



Wilkins Safety Group

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Welcome to our latest Update E-Newsletter

As ever, please feel free to share this with friends and colleagues. You will also find PDF versions of all our other newsletters on our website: www.wilkinssafety.co.uk with lots more useful information and a wealth of leaflets covering Health and Safety topics.



Managing for health and safety.

This week's article looks at the HSE's guide to Managers HSG65. This is mainly for leaders, owners, trustees and line managers. It will particularly help those who need to put in place or oversee their company's health and safety arrangements.

The advice may also help workers and their representatives.

The guidance explains the **Plan, Do, Check, Act** approach and shows how it can help you achieve a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.

This week's 2 recent HSE cases look at accidents where there was a lack of H&S management.

- **Mr Brookes**, who was the sole carer for his elderly disabled father, fell into an immediate coma and died 19 days later in hospital.
- **LJW Cladding Ltd** of Evesham Close, Ipswich, Suffolk, was fined a total of **£10,000** and ordered to pay costs of **£3365.50** plus a **£120** victim surcharge.

As ever, if you have a subject that you would like us to cover one week, please contact us by phone **01458 253682** Email info@wilkinssafety.co.uk or via our [Facebook page](#) or by [Twitter](#)

Managing for health and safety

Businesses have a legal duty to put in place suitable arrangements to manage for health and safety. This article provides a framework to help you do that effectively, in a way that your business can tailor to your own circumstances.

In implementing your arrangements, you should consult with your employees or their representatives, including trade unions where they are recognised.

The framework described in this article is universal but how far action is needed will depend on the size and nature of the organisation, and the risks from its activities, products or services.

The Plan, Do, Check, Act approach

HSE has moved away from using the POPMAR (Policy, Organising, Planning, Measuring performance, Auditing and Review) model of managing health and safety to a ‘Plan, Do, Check, Act’ approach.

The move towards **Plan, Do, Check, Act** achieves a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.

The high-level descriptions may vary, depending on the industry or sector you are working in, but a summary of the actions involved in delivering effective arrangements and how they are frequently described is given in Table 1, under the headings of Plan, Do, Check, Act.

Table 1 The read-across between Plan, Do, Check, Act and other management systems

Plan, Do, Check,	Conventional health and safety management	Process safety
Plan	Determine your policy/Plan for implementation	Define and communicate acceptable performance and resources needed
Do	Profile risks/Organise for health and safety/Implement your plan	Identify and assess risks/Identify controls/Record and Implement and manage control measures
Check	Measure performance (monitor before events, investigate after events)	Measure and review performance/Learn from measurements and findings of investigations
Act	Review performance/Act on	

Plan

- Think about where you are now and where you need to be.

- Say what you want to achieve, who will be responsible for what, how you will achieve your aims, and how you will measure your success. You may need to write down this policy and your plan to deliver it.
- Decide how you will measure performance. Think about ways to do this that go beyond looking at accident figures; look for leading indicators as well as lagging indicators. These are also called active and reactive indicators.
- Consider fire and other emergencies. Co-operate with anyone who shares your workplace and co-ordinate plans with them.
- Remember to plan for changes and identify any specific legal requirements that apply to you.

Do

- **Identify your risk profile**

- Assess the risks, identify what could cause harm in the workplace, who it could harm and how, and what you will do to manage the risk.
- Decide what the priorities are and identify the biggest risks.

- **Organise your activities to deliver your plan**

In particular, aim to:

- Involve workers and communicate, so that everyone is clear on what is needed and can discuss issues – develop positive attitudes and behaviours.
- Provide adequate resources, including competent advice where needed.

- **Implement your plan**

- Decide on the preventive and protective measures needed and put them in place.
- Provide the right tools and equipment to do the job and keep them maintained.
- Train and instruct, to ensure everyone is competent to carry out their work.
- Supervise to make sure that arrangements are followed.

Check

- **Measure your performance**

- Make sure that your plan has been implemented – ‘paperwork’ on its own is not a good performance measure.
- Assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal audits may be useful.

