



ENVIRONMENT
AGENCY

Health & Safety Management System (HSMS)

Introductory Workbook for Team Leaders



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ENVIRONMENT AGENCY



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" OF COURSE.... THE REAL WORRY
IS THAT ALL THIS WILL JUST
PRODUCE A MOUNTAIN OF PAPERWORK."

Part 1 - Introduction

Why this Workbook?

The Health & Safety of all those involved with the Agency - staff, contractors and the public - is of paramount importance in all our operations. As the Agency launches its Health & Safety Management System (HSMS) during 1999, it is important that managers understand what the system is about, what it is intended to achieve, and how its aims will be delivered and monitored.

This workbook is intended both as general background information for Agency managers and also to give an opportunity for those who will play an active part in implementing the system the chance to think round the key issues prior to becoming involved in developing local HSMS implementation plans.

In some parts of the workbook you're asked either to find out information or think through relevant issues prior to attendance at Team Leader Workshops where local implementation of the HSMS will be considered. At those Workshops you'll be looking at how to go about implementing the HSMS locally - so it's a good idea to arrive suitably 'primed'.

Some parts of the workbook introduce and explore key safety management concepts. Others outline the national, regional and area-level rationale for the HSMS itself. Others involve readers in a number of short preparatory 'think it through' exercises.

The Workbook takes around 1 - 2 hours to complete, but some of the exercises will involve you talking to colleagues or finding out local safety information beforehand. Spread the task over a few days - it's time well spent.

Purpose:

- For background information as a 'primer'
- As preparation for local planning
- As a 'quick reference' manual.

Contents

- National/Regional/Local rationale
- Outlining key HSMS concepts
- Planning exercises
- Key information sources & contacts

Safety Management as part of an overall 'Integrated Management System' (IMS)

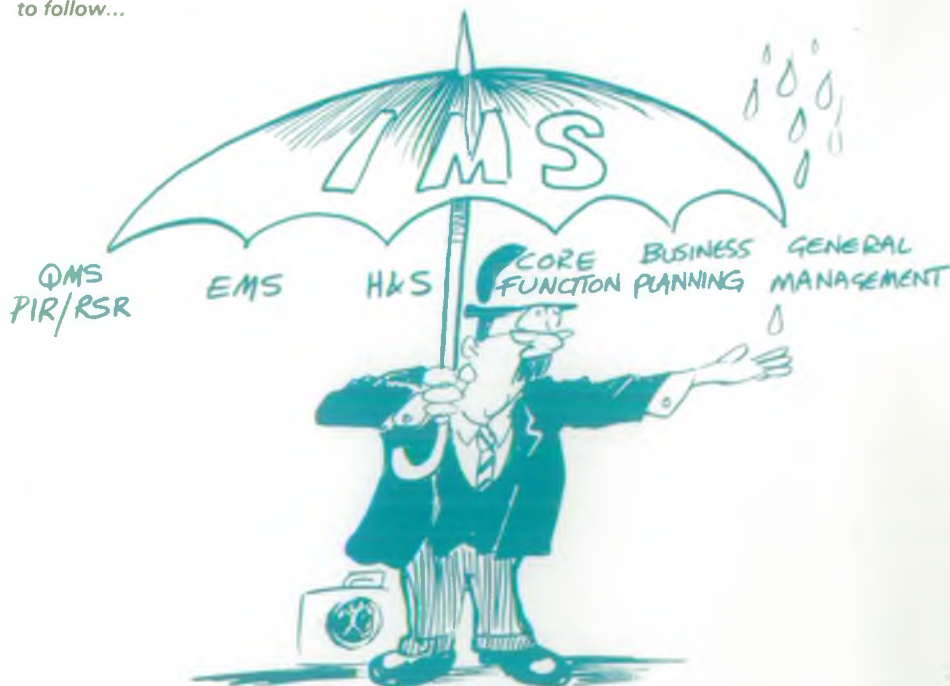
The Agency, not surprisingly, is moving towards the development and implementation of a national system of business management which will aim to integrate the best of current practice with the need for improved national, regional and local-level management co-ordination.

Future Agency Management:

- will be delivered through an Integrated Management System (IMS)
- the HSMS is only one part of this integrated system
- other Business Systems to follow...

The Health & Safety Management System outlined in this workbook, is just one part of an overall 'Integrated Management System' (IMS) through which the Agency will discharge its legal responsibilities and build an efficient, quality business.

You'll hear lots more about this in the future!



What is a 'Health and Safety Management System' (HSMS)?

Whilst safety is, of course, 'everybody's problem', actually managing the process of *delivering* a safe service at local, regional and national levels isn't always easy.

It's well recognised that there's a need to support Agency managers at all levels in the organisation through the adoption of a co-ordinated national health & safety management system. It will:



- help to ensure that appropriate national, regional *and* local action is taken to manage safely
- help to keep unnecessary or duplicated effort to a minimum.
- help to direct resources to where they are most needed.
- assist in ensuring that we learn from and support each other
- help in the development and dissemination of Agency 'best practice' as national, regional or local safety trends develop
- help to meet/keep-up with ever-evolving health & safety needs

The Agency's HSMS

- *9 Integrated Systems*
- *Policies and Methods*
- *Success criteria*
- *Responsibilities*
- *Support Documentation*

Risk Management Needs & Management Responsibilities

Unlike earlier health & safety legislation, which was largely 'rule driven' and 're-active' modern safety law is, instead, 'risk-driven' and 'pro-active'. We don't just sit back and wait for accidents or ill-health to happen - we get out there and plan to avoid them occurring in the first place.

