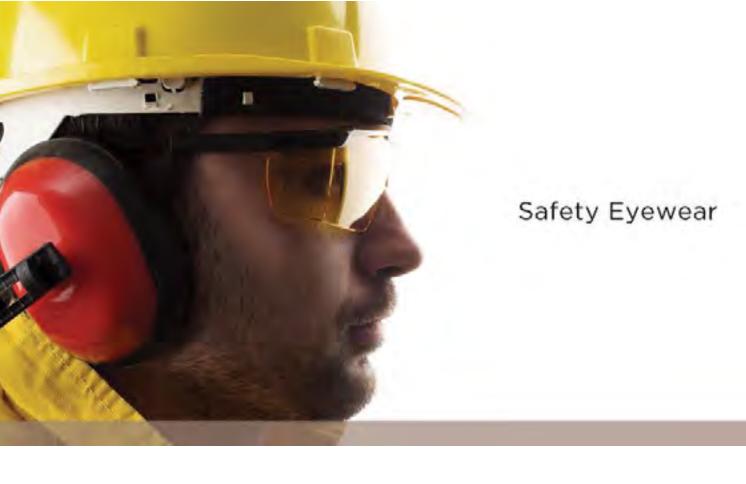# EXTRA PETROLEUM

WORKPLACE HEALTH AND SAFETY MANAGEMENT

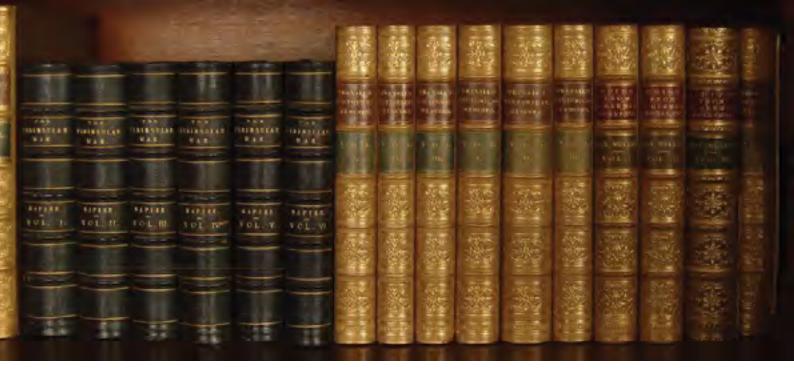## GUIDELINE

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Safety Eyewear

WORKPLACE HEALTH AND SAFETY MANAGEMENT

Practical Guidelines on the Implementation and Maintenance of an Occupational Safety, Health and Welfare Management System

CONTENTS

ABOUT THESE GUIDELINE

WHO SHOULD READ THESE GUIDELINES?

The guidance is principally aimed at enterprises with a well-defined management Structure, where occupational safety and health management can be integrated into the general management system.

In particular, it is aimed at executive directors, boards of directors, other boards of management and senior management controlling bodies in workplaces, all senior managers who discharge responsibilities for occupational safety and health, and safety and health professionals. Smaller companies with a less formal management structure can use this guidance as appropriate to their needs. Safety Representatives should also find it helpful.

WHY IS IT IMPORTANT TO HAVE AN EFFECTIVE SAFETY AND HEALTH MANAGEMENT SYSTEM ?

There are sound economic reasons for reducing work-related accidents and ill-health, as well as ethical and regulatory reasons.

Economic Reasons

Besides reducing costs, effective safety and health management promotes business efficiency. Thousands of work-related accidents, resulting in more than three days off work are reported to the Health and Safety Authority each year. Work-related diseases and ill-health are more difficult to measure due to their long latency period but result in excess of one million days lost at work each year. These accident and ill-health cases are due to failures and deficiencies in the occupational safety and health management in organisations.

Legal Reasons

The Safety, Health and Welfare at Work Act 2005 (the 2005 Act) require you to ensure, so far as is reasonably practicable, the safety, health and welfare of your employees and to manage and conduct your work activities in such a way as to ensure their safety, health and welfare. This requires you to be proactive in managing your safety, health and welfare responsibilities and deal with them in a systematic way. This guidance should help organisations to improve their safety and health performance by providing advice on how safety and health should be managed, and in the process help them to comply with their legal requirements.

Moral and Ethical Reasons

The proactive management of safety and health in the workplace helps organisations prevent injuries and ill-health at work. This guidance should help organisations reduce the personal loss caused as a result of accidents and ill-health at work.

HOW WILL THESE GUIDELINES HELP ?

This guidance aims to give practical advice and recommendations on developing an occupational safety, health and welfare management system for your organisation. The words 'safety and health' are used throughout the document for conciseness and are intended to include the safety, health and welfare of employees and others at work due To work activities.

THIS GUIDANCE IS NOT INTENDED TO BE A SPECIFICATION OR TO BE USED FOR CERTIFICATION PURPOSES THIS DOCUMENT :

- Describes the principles and management practices that provide the basis for effective Occupational safety and health management;

- Sets out the issues that need to be addressed;

- Serves as a tool to develop improvement programmes, self-audits or self-assessments.

- Extra Petroleum guidance brochure is to help our employees to read about our Health and Safety policy and procedure.

INTRODUCTION

Safety and health principles are universal, but how much action is needed will depend on the size of the organisation, the hazards presented by its activities, the physical characteristics of the organisation, products or services, and the adequacy of its existing arrangements.

Many of the features of effective safety and health management are analogous to the sound management practices advocated by proponents of quality management, environmental protection, and business excellence. Commercially successful companies often excel at safety and health management as well, precisely because they apply the same efficient business expertise to safety and health as to all other aspects of their operations. While the quality management of products or services and environmental protection principally protect physical phenomena, safety and health management in the workplace involves protecting people and developing a safety culture between employers and employees. However, there are considerable similarities between the approaches to safety and health described here and those advocated for effective quality management. (ISO 9000 series of standards) or environmental protection (ISO 14000 series).

