

Health and Safety Essentials

Lecture 4 – Governance and Policy in Health and Safety

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Undergraduate Diploma in
Occupational Health and Safety

Recap last week's topic

- Recap Question 1 – Dual System
 - How does Malta's dual legal system affect occupational health and safety? Your answer should reference the difference between criminal liability and civil liability in the context of workplace incidents.
- Recap Question 2 – EU Directive Transposition
 - Which Maltese legislation transposes the EU Framework Directive 89/391/EEC into national law, and how is it supported?
- Recap Question 3 – Onus of Responsibility
 - According to Cap. 646, who carries the legal duty to ensure health and safety at work, and what does this duty involve?



Learning Objectives

- Understand corporate governance and apply it to the context of health and safety.
- Explore the roles of directors and boards in health and safety governance.
- Learn the structure and implementation of health and safety policies.
- Understand best practices in health and safety governance.
- Develop an OHS governance and policy framework.



Good Governance – in Class only

- <https://www.youtube.com/watch?v=wll4t5hPSrs>



What is Corporate Governance?

- Corporate Governance refers to the system of rules, principles, and processes by which a company is directed, controlled, and held accountable. It defines the framework for how decisions are made within the organisation and how rights and responsibilities are distributed among key participants—primarily the Board of Directors, management, shareholders, and other stakeholders such as employees, regulators, and the community.
 - In essence, corporate governance ensures that a company is managed ethically, transparently, and in a way that promotes long-term sustainability and trust.

“Corporate governance is the system by which companies are directed controlled.” — Cadbury Report (UK, 1992)



Categories of Stakeholders

1. Internal Stakeholders

- Shareholders / Owners – Invest capital and expect returns; interested in profitability, transparency, and long-term value.
- Board of Directors – Represent shareholders' interests and oversee management performance and governance standards.
- Executive Management – Responsible for daily operations, strategy implementation, and compliance with governance principles.
- Employees & WHSR – Depend on the organisation for employment, fair treatment, safety, and career development.

2. External Stakeholders

- Customers / Clients – Expect quality, safety, ethical practices, and fair treatment.
- Suppliers and Contractors – Rely on fair contracts, timely payments, and ethical business relationships.
- Regulators and Government Authorities – Ensure compliance with laws, including those related to occupational health and safety, environment, and financial integrity.
- Investors and Financial Institutions – Concerned with financial performance, governance quality, and risk management.
- Local Community and Society – Affected by the organisation's social, environmental, and economic impact.
- Trade Unions – Advocate for fair and safe working conditions and worker rights.
- Media and the Public – Shape the organisation's reputation through public perception and information dissemination.

Key Principles of Effective Governance

1. Accountability – Management is accountable to the board, and the board to shareholders and stakeholders.
2. Transparency – Clear and accurate disclosure of financial and non-financial information.
3. Fairness – Equitable treatment of all shareholders and stakeholders.
4. Responsibility – Ethical conduct and compliance with laws, regulations, and internal policies.
5. Integrity and Sustainability – Decision-making that ensures the organisation's long-term success while balancing social, environmental, and governance (ESG) factors.



1. Leading the Organisation and Establishing the Overall Strategic Direction

- Leadership sets the tone for the entire organisation. When top management prioritises health and safety as part of their strategic direction, it signals to everyone in the company that H&S is a core value, not an afterthought. This leadership commitment creates a culture of safety where every employee understands that their well-being is central to the organisation's success.
- From a governance perspective, this strategic direction can be reflected in clearly articulated health and safety policies that align with the company's overall business objectives. When H&S is incorporated into strategic goals, it ensures that resources are allocated appropriately and that safety considerations are embedded in decision-making processes, leading to long-term benefits such as fewer accidents and improved employee morale.



2. Setting Values, Standards, and Objectives for Management, Defining Roles and Responsibilities

- A successful health and safety program begins with clear expectations. By defining specific standards and objectives for health and safety, corporate governance ensures that everyone knows their role in maintaining a safe workplace. Standards could include compliance with legal requirements or industry best practices, while objectives could target zero accidents, reduced incident rates, or improved hazard reporting.
- By assigning clear roles and responsibilities, organisations ensure accountability at every level. For instance, management might be tasked with conducting regular safety audits, while employees are responsible for reporting hazards. This structured approach not only helps in meeting compliance requirements but also encourages ownership of safety initiatives across the organisation.