'Safety' happens through our management decisions, through our staff's behaviour, through the actions of contractors and through our interaction with the public. But, primarily, it is managers, at all levels, who make day to day operational or strategic decisions on behalf of the Agency. It is they who decide how the Agency will operate and thus decide how people will be put at risk - or not. Of course, our employees also have a legal duty not to put themselves at unnecessary risk and to co-operate with Agency management in discharging our responsibilities - but that can realistically only come after appropriate risk management action has been considered by the Agency's managers.

The golden rules are:

- consider risks in advance of undertaking the work
- manage risk control 'according to the level of risk'
- continually monitor to see if our controls continue to work
- change/adapt accordingly - into the future

But you *can't* do any of that without the safety 'systems' in place to support effective management. You'll need support in selecting and training staff to be competent; you'll need accurate and valid risk assessment information; you'll need training, for yourself and your team, to be able to interpret, specify, implement and monitor risk control needs; you'll need up to date and accurate accident and incident statistics to know how things are going; you'll need to know how to set and monitor realistic local safety

Information:

HS(G)65 from HSE

All this isn't just the Agency's idea.

The Health & Safety Executive has laid out similar ideas for modern safety management in its guidance booklet HS(G)65

'Successful Health & Safety Management'

(see 'Reference' section for details)

performance targets; you'll need occupational health support; and - most importantly - you'll need to know how to audit if all that effort is worthwhile (it's as important to know when to stop as it is to know when action must be taken!).

Put simply, the Agency owes it to its managers to put in place effective, realistic, valid and, above all *auditable* safety support systems (at National, Regional *and* local Area levels) to enable them to deliver 'health & safety' in a controlled and legally compliant manner. In relation to everything that we do - whether out in the field, whilst travelling, or back at the office.

Safety & the Delivery of a Quality Service

We'll explore this much more later - but let's get one thing up-front - modern risk-driven safety management isn't just about legal compliance, it's good business practice.

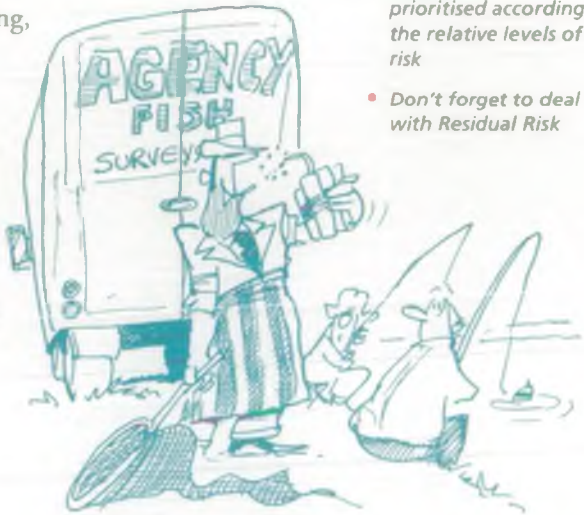
It isn't just about 'health & safety', but about:

- effective resource management
- realistic time management
- effective financial planning
- ensuring that the accountabilities & responsibilities of managers and staff are clear and achievable

Health & Safety can be *part of* an Integrated Management System precisely because it *is* an integrated management system, of itself.

Risk Management Principles:

- Be guided by 'reasonable foreseeability'
- Risk Assessment isn't an end in itself - it's 'just' a tool to enable Risk Management
- Risk Management ACTION should be prioritised according to the relative levels of risk
- Don't forget to deal with Residual Risk



DON'T WORRY GUV.... ITS STANDARD PRACTICE IN OUR GAME.... I KNOW WHAT I'M DOING....

Space for notes

Part 2 - The Background

Why do we need the 'HSMS'?

Why does the Agency need an HSMS?

Managing Safely not Managing Safety

Safety happens partly because of having the right policies and procedures, but mainly because of effective local risk management action and through monitoring of change. It isn't '.....*did* safety last year - cracked that', but a need for constant vigilance to keep up with an ever-changing set of issues - work patterns, machinery types, training, manning levels, new sites, etc. The idea is for Agency managers to manage *in a safe way*, continually, rather than to manage this thing we call 'health & safety' as if it were something different to our normal work duties!

The importance of Safety 'Systems'

In such a large organisation as the Agency there is always the problem of where to draw the line between supporting local management decisions and providing adequate central guidance and support. The HSMS is aimed at a middle line which provides effective tools & techniques and

common *systems* of control (for auditing, risk assessment, etc) to managers, without being over-prescriptive and taking away the right to manage effective local decision-making. Of course the HSMS itself will be audited regularly to see if that middle line is being successfully achieved.

Why an HSMS?

The point is:

- *Manage Safely* not Safety
- *Managing 'in a safe way'* requires access to co-ordinated safety 'systems'
- The safety 'systems' are themselves backed by tools and techniques for practical ACTION
- Ongoing AUDITS tell us all if it's worthwhile effort!
- An HSMS simplifies the overall safety process



SUDDENLY THE RISK MANAGEMENT IMPLICATIONS OF WATER SAMPLING SEEMED INCOMPARABLY MORE COMPLICATED....

