large and hazardous sites will require the most developed and sophisticated risk assessments. In the case of certain manufacturing sites who use or store bulk hazardous substances, large scale mineral extraction or nuclear plant, the risk assessment will be a significant part of the safety case or report which is legally required and may incorporate such techniques as quantified risk assessment. A number of other statutory requirements exist (eg the Control of Major Accident Hazards (COMAH), and Nuclear Installations licensing arrangements) which include more specific and detailed arrangements for risk assessment.

When considering risk controls, discuss the issues with the workforce and think about what is already being done, then compare it with the industry standard. This could be industry specific advice from HSE, from a Trade Association, or from a safety organisation for example.

Further information about risk assessment is available on HSE's site <http://www.hse.gov.uk/risk/assessment.html>

For activities where the nature of the work may change fairly frequently or the workplace itself changes and develops (such as a construction site), or where workers move from site to site, the risk assessment might have to concentrate more on the broad range of risks that can be foreseen.

Record the significant findings, these should include a record of the preventive and protective measures in place to control the risks, and what further action, if any, needs to be taken to reduce risk sufficiently;

Health surveillance

The risk assessment will identify circumstances in which health surveillance is required by specific health and safety regulations eg COSHH. Health surveillance should also be introduced where the assessment shows the following criteria to apply:

- a) there is an identifiable disease or adverse health condition related to the work concerned; and
- b) valid techniques are available to detect indications of the disease or condition; and
- (c) there is a reasonable likelihood that the disease or condition may occur under the particular conditions of work; and

(d) surveillance is likely to further the protection of the health and safety of the employees to be covered.

Link to HSG61 *Comprehensive guide to health surveillance*

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Key actions involved in effective risk profiling

Leaders

- Identify who in your organisation takes ownership of health and safety risks. This might be the owner; or Chief Executive, in larger organisations this may be a risk committee or a senior board champion for health and safety.
- Think about and envisage the consequences of the worst possible occurrence for your organisation. How confident are you that plans are in place to control the effects?
- Ensure that risk assessments are carried out by a person who is competent, having knowledge of the work activities and practices.
- Maintain an overview of the risk profiling process and ensure that you are aware of the major risks within your organisation. Check that minor risks have not been given too much priority and that major risks have not been overlooked.
- Identify who will be responsible for implementing risk controls and over what timescale.

Managers

- Identify the health and safety risks from the business
- Prioritise the risks. Think about the severity of the harm and the likelihood of occurrence.
- Ensure that risks are owned so that appropriate resources can be allocated.
- Consider whether the realisation of other risks are due to health and safety lapses, such as quality issues resulting from poor manual handling.
- Think about everyone who might be affected by your work activities. Remember that certain groups may be at increased risk.
- Remember to assess the effects of changing technology. Think about issues related to the change of ownership of assets. This may increase the risk profile if design information and knowledge hasn't been passed on. Have the effects of ageing plant and equipment been examined?
- Consider whether any control measures are already in place or if further action is needed.
- Deal with the risks in order of priority concentrating on the largest risk.
- Recognise that full implementation of control measures may take time, and implement interim measures to minimise the risks.
- Report risk control performance regularly internally and consider whether it should be done externally.
- Make sure that paperwork is kept to the minimum levels necessary. Record the risk assessment if five or more people are employed.
- Review the organisation's risk profile regularly. Change within the organisation will affect the risk profile; for example during economic cycles such as recession and recovery; when there is an increase in workload; or when experience levels drop.

Competence

- A broad knowledge of the entire organisation will be required to draw up the organisation's risk profile.
- In high hazard organisations identify what specialist advice may be necessary to spot and analyse the hazards
- Ensure that workers are trained and have information about risk controls.

Worker Consultation and Involvement

- Do workers understand the organisation's risk profile, and have the necessary information and training to deal with the risks that have been identified.
- Consult with workers in all parts of the organisation to ensure that all areas of risk have been identified.

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Organising for health and safety

'Organising for health and safety' is the collective label given to activities in four areas that together promote positive health & safety outcomes. They are:

- **controls** within the organisation through leadership; management; supervision; performance standards; instruction; motivation; accountability; rewards and sanctions. This includes the management of contractors
- **co-operation** between workers, their representatives and managers through active consultation and involvement
- **communication** throughout the organisation via visible behaviour, written material and face-to-face discussion
- **competence** of individuals through recruitment; selection; training; coaching; specialist advice; and avoiding complacency.

Find out more on Human Factors at

<http://www.hse.gov.uk/humanfactors/topics/culture.htm>

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(i) Controls and the role of supervisors

The actions of leaders, line managers and supervisors are all important in delivering effective control of health and safety risks. **Are you doing what you need to do?** [page 9. link] considered the actions of owners, directors, trustees and line managers; this part of the guidance complements that by focusing on supervisors.

Organisations will decide their own approach to supervision. Whatever method of supervision is used, the role of a supervisor or team leader is an important one in implementing effective controls.

Because of the regular contact they have with workers they can make an important contribution to making sure that everyone knows how to work safely and without risk to their health; and that all workers follow the organisation's rules. A supervisor can coach, help; or guide workers to become and remain competent in these areas as well as others.

Key actions involved in effectively organising for health & safety

Leaders

- Define supervisor's roles and responsibilities, and that supervisors are trained and competent in carrying out their role; recognising the importance of supervision as a part of risk control..
- Ensure that the supervisor/team leader has sufficient resources to deal with health and safety issues as part of 'getting the job done'.