For example, quality management systems promote continuous improvement in all aspects of an organisation's activities.

They are founded on a continuous process of:

1. **Identifying the key processes;**
2. **Setting performance standards;**
3. **Measuring achievement against these standards;**
4. **Taking corrective action;**
5. **Identifying opportunities for improvement.**

Success in quality management requires the development of supportive organisational cultures. Quality management systems also stress the importance of the active involvement of all employees in the quality process, and the crucial importance of visible leadership by managers.

1. KEY ELEMENTS OF SAFETY AND HEALTH MANAGEMENT

The key elements of a successful safety and health management system are set out in this section. Diagram 1 on page 10 below outlines the relationship between them. They also comply with the main elements of an occupational safety and health management system as set out in the ILO Guidelines. The manner and extent to which the individual elements will be applied will depend on factors such as size of the organisation, its management structure, the nature of its activities, and the risks involved. The terminology used in this guidance is explained in Appendix A.

1.1 POLICY AND COMMITMENT

The organisation should prepare an occupational safety and health policy programme as part of the preparation of the Safety Statement required by section 20 of the 2005 Act. Effective safety and health policies should set a clear direction for the organisation to Follow. They will contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement. Responsibilities to people and the working environment will be met in a way that fulfils the spirit and letter of the law. Cost-effective approaches to preserving and developing human and physical resources will reduce financial losses and liabilities. In a wider context, stakeholders' expectations, whether they are shareholders, employees or their representatives, customers or society at large, can be met.

1.2 PLANNING

The organisation should formulate a plan to fulfil its safety and health policy as set out in the Safety Statement. An effective management structure and arrangements should be put in place for delivering the policy. Safety and health objectives and targets should be set for all managers and employees.

1.3 IMPLEMENTATION AND OPERATION

For effective implementation, the organisation should develop the capabilities and support mechanisms necessary to achieve its safety and health policy, objectives and targets. All staff should be motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents.

The arrangements should be:

- Underpinned by effective staff involvement and participation through appropriate consultation, the use of the safety committee where it exists, and representation systems;
- Sustained by effective communication and the promotion of competence which allows all employees and their representatives to make a responsible and informed contribution to the safety and health effort. There should be a planned and systematic approach to implementing the safety and health policy through an effective safety and health management system. The aim should be to minimise risks. Risk assessment methods should be used to determine priorities and set objectives for eliminating hazards and reducing risks. Wherever possible, risks should be eliminated through the selection and design of facilities, equipment and processes. If risks cannot be eliminated, they should be minimised by the use of physical controls and safe systems of work or, as a last resort, through the provision of personal protective equipment. Performance standards should be established and used for measuring achievement. Specific actions to promote a positive safety and health culture should be identified. There should be a shared common understanding of the organisation's vision, values and beliefs. The visible and active leadership of senior managers fosters a positive safety and health culture.

1.4 MEASURING PERFORMANCE

The organisation should measure, monitor and evaluate its safety and health performance. Performance can be measured against agreed standards to reveal when and where improvement is needed. Active self-monitoring reveals how effectively the health and safety management system is functioning. Self-monitoring looks at both hardware (premises, plant and substances) and software (people, procedures and systems, including individual behaviour and performance). If controls fail, reactive monitoring should find out why they failed, by investigating the accidents, ill-health or incidents that could have caused harm or loss. The objectives of active and reactive monitoring are:

- To determine the immediate causes of substandard performance;
- To identify any underlying causes and implications for the design and operation of the Safety and health management system.

DIAGRAM 1 : KEY ELEMENTS OF A SAFETY AND HEALTH MANAGEMENT SYSTEM

DEVELOPMENT OF THESE TECHNIQUES ...

INITIAL REVUE

SAFETY AND HEALTH POLICY

PLANNING

IMPLEMENTATION / OPERATION

MESURING PERFORMANCE

REVIEWING PERFORMANCE

2. INITIAL SAFETY AND HEALTH MANAGEMENT SYSTEM REVIEW

The organisation should carry out an initial review of its safety and health management arrangements. This review should compare existing safety and health practice with:

- The requirements of safety and health legislation;
- The provisions set out in the organisation's safety statement;
- Safety and health guidance in the organisation;
- Existing authoritative and published safety and health guidance;
- Best practice in the organisation's employment sector.

As a minimum, in order to comply with safety and health legislation, the organisation must:

- Identify hazards and carry out their risk assessments;
- Prepare and implement the safety statement requirements;
- Have effective safety consultation and employee participation programmes in place;
- Facilitate the selection of and support the role of the safety representative.

The initial review of the organisation's safety and health management system should cover the issues listed above. The following checklist may be used for the review:

- Is the Safety Statement clear and concise so that it can be read and understood by Those who may be at risk?
- Is it available at the workplace to which it relates and are workers given relevant Extracts where they are at specific risk?
- Is the overall safety and health policy of the organisation and the internal structure For implementing it adequate, e.g. are responsibilities of named persons clearly Outlined?
- Does the Statement contain a systematic identification of hazards and an assessment Of risks for the workplace(s) it covers?
- Are risk assessments being carried out on a regular basis as risks change, and are
- The necessary improvements made to keep the safety and health management
- System up to date?

- Are the necessary safety control measures required for a safe workplace identified and implemented - e.g. the provision of safe access and egress, good housekeeping, Clear passageways and internal traffic control?

- Are written safe procedures available for those operations that require them, e.g. for Routine processing and ancillary activities, handling and using chemicals, preventive Maintenance, plant and equipment breakdown maintenance, accident and ill-health Investigations, emergency planning, assessment of personal protective equipment (PPE) requirements?

- Are procedures available for monitoring the implementation of safety systems and Control measures, e.g. are safety audits being carried out?
- Is safety and health training being carried out and does the training give adequate Information to workers on risks they might be exposed to?

- Is the impact of this training and the level of understanding of the information Assessed by anyone?

- Do safety consultation, employee participation and representation procedures exist And are these procedures effective, e.g. is there good co-operation between Employer, managers and employees on safety and health issues at the workplace?