3. Holding Management Accountable for Business Performance, Including Health and Safety Performance

- Accountability is key to ensuring that health and safety measures are more than just “box-ticking” exercises. Corporate governance frameworks often require management to report on H&S performance alongside financial performance, which emphasises the importance of safety to the overall success of the business.
- Holding management accountable for health and safety can be accomplished by setting KPIs (Key Performance Indicators) related to safety, such as injury rates, near-miss reports, or training completion rates. By tracking and evaluating these indicators regularly, organisations can identify areas for improvement before they become major issues, moving towards a proactive, rather than reactive, approach to safety management.



4. Upholding Obligations to Shareholders and Stakeholders, Ensuring Compliance with Legal and Ethical Standards

- Health and safety governance is not just about protecting employees—it also protects the interests of shareholders and other stakeholders. Poor safety performance can lead to financial losses, legal liabilities, and reputational damage, all of which affect shareholders. Thus, strong governance ensures that the organisation complies with all relevant legal and ethical standards to minimise these risks.
- Ethical standards, beyond legal compliance, also play a role. Upholding ethical obligations means that the company goes beyond mere compliance and strives to create a safe and healthy work environment because it's the right thing to do. This proactive stance helps to build trust with both employees and external stakeholders, such as customers and the wider community.



5. Overseeing Internal Controls, Quality Assurance, and Risk Management

- Internal controls and risk management are fundamental components of effective health and safety governance. These mechanisms help organisations to anticipate and manage potential safety risks before they cause harm. Internal controls might include regular safety audits, safety training programs, and risk assessments that are designed to identify potential hazards and address them proactively.
- By implementing robust internal controls, organisations can continuously monitor and improve their health and safety performance. Quality assurance processes ensure that health and safety policies are effectively implemented and consistently followed. Moreover, when risk management is integrated into everyday operations, it empowers organisations to foresee potential safety issues and mitigate them before they escalate.



Moving Towards a Proactive Approach to Health and Safety

All these elements together shift an organisation from a reactive to a proactive approach to health and safety management. Instead of waiting for accidents to happen and then addressing them, proactive governance anticipates risks and takes action to prevent incidents.

- For example:
- Setting strategic direction ensures that health and safety are incorporated into the organisation's vision and long-term goals.
- Defining standards provides clear benchmarks for safety, ensuring that everyone understands the expected level of performance.
- Establishing accountability ensures that management is not only responsible for profit but also for maintaining a safe working environment, pushing safety to the forefront of business objectives.
- Upholding legal and ethical standards keeps the organisation compliant and builds a culture of integrity, where safety is seen as a moral imperative.
- Internal controls allow for continuous monitoring and improvement, ensuring that the organisation adapts and responds to emerging risks.



Importance of Governance in Health and Safety

- Moral, legal, and financial reasons for solid governance.
- Reduces accidents, enhances company image, and ensures legal compliance.



What is a Governance Framework?

- A governance framework is a structured system that acts as a roadmap for the organization's operations. It defines the company's policies, procedures, roles, responsibilities, and decision-making processes, upholding personnel accountability and alignment with overarching objectives when managing risks and complying with industry standards and regulations.

- Source: https://safetyculture.com/topics/governance-risk-and-compliance/governance-framework?referrer=marketing-lp-form&utm_term=&utm_campaign=S-US-Pmax&utm_source=adwords&utm_medium=ppc&hsa_acc=9765877485&hsa_cam=20938768062&hsa_grp=&hsa_ad=&hsa_src=x&hsa_tgt=&hsa_kw=&hsa_mt=&hsa_net=adwords&hsa_ver=3&gad_source=2&gad_campaignid=21497898131&gclid=CjwKCAjwjffHBhBuEiwAKMb8pII9psnRR6la5V9S9PQH62Trw3mqluZr5yxte3XN8Fd7GW1a24UPLxoCklwQAvD_BwE



Importance of Governance Framework

- A well-defined governance framework serves as a foundation for an effective Governance, Risk, and Compliance (GRC) program.
- Research indicates that good governance significantly influences organisational performance through the mediating role of employee satisfaction, underscoring the importance of governance in enhancing both employee morale and overall performance.
- It also clarifies the organisation's risk appetite, tolerance levels, and acceptable behaviors, guiding decisions, ensuring effective responses to emerging threats, and building stakeholder trust and confidence.