Managers

- Consider the level of supervision necessary for each task according to its complexity and level of risk. Recognise that differing levels of supervision may be needed at certain times such as during shift changeover or where there are young or experienced workers.
- Include supervisors in assessing risks and managing the effects of any changes.
- Ensure that supervisors/line managers have a positive attitude to health & safety and that they lead by example encouraging safe systems of work.
- Ensure that the supervisor understands the job, so that they can make effective, safe decisions; including checking that supervisors understand what is expected of them especially during an emergency.
- Confirm that the supervisor has planned the work and allocated sufficient resources to allow tasks to be completed safely and without risks to health.
- Make sure that a good example is being set for the workers, and that the supervisor enforces the rules.
- If more than one supervisor/line manager is involved in a process, ensure that communication, coordination and co-operation takes place.

Worker Consultation and Involvement

- Supervisors should involve workers or their representatives in the introduction of any measures that may affect their health and safety.

Competence

- The supervisor must be competent to supervise the workers, have knowledge of the critical safety aspects of the job.

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Managing contractors

Anyone engaging contractors has health and safety responsibilities both for the contractors and anyone else that could be affected by their activities. Contractors themselves also have legal health and safety responsibilities.

Use of contractors in itself does not result in poor health and safety standards, but poor management can lead to injuries; ill health; additional costs and delays. Working closely with the contractor will reduce the risks to your own employees and the contractors themselves.

Remember that contractors may be at particular risk, they are unfamiliar with your organisation and the hazards involved. They may have different motivations or attitudes to health and safety to your own employees. The level of control needed will of course be proportionate to the level of complexity of the task.

Find out more on managing contractors at <http://www.hse.gov.uk/pubns/indg368.pdf>

Further Information on managing contractors in construction:

A pre qualification questionnaire, Publicly Available Specification (PAS) 91:2010 has been developed by British Standards Institution in partnership with the Department for Business Innovation & Skills. PAS 91 is a question set used to assess a contractor's compliance with legal requirements and his suitability to complete a task. Although it was designed to be used in public procurement exercises, the question set is relevant to all procurements especially in construction.

<http://www.bis.gov.uk/assets/biscore/business-sectors/docs/b/bis-specification-pas91-construction-procurement.pdf>

(also link to) – Managing Health & Safety in Construction:

<http://www.hse.gov.uk/pubns/books/1144.htm>

Key actions involved in managing contractors

Leaders

- Be clear about the work that you expect the contractor to do and think about the standards of competence that will be required.
- Think carefully about contingencies if things don't go to plan.
- Demonstrate the importance that your organisation places on health & safety in the selection of contractors.
- Ensure that short cuts are not taken to reduce costs and that there is no conflict of performance versus safety.
- Allocate sufficient time and resources to the job, in planning, preparing and carrying out the task.
- Support management decisions to stop work if there are serious health & safety concerns.
- Be ready to address health and safety violations via direct engagement with the leader of the contracting organisation, and acknowledge successes.

Managers

- Decide how you will monitor the contractor's health and safety performance.
- Consider how the work will be supervised before the work starts.
- Obtain the contractor's health and safety plans.
- Hold a pre-start meeting to ensure co-ordination and communication.

- Carry out a joint risk assessment of the work with the contractor; remember that some of the hazards in your workplace may not be obvious to the contractor.
- Bring specific hazards within your workplace to the attention of the contractor e.g. the presence of asbestos.
- Share method statements or safe systems of work.
- Communicate the risks to both employees and contractors.
- Make sure that everyone is trained to carry out the tasks and that contractors receive induction.
- Ensure that isolation procedures for machinery and plant are clear.
- Hold regular progress meetings and raise health and safety issues as they occur.
- Supervise the work, ensuring that incorrect assumptions are not made.
- Stop the work if there are serious health and safety concerns.
- Investigate and address the root cause of any incident, feeding back results of the investigation to all parties.
- Check that everyone understands the hazards and are following the risk controls.
- Ensure that work does not start until the contractors fully understand the risks and control measures to be applied.
- Ensure safe systems that are documented are carried out in practice
- Monitor the work and include contractor's activities in all inspections and checks.

Worker Consultation and Involvement

- Workers have clear lines of communication to report concerns

Competence

- Address training issues via tool box talks, instruction or coaching.
- Communicate and co-ordinate so that employees and contractors know what is expected of them and when, and everyone is clear on their individual roles.
- Consider how the competence of the contractor will be verified. Can they demonstrate previous health and safety performance eg references/pre qualification questionnaire? Can they verify health and safety training? Can verification of licensing be obtained where required eg Gas Safe registration?
- Will the contractor's lack of experience within your organisation lead to additional risks? If so how will this be addressed?

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(ii) Co-operation

Worker involvement is an important sign of co-operation between workers, their representatives and managers – see **Are you doing enough?** [Page 14, link]. Co-ordination and co-operation with **contractors** (see Page 23, link), as well as others in an organisation's supply chain is the second aspect of 'co-operation'.

As health and safety affects the entire workforce of an organisation, it makes sense for all workers to be involved in managing health and safety. Providing for, and encouraging worker involvement can have many benefits such as early identification of unanticipated risks, capturing better practices that may be unknown to management and may be transferred to other parts of the organisation.

Worker involvement will also help to build and maintain trust and commitment to health and safety within the organisation especially when ideas for improvement are implemented.

When an organisation encourages worker involvement it can send out a signal that management value the thoughts and inputs from their workforce and can help in building positive attitudes. Involving workers is key to integrating health and safety as part of everyday business rather than being seen as something done by somebody else.

Organisations can find appropriate ways to involve their workers in managing health and safety. For smaller firms, this may be simply encouraging open communications where workers can discuss their concerns, or giving recognition when workers identify risks. For larger businesses, health and safety forums or committees can be a means of enabling worker involvement which may need to cater for part-time workers and contractors.

Employers need to ensure that any necessary contacts with external services are arranged, and that procedures are put in place so that workers know what to do if situations presenting serious and imminent danger were to arise, eg a fire. Effective provisions for first aid, emergency medical care and rescue work need to be made. This may only mean making sure that employees know the necessary telephone numbers and, where there is a significant risk, that they are able to contact any help they need.

