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### Key Points

- **An effective health and safety management system is an essential requirement of UK health and safety law and drives sustainable improvement**
- **Successful health and safety management systems are tailored to the individual company and detail specific company manager activities**
- **Managers and supervisory levels must be trained in their company specific system**
- **Management systems must be monitored and reviewed to ensure their continued effectiveness**

### Introduction

Effective health and safety management is essential in order to achieve control of risks and sustain an improvement in health and safety performance. In addition, the requirement for employers to have an effective health and safety management system is a cornerstone of UK health and safety law.

Managing health and safety should not be seen as a separate activity from the function of managing the business, rather an integral part of the basic management model. Effective H&S performance is associated with competent managers who perceive health and safety as another business process that needs to be managed efficiently.

### Health and safety management systems

An effective management system is an essential element of achieving outstanding health and safety performance. There are a number of other important factors to ensure that the health and safety management system is effective. These include:

- Visible corporate and senior management leadership to health and safety
- Organisational capability i.e sufficient competence and adequate resources
- Effective communication systems
- Risk awareness in decision making.
- Employee engagement/participation
- A 'just' culture – trust and openness over health and safety
- A learning organisation to drive continual improvement

### Effective health and safety management

An example of a model for effective health and safety management is described in HSG 65 – Successful health and safety management. The elements of this model being:

- Policy
- Organising – Competence, control, communication and co-operation
- Planning and Implementing
- Monitoring
- Audit and review

This essential standard is the result of an initiative led by the Health and Safety Leadership Team. The key elements of effective health and safety management, together with an outline of how success can be achieved are detailed in the attached appendix.

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APPENDIX

Policy – Setting a clear direction for the organisation

Element	What does it mean	Characterised by (what does good look like)
Policy	<p>Statement - The general intentions, approach and objectives – the vision – of an organisation and the criteria and principles upon which it bases its actions.</p> <p>Organisation - Outlines the roles and responsibilities within the organisation, including reporting lines.</p> <p>Arrangements – the practical means by which the organisation will bring the policy into effect through procedures, systems and practices.</p>	<p>The organisations intentions are clear with regards to:</p> <ul style="list-style-type: none"> <li>- demonstrating senior management commitment</li> <li>- committing to continuous improvement</li> <li>- allocating resources</li> <li>- securing the competence of all employees</li> <li>- outlining the basis for effective communications.</li> </ul> <p>Management and other responsibilities, defined by position, are clearly set out in the policy.</p> <p>It is clear how the company intends to manage health and safety on a day to day basis eg. Assessing and controlling risks, monitoring and inspections, maintaining competence, control of contractors, emergency arrangements and health surveillance.</p> <p>Managers must ensure that all employees are familiar with the content of the H&amp;S policy and understand the role they need to play in its implementation.</p>

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**Organising** - A competent management structure and effective arrangements in place to deliver the policy.

Element	Detail	Characterised by (what does good look like)
Competence	<p>Effective health and safety management requires competent managers and workforce.</p> <p>Competence = knowledge and sound understanding of how to effectively identify and solve problems, including planning, prioritising and implementing solutions.</p>	<p>Managers:</p> <ul style="list-style-type: none"> <li>- Existing competencies are reviewed during recruitment for relevance to job</li> <li>- Are trained in the individual manager’s role in the organisations specific health and safety management system, at an early stage</li> <li>- Are retrained following significant organisational change.</li> </ul> <p>This will result in managers having:</p> <ul style="list-style-type: none"> <li>- A thorough understanding of the organisation’s health and safety management system and are able to articulate basic requirements</li> <li>- A solid foundation of health and safety knowledge.</li> </ul> <p>Managers must ensure employees receive:</p> <ul style="list-style-type: none"> <li>- Training /briefing on the health and safety management system</li> <li>- A regular review of their training needs and action taken to maintain competence through refresher training/briefings</li> <li>- Health and safety training in job specific role.</li> </ul> <p>This will result in:</p> <ul style="list-style-type: none"> <li>- The employees understanding the health and safety management system and their role in delivering it</li> <li>- Employees being assessed and deemed competent to undertake high hazard roles.</li> </ul> <p>In addition, the organisation must ensure that: Support and advice is available from specialist health and safety</p>