- **Investigate the causes of accidents, incidents or near misses**

Act

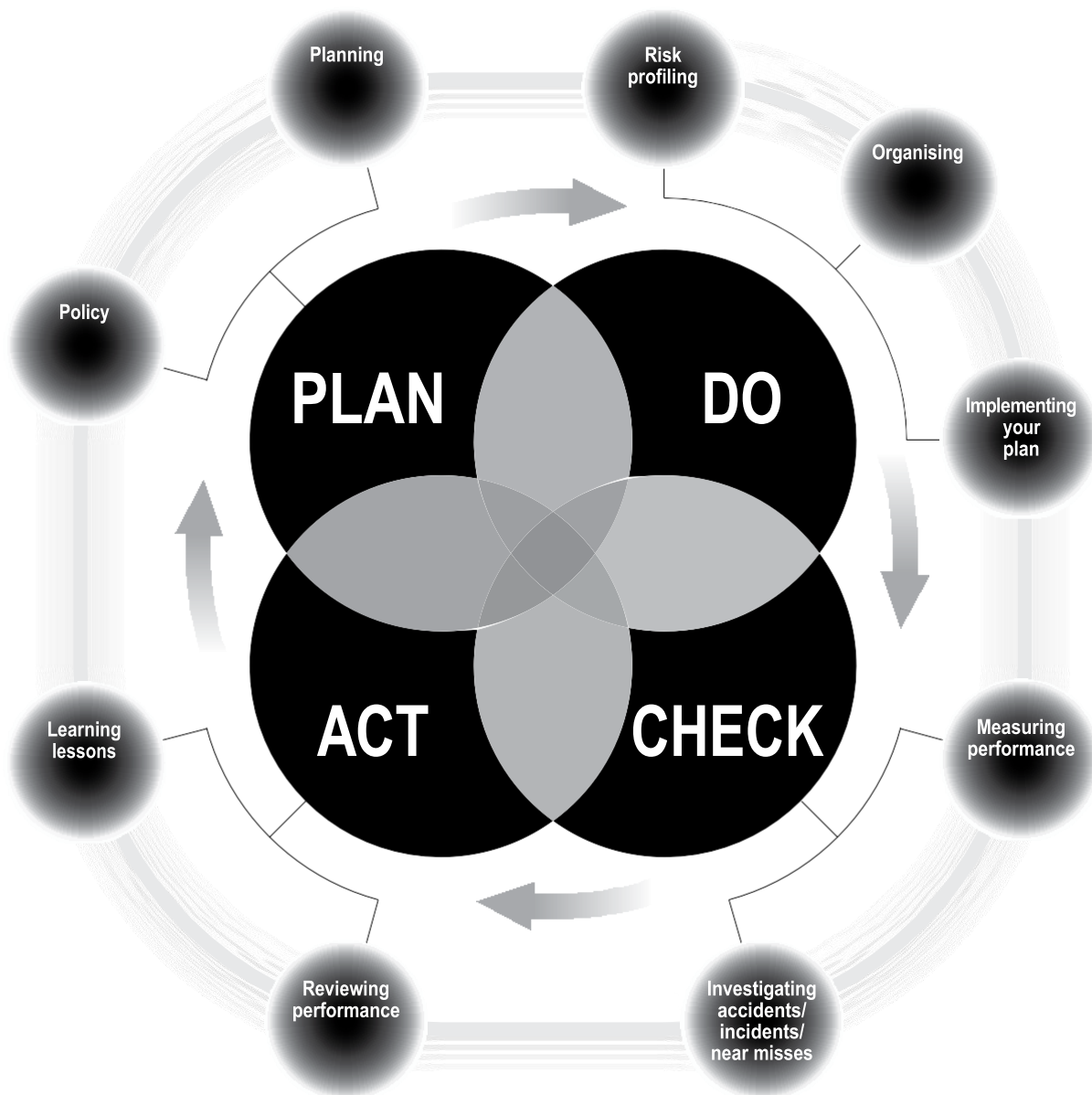
- **Review your performance**

- Learn from accidents and incidents, ill-health data, errors and relevant experience, including from other organisations.
- Revisit plans, policy documents and risk assessments to see if they need updating.