Where a number of employers share a workplace and their employees face the same risks, it would be possible for one employer to arrange contacts on behalf of themselves and the other employers. In hazardous or complex workplaces, employers should designate appropriate staff to routinely contact the emergency services to give them sufficient knowledge to be able to take appropriate action in emergencies, including those likely to happen outside normal working hours. Contacts and arrangements with external services should be recorded, and should be reviewed and revised as necessary.

The procedure for any worker to follow in serious and imminent danger, has to be clearly explained by the employer. Employees and others at work need to know when they should stop work and how they should move to a place of safety. In some cases

this will require full evacuation of the workplace; in others it might mean some or all of the workforce moving to a safer part of the workplace.

A danger area is a work environment which must be entered by an employee where the level of risk is unacceptable without taking special precaution. Such areas are not necessarily static in that minor alterations or an emergency may convert a normal working environment into a danger area. The hazard involved need not occupy the whole area, as in the case of a toxic gas, but can be localised, eg where there is a risk of an employee coming into contact with bare live electrical conductors. The area must be restricted to prevent inadvertent access.

Emergency planning and co-operation in the emergency services

Police officers, fire-fighters and other emergency service workers, for example, may sometimes need to work in circumstances of serious or imminent danger in order to fulfill their commitment to the public. The procedures should reflect these responsibilities, and the time delay before such workers can move to a place of safety.

Work should not be resumed after an emergency if a serious danger remains. If there are any doubts, expert assistance should be sought, eg from the emergency services and others. There may, for certain groups of workers, be exceptional circumstances when re-entry to areas of serious danger may be deemed necessary, eg police officers, fire-fighters and other emergency service workers, where, for example, human life is at risk. When such exceptional circumstances can be anticipated, the procedures should set out the special protective measures to be taken (and the pre-training required) and the steps to be taken for authorisation of such actions.

Useful links

HSE guidance for the Police service

<http://www.hse.gov.uk/services/police/index.htm>

HSE guidance for the Fire and Rescue services

<http://www.hse.gov.uk/services/fire/index.htm>

Key actions involved in effectively organising for health & safety

Leaders

- Gain commitment from your managers to consult and involve the workers.
- Show commitment to involving workers by being visible; communicating and listening to concerns, jointly solving problems.
- Allocate resources to allow effective consultation to take place.

Managers

- Find out how your workers want to be consulted - the manner in which you consult will be affected by the size and structure of your organisation; the diversity of your workforce; the type of work carried out; trade union representation; people who work offsite; and the nature of the hazards present.
- Think about how you will share information; remember to consider contractors and those who may have language barriers.
- Work out what you will consult on.
- Formulate plans to ensure the workforce is consulted (either directly or through their representatives) in good time on issues relating to their safety. This will mean that workers feel that health and safety is a part of normal work activity, it is not something that is left to 'specialists'
- Decide what your procedure will be should disagreements occur.
- Have shift or part time workers been considered?
- Make sure that you make contact with external services, if needed, when formulating your emergency procedures

Competence

- Make sure that you are familiar with the **legal requirements to consult and involve workers**. [<http://www.hse.gov.uk/involvement/whattoconsult.htm>]
- Plan joint health and safety training sessions for managers and workers so that they can share views and experiences.
- Managers should be confident about speaking to workers.
- Ensure that worker representatives are trained for their roles.
- Make sure that workers know what to do in an emergency

Find out more

HSE's Worker involvement site www.hse.gov.uk/involvement/index.htm

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(iii) Communication

Success in health and safety management is achieved by communicating effectively up, down and across the organisation.

Organisations need to communicate information to their workers on the risk to their health and safety identified in their risk profile and the preventative and protective measures necessary to control risk. The information provided should be communicated appropriately, given the level of training, knowledge and experience of workers.

Key actions involved in effectively organising for health and safety

Leaders

- Ensure that time is allocated so that communications can take place.

Managers

- Formulate plans for cascading information. Remember to plan how you will get messages across to contractors, anyone with low levels of literacy, or whose first language is not English.
- Think about what needs to be communicated to whom. How will your health and safety policy; risk assessment findings and safe systems of work be shared?
- Lay out clear communications procedures for safety critical tasks.
- Where needed plan your communications with emergency services. Who will co-ordinate this and how will it be done?
- Ensure that communication is included in change management procedures.
- Ensure that written instructions are clear and up to date
- Make sure that safety critical messages have been given attention and are understood

Worker Consultation and Involvement

- Involve workers or their representatives in planning communications activities. They will be able to help identify and resolve barriers to communication within your organisation
- Are workers are able to give feedback and report their concerns

Competence

- Plan training or coaching to ensure that line managers have the skills necessary to conduct face-to-face discussions at all levels within the organisation

Find out more:

HSE human factors briefing note on safety-critical communications

<http://www.hse.gov.uk/humanfactors/topics/08communications.pdf>

HSE human factord guide on common topics in safety-critical communications

<http://www.hse.gov.uk/humanfactors/topics/common3.pdf>

Advice on Business Link

<http://www.businesslink.gov.uk/bdotg/action/detail?type=RESOURCES&itemId=1074424960>

<i>PLAN</i>	<i>DO</i>	<i>CHECK</i>	<i>ACT</i>
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(iv) Competence and Capability

Organisations must appoint one or more competent persons to assist in undertaking the necessary measures to comply with the law.

It is important for organisations to decide the level of competence necessary to comply with the law. A judgement can be made using the organisation's risk profile.

In smaller low hazard environments, the role could be allocated to the owner or someone else within the organisation that does not necessarily have a qualification but does have knowledge and experience of the business. However it is important that the nominated person is able to recognise issues outside their competence, so that more experienced advice can be sought where necessary.

In a larger or more hazardous environment, the risk profile may point to employing a specialist health and safety advisor to comply with the law.