The Legal Case

The Agency, its managers and staff, have responsibilities under both Criminal and Civil Law. Under **Criminal Law** are all the statutory responsibilities that come with the Health & Safety at Work etc Act ('74), the Management of Health & Safety Regulations ('92) and all the different 'technical' Regulations. Most are entirely risk-driven but some statutory prescriptive responsibilities still remain. Frankly - its all more than a headful! You don't need to know it all but it's important that you know the 'reasonably foreseeable' issues (the hazards and risks), which relate to your Team and their activities. Since ignorance of the law is no excuse - the problem for everybody is 'knowing what there is to know!' But that's what Safety Advisors are for.....if in doubt - ask! Their contact numbers are at the end of this workbook.

Under **Civil Law**, we all have to worry about the increased possibility of the Agency or its staff being the subject of litigation if we get things wrong. Personal injury litigation costs are increasing all the time. If anything, it's Civil law which is driving modern safety onwards. Yes, we need co-ordinated safety systems to ensure that the 'right' things are happening. But also, it's reasonable that everyone involved should be properly protected, if they've acted appropriately, should things go wrong.

It's important to understand the key legal implications of safety-related decisions. Is your own or your Team's knowledge up to date? For instance:

- who owes who a 'Duty of Care' - and what is it exactly?
- to what extent is a manager supposed to act in controlling risk?
- what powers does an HSE Inspector have?
- what exactly happens in the event of a civil injury claim?
- what are the issues if a local manager *can't* act on risk control?

Criminal Law:

- 'Aims & Objectives' - the Health & Safety at Work etc Act 1974 - employer and employee responsibilities
- 'Tools & techniques' - The Management of Health & Safety at Work Regs 1992
- 'The Detail' - mainly technical Regs which are 'risk driven', but beware 'statutory obligations'
- If in doubt.....ask!

Civil Law:

- Revolves around exercising a 'Duty of Care'
- Tends to 'drive' health & safety because of ever-evolving litigation 'precedents' about what is and isn't 'negligent'
- Negligence is
 - harm occurs
 - Duty of Care shown to be owed
 - breach of Duty of Care demonstrated
 - injury shown to be 'caused by' the breach

- what are the issues in liability between the Agency & Contractors?
- what are the penalties the courts can impose?
- is anyone liable if someone makes a mistake in a risk assessment?
- what are the legal implications of accident investigations?

If in doubt - consider whether you or your staff should attend any of the different safety training sessions being run by the Agency either locally, or on a national basis. (see later 'Reference' section for details). Basic legal knowledge like this could be vitally important.

The Business Case

Safety Systems are intended to support managers in effective resource and financial management. You can't make responsible business decisions unless you know the potential consequences of all the different factors involved in the decision. And since safety risk control could be critical to the *operational* success of a project (let alone to the safety of the individuals involved), you can't do effective management without the systems which provide the right level of information at the right time.

Cost/Benefit Analysis

What are the 'costs' arising from managing safely? How much *should* be spent on safety matters? Equally, what are the benefits to be gained by investing time in safety concerns? The Agency and its management undertake cost/benefit analysis of the financial and operational implications of project management all the time. Why are health and safety concerns any different? Of course, 'costs' here, include both financial and other aspects (eg, time, effort, manpower, etc) - and you may not necessarily feel comfortable when anticipating the sometimes 'soft benefits' of investment in safety. The HSMS will support such planning and evaluation - where it's needed

The Business Case

- *Managing safely enables effective resource management*
- *Managing safely supports good people management*
- *Managing safely enables effective time management*
- *Managing safely is an essential of good project management*
- *The HSMS enables managing safely*
- *Failure to manage safely is demonstrably bad management*
 - *for the individual involved*
 - *for the Team*
 - *for the Agency*

The HSMS is *just* a Management Tool

So there's nothing difficult about safety management. The HSMS is 'just' a management tool - you make these kinds of management decisions all the time. The HSMS is intended simply to provide a structure for pulling-together the work that we largely do already - but not necessarily in this format. It'll also provide a set of 'coatpegs' for hanging new or evolving safety issues on without continually having to start from scratch each time.



Safety in 'the real world' - defining 'Success'

For all the concern about legal compliance, the fact is that safety happens (or doesn't) in the real world, where managers have to make often difficult decisions based on the trade-off's between one concern and another. The Agency recognises that the HSMS has to be rooted in that real world or it will have no value. As such, specific 'success criteria' have been defined so that managers can measure whether their safety performance is up to scratch - and if not, what the reasons are and

how to improve things. Of course, it could be that the criteria themselves are wrong so the system also audits itself and is open to constant review. The HSMS is there to help, not to hinder.

JANE WAS REGULARLY DEPLOYED TO MAKE IMPORTANT DECISIONS ON THE LIKELIHOOD OF EXPOSURE TO EXTREME CONDITIONS

Developing/Setting/Monitoring/Changing National Policies

The call for consistency in safety practice across the Agency has been a constant feature of questions at all the management-level safety training sessions, which have been undertaken. The trick is to find the fine line between offering overall consistency at a national & regional level whilst supporting local differences where they're justified. Without an HSMS, the validity of either approach couldn't be assessed.

Why does your Area need an HSMS?