- Is there a safety committee in existence and if so does it comply with the 2005 Act Requirements.

- Are safety committee meetings constructive, with meeting reports and follow-up action lists?

- Is the Safety Representative or Representatives involved at every stage of the safety Consultation process?

2. SAFETY AND HEALTH MANAGEMENT SYSTEM MODEL

3.1 SAFETY AND HEALTH POLICY

Management should develop and incorporate into the safety statement a safety and Health policy that recognises that safety and health is an integral part of the Organisation's business performance. They should ensure that this safety and health Policy:

- Is appropriate to the hazards and risks of the organisation's work activities and Includes a commitment to protect, so far as is reasonably practicable, its employees and others, such as contractors and members of the public, from safety and health risks associated with its activities;

- Includes a commitment to comply with relevant safety and health legislation, codes of practice and guidelines as a minimum;

- Provides a framework for measuring performance and ensuring continuous Improvement by setting, auditing, and reviewing safety and health objectives and Targets.

- Is documented, understood, implemented, and maintained at all levels in the
- Organisation;
- Clearly places the management of safety and health as a prime responsibility of line management from the most senior executive level to first-line supervisory level;
- Covers employee safety and health consultation, safety committee meetings where they exist, worker participation; and safety representation and includes a
- Commitment to provide appropriate resources to implement the policy;
- Provides for employee co-operation and compliance with safety rules and procedures.
- Effective safety and health management demands comprehensive safety and health policies that fulfil the spirit and the letter of the law, are effectively implemented, and are considered in all business practice and decision-making.

<u>Organisations achieving high standards of safety and health develop policies that Recognise:</u>

- The contribution that safety and health can make to business performance by Preserving and developing human and physical resources, by reducing costs and Liabilities, and by expressing corporate responsibility;

- The need for leaders to develop appropriate organisational structures and a culture That supports risk control and secures the full participation of all members of the Organisation the requirement to resource and plan policy implementation adequately;

- The necessity of approaching injury, ill-health and loss prevention by systematically Identifying hazards, assessing and controlling risks;

- The need for the organisation to develop an understanding of risks and risk control And to be responsive to internal and external change;

- The requirement to scrutinise and review performance to learn from experience;

- The connection between quality, the environment, safety and health, and good Management practice.

DEVELOPING A WORKPLACE SAFETY AND HEALTH POLICY

By law, employers are obliged to plan their overall approach to managing safety and Health and must commit the necessary resources to implement the plan. As an initial Step, employers must develop a safety and health policy which should form part of the Safety Statement. It must be specific to their organisation and be in a written format. The content of the safety and health policy of an organisation should be based on the Hazards and risks present in the organisation and should reflect the fact that systematic Hazard identification and risk assessment have been undertaken.

As a minimum, the policy should contain a commitment that safety and health Legislation will be complied with, and should specify those responsible for implementing The policy at all levels in the organisation, including senior managers, first-line Managers, and supervisors. It should also define their safety and health responsibilities.

Employees' responsibilities should also be addressed. The safety and health policy Should specify the organisation's commitment to ensuring it will manage and conduct its Work activities, so far as is reasonably practicable, so as to be safe for employees and Others in its workplace and it will not allow improper conduct or behaviour which is Likely to put safety and health at risk. In particular, it should specify that adequate Resources will be provided for critical safety and health issues such as the:

- Design, provision and maintenance of a safe place of work for all employees; design, provision and maintenance of safe means of access to and egress from each part of the workplace;

- Design, provision, and maintenance of any article, plant, equipment or machinery for use at work in a safe manner;

- Provision of systems of work that are planned, organised, performed, maintained or revised, so as to be safe, particularly for safety-critical process operations or Services;

- Performance of ongoing hazard identification and risk assessments, and compliance with the general principles of prevention as set out in the legislation;

- Provision and maintenance of welfare facilities and PPE;

- Preparation of emergency plans and the provision of first-aid training;

- Reporting of accidents and dangerous occurrences to the authority and their Investigation;

- Provision and dissemination of safety and health information, instruction, training and supervision as required;

- Operation of safety and health consultation, employee participation and safety Representation programmes;

- Review and keeping up-to-date the safety and health policy in order to prevent Adverse effects on the safety and health of employees from changing processes, Procedures and conditions in the workplace;

- Appointment of people responsible for keeping safety and health control systems in place and making them aware of their responsibilities;

- Establishment of monitoring arrangements, including safety and health inspections and audits, which should be used by the employer to ensure ongoing compliance with legal duties, responsibilities and controls;

- development of in-house safety and health competence;
- Employment of external safety and health experts as required;
- Use of standards, codes of practice, guidelines, or industry practices;
- Co-operation required from employees and disciplinary procedures for noncompliance.

The above list is not exhaustive and the critical safety and health issues that could be Covered by the policy will depend on the risks in the organisation. If the above issues are adequately covered elsewhere in the Safety Statement or in the safety and health Management system, they might need only to be referred to in the safety and health policy. Backup documentation may also be referred to in the policy.

The executive board of directors or other senior management controlling body of the Organisation needs to accept formally the contents in the safety and health policy and Publicly acknowledge its collective role in providing safety and health leadership in its Organisation by:

- Committing to continuous improvement in safety and health;
- Explaining the board's expectations to senior managers and staff and how the Organisation will deliver on them;
- Ensuring the safety statement is a living document, is prepared in consultation with Workers, is reviewed as conditions change, and is brought to the attention of all workers.

3.2 PLANNING

Planning is essential for the implementation of safety and health policies. Adequate Control of risks can be achieved only through co-ordinated action by all members of the Organisation. An effective planning system for safety and health requires a safety and Health management system that:

• Controls risks and as a minimum complies with safety and health laws;
• Reacts to changing circumstances and demands;
• Promotes and sustains a positive safety and health culture and supports
  Continual improvement in safety and health performance.
<u>Initially, the organisation should:</u>
• Access and identify relevant legislation, codes of practice, and guidelines;
• Monitor legal and other requirements and communicate relevant information on these
  to employees.