Key actions involved in effectively organising for health & safety

Leaders

- Consider the organisation's risk profile and establish whether you have enough in-house competence to comply with your legal obligations. Plan ahead to ensure that you retain experienced competent employees in sufficient numbers.
- Ensure that workers and managers are held to account for their actions.
- Ensure that the nominated competent person(s) has time available to keep up to date with changes in the law and industry good practice

Managers

- Carry out proper induction and reinforce learning through peer behaviour; coaching and supervision.
- Make plans to ensure that all workers have the necessary training; knowledge and experience to carry out their job safely and without risk to their health
- Make sure that workers understand the information, instruction and training you are giving them, taking account of any language difficulties or disabilities. You may need to provide information in a language other than English, for example, if your staff cannot read English
- Consider workers individual capability before allocating work. Will they have the capacity to react safely to circumstances or changes? If they are unable to do this, what might the consequences be?
- Set out arrangements to capture workers ideas and suggestions.
- Make sure that there are arrangements for retaining and sharing corporate knowledge.
- Identify workers with knowledge and experience who could help others in developing their level of competence
- Training alone does not achieve competence; make sure that competence is achieved through consolidation and practical experience

Worker Consultation and Involvement

- Encourage workers to identify gaps in their knowledge or experience
- Discuss plans for learning and development with workers or their representatives

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Training

Training helps people to gain the skills and knowledge, and ultimately the competence to carry out their work safely and without risk to their health. Everyone within an organisation will require some form of training. To comply with the law employees need to have the skills knowledge and experience to carry out their duties safely and must given information about the risks involved in their work, and the steps that need to be taken to reduce or remove those risks.

Training should not be a substitute for proper risk control, for example to compensate for poorly designed equipment. It may be appropriate as a temporary measure of control until permanent improvements can be made.

Key actions involved in effectively training for health & safety

Leaders

- Provide resources to enable training to take place. Ensure that sufficient time is given for training.
- Ensure that a system is in place that provides assurance that workers and managers involved in safety related work remain competent.
- Make sure that contingency plans are in place. What would happen if a key member of staff were to leave the organisation suddenly?
- Ensure that your organisation has access to competent health and safety advice. This may be via a trained in-house advisor, or a competent external consultant ([see the Occupational safety and Health Consultants Register, OSHCR www.hse.gov.uk/oshcr/index.htm](http://www.hse.gov.uk/oshcr/index.htm)).
- Demonstrate personal compliance with health & safety training. Workers will follow your example.

Managers

- Decide if training is necessary. Think about the job, the person who carries it out, the processes and equipment required.
- Remember that contractors will need to be trained.
- Ensure there is a system in place to identify training needs during recruitment and when there are changes of staff; plant; processes; substances; or technology.
- Find out which specific training you must provide by law, such as for fork lift truck operation.
- Prioritise training needs.
- Decide the format that training will take, for example formal course; coaching; written instructions; on-line information; or simply telling someone what to do.
- Remember that additional arrangements may be necessary for those whose first language may not be English, or those with low levels of literacy.
- If the task is new, can you learn from other organisations?
- Think about how you will ensure that workers receive refresher training.
- How will training records be kept?
- Monitor learning outcomes and training methods.
- Ensure that newly trained workers receive close supervision to ensure that they are competent in carrying out their duties.
- Review training material regularly to ensure that it remains current.
- Consider remedial training if lack of competence is identified as the cause of an incident.
- Gather feedback on training
- Decide whether the training delivered its objectives. Consider whether there have been any improvements following the training, if not initiate changes.

Worker Consultation and Involvement

- You should consult workers or their representatives during the planning and organising of training

Competence

- Ensure that training material or information comes from a reliable source and that the person carrying out the training is competent to do so.
- If training is outsourced ensure that the trainer has a good understanding of your organisation and its requirements.
- Decide how the organisation will keep up to date with changes in legislation and methods of risk control.
- Remember that competence levels will drop if skills are not used on a regular basis - schedule refresher training at regular intervals.
- Simulation exercises and drills will be required for some high risk activities
- Don't assume that workers will be competent following a course or instruction - check

<i>PLAN</i>	<i>DO</i>	<i>CHECK</i>	<i>ACT</i>
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Specialist Help

Managing for health and safety isn't complicated given a little time and effort. Risk management is part of running your business, and managing health and safety risks are no different to managing other business risks.

You may need specialist help if your business has hazardous or complex processes, but for many, a manager, leader, or a competent member of staff should be able to take the necessary action to comply with the law. Other sources of information include industry bodies, local councils, HSE, the Institute of Occupational Safety and Health, the Royal Society for the Prevention of Accidents, the British Safety Council and Healthy Working Lives Scotland.

If you need to engage outside help, you must remember that you cannot devolve the management of health and safety risks to others. However specialist or consultant help can be used to contribute to your overall health and safety management. Using advisers does not absolve the employer from responsibilities for health and safety under the HSW Act and other relevant statutory provisions and under Part II of the Fire Regulations. It can only give added assurance that these responsibilities will be discharged adequately.

It is essential that the specialist or consultant is competent to provide your organisation with correct, proportionate advice. Organisations using an OSHCR-registered consultant can have confidence that the consultant belongs to a professional body, has had their experience and qualifications assessed, is undertaking continuing professional development (CPD), is committed to providing sensible and proportionate advice, and is properly insured. Link to <http://www.hse.gov.uk/oshcr/>

Key actions involved in effectively managing specialist help

Leaders

- Make adequate resources available to provide competent advice to your organisation.
- Review the effectiveness of the arrangements for obtaining specialist help; poor or misinterpreted advice could have an adverse effect on your organisation.

