

Successful Health and Safety Management in SBG O&M

organisations need to manage health and safety with the same degree of expertise and to the same standards as other core business activities, if they are effectively to control risks and prevent harm to people.

■ HSE MANAGEMENT

- An organized system for Health and Safety Management
- Provides sound guidance on good practice in health and safety management.
- Advocates action beyond what is strictly required by legislation (e.g. audit or tool box talks)

Key parts of HSE Management

- Policy
- Organising
- Planning
- Measuring Performance
- Audit and Review

Effective health and safety policies set a clear direction for the SBG O&M to follow.

They contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement.

Responsibilities to people and the environment are met

Stakeholders' expectations in the activity are satisfied.

There are cost-effective approaches to preserving and developing physical and human resources, which reduce financial losses and liabilities.

Organising

- **An effective management structure and arrangements are in place for delivering the policy.**
 - All staff are motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents.
 - There is a shared common understanding of the organisation's vision, values and beliefs.
 - A positive health and safety culture is fostered by the visible and active leadership of senior managers.

Planning

- **There is a planned and systematic approach to implementing the health and safety policy through an effective health and safety management system.**
 - The aim is to minimise risks.
 - Risk assessment methods are used to prioritise.
 - Risks are eliminated through selection and design of facilities, equipment and processes.
 - If risks cannot be eliminated, they are minimised.
 - Performance standards are established and used for measuring achievement.
 - Specific actions to promote a positive health and safety culture are identified.

Measuring Performance

- **Performance is 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.
 - Look at both hardware (premises, plant and substances) and software (people, procedures and systems)
 - If controls fail, reactive monitoring discovers why by investigating accidents, ill health or incidents which could cause harm or loss.
 - The objectives of active and reactive monitoring are:
 - to determine the immediate causes of sub-standard performance; and
 - to identify the underlying causes and the implications for the design and operation of the health and safety management system.
 - Longer-term objectives are also monitored.

Audit and Review

- **The organisation learns from *all* relevant experience and applies the lessons.**
 - There is a systematic review of performance based on data from monitoring and from independent audits of the whole health and safety management system.
 - Strong commitment to continuous improvement involving the constant development of policies, systems and techniques of risk control.
 - Performance is also often recorded in annual reports.