Safety and health objectives and targets should be based on legal and other requirements. The next step is to formulate a plan to fulfil safety and health policy, objectives and targets.

<u>The plan should include the following:</u>
• setting clear performance standards;
• defining work programmes – the plan for achieving each objective;
• designating responsibilities;
• setting time frames for tasks to be completed.

A safety and health plan will help the organisation meet its legal obligations and improve its performance. It should be reviewed and revised regularly to reflect changes in organisational safety and health objectives.

HEALTH OBJECTIVES AND TARGETS

Realistic and achievable safety and health objectives should be established to meet the organisation's safety and health policy. Objectives should be aimed and focused at overall improvement in safety and health performance and should be supported by specific performance standards and targets. They should also be in compliance with relevant safety and health laws applying to the organisation. Discussions about agreeing objectives should help set priorities for the allocation of resources for safety and health. These should reflect the ultimate aim of minimising risk, while the immediate objective may be to achieve a level of performance that complies with relevant legal requirements. Safety and health objectives should be periodically evaluated and updated if necessary.

Measurable targets should be agreed with all managers responsible for achieving the plan and should be clearly communicated to those involved in its implementation.

Performance standards

Performance standards are the basis of planning and measuring safety and health achievement. The maxim 'what gets measured gets done' applies. If the organisation is to be efficient and effective in controlling risks, it needs to co-ordinate its activities to ensure that everyone is clear about what they are expected to achieve. Both the direction of the organisation as a whole and specific risks have to be controlled. Setting performance standards is essential if policies are to be translated from good intentions into a series of co-ordinated activities and tasks. Standards should:

- Set out clearly what people need to do to contribute to an environment free of Injuries, ill-health, and loss;
- Identify the competencies, expertise and training individuals need to fulfil their responsibilities;
- Form the basis for measuring individual, group, and organisational performance.

3.3 IMPLEMENTATION AND OPERATION

Structure and Responsibilities

Responsibility for safety and health management ultimately rests with the employer. This responsibility is normally delegated to executive directors, senior managers, line managers, supervisors, and employees. Each person's authority and duties should be clearly defined, documented and communicated to them. The organisational and reporting structure for implementing these duties should be illustrated in an in-house organisational chart.

In addition, each director on the organisation's board needs to accept their responsibilities in providing safety and health commitment and leadership by:

- Ensuring that each member's actions and decisions at board level always reinforce the message in the organisation's safety statement;
- Preventing a mismatch between individual board members attitudes, behaviour or decisions and the organisation's safety statement so as not to undermine workers belief in maintaining good safety and health standards.

MANAGEMENT RESPONSIBILITIES

Accidents, ill-health, and incidents are seldom random events. They generally arise from failures of control and involve multiple contributory elements. The immediate cause may be a human or technical failure, but such events usually arise from organisational failings which are the responsibility of management. Successful safety and health management systems aim to utilise the strengths of managers and other employees. The organisation needs to understand how human factors affect safety and health performance. Senior executive directors or other senior management controlling body members and executive senior managers are primarily responsible for safety and health management in the organisation. These people need to ensure that all their decisions reflect their safety and health intentions, as articulated in the Safety Statement which should cover:

- The appointment of someone at senior management level with executive Responsibility, accountability and authority for the development, implementation, Periodic review and evaluation of their safety and health management system;
- New materials – are they toxic or flammable, do they pose new risks to employees, Neighbours or the public, and how will any new risks be controlled?

- New work practices – what are the new risks, and are managers and supervisors
- Competent to induct workers in the new practices?
  New people – do they need safety and health training and are they sufficiently
  Competent to do the job safely?
- Only engaging contractors to do new or ongoing projects that reinforce rather than
  Damage the organisation's safety and health policies;
- Recognising their continuing responsibility for safety and health even when work is
  Contracted out;
- Providing their customers with the necessary safety and health precautions when
  Supplying them with articles, substances, or services;
- Being aware that although safety and health responsibilities can and should be
  Delegated, legal responsibility for safety and health still rests with the employer.

Senior managers' responsibilities should include:

- Preparing safety and health policies and consulting employees, including the safety
  Committee where it exists, and the Safety Representative, as appropriate;
- Devising safety and health strategies for key high risks;
- Setting safety and health objectives and targets for employees;
- Devising plans to implement the safety and health policy;
- Ensuring that appropriate organisational structures are in place;
- Identifying and allocating resources for safety and health;
- Ensuring that the safety and health policy is effectively implemented, and checking
  whether objectives and targets have been met; reviewing the effectiveness of the
  safety and health management system;

Managers and supervisors have direct responsibility for the safety and health of employees and activities under their control. Individual employees have responsibilities for ensuring their own safety as defined by the 2005 Act and other relevant safety and health legislation. These responsibilities should be clearly allocated and communicated to the various duty holders. Individual responsibilities should be stated in the organisations Safety Statement. They may include providing supervision and carrying out risk assessments.

TRAINING, AWARENESS, AND COMPETENCE

If employees are to make the maximum contribution to safety and health, adequate arrangements must be in place to ensure that they have the necessary skills to do their work safely. This means more than simply training. Experience of applying skills and knowledge is an important ingredient and needs to be gained under adequate supervision. Managers should know the relevant legislation and be able to manage safety and health effectively. All employees need to be able to work in a safe and healthy manner. It is also necessary to check the abilities of contractors where they work close to, or in collaboration with, direct employees. Good arrangements should include:

- Recruitment and placement procedures that ensure employees (including managers) have the necessary physical and mental abilities to do their jobs or can acquire them through training and experience; this may require individual fitness assessments by medical examination and tests of physical fitness or aptitudes and abilities where work-associated risks require it;
- Systems to identify safety and health training needs arising from recruitment,
- Changes in staff, plant, substances, technology, processes, or working practices;
- Training documentation as appropriate to suit the size and activity of the Organisation;
- Refresher training to maintain or enhance competence, to include where necessary
- Contractors' employees, self-employed people, or temporary workers who are working in the organisation
- Systems and resources to provide information, instruction, training and supporting Communications.
- Arrangements to ensure competent cover for staff absences, especially for staff with critical safety and health responsibilities
- General health promotion and surveillance schemes that contribute to the Maintenance of general health and fitness; this may include assessments of fitness for work, rehabilitation, job adaptation following injury or ill-health, or a policy on testing employees for drugs or alcohol abuse.
  Proper supervision helps to ensure the development and maintenance of competence and is particularly necessary for those new to a job or undergoing training.
  The organisation should identify its training needs and implement a training programme that takes legal requirements on safety and health training into account

COMMUNICATION

Effective communication about safety and health relies on information coming into the organisation; flowing within the organisation; and going out from the organisation;

INFORMATION COMING INTO ORGANISATION

Good sources of safety and health intelligence are as important in developing safety and health policy and performance as market information is for business development. Organisations should monitor legal developments to ensure continuing compliance with the law, technical developments relevant to risk control, and developments in safety and health management practice.

INFORMATION FLOW WITHIN THE ORGANISATION

If the safety and health policy is to be understood and consistently implemented, certain key information should be communicated effectively and should cover:

- The meaning and purpose of the policy;
- The vision, values and beliefs underlying it;
- The commitment of senior management to its implementation;
- Tlans, standards, procedures and systems relating to implementation and measurement of performance;
- Factual information to help secure the involvement and commitment of employees
- and their safety representatives;
- Ensuring workers' concerns, ideas, and inputs on safety and health matters are
- received, considered and responded to;
- Comments and ideas for improvement;
- Performance reports;
- lessons learned from accidents and other incidents

Three interrelated methods – visible behaviour, written communications and face-to-face discussions – can be used to provide an adequate flow of information in all directions throughout the organisation. These methods use both formal and informal means, but they should be consistent with each other, especially where key messages can be reinforced by more than one method.

VISIBLE BEHAVIOUR :

Managers, particularly directors and other senior managers, can communicate powerful signals about the importance and significance of safety and health objectives if they lead by example. Equally, they can undermine the development of a positive safety and health culture through negative behaviour. Successful methods demonstrating commitment include:

- Regular safety and health tours. These are not detailed inspections but a way of Demonstrating management commitment and interest and to see obvious examples of good or bad performance. They can be planned to cover the whole site or Operation progressively or to focus attention on current priorities in the overall safety effort;
- Chairing meetings of the central safety and health committee or other joint
- Consultative body;
- Active involvement in investigations of accidents, ill health and incidents.

Written and Electronic Communications: Among the most important written and Electronic forms of communications are:

- Written safety and health policy statements;
- The organisation's Safety Statement, showing safety and health roles and Responsibilities which can be in written or electronic format;
- The organisation's internal intranet site;
- Documented performance standards;
- Supporting organisational and risk control information and procedures;
- Significant findings from risk assessments;
- Records of issues discussed and addressed by the safety consultation process.

Safety and health documentation should be tailored to the organisation's business needs, bearing in mind the requirements of specific legislation. In general, the degree of

Detail should be proportional to the level of complexity and the hazards and risks. The greater the risk, the more specific instructions will need to be. In some cases, formal systems may be needed to keep track of key documentation, but material should always be written according to the needs of the user.

Organisations can use notices, posters, handbills, safety and health newsletters, e-mail or internal intranet sites or the internet to inform employees about particular issues or about progress in achieving objectives. As organisations develop, electronic means of communicating safety and health documents are used more often, but be careful with overuse of this medium. This information might include results of inspections, compliance with standards or the outcome of investigations. Well-directed use of notices, posters or e-mail can support the achievement of specific targets or improve knowledge of particular risks, and is likely to be more effective than general poster campaigns.

FACE TO FACE DISCUSSION

Face-to-face discussions support other communication
Activities and enable employees to make a more personal contribution. Tours and formal
Consultation meetings are options, but others include:
- Planned meetings (or team briefings) at which information can be cascaded and Pooled; these can include targeting particular groups of workers for safety-critical Tasks;
- Safety and health issues on the agenda at all routine management meetings (possibly As the first item);
- Monthly or weekly workgroup process meetings at which supervisors can discuss Safety and health issues with their teams, remind them of critical risks and Precautions, and supplement the organisation's training effort. These also provide Opportunities for employees to make their own suggestions (perhaps by Brainstorming) for improving safety and health arrangements;
- Day-to-day communications from supervisory staff that reinforce the information Communicated by other methods.

SAFETY AND HEALTH MANAGEMENT SYSTEM AUDITS

The organisation should establish and maintain a programme and procedures for periodic safety and health management system audits to be carried out to enable a critical appraisal of all the elements of the safety and health management system to be made. Auditing is the structured process of collecting independent information on the efficiency, effectiveness, and reliability of the total safety and health management system and drawing up plans for corrective action.

These audits should be carried out in addition to routine monitoring, inspection, and surveillance of the safety and health management system. The purpose of these audits is to ensure the continued suitability, adequacy, and effectiveness of the safety and health management system. The audit process should ensure that the necessary information is collected to allow management to carry out this evaluation adequately.

AUDIT PROTOCOLS

Audit protocols and procedures should be established, documented, and maintained, and should include the following:

- Allocation of resources to the process;
- Personnel requirements, including that of the audit team; auditors should have the Appropriate training and skills so that they can assess physical, human, and other Factors and the use of procedures as well as documents or records wherever possible.
- Auditors should be independent of the activity being audited and include support from wider range of specialists if necessary;
- Methodologies for conducting and documenting the audits, which may include
- checklists, questionnaires, interviews, measurement, and direct observation;
- procedures for reporting audit findings to those responsible to facilitate timely
- corrective action and improvement;
- A system for auditing and tracking the implementation of audit recommendations to Include addressing the possible need for changes to safety and health policy, Objectives and other elements of the safety and health management system.