Managers

- Think about exactly what you need help with.
- How will you check that the specialist is the right person to help? Do they have experience in your type of work? Have you checked that the specialist or consultant is competent? A good indicator is to check OSHCR ([link](#)).
- Ensure that you have understood the advice given by the specialist, and that any solutions offered are sensible and workable.
- Implement the advice; monitor its effect and review
- Meet with the specialist to discuss your requirements. It is essential that they have a good understanding of your organisation before offering advice

Worker Consultation and Involvement

- Ensure that the specialist or consultant works with workers or their representatives in assessing risk and establishing control measures.

What additional checks should you make if employing an Occupational Physician?

If there is a need for medical support in the workplace it is not sufficient to engage any doctor. Specialist knowledge is required in the field of occupational medicine: Diploma in occupational medicine (DOccMed) are able to give basic advice with some understanding of main issues affecting work and health.

Members or Fellows of the Faculty of Occupational Medicine (MFOM or FFOM) have had in depth training and are fully knowledgeable in occupational medicine.

Associates of the Faculty of Occupational Medicine (AFOM) have core knowledge in occupational medicine, but are not specialists in this field.

Other examples of Specialist Help include:

Specialist	Expertise
Ergonomists	Field of vision, sight lines, manual handling repetitive tasks, workspace layout, body size, aspects of guarding and containment, demands of tasks/equipment on people; the equipment used and whether it is appropriate for the task; the effects of the physical environment including lighting, temperature and humidity on people.
Microbiologists	Assessment of biological hazards and advice on risks and control measures to prevent or control health risks. Sampling for micro-organisms.
Noise and vibration specialists	Measure levels and advise on causes, elimination and practical solutions to reduce exposure.
Occupational health professionals (doctors and nurses)	Diagnosis and treatment of work-related disease (doctors). Assessment of risks to health and advice on managing these risks. Health surveillance and other health checks. Fitness-for-work issues. Advice on pre-employment health screening, sickness absence and ill-health retirement. Providing health education, advice on rehabilitation after illness or injury.
Occupational hygienists	Assessment and practical advice on the prevention or reduction of risks to health from chemical, biological and physical agents arising from work activities. Environmental monitoring.
Physiotherapists	Provide treatment and rehabilitation advice. Advice on the prevention of musculoskeletal disorders.
Radiation protection advisors	Advice on complying with legislation covering the use of ionising radiation in the workplace. Conducting environmental monitoring

<i>PLAN</i>	<i>DO</i>	<i>CHECK</i>	<i>ACT</i>
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Implementing your plan

In addition to ensuring that everyone is competent to carry out their work safely and that there is adequate supervision to make sure that arrangements are followed, if workplace precautions, risk control systems and management arrangements have been well designed and recognise existing business practice and human capabilities and fallibilities, they will be easier to implement.

Documentation on health and safety should be functional and concise, with the emphasis on its effectiveness rather than sheer volume of paperwork. Focussing too much on the formal documentation of a health and safety management system will distract you from addressing the human elements of its implementation; the focus becomes the process of the system itself rather than actually controlling risks. In some cases the law requires suitable records to be maintained (eg a record of risk assessments under the MHSW Regulations and COSHH).

The control of relatively minor risks affecting all employees (such as ensuring passages and gangways remain free from obstruction) can be dealt with by a number of simply stated general rules. The control of more hazardous activities may need more detailed risk control systems. The control of high hazard activities may demand detailed workplace precautions and an risk control system which needs to be strictly followed, such as a permit-to-work system.

The type, frequency and depth of maintenance should reflect the extent and nature of the hazard and risks revealed by risk assessment. The balance of resources devoted to the various risk control systems will also reflect your risk profile.

Managers need to take positive steps to address human factors issues and to encourage safe behaviour. They need to recognise that the prevailing health and safety culture is a major influence in shaping people's safety-related behaviour.

Key actions involved in implementing your plan

Leaders and managers

- Make the necessary resources available to successfully implement your plan. Resources include human resources and specialized skills, organizational infrastructure, technology and financial resources.
- Any documentation you keep should be proportionate to the level of complexity of the risks concerned. Keep it to the minimum required for effectiveness and efficiency
- Agree realistic timescales for implementation of any plans with your workforce
- Ensure all concerned are clear on their role and responsibilities, and understand the steps they need to undertake to meet the objectives. Clearly communicate who is responsible, accountable and competent to undertake specific tasks
- Demonstrate your commitment to delivery at all levels within the organisation, using a variety of communication channels to engage your workforce in implementation. This can be via visible behaviour, written material and face-to-face discussions.
- Keep people informed of progress and maintain a focus in the key risks and issues. Use review meetings (or make use of existing internal fora) as a basis for helping to make further improvements
- Measure progress of implementation against clear milestones or performance indicators and make necessary adjustments if there is early evidence that requirements are not being met

- Recognise contributions and safe behaviours that help create or re-inforce positive attitudes and behaviours
- Do your arrangements provide you with assurance workers and contractors are following workplace precautions and risk controls?
- Make full use of expertise available on safety committees and other fora (where these are in place) to deliver.

Worker Consultation and Involvement

- Involve and consult workers and representatives throughout any implementation, by ensuring you have systems in place that allow workers to raise concerns and make suggestions. For example staff suggestion schemes, online communities, committees.
- Make sure you consider all feedback, take action or provide a prompt response.

Competence

- Ensure the competence of individuals is developed through training, managers providing coaching and the organisation learns by making use of specialist advice as required.
- Use the results of progress reviews to feed in to future training plans, this helps with continuous improvement and avoids complacency

<i>PLAN</i>	<i>DO</i>	<i>CHECK</i>	<i>ACT</i>
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Measuring Performance.

Checking that you are managing risks in your organisation is a vital, sometimes overlooked step. It will give you the confidence that you are doing enough to keep on top of health and safety and maybe show you how you could do things better in the future.

Checking involves setting up an effective monitoring system backed up with sensible performance measures. Investigating and analysing incidents will also make a big contribution to understanding health and safety in your business.