Other specific benefits

- Improved operational efficiency – Clear roles, defined responsibilities, and detailed procedures streamline numerous workflows, from resource allocation and task assignment to progress tracking and performance reviews.
- Reduced risk exposure – Risk identification and assessment are two of the most crucial GRC processes. Streamlining these per corporate governance frameworks ensures that threats are managed promptly, minimizing losses and reputational damage.
- Enhanced reputation – The general public trusts companies that demonstrate their commitment to good governance, strategic risk management, and strict regulatory compliance. This gives them an edge over their competitors who are less considerate of their obligations.



Core Elements

Establishing a robust governance framework can be complicated, with many companies failing in their initial attempts for various reasons. Those who succeeded in this endeavor revisited the foundational GRC principles, considering these core elements:

1. Accountability and Transparency

- High levels of accountability and transparency are vital in building trust among stakeholders, ensuring actions and decisions are clear and justifiable. These should be prioritized while establishing board governance to ascertain they are well-integrated into the company's culture and values.



Core Elements...continued

2. Stakeholder Engagement

- Shareholders, employees, third-party vendors, and customers have diverse needs and expectations. Establishing clear and consistent communication channels with them fosters strong and collaborative relationships built on trust and mutual respect.

3. Risk Management and Internal Controls

- Robust risk management processes and strong internal controls promote data accuracy and reliability, effectively safeguard assets, and guarantee compliance with government regulations and industry standards.



Core Elements...continued

4. Ethical Decision-Making

- A strong ethical code of conduct guides the organization's decisions and actions at all levels. Providing employees with training on its importance and related workflows and setting up confidential reporting mechanisms promote this core element.

5. Continuous Improvement and Adaptability

- The governance framework should be flexible enough to adapt to changing business conditions, emerging risks, and evolving regulatory requirements. Regularly reviewing and assessing its effectiveness drives innovation and resilience.



Examples of Governance Frameworks

Each governance framework exists to address organisations' diverse needs, structures, and regulatory requirements. Get to know the most common governance framework examples:

- [ISO 37000](#) or Governance of Organizations is a global benchmark for good governance established by the International Organization for Standardization (ISO). Applicable to companies across industries, this outlines principles and practices for top leadership to fulfill their responsibilities.
- [COSO](#) (Committee of Sponsoring Organizations of the Treadway Commission) is an internal control used primarily for financial reporting and risk management.
- [COBIT](#) (Control Objectives for Information and Related Technologies) is one of the most popular types of governance frameworks focused on a critical business function. Designed for IT governance and management, this optimizes performance, manages related risks, and ensures alignment with business goals.
- [OGP](#) (Open Government Partnership) aims to improve transparency and accountability in the government through innovation and public participation.
- [Anglo-Saxon](#) vs [European models](#) consider cultural and regional differences in governance. Common in the US, the former emphasizes shareholder value and board accountability. The latter is more focused on stakeholder interests and [Corporate Social Responsibility](#) (CSR).

How to build a governance framework

Source: <https://www.oneadvanced.com/resources/a-guide-to-building-a-robust-governance-framework/>

1. Define the vision and processes

- One of the first things you'll want to do is establish a clear vision and guideline that will dictate how your processes and resources will be managed. This may include the types of risks your organisation manages, what the line of command will be, what policies need to be followed and what digital transformation or security measures will be needed to support every step of your governance plans.



How to build a governance framework...

2. Assign roles and responsibilities

- The next step is to define the roles within your governance framework, outlining who is accountable for what. This can include appointing teams and individuals to be responsible for specific aspects of your governance plans but may also involve detailing how the information will be communicated and reported.

3. Build a positive governance culture

- Of course, every single person in your organisation has a responsibility when it comes to good governance. And having a positive risk culture is key for ensuring a consistent and effective strategy across the business. So, make sure to encourage engagement and training across all functions to ensure that everyone is confident in their roles and know who they need to go to when questions or issues



How to build a governance framework...

4. Monitor data quality and procedures

- So, with all the hard work being done to manage your business' governance, you need to be able to accurately measure and report the outcomes. For this, you'll want to establish metrics to measure progress, but you also want to be able to check that processes are being followed effectively so you know your data is accurate.
- Risk management software for example, allows you to identify, map and manage risks across your entire organisation and even drilldown into granular detail so you can see exactly where that information has come from. Having this centralised source to manage and provide a consolidated view of your data ensures both transparency and trust around governance.