AUDIT RECORDS

The organisation should establish and maintain audit records consistent with the safety and health management system records. Their retention times should be established and should comply with legal requirements.

REVIEWING PERFORMANCE

Reviewing is the process of making judgements about the adequacy of performance and taking decisions about the nature and timing of the actions necessary to remedy deficiencies. Organisations need to have feedback to establish whether their safety and health management system is working effectively. The main sources of information come from measuring activities and from audits of risk-control systems and workplace precautions. Other internal and external influences include new legislation or changes in current good practice. Any of these can result in redesign or amendment of any parts of the safety and health management system or a change in overall direction or objectives. Suitable performance standards should be established to identify the responsibilities, timing, and systems involved. Feeding information on success and failure back into the system is an essential element in motivating employees to maintain and improve Performance. Successful organisations emphasise positive reinforcement and concentrate on encouraging progress on the indicators that demonstrate improvements in risk control.

ACTION FOR IMPROVEMENT

Arrangements should be put in place to ensure that the lessons learned from the Auditing and reviewing process are put in place. This will mean the identification of the root causes of non-conformity and checking the effectiveness of, and documenting corrective actions including changes to the management system. Arrangements should be made to ensure the continuous improvement of the safety and health management system and achieving buy-in for the improvements from the workers, members of the safety committee (where it exists), and the safety representatives. The safety and health processes and performance should be compared by the organisation with others in order to improve safety and health performance.

APPENDICES A

APPENDIX A
TERMINOLOGY

In this guidance:

Accident means an accident arising out of, or in the course of employment which, in the case of a person carrying out work, results in personal injury.

Continuous improvement means the process of enhancing the safety and health management system to achieve improvements in safety and health performance in line with the organisation's safety and health policy.

Contractor means any individual, employer or organisation whose employees undertake work for a fixed or other sum and who supplies the materials and labour (whether their own labour or that of another) to carry out such work, or supplies the labour only.

Employee means any person who works for an employer under a contract of employment. This contract maybe expressed or implied, and be oral or in writing. An employee may be employed full-time or part-time, or in a temporary capacity.

Employer means any person or organisation by which an employee is employed under a contract of employment and includes a person under whose direction and control an employee works.

Hazard means a source or a situation with the potential for harm in terms of human injury or ill-health, damage to property, damage to the environment, or a combination of these.

Hazard identification means the process of recognising that a hazard exists and defining its characteristics.

Safety and health means occupational health, safety, and welfare in the context of preventing accidents and ill-health to employees while at work.

Safety and health management system means the part of the overall management system that includes the organisational structure, planning activities, responsibilities, practices, procedures and resources for developing, implementing, achieving, reviewing and maintaining the occupational safety and health policy.

Safety and health management system audit means the systematic and documented verification process to obtain and evaluate evidence objectively to determine whether an organisation's safety and health management system conforms to the safety and health management system audit criteria set by the organisation, and communication of the results of this process to management.

Safety and health objective means the overall safety and health goal, arising from the safety and health policy, that an organisation sets itself to achieve, and which is quantified where practicable.

Safety and health performance means the measurable results of the management system related to an organisation's control of its safety and health aspects, based on its safety and health policy, objectives, and targets.

Safety and health policy means a statement by an organisation of its intentions and approach in relation to its overall safety and health performance that provides a framework for action, and for the setting of its safety and health objectives and targets.

Safety and health review means the formal evaluation of the safety and health management system.

Safety and health target means the detailed performance requirement, quantified where practicable, applicable to an entire organisation or its parts, that arises from the safety and health objectives and that needs to be set and met in order to achieve these objectives.

Ill-health includes acute and chronic ill-health caused by physical, chemical, or biological agents as well as adverse effects on mental health.

Incident means an unplanned event, with the potential to lead to an accident.

Organisation means a company, corporation, firm, enterprise, or institution, or part or combination of any of these, whether incorporated or not, public or private, that has its own functions and administration. For organisations with more than one operating unit, a single operating unit may be defined as an organisation.

Risk means the likelihood that a specified undesired event will occur due to the realisation of a hazard by, or during work activities, or by the products and services created by work activities. A risk always has two elements: the likelihood that a hazard may occur and the consequences of the hazardous event. Risk is also determined by the number of people exposed as well as how often.

Risk assessment means the process of evaluating and ranking the risks to safety and health at work arising from the identification of hazards at the workplace. It involves estimating the magnitude of risk and deciding whether the risk is acceptable or whether more precautions need to be taken to prevent harm.

Health & Safety Training

APPENDIX B
SAFETY AND HEALTH TRAINING AND COMPETENCE

Training For Safety And Health

Effective safety and health training underpins the preventive approach in the 2005 Act and other safety and health legislation. Employers must provide their employees with the instruction and training necessary to ensure their safety and health. There are specific training obligations for employees involved in the safety consultation and safety representation processes. Safety and health training must form part of the training of all people who work at the workplace.

Training helps people acquire the skills, knowledge and attitudes to make them competent in the safety and health aspects of their work. It includes formal off-the-job training, instruction to individuals and groups, and on-the-job coaching and counselling. But training is only one way of ensuring satisfactory safety and health performance. It is also helpful to integrate safety and health requirements into job specifications.

Training should not be a substitute for proper risk control, for example to compensate for poorly designed plant or inadequate workstations. The key to effective training is to understand job requirements and individual abilities. Effective training places greater emphasis on methods of learning rather than teaching methods.

APPENDIX C
RISK ASSESSMENT AND CONTROL
THE LEGAL BASIS FOR RISK ASSESSMENT

Section 19 of the 2005 Act requires employers and those who provide workplaces for use by others (under section 15 to the extent they have control) to identify the hazards posed by their workplaces and work activities. These duty-holders must also assess the risks posed by these hazards to their own employees, to other employees, and others (e.g. visitors, customers or passers-by), and prepare written risk assessments. Any improvements considered necessary in these assessments must be implemented.