Monitoring

You need to be sure that your monitoring adds value and isn't just a tick box exercise. Good quality monitoring will not just identify problems but will help you understand what caused the problem and what sort of changes are needed to address the problem. Poor monitoring might tell you that something is wrong but may not help you understand why or what to do about it.

How to monitor

Use the same approach to monitor your health and safety performance as you would when you monitor other aspects of your business. Monitoring requires time and effort so you need to allocate appropriate resources and possibly train staff involved in monitoring ahead of time. Businesses may monitor health and safety in different ways depending on size and sector, but there are some basic principles that apply across the board.

Monitoring needs to be timely. As with all other business systems, you want to know what is happening in your organisation at the moment rather than at some point in the past.

The outcome of your monitoring will have most impact if it is reported back to key decision makers in your organisation. Unless there's a Board level commitment ahead of time so you can act on what your monitoring tells you then all efforts to collect information could be wasted.

There many different types of monitoring but they can generally categorised as either *active* or *reactive*:

- **Active methods** monitor the design, development, installation and operation of management arrangements. These tend to be preventative in nature. For example:
 - routine inspections of premises, plant and equipment by staff
 - health surveillance to detect early signs of harm to health
 - planned function check regimes for key pieces of plant
- **Reactive methods** monitor evidence of poor health and safety practice but can also identify better practices which may be transferred to other parts of a business. For example:
 - investigation of incidents (this is examined in detail on page xx, link)
 - monitoring cases of ill health and sickness absence records

Most organisations use performance measures as part of their monitoring. Checking performance against a range of pre-determined measures is one of the most

frequently used techniques of monitoring. Selecting the right measures to use is the critical step. Using the wrong measures will give rise to a lot of unnecessary and unproductive effort with little benefit to your organisation.

Key actions involved in effectively measuring performance

Leaders

- Demonstrate commitment to the process.
- Ensure that systems are in place to report performance upwards, so that leaders or directors can review and be assured that legal compliance is achieved and maintained.
- Make certain that there is a process in place to report serious incidents upwards immediately.
- Receive and review reports at regular intervals.
- Question results and ensure that action is planned to remedy poor performance and ensure that the system that you use to manage health and safety works

Managers

- Think about who will monitor what. You may need to involve different levels within the management chain, workers representatives and health and safety advisers.
- Decide how often monitoring will take place. Be proportionate. Think about your risk profile. Monitor key risks and precautions more often and in more detail. Remember that the frequency of some monitoring or inspections is determined by law.
- Plan what action you will take if your measure goes up or down. There's no use getting information about performance if you haven't got some idea of what you will do if performance looks like it needs to improve.
- Use performance measurement results to improve health and safety performance and learn from mistakes. Share lessons learned with other organisations.
- Review your performance measures every so often against your objectives. Changes in your business could mean that existing performance measures are out of date. You may also find that the measures you've chosen don't help you understand how well you're managing health and safety. In these circumstances you will need to update your approach

Worker Consultation and Involvement

- Involve your workforce in setting and monitoring your health & safety performance measures. Workers may have important information as to which measures make the difference when it comes to risk
- Involve everyone in the monitoring process encouraging workers to monitor their own work area, reporting any issues that they observe. Make reports available to everyone within the organisation

Competence

- Use the results of monitoring to feed in to future training plans

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Accident/Incident investigation

In any business or organisation things don't always go to plan. You need to prepare to deal with unexpected events in order to reduce their consequences. Workers and managers will be more competent in dealing with the effects of an accident or emergency if you have effective plans in place that are regularly tested.

Health and safety investigations form an essential part of the monitoring process that you are required to carry out. Incidents including near misses can tell us a lot about how things actually are in reality.

Investigating your accidents and reported cases of occupational ill health will help you uncover and correct any breaches in health and safety legal compliance that you may not have known about. A well thought out investigation can give rise to great positive benefit to your organisation.

The fact that you thoroughly investigated an incident and took remedial action to prevent further occurrences would demonstrate to a court that your company has a positive attitude to health and safety. Your investigation findings will also provide essential information for your insurers in the event of a claim.

Key actions involved in accident/incident investigation

Leaders

- Verify that plans are in place to deal with immediate risks following unplanned events
- Make sure there is a reporting process so that leaders are informed of accidents, incidents or cases of occupational ill health.
- Consider lessons from the accident/incident history of others in similar industries or organisations, could the same mistakes be avoided?
- Ensure that people are held to account if failings reoccur

Managers

- Formulate plans
 - what must workers report
 - how will work related ill health; accidents or near misses be notified
 - who will assist in investigation
 - what action will be taken as a result?
- Consider how you will identify trends.
- How will reporting procedures be communicated to workers?
- Ensure that the reporting procedures are suitable and workable.
- Examine all incident/accident/near miss reports and identify trends.
- Be proportionate in any investigation according to the level of risk identified. Establish what happened; when; where and why. Collect evidence; consider what the evidence shows; compare what you have found against industry standards/ HSE guidance etc.
- Investigate accidents with a high priority; before people's memories fade and whilst evidence is still available.
- Look at root or underlying issues not just immediate causes. Premises; plant and substances; procedures; or people are all immediate causes; Underlying causes are management arrangements and organisational factors such as design, selection of materials, maintenance, management of change; adequacy of risk controls; communication; competence etc.
- Record and keep findings they may be required later in a formal investigation or legal proceedings.

Worker Consultation and Involvement

- Involve workers or their representatives in the planning process and in setting targets.
- Carry out joint investigation with workers representative
- Involve workers or their representatives in monitoring performance

Competence

- Consider how competency is achieved; tested and maintained.
- Do investigators have the necessary training; knowledge and experience to carry out their duties?
- Consider whether training issues contributed to causes
- Seek specialist advice if needed

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Review Performance

Carrying out reviews will confirm whether your health and safety arrangements still make sense, for example you'll be able to check the validity of your health and safety policy, and that the system you have in place for managing health and safety is effective.