How to build a governance framework...

5. Review and improve

- A good governance framework will be a work in progress, adapting to your changing needs as your business grows. Therefore, you should regularly review and update your plans to address new challenges and incorporate emerging best practices. Being able to approach your governance in an agile way means your board and management teams can identify and respond to your business needs, helping you stay competitive and compliant with any changing regulations or policies.
- And with a cloud-based governance solution, you have seamless and secure access to the most up-to-date information, allowing your teams make decisions and adjust plans with confidence.



Example of consequences – Big Dig Case

Big Dig Project: One of the most ambitious infrastructure megaprojects in US history

Planned Cost €2.8bn and finish in 1998 – Actual Cost

- July 10, 2006, a 24T concrete ceiling panel debris collapsed, killing a passenger and injuring the driver
 - Numerous problems with this same system of bolts and epoxy in the Ted Williams Tunnel had been previously revealed in a 1998
 - Attorney General Tom Reilly described the tunnel as a crime scene
 - Turnpike Authority chairman Matthew J. Amorello, who provided oversight of the project was made to step down. Others came under fire.
 - Family of deceased and injured were paid \$28m
 - The Bechtel/Parsons Brinckerhoff joint venture paid \$405 million, and smaller contractors paid a total of \$51 million in fines over criminal charges
-
- <https://www.nts.gov/investigations/AccidentReports/Reports/HAR0702.pdf>

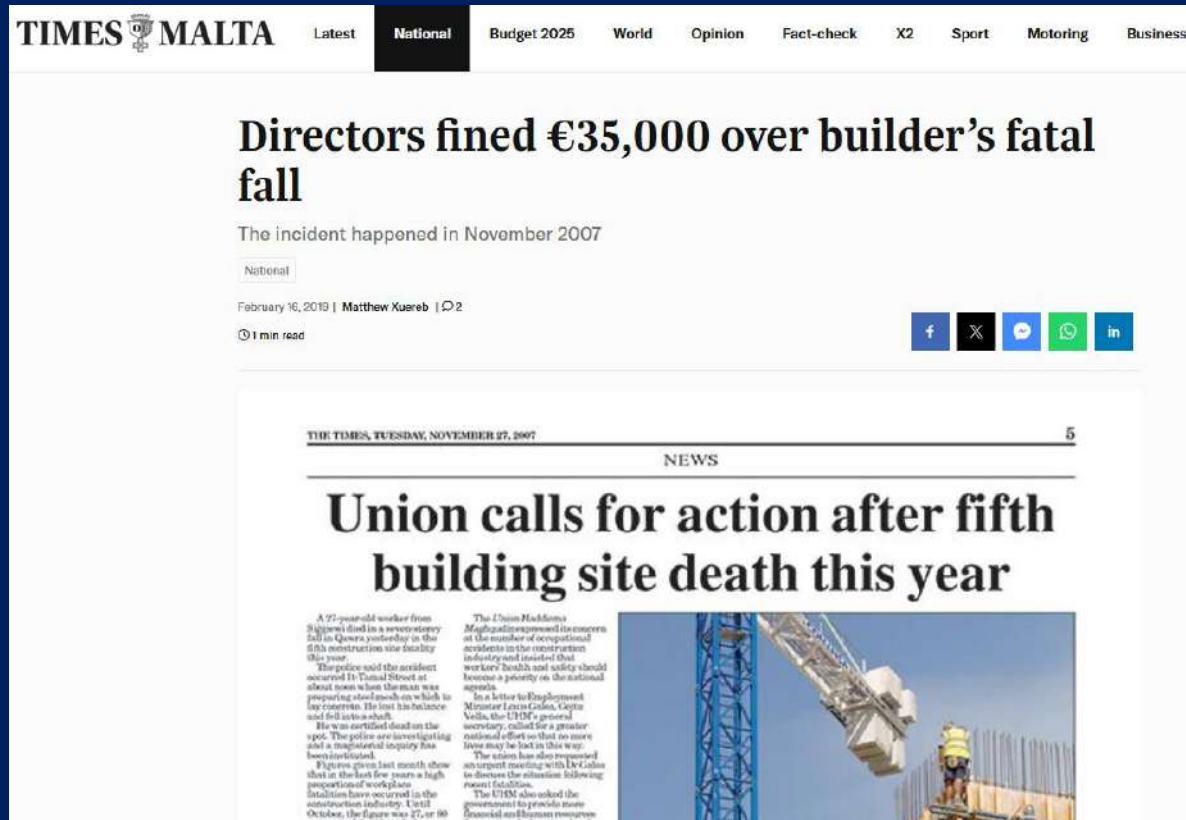
Director Responsibilities in Health and Safety Governance