Benchmarking

A key issue for each Area in the Agency is being in a position to 'benchmark' local safety performance against that of others. Are we doing well? Are things going badly wrong? Is there something peculiar about this area which justifies any differences? Without a common audit and monitoring procedure – we'll never get to the point of knowing.

Gathering/acting on real local data

For all that benchmarking will be important, we want primarily to be driven by accurate and meaningful *local* data. Not just re-active stuff like accident or incident records, but also pro-active information from local site-specific risk assessments (which take account, for instance, of local work structuring, local geography and even personnel constraints) and from a host of other relevant local information.

It's the only way that effective pro-active co-ordination of local effort can occur; the only way that we can set and measure whether local safety goals are being achieved; the only way that we can learn from experience. Most importantly, it's the only way that a local area's experience can purposefully be used to influence Regional or even National safety needs. We can't run a business as complex as this on opinion and supposition - if an area is to get a proper 'slice of the pie' in safety investment, then it will have to be able to justify its concerns.

Other examples of relevant 'local' safety data:

- *Near-miss records*
- *Sickness/absence trends*
- *Injury/ill-health patterns*
- *Records of staff complaints/concerns*
- *etc*

Recognising when we're doing enough

Some organisations and individuals take safety too far. It's even possible that the Agency or its predecessors might have done that on occasions! As such – it's important that your time isn't wasted and that effort expended on managing safely is justifiable.

It's as important to know when you're doing enough as when to be concerned that you're not! Without a safety management system, you'll never know whether the effort was worth it or not - so you'll never know whether you ought to work harder to improve or simply sit back and monitor your success!

When are we doing enough?

- *When action has taken place which is appropriate to the level of risk*
- *When we can say that we've done 'everything reasonably practicable'*
- *When the residual risk (ie that left over when we've acted) is deemed acceptable*
- *Always remember however - if risk control actions will take a while... "What do we do in the meantime?"*
- *But, of course, if you never actually stop – issues simply become an item for ongoing risk monitoring*

What are 'the stopping rules'?

Manage everything 'appropriate to the level of risk'. Don't run away from important safety issues or bury your head in the sand simply because an issue is difficult or complicated. You'll be held accountable for your decisions, so have a thorough understanding of what risk is, how it's measured and what risk control is all about in a local context. At the same time, get comfortable with when it's OK to say no - enough! The Agency, in bringing in the HSMS, is attempting to ensure that systems exist to support and assist you. Local Safety Advisors are there to help and advise as required.

Why do You & Your staff need an HSMS?

Making things happen 'at the coalface'

As local managers, *you're* the ones who generate the information and data upon which Regional and National Policies should be based. If *you* don't generate that data through incident reporting and investigation, through local risk assessment and management, through evaluating the effectiveness of local safety practice, then it's all just a pile of paper and lot of hot air!

Meeting/Monitoring local safety needs

Of course, you need to become familiar with all the statutory safety requirements that the law places on you and your staff. At the same time, however, *you're* the local experts at what you do (or, if not, you just identified some significant training needs!).

So *you* should know and understand local risks better than anyone (though a fresh pair of eyes can sometimes help!). *You'll* know who's being hurt (or nearly) and who's not well. *You'll* also know the effect that that's having on the individuals concerned, on their colleagues, and on the local business as a whole - *you* can't manage effectively without managing these local safety needs.

Occupational Health Provision

Because the Agency is interested both in trying to *avoid* injury & ill-health before it happens, and also in providing appropriate support once problems have occurred its important that we have properly organised occupational health provision.

You'll want access to local advice and support where and when it's needed - and you'll want a service which offers timely advice and support both to prevent ill-health through health promotion campaigns, and for support or treatment when things go wrong.