You'll be able to see what has changed about the health and safety environment in your business. This will enable you to stop doing things that are no longer necessary while allowing you to respond to new risks. Reviewing also gives you the opportunity to celebrate and promote your health and safety successes.

The most important aspect of reviewing is that it closes the loop. The outcomes of your review become what you plan to do next with health and safety.

Key actions involved in effectively reviewing performance

Leaders

- Consider the review findings. If improvement is needed act now, rather than reacting to an incident in the future.
- Increasingly, third parties are requiring partner organisations to report health and safety performance publicly.
- Ensure that the review is carried out according to the plans and that a report is issued to senior leaders at least annually.
- Ensure that the scope of the review will give assurance that risks have been reduced to the lowest possible level, and that your organisation is complying with health and safety law.

Managers

- What are the objectives of the review? They could include making judgements about the adequacy of health and safety performance; assurance that the system for managing health and safety is working; that you are complying with the law; setting standards; improving performance; responding to change, and: learning from experience.
- Who will carry out the review? Someone independent, perhaps from another business area could add value to the process.
- What type of information will be collected? This could include information from active monitoring (before things go wrong) or reactive monitoring (after things go wrong); accident/incident/near miss data; training records; inspection reports; investigation reports; risk assessments; new guidance; issues raised by workers or their representatives; and checks required by law such as on lifting equipment and pressure systems.
- How often will you need to carry out a review? This will depend on your risk profile.
- Think about the supply chain. How could the actions or health and safety performance of suppliers or contractors affect your organisation?
- Consider incidents that have occurred in similar organisations and whether they could be repeated in your organisation.
- Report the review findings to everyone within the organisation
- Ensure that remedial actions have been carried out and that the measures work

Worker Consultation and Involvement

- Discuss plans for review with workers or their representatives.
- Use information from safety representative's inspections to feed in to review

- Discuss the findings from your review with workers or their representatives – you will have more success in securing improvements if your workers are fully involved.

Competence

- Ensure that those carrying out the review have the necessary training, experience and good judgement to achieve competence in this task.
- Use guidance available from HSE or a trade association to assist with planning and benchmarking where you are now. Talk to similar organisations to compare performance and management practices.
- If risks are complex and could have serious consequences, consider obtaining specialist advice, or supporting one of your own workers by providing additional training
- Check that training needs identified by the review have been addressed

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Learning lessons

Learning lessons involves acting on the findings of accident investigations, near-miss reports, and the organisational vulnerabilities identified during monitoring, audit and review processes. Even in well-designed and well-developed management arrangements there is still the challenge of ensuring that all requirements are complied with consistently. After an accident or case of ill health, many organisations find that they **already** had systems, rules, procedures or instructions which would have prevented the event but which were not complied with. The underlying causes often lie in arrangements which are designed without taking proper account of human factors, or inappropriate actions are condoned implicitly or explicitly by management action or neglect

Analysis of major incidents in high hazard industries, with different technical causes and work contexts, has identified several common factors involved when things go wrong. These factors are related to leadership, attitudes and behaviours, risk management and oversight. When these aspects of an organisation become dysfunctional, important risks can become “normalised” within the organisation, with serious consequences.

Organisational learning is a key aspect of health and safety management. If reporting and follow-up systems are not fit for purpose- for example if a blame culture acts as a disincentive to reporting near-misses- then valuable knowledge will be lost. If the root causes of precursor events are not identified and communicated throughout the organisation, this makes a recurrence more likely. In many cases, barriers within an organisation – where different departments operate in “silos” – inhibit organisational learning. Leaders and managers need to be aware of the people-related, cultural and organisational issues that may prevent lessons from being learned effectively in their organisations.

Key actions involved in learning lessons effectively

Leaders and Managers

- Show by actions that safety is a core value
- Promote a questioning attitude. Make sure that you are not only receiving “filtered good news”- do you welcome feedback and constructive challenge or do you shoot the messenger?
- Resolve ineffective procedures that result in “workarounds” or violations of procedures
- Be clear about your organisations Risk Profile; make sure your staff understand the risks that are being controlled
- Avoid complacency; take responsibility for keeping your own knowledge and capability up to date

Worker Consultation and Involvement

- Discuss plans with workers or their representatives
- Avoid overburdening workers with initiatives
- Involve workers in organisational change

Competence

- Ensure that those providing top-level scrutiny have sufficient expertise to judge the importance of emerging health and safety issues and integrate those with other business decisions

- Contractors must be competent and there should be checks in place to ensure they remain so
- Take steps to avoid the loss of corporate memory

Key further guidance and resources

Leadership and management

HSE guidance on managing risk and leading for health and safety can be found at the following links:

Risk management- [hse.gov.uk/ risk/index.htm](http://hse.gov.uk/risk/index.htm)

Leading health and safety at work- [hse.gov.uk/leadership/ index.htm](http://hse.gov.uk/leadership/index.htm)

Leadership in major hazard industries- hse.gov.uk/pubns/indg277.pdf

The Institute of Directors has produced guidance jointly with HSE on leadership in health and safety. This may be found online on the IOD website:

IOD website- iod.com/hsguide

The Federation of Small Businesses offers guidance to members via its website

Federation of Small Businesses (need to be a paid member to access health and safety guidance)- fsb.org.uk

Business Link is a government resource that provides a wide range of information to businesses.

Business link- businesslink.gov.uk

Management systems

The British Standards Institution produces internationally recognised standards, including BS OHSAS 18001 Occupational Health and Safety

British Standards Institution- bsigroup.com

The International Standards Organisation develops and publishes international standards, including health and safety- related standards.

