

ESSENTIAL
STANDARD
no.11

Effective Health and Safety Management



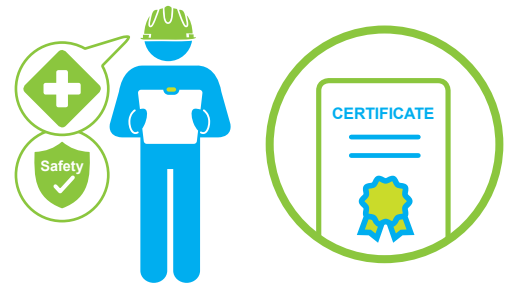
KEY MESSAGES

- 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 manager activities.
- Managers and supervisors must be trained in their company-specific system.
- Management systems must be monitored and reviewed to ensure their continued effectiveness.

1. Introduction

Effective health and safety management is essential for controlling risks, improving health and safety performance and is a cornerstone of UK health and safety law.

Health and safety management systems must be fully integrated as part of managing the business, achieved by visible leadership in ensuring that the organisation has the right competencies and resources available at all levels to reduce the risk of harm to themselves or others.



2. Health and Safety Management Systems

You must have an effective management system to achieve an outstanding health and safety performance. Factors that ensure a health and safety management system is effective, are the following:



- Visible corporate and senior management commitment to health and safety



- Organisational capability, such as sufficient competence and adequate resources



- Effective communication systems



- Risk awareness in decision making



- Employee engagement/ participation



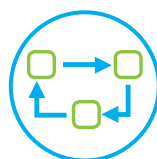
- A 'just' culture – trust and openness regarding health and safety



- A learning organisation that drives continuous improvement

3. Effective Health and Safety Management

A model for effective health and safety management is described in HSG 65 – Successful Health and Safety Management. The elements of this model are:



• PLAN



• DO



• CHECK

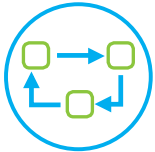


• ACT

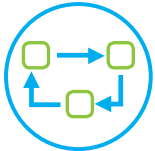
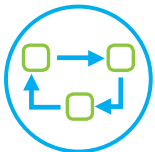
The key elements of effective health and safety management, together with an outline of how you can achieve success, are listed in the attached appendix.

Appendix


Policy – Setting a clear direction for the organisation.


Element	What does it mean?	What does good look like?
<p>Policy</p>  <ul style="list-style-type: none"> • PLAN 	<p>A policy has three components:</p> <ul style="list-style-type: none"> • Statement: The general intentions, approach and objectives (vision) of an organisation and the criteria and principles which it bases its actions upon. • Organisation: The roles and responsibilities within the organisation, including reporting lines. • Arrangements: The practical means by which the organisation will bring the policy into effect through procedures, systems and practices. 	<p>The organisation's intentions are clear with regards to:</p> <ul style="list-style-type: none"> - demonstrating senior management commitment - committing to continuous improvement - allocating resources - securing the competence of all employees - outlining the basis for effective communications <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, such as 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 health and safety policy and understand the role they need to play in its implementation.</p>



Planning and Implementation – A planned systematic approach to implementing the health and safety policy through an effective health and safety management system

Element	What does it mean?	What does good look like?
<p>Planning</p>  <ul style="list-style-type: none"> • PLAN 	<p>Planning involves setting objectives, managing risks and implementing performance standards. Targets/objectives drive continuous improvement in health and safety across the organisation.</p>	<p>Managers must participate in setting specific health and safety objectives to support the organisation's drive for continuous improvement. Objectives could be in the areas of:</p> <ul style="list-style-type: none"> • Health and safety management system • Asset condition • Design • Behaviour and culture • Training and skills • Visible leadership • Audit and compliance
<p>Implementation</p>  <ul style="list-style-type: none"> • PLAN 	<p>Clear and specific performance standards support the successful delivery of the objectives.</p> <p>A process for managing risks must include arrangements to:</p> <ul style="list-style-type: none"> • Identify hazards, assess risks and implement control measures • Devise and implement safe systems of work, including permit-to-work • Put in place contingency/emergency arrangements 	<p>Managers must ensure that employees at all levels within the organisation have health and safety performance standards identifying what they need to do, by when and what the expected result is. They must also ensure that:</p> <ul style="list-style-type: none"> • Risk assessments are site specific, up to date, relevant and regularly monitored/reviewed • Control measures follow the hierarchy of elimination by substitution, control at source, minimise risk • Safe systems of work are developed to support risk assessments in controlling non-routine/infrequent or complex activities <p>Finally, managers must ensure that effective emergency arrangements are in place, tested and reviewed.</p>