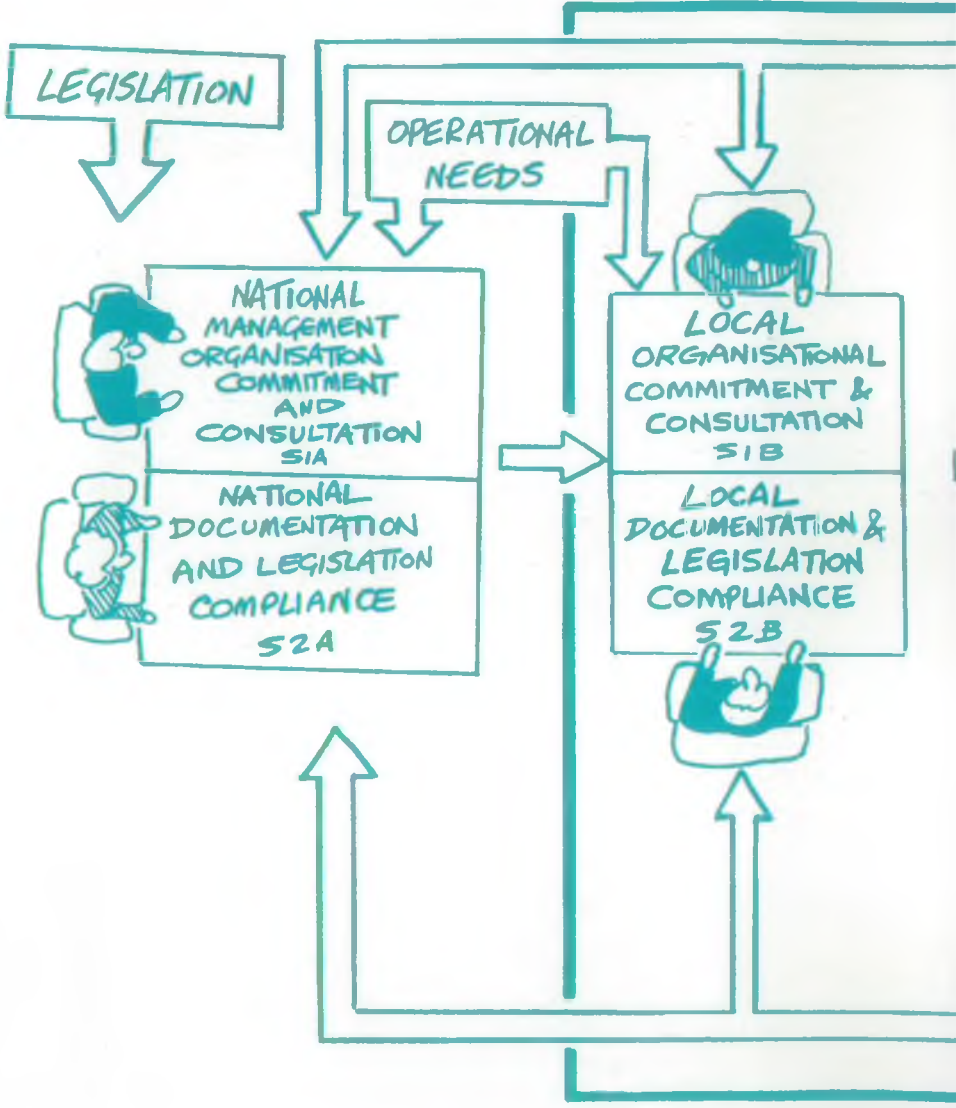
Effective Occupational Health provision can only work if both national *and* local needs are taken into account. We need the big picture *and* the local detail.



**OCCUPATIONAL HEALTH
SUPPORT WAS CLOSELY
-TARGETED**

So.....what will the Health & S.

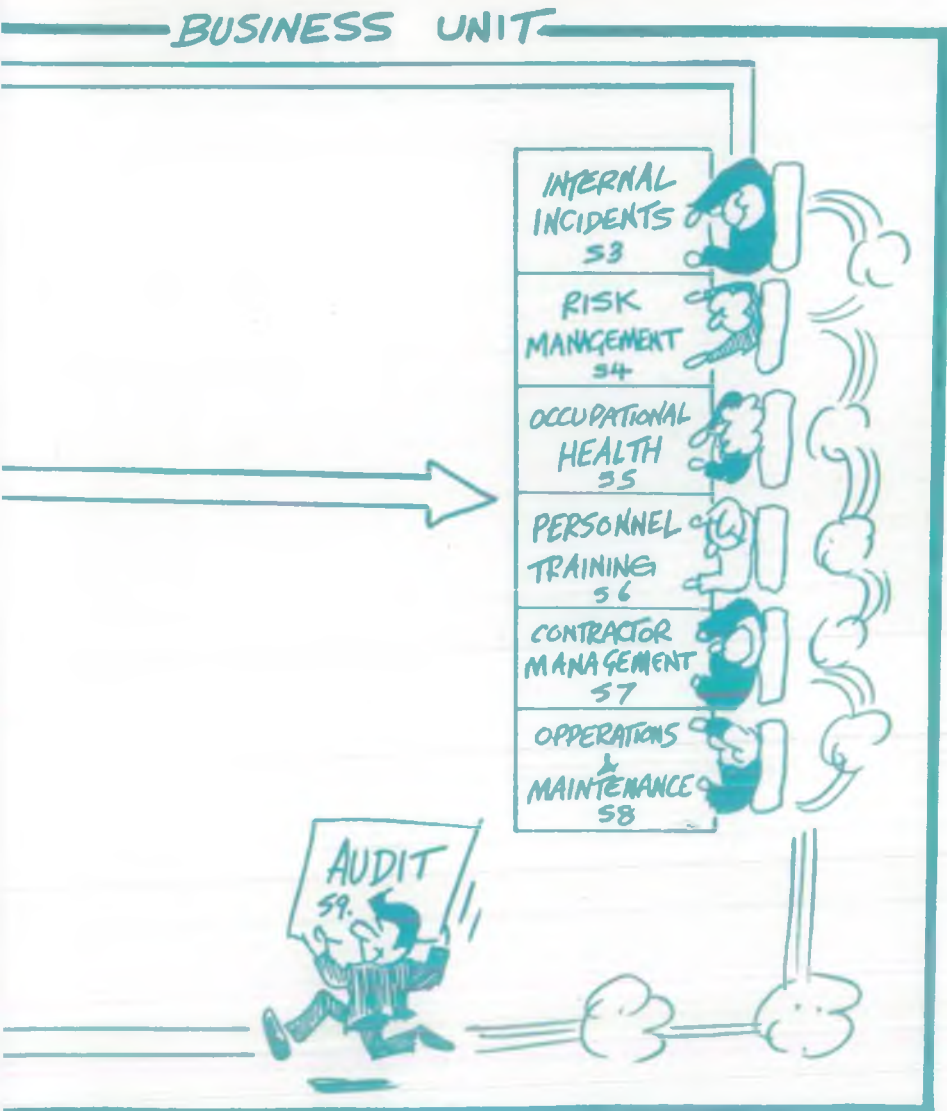
The Agency's HSMS consists of nine integrated systems each operating...
The entire process is driven by evolving safety legisl



The Audit system feeds out of all of the core systems and en

Safety Management System include?

at the relevant Business Unit level (National Centre/Region/Area/etc).
ion and by the Agency's changing operational needs.



oles continuous improvement and development at all levels.