International Standards Organisation (ISO)- iso.org/iso/home.htm

HSE and Local Authorities in Wales and South-West England produced a Management Assessment Tool for SMEs (MAST), which is a toolkit for assessing health and safety management in small and medium-sized businesses.

MAST- hse.gov.uk/foi/internalops/fod/inspect/mast/index.htm

Attitudes and behaviours

Reducing error and influencing behaviour HSG 48-
<http://www.hse.gov.uk/pubns/books/hsg48.htm>

Measuring and Reviewing Performance

Health and safety benchmarking (new link to be added- either INDG301 or revised webpages)

The Safety Climate Survey Tool, published by HSL, enables businesses to measure workforce attitudes to health and safety.

HSL Climate survey tool- <http://www.hsl.gov.uk/health-and-safety-products.aspx>

Worker consultation and involvement

The Department for Business Innovation and Skills produces guidance on worker involvement and consultation.

Department for Business Innovation and Skills- bis.gov.uk

The TUC produces guidance on workers' right at work

TUC- tuc.org.uk

ACAS promotes employment relations and has produced the Model Workplace Toolkit that contains advice for managers, available on its website.

ACAS- acas.org.uk

Electoral Reform Services, Popularis and IPA conduct ballots, surveys and other ways of consulting employee, on behalf of businesses.

Electoral Reform Services- erbs.co.uk

Popularis – popularis.org

IPA- ipa-involve.com

HSE has produced guidance on how to involve workers in your business.

Worker involvement- hse.gov.uk/involvement/doyourbit/index.htm

Competence

HSL offers a range of training courses on health and safety-related topics.

HSL training courses menu- hsl.gov.uk/hsl-shop/health-and-safety-training-courses.aspx

HSE produces a range of guidance on health and safety at work, organised by industry and topic.

A-Z of guidance by industry- hse.gov.uk/guidance/industries.htm

HSE home page- hse.gov.uk

Health and Safety Made Simple (HSMS) is simple health and safety guidance from HSE, for small and micro businesses
HSMS hse.gov.uk/simple-health-safety/write.htm

The Health and Safety Toolbox is guidance from HSE for businesses that need more detailed guidance than HSMS

Health and Safety Toolbox- tba

HSG65 Successful Health and Safety Management was published by HSE in 1991 and revised in 1997, and describes a health and safety management system for larger organisations. (It is due to be replaced shortly by the publication *Managing for Health and Safety*)

PDF of HSG65- [archive link](#)

The Chartered Institute of Environmental Health is a professional, awarding and campaigning body in the field of public and environmental health and safety.

Chartered Institute of Environmental Health- cieh.org

The European Agency for Safety and Health at Work is an organisation that works to improve occupational health and safety in Europe.

European Agency for Safety and Health at Work- osha.europa.eu

The following list consists of examples of organisations that are providers of advice, guidance, training and/or qualifications to industry in the field of health and safety.

Access Industry Forum- accessindustryforum.org.uk

EEF – eef.org.uk

LANTRA- lantra.co.uk

National Examination Board for Occupational Safety and Health (NEBOSH)- nebosh.org.uk

Institution of Occupational Safety and Health (IOSH) - iosh.co.uk

International Institute of Risk and Safety Management- iirmsm.org/

Royal Society for the Prevention of Accidents (ROSPA) - rospa.com

British Safety Council- britsafe.org

British Safety Industry Federation- bsif.co.uk

Safety Assessment Federation- safed.co.uk

Association of British Insurers- abi.org.uk

Specialist advice

HSE publishes specialist guidance on a range of topics:

HSE publications list- hse.gov.uk/pubns/books/index.htm

HSE guidance on finding a health and safety consultant:

Finding a Health and Safety consultant- hse.gov.uk/pubns/indg420.pdf

The following list provides examples of organisations which may be able to assist in providing businesses with specialist advice in health and safety matters.

Occupational Health and Safety Consultants Register- oshcr.org/

British Psychological Society- bps.org.uk

Human Factors and Ergonomics Society- European Chapter- hfes-europe.org

British Occupational Hygiene Society- bohs.org

Chemical Hazards Communication Society- chcs.org.uk

SATRA- satra.co.uk

Process safety

HSG 254 Developing process safety indicators: A step-by-step guide for chemical and major hazard industries

<http://www.hse.gov.uk/pubns/books/hsg254.htm>

The Process Safety Leadership Group (PSLG) Final Report - Safety and environmental standards for fuel storage sites

<http://www.hse.gov.uk/comah/buncefield/fuel-storage-sites.pdf>

PSLG principles of process safety leadership

<http://www.hse.gov.uk/comah/buncefield/pslgprinciples.htm>

Corporate Governance for Process Safety - Guidance for Senior Leaders in High Hazard Industries

<http://www.oecd.org/chemicalsafety/riskmanagementofinstallationsandchemicals/49865614.pdf>

Organisation for Economic Co-operation and Development (OECD) (2003) Guiding Principles for Chemical Accident Prevention, Preparedness and Response

<http://www.oecd.org/dataoecd/10/37/2789820.pdf>

Addendum to Guiding Principles (2011)

[http://www.oecd.org/officialdocuments/displaydocumentpdf/?cote=env/jm/mono\(2011\)15&doclanguage=en](http://www.oecd.org/officialdocuments/displaydocumentpdf/?cote=env/jm/mono(2011)15&doclanguage=en)

Center for Chemical Process Safety – CCPS

www.iche.org/ccps/

Chemical Industries Association

<http://www.cia.org.uk>

European Process Safety Centre

<http://www.epsc.org>

Health and Safety Executive (2011) Leadership for the major hazard industries

<http://www.hse.gov.uk/pubns/indg277.pdf>

Energy Institute (2010) High level framework for process safety management ('PSM framework') ISBN 978 0 85293 584 2 (1st edition)

<http://www.energyinst.org/technical/PSM/PSM-framework>

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