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

Element	What does it mean?	What does good look like?
<p>Competence</p>  <ul style="list-style-type: none"> • DO 	<p>Effective health and safety management requires competent managers and workforce.</p> <p>Competence is knowledge and a 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"> • Have existing competencies reviewed during recruitment for relevance to the job • Are trained in the individual manager's role in the organisation's specific health and safety management system, at an early stage • Are retrained following significant organisational change <p>This will result in managers having:</p> <ul style="list-style-type: none"> • A thorough understanding of the organisation's health and safety management system and are able to articulate basic requirements • A solid foundation of health and safety knowledge <p>Managers must ensure that employees receive:</p> <ul style="list-style-type: none"> • Training/briefing on the health and safety management system • A regular review of their training needs and action taken to maintain competence through refresher training/briefings • Health and safety training in job specific role <p>This will result in:</p> <ul style="list-style-type: none"> • The employees understanding the health and safety management system and their role in delivering it • Employees being assessed and deemed competent to undertake high hazard roles <p>In addition, the organisation must ensure that support and advice, which is respected and acted on, is available from specialist health and safety advisors.</p> <p>The competence and abilities of contractors/sub-contractors to work safely are regularly assessed as part of the contractor selection process.</p>



Element	What does it mean?	What does good look like?
<p>Control</p>  <ul style="list-style-type: none"> • DO 	<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"> • Ensure that they use and apply the organisation's specific health and safety management system in their area of control • 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 <p>Employees should understand and accept their responsibilities.</p>

<p>Communication</p>  <ul style="list-style-type: none"> • DO 	<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. For example, ensuring that risk assessments are fully implemented and briefed.</p> <p>Employees must be given clear and concise information about relevant parts of the health and safety management system through, for example, training, briefings and the intranet. 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 incidents/ill health/hazards and other employee concerns.</p>
<p>Co-operation</p>  <ul style="list-style-type: none"> • DO 	<p>Ownership of health and safety should be encouraged, making it everybody's business. Organisations are required to co-operate and coordinate activities where they share a workplace.</p>	<p>Managers must:</p> <ul style="list-style-type: none"> • Ensure that employees are engaged in developing policies, risk assessments, setting standards, monitoring and investigating through appropriate committees/forums • Contribute to the overall organisational strategy for consulting with employees through chairing regular health and safety meetings • Ensure action is taken to address issues raised by employees and provide feedback <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>

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

Element	What does it mean?	What does good look like?
<p>Monitoring</p>  <ul style="list-style-type: none"> • CHECK 	<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"> • Follow the monitoring arrangements laid out in the health and safety management system • Ensure that the inspection programme includes targeted questions that are relevant to the control of health and safety risks within the workplace • Ensure that others play their part in active monitoring e.g. supervisors and safety specialists • Make sure actions are identified as a result of the inspections and are monitored until resolved <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>

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

Element	What does it mean?	What does good look like?
<p>Audit</p>  <ul style="list-style-type: none"> CHECK 	<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"> Ensure that they are available to spend time with the auditor on the agreed audit date Take time to prepare for the audit Co-operate with the auditor on the day of the audit, in respect of findings, including taking necessary action to address any significant concerns requiring immediate action Ensure that remedial action plans, as agreed with the auditors, are actioned as required <p>Results of audits should be discussed regularly at board level.</p>
<p>Review</p>  <ul style="list-style-type: none"> ACT 	<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"> An annual review of the health and safety policy, objectives and targets Identification of areas where the management system is absent or deficient An effective approach to manage change resulting from both external influences (for example changes in legislation) and internal reorganisations 	<p>Managers must:</p> <ul style="list-style-type: none"> Regularly review the effectiveness of control measures and the validity of risk assessments Contribute to the continual improvement of the health and safety management system by suggesting improvements, via the organisation's change request process Consider health and safety requirements during periods of organisational change to ensure that health and safety performance is not adversely affected Use information from monitoring and audits to ensure continued effectiveness of the management system