What's *Your* role in the development of the HSMS? What support will you get?

What's happening Nationally/Regionally?

The first versions of the HSMS were completed in early 1999. A lengthy consultation period followed to review and further develop the documentation. Version 2 was then prepared in readiness for a series of national launch events.

The HSMS Launch:

- Trial launch February 1999
- Main launch June 1999
- Kick-off audits - Summer 1999
- 'Local' implementation - Autumn 1999 onwards
- HSMS in place - end 1999

The HSMS was launched initially at a trail event held for the Ridings Area Management Team (North-East Region) in late February 1999. Thereafter, a series of full HSMS Launch events have been organised throughout the Regions, during June 1999, aimed at both RMT and AMT levels.

As RMT/AMT members attend the launches, so they then go back and organise follow-up local Workshops aimed at briefing Team Leaders about the HSMS and initiating the development of a local management action plan for implementing the HSMS locally. This workbook is for use as a 'primer' at Team Leader-level prior to attendance at those meetings. In the future, the workbook will also be used to assist in getting new Team Leaders up-to-speed with HSMS issues so that they can contribute to ongoing HSMS implementation. The workbook will be an ongoing introductory reference to the HSMS for Agency managers.

What will the Areas be doing? Workshops & Audit Training

As the Regional and Area Workshops progress following the Launch Events, so each Area will need to have had a starting point for its local HSMS implementation. You can't effectively decide where you want to *go* with local

health & safety practice unless you know where you *are* already - so in support of the programme there is a series of training courses in the HSMS Audit System. Appropriate staff have been selected to attend the courses by their RMT/AMT groups. They then undertake, in teams, their first local HSMS audit so that a meaningful local implementation/action plan can be developed. Audits will then take place annually in the future so that local HSMS plans can be reviewed as required.

Be reassured – these first audits are not to measure success or failure, but to establish local benchmarks so that future improvements can be gauged. The audit process - both now and in the future - will give everyone a better handle on what needs to be done to improve things.

Ongoing Risk Assessment & Risk Management

The Agency's Safety Plan for 1999 includes the completion of the initial Risk Assessment programme before the end of the year.

Equally, the programme of Risk Management training (the series of IOSH-accredited 'Managing Safely' courses and the one-day Risk Management events, which have been run in various Regions) continues.

HSMS Programme

- Launch
- Workbooks issued
- Workshops
- Audits
- Management action plans
- Implementation



What will be happening Locally?

What will you need to do?

You've got one of these workbooks so either you're about to attend a local Workshop or, as a new starter, you'll be preparing to discuss these issues with other members of the local management team. You'll be expected to have worked through this booklet before attending the Workshop.

The HSMS cycle

- *Audit*
- *Action plan*
- *Implementation*
- *Monitor progress*
and back to ...
- *Audit*

At the Workshop your RMT/AMT will give you further details on what the HSMS is and what will be happening locally. You'll then, over time, and particularly once the initial audit results are available, be expected to play a constructive role in implementing the HSMS locally.

If you're not an auditor yourself, you may well be expected to assist in the conduct of the local safety audit. You'll also want to raise any reasonable concerns or objections about the local implementation of the HSMS if you think there are fundamental local problems which need to be addressed. But don't waste time - the adoption of the HSMS is NOT a choice!

Part 3 - How can you prepare for all of this?

Thinking around the issues:

It'll help everyone concerned if you prepare yourself for the HSMS Workshop you'll be attending by thinking around the key issues beforehand. The exercises in this section will help you to get a real 'feel' for what's happening locally so that the Workshop can be properly focused to local safety issues and concerns.

Be as honest as you like - this is your workbook - it's not marked or assessed by anyone else! If the honest answers indicate that not much safety management is going on locally, then there's a real point to the Workshop! If you're already clearly well-ahead of the game locally, then the Workshop's just to cross the T's and dot the I's. Either way - the preparation will have been worth it!



*OH AUDIT!.... I THOUGHT
YOU SAID.... ORDER IT!....*

How will we know where we want to be if we don't know where we are *now*?

Exercise 1

Find out/list exactly *where* local safety information is presently kept/recorded. Consider: H&S manuals, management procedures, COPS, minutes of Safety Action Group meetings, risk assessment records, progress reports of ongoing risk management actions, accident records and accident investigation information, etc.

On a copy of your local management/organisational chart, show who the local information 'owners' are. Find out (or show) who produces what safety-related information for whom and when. Try to get an initial 'handle' on the different local safety-information flows and whether they're effective. Do *you* know *what* you need to know *when* you need it!?

Exercise 2

As an example of the kinds of information it would be useful to know in preparation for the Workshops, describe how your Team reviews/monitors its overall safety performance.

Where do we want to be with Health & Safety Practice?

What safety standards/objectives do we want to have?

Your Region has a set of safety-related objectives set out in the annual Regional Safety Plan. You need to be sure you're familiar with it. Consider also where *you* want to *be* with local safety performance in the coming years.