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Element	Detail	Characterised by (what does good look like)
		<p>advisors which is respected and acted on.</p> <p>The competence and abilities of contractors/sub-contractors to work safely are regularly assessed as part of the contractor selection process.</p>
Control	<p>Control is the foundation of a positive health and safety culture. Depicted by a shared understanding of the vision, values and beliefs of an organisation, a positive culture is fostered by visible and active leadership of senior management.</p> <p>Control is achieved by setting clear business objectives/targets and measuring health and safety performance.</p>	<p>All managers should:</p> <ul style="list-style-type: none"> <li>- Ensure that they use and apply the organisation's specific health and safety management system in their area of control</li> <li>- Have sufficient understanding and resources (time money, support and competence) to carry out the manager's role in monitoring and reviewing the health and safety management system.</li> </ul> <p>Employees should understand and accept their responsibilities.</p>
Communication	<p>Effective management of information that flows into, within and out of the organisation.</p>	<p>Managers must ensure that all parts of the health and safety management system which are relevant to their area of work, are effectively communicated to colleagues, other teams and employees, for the purpose of collectively improving health and safety performance. Examples include ensuring that risk assessments are fully implemented and briefed etc.</p> <p>Employees must be given clear concise information about relevant parts of the H&amp;S management system through training, briefings, intranet etc. Lessons learned should be shared through alerts, activity briefings and forums.</p> <p>The organisation must ensure that clear procedures exist for reporting and recording accidents/ill health/hazards and other employee concerns.</p>

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Element	Detail	Characterised by (what does good look like)
Co-operation	<p>'Ownership' of health and safety should be encouraged making it everybody's business.</p> <p>Organisations are required to co-operate and co-ordinate activities where they share a workplace.</p>	<p>Managers must ensure that:</p> <ul style="list-style-type: none"> <li>- Employees are engaged in developing policies, risk assessments, setting standards, monitoring and investigating through appropriate committees/forums</li> <li>- Contribute to the overall organisational strategy for consulting with employees through chairing regular health and safety meetings with their employees</li> <li>- Action is taken to address issues raised by employees and feedback provided.</li> </ul> <p>The organisation must facilitate health and safety representative meetings at each level.</p> <p>Roles and responsibilities of both people and organisations are clearly defined. Managers must encourage a good working relationship, for example, by co-ordinating site activities through regular meetings.</p>



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**Monitoring** – health and safety performance is measured against agreed standards to identify when and where improvement is needed

Element	Detail	Characterised by (what does good look like)
Monitoring	<p>An assessment of how effectively the organisation is at controlling health and safety risks and providing a safe and healthy place of work.</p> <p>Monitoring is referred to as active and reactive.</p>	<p>Managers must:</p> <ul style="list-style-type: none"> <li>- Follow the monitoring arrangements laid out in the health and safety management system</li> <li>- Ensure that the inspection programme includes targeted questions that are relevant to the control of health and safety risks within the workplace</li> <li>- Ensure that others play their part in active monitoring eg supervisors and safety specialists</li> <li>- Make sure that actions are identified as a result of the inspections and are monitored until resolved.</li> </ul> <p>Managers, with support from health and safety specialists, must investigate incidents, in line with the organisation’s procedure. Immediate and root causes should be identified, actions prioritised and completed. Lessons learned should be captured and shared</p> <p>Managers should report on results from monitoring activities, to senior managers as part of the regular health and safety meetings</p>

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**Audit and Review** – learning from ALL relevant experience and applying the lessons

Element	Detail	Characterised by (what does good look like)
Audit	<p>Supports the monitoring activity by providing information on how effectively the health and safety management system is being implemented. A well structured audit programme provides a comprehensive picture of health and safety performance across the business.</p>	<p>Managers must:</p> <ul style="list-style-type: none"> <li>- Ensure that they are available to spend time with the auditor on the agreed audit date</li> <li>- Take time to prepare for the audit</li> <li>- Co-operate with the auditor on the day of the audit, in respect of his findings, including taking necessary action to address any significant concerns requiring immediate action</li> <li>- Ensure that remedial action plans, as agreed with the auditors, are actioned as required.</li> </ul> <p>Results of audits should be discussed regularly at board level.</p>
Review	<p>The process of learning from experience and responding to change to ensure continuous improvement and effective health and safety management. The review process is a continuous process undertaken at all levels within the organisation including:</p> <ul style="list-style-type: none"> <li>- An annual review of the health and safety policy, objectives and targets</li> <li>- Identification of areas where the management system is absent or deficient</li> <li>- An effective approach to manage change resulting from both external influences eg, changes in legislation and internal eg reorganisations.</li> </ul>	<p>Managers must:</p> <ul style="list-style-type: none"> <li>- Undertake regular review on the effectiveness of control measures and the validity of risk assessments</li> <li>- Contribute to the continual improvement of the health and safety management system by suggesting improvements, via the organisation's change request process</li> <li>- Consider health and safety requirements during periods of organisational change to ensure that health and safety performance is not adversely affected</li> <li>- Use information from monitoring and audits to ensure continued effectiveness of the management system.</li> </ul>