Director competence

- All directors should have a clear understanding of the key OHS issues for their business and be continually developing their skills and knowledge.
- Legal responsibilities
- Directors set safety standards, monitor performance, and ensure compliance.
- Directors are held accountable for negligence (Malta examples).



Malta cases



- Devlands Limited Construction Fatality: In 2011, Devlands Limited directors were held criminally responsible for involuntary homicide when a construction worker, James Aquilina, tragically died after falling down an improperly covered lift shaft. The court found that directors neglected essential safety measures, such as conducting thorough site evaluations and securing hazardous areas, which led to this fatal accident. The case underscored the directors' duty to implement safety standards that align with legal obligations, particularly in high-risk construction settings.

Malta Cases

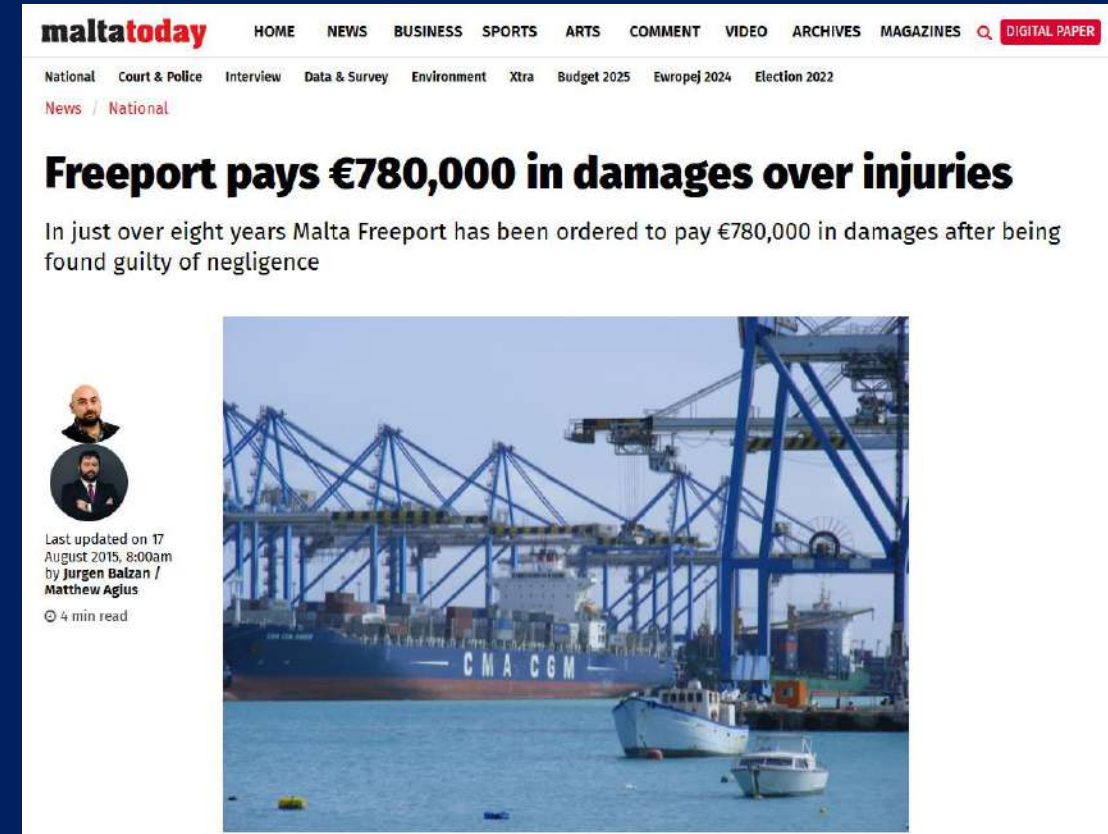
The mother of a 27-year-old Italian man who died when he was hit on the head by a dislodged roller from a machine used to release a mooring rope at Palumbo Shipyards in 2016 has been awarded more than €200,000 in compensation. A civil court found that the shipyard company was responsible for the fatality as it did not take the necessary precautions that would have prevented the death. Mr Justice Toni Abela was ruling in a case brought by Maria Matruscelli, mother of Aniello Fariello whose life was lost on January 18, 2016, while he was working on a ship docked at the Palumbo Shipyards. He was certified dead on the spot.