What local safety or health-related issues concern you the most?

Is it:

- concern about compliance with legal requirements to keep enforcement action at bay – if so, which?
- concern about civil claims in the event of getting it wrong – how can you guard yourself and the Agency against such action?
- about real local risk concerns for staff in relation to one or more of the activities that the Agency requires you to undertake – if so, what are they and why?
- concern about poor record-keeping even if your local safety practice is otherwise good?

The list is potentially endless.

Exercise 3

List three local 'managing safely' issues which you know need to be improved. In each case, try to identify how these fit with the HSMS.

Safety concern one

Safety concern two

Safety concern three

Deciding 'how to get there' – being 'Pro-Active'

The Importance of the 'Safety Systems' Approach

Modern safety management is not just about dealing with sick, injured or worried staff *after* accidents or near-misses have occurred, but about having in place effective 'systems' for dealing with safety concerns 'pro-actively' – *before* the event. The idea is effective *avoidance* backed up by other systems to support us when things go wrong.

Thinking about safety 'systems' means thinking about the procedures and processes by which we try to manage in a safe way (we've already talked about the idea of managing *safely*, not managing *safety*). So 'systems' such as undertaking safety inspections, formally ensuring consideration of safety matters during equipment procurement, providing staff safety induction training, undertaking meaningful accident investigations, and the like, all contribute to managing *safely*.

Exercise 4

List three local safety support 'systems' which your Area currently has in place to try to anticipate and deal with safety concerns *before* they arise as accidents or ill-health (eg, safety inspections, safe working practices, training, pre-work site inspections, operator training in the safe use of computer workstations, etc). How effective are they? Why/why not?

System 1.

System 2.

System 3.

Exercise 5

In light of your responses above – are there other safety 'systems' which you consider are urgently needed locally but which don't seem to be in place? Explain.

The importance of 'Competency' in 'getting there'

The notion of 'Competency'

Being 'competent' to undertake the work expected of you (whether it's out in the field doing a job or about managing a process) is an ever-more important cornerstone of effective safety management. Whilst the relevant **personal qualities** an individual brings to a role will be important, in practice, 'competency' is usually assessed as an appropriate mixture of **qualifications, knowledge, training and experience**.

So a cornerstone of our improving the Agency's ability to manage safely in the future will be to invest in improving the safety-competencies of Agency staff – at all levels. In the end, we should be able to list all the necessary 'safety-competencies' required of our staff (or contractors) to enable any Agency job or management process to be undertaken safely.

Exercise 6.

Let's consider the idea of 'safety competencies' locally. Pick one or two jobs in your Team, one a field-based task and one an office-based management task. Talk to individuals involved in those tasks, then list the safety-related competencies required for the effective performance of their tasks. If you've time, also consider how those competencies either are or aren't currently being established.

Job 1. Field-based

Job 2. Office-based

Job Activity_____

Job Activity_____

Safety Competencies Req'd:

-
-
-
-

Safety Competencies Req'd:

-
-
-
-

Management Commitment and Accountability

Of course, nothing *really* works in safety if 'management' at all levels aren't committed-to and also held accountable for their actions. We lead by example or we don't lead at all. Consider what measures could be taken in your Area to improve local management commitment to safety matters. However radical your ideas, they may be worth 'throwing into the pot' when it comes to the Workshops. Also, consider how local managers should be held *constructively* accountable for their teams' future safety performance?

Monitoring *if* we're getting there.

Where are we *now* with local risk assessment & risk management programmes?

Maybe you don't feel fully conversant with the concept of 'Risk' as it applies in a safety context. If that's the case, before attending the Workshop, either take the time to revise from the different safety course notes you may have attended, or sign up for a risk assessment or risk management course, or ask your local Safety Adviser to explain! Valid and reliable risk assessments are the basic building blocks which enable effective risk management. Without effective risk assessment we can't have risk management *at all* – then the HSMS, in its entirety, becomes a 'house of cards', with no solid foundation on which to build!

Equally important is that *you* need to understand both how the risk assessment & risk management processes are progressing locally and where all the relevant local documentation is kept. Is it up to date? Is someone tracking that risk control actions indeed are being undertaken? Is someone organising that risks are re-checked once control actions are in place (remember - sometimes it can all go wrong in the doing!)? Are staff, for instance, being informed about the outputs of risk assessments?

Exercise 7

Find out (if you don't already know) where local risk assessment records are kept. Either way, take a little time to review some of the documentation. Do they make sense (do *you* understand it)? Are they being kept up to date? Is the process progressing as it should be – are risk control measures being implemented according to a clear hierarchy of risk (ie, highest risk – highest priority)? Note any deficiencies which you see or other concerns which you have.

Learning from Experience/Mistakes

By its nature, the work which we do carries risks which we'll never fully eliminate and so, on occasions, individuals may suffer injuries or ill-health as part of their work. Our aim, ideally, is 'pro-actively' to reduce the likelihood of those occurrences to the smallest possible level *before they occur* (that's what the rest of this workbook has been about). But, of course, not all health & safety practice is 'pro-active'. We also need to learn from experience - and from our mistakes.