- **Take action on lessons learned, including from audit and inspection reports**

The Plan, Do, Check, Act cycle

Plan, Do, Check, Act should not be seen as a once-and-for-all action:



You may need to go round the cycle more than once, particularly when:

- starting out;
- developing a new process, product or service; or
- implementing any change.

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

- leadership and management (including appropriate business processes);
- a trained/skilled workforce;
- an environment where people are trusted and involved.

HSE advocates that all of these elements, underpinned by an understanding of the profile of risks the organisation creates or faces, are needed

Legal duties

All organisations have management processes or arrangements to deal with payroll, personnel issues, finance and quality control – managing health and safety is no different.

The Management of Health and Safety at Work Regulations 1999 require employers to put in place arrangements to control health and safety risks. As a minimum, you should have the processes and procedures required to meet the legal requirements, including:

- a written health and safety policy (if you employ five or more people);
- assessments of the risks to employees, contractors, customers, partners, and any other people who could be affected by your activities – and record the significant findings in writing (if you employ five or more people). Any risk assessment must be 'suitable and sufficient';
- arrangements for the effective planning, organisation, control, monitoring and review of the preventive and protective measures that come from risk assessment;
- access to competent health and safety advice, such as [The Wilkins Safety Group](#);
- providing employees with information about the risks in your workplace and how they are protected;
- instruction and training for employees in how to deal with the risks;
- ensuring there is adequate and appropriate supervision in place;
- consulting with employees about their risks at work and current preventive and protective measures.

Leading and managing for health and safety

Judith Hackitt, HSE Chair recently said:

'There is a need for a sensible and proportionate approach to risk management, in short, a balanced approach – this means ensuring that paperwork is proportionate, does not get in the way of doing the job, and it certainly does not mean risk elimination at all costs.'

Leaders, at all levels, need to understand the range of health and safety risks in their part of the organisation and to give proportionate attention to each of them. This applies to the level of detail and effort put into assessing the risks, implementing controls, supervising and monitoring.

If you would like any further help or support, please please contact us by phone [01458 253682](tel:01458253682)
Email info@wilkinssafety.co.uk or via our [Facebook page](#) or by [Twitter](#)

Now to the latest HSE cases:

Three firms sentenced after worker's death

A renewable technology company and two sub-contractors have been fined for safety failings after a worker was killed when he fell seven metres from a roof while installing solar panels.



Coventry Crown Court

Kevin Brookes, 35, from Tamworth, suffered fatal injuries in the incident at Southam Drive, Kineton Road Industrial Estate, Southam on 31 May 2012.

Principal contractor Alumet Renewable Technologies Ltd was jointly prosecuted today (6 Feb) with sub-contractors Midlands Solar Solutions Ltd, who employed Mr Brookes to install the panels, and Rugby Scaffolding Services Ltd, responsible for installing edge protection. An investigation by the Health and Safety Executive (HSE) identified serious flaws with the health and safety plan and the way the work was managed.

Coventry Crown Court heard that Mr Brookes was attempting to retrieve a drill that had started to slide down towards the edge of the roof when he slipped and slid through the handrail, over the edge of the building, landing on his head.

Mr Brookes, who was the sole carer for his elderly disabled father, fell into an immediate coma and died 19 days later in hospital.

The HSE investigation found that **Alumet had failed to put an adequate health and safety plan in place**. The measures outlined in their plan were not sufficient to protect the workers, and those measures that were in place were not being followed by Alumet or the other two companies involved in the work.

The investigation identified that the edge protection did not meet nationally agreed standards. It also revealed that employees of Rugby Scaffolding Services Ltd weren't properly trained to install the protection and didn't have appropriate supervision.

The investigation also revealed that there were **unsuitable provisions in place to prevent people falling through the skylights**.

