

## **Essential Health and Safety reading for any leader, manager or supervisor!**

HSG 65 has been essential reading for business leaders, managers and supervisors involved in health and safety as well as health and safety professionals and worker representatives.

The HSE has recently published (Dec 13) an updated version of HSG 65 (Managing for health and safety). Follow this link for a copy <http://www.hse.gov.uk/pubns/books/hsg65.pdf>

The revised guidance explains the Plan, Do, Check, Act approach and the balance that is necessary between processes / procedures and the behaviours of the people working in an organisation. It endorses the management of health and safety as an integrated part of a wider business management system rather than a stand-alone system. This is essential if health and safety is to be an enabler for the organisation rather than just a 'bolt-on' that sucks the energy and enthusiasm from the business. Any business that delivers the principles outlined in HSG 65 will be well-placed to be efficient and effective as well as compliant.



The HSE has moved away from the POPIMAR (Policy, Organisation, Planning, Implementation, Monitoring, Audit and Review) to the Plan, Do, Check, Act approach.

This recognises the need to achieve a balance between systems and behavioural aspects of health and safety management.

Plan, Do, Check, Act is a continuous cycle focussing on all aspects from planning through to review, including the capture and review of lessons learned.

Whatever the type of industry or size of your organisation, the keys to effectively managing health and safety are:

- Leadership and management
- Competent people fulfilling every role
- An environment where people are trusted and involved
- Identifying and managing key risks

A sustained and systematic approach to risk management is required and comprises a number of key elements (or building blocks).

Part 2 of HSG 65 focusses on providing examples of evidence to look for when deciding if you, as a leader, manager or supervisor, are doing what you need to do to manage health and safety effectively in key areas.

An example for leading and managing for health and safety is provided below.

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

Part 3 of HSG 65 is by far the largest section of the document and focusses on delivering effective arrangements within each of the Plan, Do, Check, Act elements.

Part 4 provides really useful links to other resources and reference material to support the successful implementation of HSG 65.

The revised HSG 65 document is required reading for anyone involved in leading and managing health and safety in an organisation and a definite source of reference to have available in your library.

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