There are five main methods by which we can learn from experience:

- to record near-misses (the accidents which nearly happened)
- to investigate accidents and incidents once they've occurred with a view to reducing the likelihood of their recurrence
- to conduct ongoing monitoring of our risk management progress
- to conduct periodic formal audit's of our safety progress
- to provide appropriate occupational health provision to support those who *do* get injured or suffer ill-health.

To give you a feel for the issues, let's look at two of those as exercises.

Exercise 8 – Occupational Health needs/support

- Find out what occupational health provision exists locally at present
- What ill-health prevention programmes are supported by the Agency?
- What occupational health programmes do you think *should* be made available locally, but aren't at present? Why?

Exercise 9 - Accident Investigation

Find out (if you don't already know) where your local accident records are kept. Review a sample of recent cases of injury, then answer the following questions:

- Are the records complete? ie all relevant sections completed and signed?
- Is the description of the accident complete – do you understand exactly *what* happened and to whom? - do you understand *why* it happened
- Do the records clearly show that meaningful action has been suggested to avoid any recurrence?
- Do the records clearly show that those actions are either underway or being considered (and, if so, who by?)



INVESTIGATE INCIDENTS CALMLY
& CONSTRUCTIVELY.....

Managing Safely is a journey not a destination! **Continually re-defining safety needs with time, with change and with experience**

Of course, the whole idea of managing *safely* rather than managing *safety* means that we'll always be involved with the HSMS – it never ends. Just as the need for and aims of financial management continually change and evolve, so too do the issues in managing the business of the Agency in a safe way. Perhaps legislation changes, perhaps staff competencies change (making previous assumptions about their supposed safety in a given set of tasks questionable), certainly budgets will change year on year. There's a host of possibilities for change. Thus managing safely goes on for good, and so the HSMS must continually evolve to meet developing National, Regional and local Area needs.

Since the 'goalposts' are bound to move, we must also ensure that we drive the HSMS, not let it drive us. That's what the HSMS audit process is about. Also, the Agency's Safety Advisers must always be open to constructive suggestions about improving the system over time. The HSMS musn't become a bureaucracy for the sake of it!

Exercise 10 – Anticipating Change

What local 'changes' can be anticipated which might affect either the ability of managers to manage safely or of staff to undertake their work safely:

- in the next six months?
- in the next two years?

Can these changes be avoided or, at least, their effects minimised by management control now? How?

If not, what other measures could be considered to reduce the effects of those changes over time?

So where do we go from here?

In this workbook, we've given you an overview of:

- why the HSMS is necessary – at all levels in the Agency
- what the HSMS is going to contain
- how it will do it's job
- what's going to be happening (or has already happened) at National, Regional, Area and Team levels
- what your role in the process will be



*THE SHOELACES IN THE SAFETY BOOTS?....
IS THAT RMT OR AN AMT DECISION?*

We've also asked you to do a number of exercises about:

- the kinds of issues you need to be 'up to speed with' in order effectively to undertake your role in making the HSMS work locally

Finally, the rest of this workbook will provide you with information about:

- Documentation Sources and other Reference material
- Training provision
- National and Local Safety Contacts for advice/support

Reference Section

Relevant Documentation/References

Agency Safety-Related Documentation

Existing & proposed Agency Health & Safety manuals

1. Health & Safety Management Procedures Manual
(previously called H & S Policy Manual)
2. National Health & Safety Risk Management Procedures
3. National Health & Safety Codes of Practice
4. Legislation Compliance (Proposed)
5. Occupational Health
6. Safe Systems of Work (Not all Regions)
7. Other Regional Manuals appropriate to individual Regional requirements

Management Safety Standards (H & S Management Procedures Manual Section 4, under the following headings)

1. Admin & premises
2. Systems
3. Monitoring, sampling & analysis
4. River maintenance and construction
5. Water operations

Health & Safety-related Codes of Practice

(eg Electrical Fishing, Boat work, Entry into Confined Spaces, Lab Safety, etc)

Other additional regional local H&S materials

(add as developed)

Title	Reference	Issue Date	Notes
Regional:			
Local:			

Other Important References:

1. Successful Health & Safety Management – HS(G)65 2nd Edition 1997; HSE
2. BS 8800 1996 Occupational Health & Safety Management Systems
3. BS EN ISO 14001 1996 Environmental Management Systems - specifications with Guidance for Use
4. Management of Health & Safety at Work Regulations 1992 (Approved Code of Practice); HS(R) L21; HSE

Agency Safety Training Initiatives

National Safety Training

Risk Management

Managing Safely

Auditor Skills training

Incident Investigation

Safety Representatives

Safety Co-ordinators

Risk Assessments

Others (add as announced)

-

-

Local Training (Internally run - not in all Regions/Areas)

General Safety Awareness

VDU Assessor Training

Water Safety Awareness Training

Others (add as announced)

-

-

External Training (sample - not run in all Regions)

Boat Training

Confined Spaces Training

Manual Handling Training

Fire Marshall Training

Others (add as announced)

-

Safety Contacts

Regional Safety Advisor

Name:

Address:

.....

.....

tel:

fax:

e-mail:

Local Safety Co-ordinator

Name:

Address:

.....

.....

tel:

fax:

e-mail:

and so



This workbook has been prepared on behalf of
The Environment Agency by :

Human

APPLICATIONS

Tel 01509 211866

Fax 01509 218344

e-mail enquiries@humanapps.demon.co.uk

www.humanapps.demon.co.uk