Alumet Renewable Energy Technologies Ltd, of Senator House, Bourne End, Southam, was today fined **£66,000 and ordered to pay £12,491 in costs** after admitting breaching Section 3(1) of the Health and Safety at Work etc. Act 1974.

Rugby Scaffolding Services Limited, of 24 Regent Place, Rugby, Warwickshire, admitted the same charge and was **fined £60,000 and ordered to pay costs of £12,491**.

Midlands Solar Solutions Ltd, of Emmanuel Court, 10 Mill Street, Sutton Coldfield, pleaded guilty to breaching Section 2(1) of the same Act and was **fined £50,000 and ordered to pay £12,491 in costs**.

After the hearing, HSE inspector Amy Kalay, said:

"This fatal fall was entirely and easily preventable. The health and safety plan and mechanisms put in place to carry out the work fell far below the required standards.

"All three companies had copious experience of working at height to install solar panels and as such should have been experts.

“Alumet Renewable Technologies Ltd knew that the work was a high-risk activity, and the company should have known what measures to put in place to keep workers safe and making sure these precautions were followed by everyone involved.”

Working on roofs accounts for almost a quarter of all workers who are killed in falls from heights. Many others are seriously injured and are left with life-changing disabilities. Information on preventing falls is available at www.wilkinssafety.co.uk

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Suffolk company in court for unsafe asbestos removal



Work was being undertaken on this farm building.

A Suffolk building company has been fined after removing asbestos insulation board without a licence and failing to protect its workers from falls of up to four metres at a farm building in Waltham, Essex.

Workers were potentially exposed to dangerous asbestos fibres and only provided with baby wipes or access to a hose for decontamination.

Chelmsford Magistrates' Court heard the Health and Safety Executive (HSE) was alerted by a member of the public concerned that unsafe work was being undertaken at the farm building.

HSE's investigation found LJW Cladding Ltd did not have a licence permitting it to remove asbestos, despite telling the farm owner it held the necessary approvals. None of the workers were trained to work with licensed asbestos and were also placed in danger of falling from height while removing the fragile asbestos boards.

HSE found that the work, carried out between 26 and 28 February 2014, was woefully lacking in safety measures. Asbestos insulating boards were broken from their fixings with wholly inadequate attempts to prevent the uncontrolled release of fibres. There was no use of an enclosure and the respiratory protective equipment provided to workers offered insufficient protection.

Instead of a full three-stage decontamination unit required for such work all the workers had access to were baby wipes and the farm's cold water hose. Contaminated overalls over normal clothing continued to be worn while the workers took their lunch break on site and also meant they could have taken asbestos contamination home with them each night.

The investigation also identified the workers were at risk of falls of up to four metres owing to absent or inadequately installed safety netting and a harness and inertia reel being used inappropriately.

LJW Cladding Ltd of Evesham Close, Ipswich, Suffolk, was fined a total of £10,000 and ordered to pay costs of £3365.50 plus a £120 victim surcharge after pleading guilty to separate breaches of the Work at Height Regulations and the Control of Asbestos Regulations.

After the hearing, HSE Principal Inspector Dominic Elliss said:

“LJW Cladding’s incompetent actions led to its employees being potentially exposed to asbestos fibres at a much higher level than would have been possible had a competent licensed contractor been used.

“In addition there was a serious risk one of them could fall from or through the fragile roof because of the firm failed to provide effective safeguards. Too many workers continue to be seriously injured from falls in exactly this type of refurbishment project.”

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Remember

Unlike other organisations who send out newsletters giving you a little 'titbit' of information, then stating that if you want to follow the full link or read the full story or get more information you must pay to subscribe to their service.

- Our newsletter service is FREE,
- the links we supply are FREE,
- the helpline advice is FREE.

If you find this newsletter service of use and you think others might also find it useful, then kindly pass it on and ask them to subscribe for free, so they can continue to receive it in their own right.

Also contact us if you have a particular health and safety subject or question you would like covered



If you have any queries on any health and safety matter, please contact Jon Wilkins on [01458 253682](tel:01458253682) or by email on jon@wilkinssafety.co.uk



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Safer in Our Hands