Under section 20 of the 2005 Act, the employer and workplace controllers (under section15) must also prepare a safety statement which specifies the manner in which the safety, health and welfare at work of his or her employees and others should be secured and managed. The safety statement must include the hazards identified and the risks assessed under section 19, the protective and preventive measures to be taken, and the resources to be provided for protecting safety, health and welfare. These risks assessments and the safety statement must be updated as necessary, particularly when situations change that affect safety and health.

Several other statutory provisions contain provisions for risk assessment, e.g. the General Application Regulations on use of work equipment, PPE, manual handling, pregnant employees, etc., on noise, chemical and biological agents, major accident hazards, and on the classification, packaging, and labelling of chemicals.
All these Regulations require risk assessments to be carried out on the subjects covered by the Regulations. Risk assessment is the process of examining what can cause harm to people in the workplace so that a judgement can be made as to whether sufficient arrangements and precautions are in place or additional measures are required. Risk is also dependent on the number of employees exposed to the risk. The aim is to identify potential sources of harm and put in place adequate control or preventive measures before they result in an accident or ill-health.

KEY STAGES OF RISK ASSESSMENT AND CONTROL

The key stages in the risk assessment and control processes are as set out in the Flowchart following.

Use Trained Risk Assessors

Ensure that the people responsible for carrying out risk assessments have the necessary skills and training to carry out these assessments. The training must include a specific focus on the methodology to be used.

Risk assessors must be familiar with any relevant
safety and health legislation, standards, codes of practice, or guidance covering the activity being assessed.

Prepare an Inventory

An inventory of all work activities, processes, equipment, or machines used must be prepared for each work area or location being assessed. It is vital to include infrequent maintenance tasks as well as more routine day-to-day work.

Possible ways of classifying work activities include:
• Geographical Areas Within/Outside the Organisation's Premises;
• Stages in the production process, or in the provision of a service;

Workplace Safety and Health Management

- Planned and reactive work;
- Defined tasks (e.g. driving).
- Identify

Identify the Hazards

- For each activity, the hazards must be identified. These may include:
- Slips, trips, or falls on the level;
- Falls of persons from heights;
- Falls of tools or materials from heights;
- Inadequate headroom;
- Hazards associated with manual lifting/handling of tools, materials, people, or Animals;
- Hazards from plant and machinery associated with assembly, commissioning, Operation, maintenance, modification, repair and dismantling;
- Vehicle hazards, covering both site transport (e.g. at loading bays or in the Warehouse) and travel by road;
- Fire and explosion;
- Substances that may be inhaled, absorbed, or ingested;
- Substances or agents that may damage the eye;
- Harmful energies (e.g. electricity, radiation, noise, vibration);
- Work-related upper limb disorders resulting from frequently repeated tasks;
- Inadequate thermal environment, e.g. too hot or too cold;
- Lighting level for tasks;
- Slippery, uneven ground/surfaces;
- Inadequate or no guard rails/hand rails on stairs/steps;
- Contractors' activities on site;

- Confined space entry;
- Human factor hazards (e.g. human error, stress, violence to staff, bullying, passive
- Smoking, sexual harassment, shift-work, piece-work);
- Temporary work;
- Working alone or in remote locations;
- Home workers, including teleworking.
- The above list is not exhaustive. Organisations should draw up their own hazard Checklists, taking into account the nature of their work activities and locations where
- Work is carried out. Relevant safety and health legislation, codes of practice, standards and guidelines should be used for drawing up hazard checklists.

The most practical ways for carrying out risk assessment include comparing the situation Found with that set out in the relevant safety and health legislation, code of practice, or Authoritative standards/guidance appropriate to the hazard. Linking safety control Measures with hazard identification and risk assessment processes is an effective Method of creating an understanding and adoption of the control measures by Employees. Safety and health legislation requires that employees, including the Safety Representative, be consulted and involved in the risk assessment process, to ensure they understand the reasons for it and take ownership of the remedial measures or Precautions that are put in place. A system for involving employees in the risk Assessment process must be developed in the organisation.

Identify Appropriate Action

If the arrangements in place for the activity being assessed are not in accordance with the relevant safety and health legislation, codes of practice, authoritative standards or guidance, the deficiencies should be noted and appropriate action identified. Items in need of attention can be prioritised as:

- **Immediate;**
- **Short-term;**
- **Medium-term;**
- **Long-term.**

Prioritisation should take account of the analysis of the likelihood of injury and the Consequences carried out under the risk assessment section above. A simple form of risk Estimation is described below to illustrate these general principles.

Risk Assessment Records and Control

A written record of the risk assessments must be retained, and all relevant safety and Health procedures documented. These should be integrated into the organisations Safety Statement and brought to the attention of all affected persons. Adequate Documentation can also contribute to consistent application. In some cases, the law Requires suitable records to be maintained (e.g. the record of risk assessments to be Included in the Safety Statement, statutory examination reports on certain plant and Equipment, etc.)

The organisation should document its risk assessment and risk control procedures so that they are proportional to its business needs, hazards, and risks. The control of relatively minor hazards 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 Workplace precautions.

Control of high-hazard activities may demand detailed workplace Precautions, which need to be strictly followed, such as permit-to-work systems. All the components of the safety and health management system need to be adequately Inspected, maintained, and monitored to ensure continued effective operation. Risk assessments and workplace precautions should be reviewed in the light of changes and technological developments. The type, frequency and depth of maintenance should Reflect the extent and nature of the hazards and risks revealed by risk assessment. The Balance of resources devoted to the various control systems will also reflect the hazard Profile of the business.

Simple Risk Estimation Example
Hazards

**The potential of something at work to cause harm will vary in severity. Hazard is the Intrinsic property of the material or activity before controls is put in place.
The likely effect of a hazard may, for example, be rated as:**

- **Major:** death or major irreversible injury (e.g. amputation, fracture or serious hand Injury that could affect its future use) or illness causing long-term disability
- **Serious:** injuries or illness causing short-term disability;
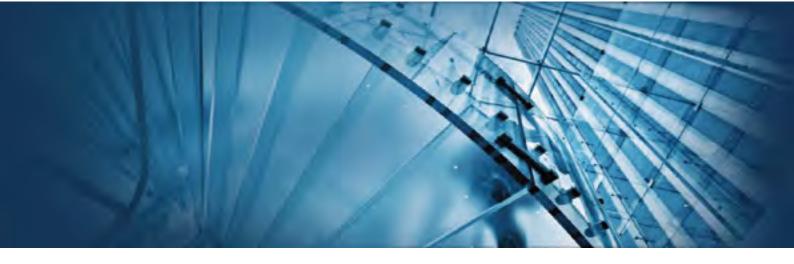- **Slight:** all other injuries or illness.

Harm may not arise from exposure to a hazard in every case. In practice, the likelihood and severity of harm will be affected by how the work is organised, how effectively the hazard is controlled, and the extent and nature of exposure to it. In the case of health risks, latent effects and individual susceptibility will also be relevant. Judgements about likelihood will also be affected by experience of working with a hazard; for example, the analysis of accident, ill-health and incident data may provide a clue. The likelihood of harm may be rated as:

- **High:** where it is certain or near certain that harm will occur;
- **Medium:** where harm will often occur;
- **Low:** where harm will seldom occur.

Only one or several employees may be exposed, either continually or for a short period. In this case, risk can be defined as the combination of the severity of harm with the Likelihood of its occurrence and number exposed, or:

**Risk =
Severity of harm x Likelihood of occurrence x Number of workers exposed
To hazard**

This simple computation enables a rough and ready comparison of risks. If hazards Could affect more than one person, risk assessors can assign a relative weighting to Reflect this. In practice, organisations use risk assessment systems which best suit their Needs, e.g. the major accident prevention policies and safety reports required for major Accident hazards sites might use a combination of quantified risk assessment (QRA), Hazard and operability studies (HAZOP) studies and fault tree analysis.

APPENDIX D

MEASURING SAFETY AND HEALTH PERFORMANCE

Performance measurement is an essential part of the safety and health management System. Key purposes of performance measurement are to:

- Determine whether safety and health policies and plans have been implemented and Achieved;
- Check that risk-control measures have been implemented and are effective;
- Learn from safety and health management system failures, including hazardous
- events (accidents, near misses and ill-health cases);
- Promote better implementation of plans and risk controls by providing feedback to all parties;
- Provide information that can be used to review and, where necessary, improve Aspects of a safety and health management system.

Active and Reactive Monitoring

It is often necessary to use both active and reactive and monitoring data to determine Whether objectives are achieved. An organisation's performance management system Should incorporate both active and reactive monitoring. Active monitoring should be Used to check compliance with the organisation's safety and health activities, for Example to confirm that recently appointed staffs have attended an induction course. Reactive monitoring should be used to investigate, analyse, and record safety and health Management system failures, including accidents, near misses, and ill-health cases.

Measurement Techniques

The following are examples of methods that can be used to measure safety and health Performance:

- Systematic workplace inspections or safety tours using checklists;
- Inspections of specific machinery and plant to check that safety-related parts are
- fitted and in good condition;
- Safety sampling – examining specific aspects of safety and health;
- Environmental sampling – measuring exposure to chemical, biological or physical Agents (e.g. noise, chemical fumes, dusts, X-rays) and comparing with recognised Standards;
- Behaviour sampling – assessing employees' behaviour to identify unsafe work Practices that might require correction;
- Analysis of documentation and records;
- Benchmarking against good safety and health practices in other organisations.

Inspection

A system for inspecting workplace precautions is important in any active monitoring Programme. It can form part of the arrangements for the preventive maintenance of Plant and equipment, which may also be covered by legal requirements. Equipment in this category includes pressure vessels, lifts, cranes, chains, ropes, lifting tackle, Scaffolds, trench supports, and local exhaust ventilation. But inspections should include other workplace precautions, such as those covering the use of premises, other places of work, and systems of work.

A suitable programme should take all risks into account but should be properly targeted. For example, low risks might be dealt with by general inspections every month or two, covering a wide range of workplace precautions such as the condition of premises, floors, passages, stairs, lighting, welfare facilities, and first aid. Higher risks need more frequent and detailed inspections, perhaps weekly or even, in extreme cases, daily, or before use. An example of a pre-use check would be the operation of mobile plant. The inspection programme should satisfy any specific legal requirements and reflect risk Priorities. Suitable schedules and performance standards for the frequency and content of inspection can help. The schedules can be supplemented with inspection forms or Checklists, both to ensure consistency in approach and to provide records for follow-up Action.

Accident, Ill-health and Incident Investigations

Organisations should have effective procedures in place for reporting and investigating accidents, ill-health cases, near misses, or any other incidents. The prime purpose of the investigation procedure is to prevent further accidents or ill-health. The occurrence of accidents and ill-health is usually evidence of safety and health management failures. In order to find out why an accident, case of ill-health, or near miss happened, shortcomings in the safety and health management system should be investigated. The investigation procedure should include:

- The types of events to be investigated (e.g. only investigate near misses that could Have led to serious harm);
- Co-ordination with emergency plans and procedures where appropriate;
- the purpose of investigations;
- The scale of investigative effort in relation to the potential or actual harm;
- Who is to investigate the accident or ill-health case;
- The authority of the investigators, their required competencies, and associated Training needs (including line management);
- Arrangements and location for witness interviews;
- Practical issues such as availability of cameras and storage of evidence;
- The role of the Safety Representative in the investigation;
- Investigation reporting arrangements, including statutory reporting requirements.

Investigation personnel should begin their preliminary analysis of the facts while further Information is collected. Data collection and analysis should continue until an adequate and sufficiently comprehensive explanation is obtained.

WORKPLACE HEALTH AND SAFETY MANAGEMENT

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