Malta cases

- Malta Freeport Terminals Incident (Malta)

In a 2015 incident at the Malta Freeport Terminals, a tally clerk sustained serious injuries when a trailer, operated by a tug master, struck a hydraulic box that then collided with the clerk's cabin. The court held the employer responsible under Maltese health and safety laws, stating the company failed to ensure a safe working environment and did not adequately control vehicle routes to avoid such hazards. This case reinforced the legal obligation for directors and employers to ensure risk assessments and traffic safety measures are in place



Aligning Health and Safety with Strategic Objectives

- Implementation: Integrate OHS into the overall strategic plan, ensuring that safety initiatives support long-term organisational goals.
- Example: Set OHS objectives that align with business goals, such as reducing incidents to minimise downtime and improve productivity. For example, a manufacturing company could aim to reduce workplace injuries by 20% to improve operational efficiency.
- Reinforcement: Aligning safety with strategic objectives helps employees see safety as a contributor to business success, not a barrier. This alignment encourages proactive participation in safety programs, leading to sustained improvements and buy-in at all levels.



Performance Management and Monitoring

- Implementation: Establish measurable OHS performance metrics, regularly review them, and incorporate these metrics into performance appraisals.
- Example: Implement a dashboard of key safety indicators (such as incident rates, near-misses, and safety audits completed) that senior leadership reviews quarterly. Managers could be evaluated on meeting safety targets, emphasising safety as part of their responsibilities.
- Reinforcement: Tracking safety performance and making it part of appraisal systems reinforces accountability. When safety metrics are consistently monitored, areas needing improvement are highlighted, encouraging continuous improvement and a proactive approach to addressing safety risks.



Internal Controls and Audits

- **Implementation:** Conduct regular internal safety audits and establish processes to address audit findings.
- **Example:** A retail chain might carry out bi-annual internal audits of each store's compliance with OHS protocols, creating a feedback loop for corrective actions. Findings would then be addressed in a structured follow-up, ensuring issues are resolved.
- **Reinforcement:** Regular audits demonstrate a commitment to identifying and mitigating risks. By continuously improving based on audit results, organisations reinforce a culture of vigilance, resilience, and openness to feedback.



Integration of Health and Safety into Governance Structures

- Implementation: Position OHS governance within the broader corporate governance structure, giving it the same importance as financial or strategic governance.
- Example: An organisation could establish a dedicated OHS committee within the board, chaired by a senior leader, to oversee all safety-related initiatives. This committee would report to the board quarterly, placing safety alongside other key governance concerns.
- Reinforcement: When safety is embedded in governance structures, it emphasises safety as a priority and responsibility of leadership. This integration reinforces a proactive culture where safety considerations are fundamental to decision-making, operational planning, and overall governance.



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Directors and senior leaders should be provided with training in health and safety leadership?

① Start presenting to display the poll results on this slide.

Break



Best Practices in OHS Governance

- Examples from BP and other leading companies.
- Strong governance can turn around poor safety performance.



Best Practice Case Study - BP

- Following significant incidents (e.g., Texas City refinery explosion in 2005 and the Deepwater Horizon spill in 2010), BP restructured its OHS governance.
- Established the Operating Management System (OMS) to standardise safety practices across global operations.
- Implemented new safety metrics and continuous oversight, integrating safety accountability at all management levels.
- Results: Improved safety performance, greater accountability, and enhanced stakeholder confidence.

Case Study (at home) – BP – Suggested Links

- [https://committee.iso.org/files/live/users/fe/dg/bi/tc67contributor%40iso.org/files/TC67WG2/O4%20BP%20management%20system%20\(Heath\).pdf](https://committee.iso.org/files/live/users/fe/dg/bi/tc67contributor%40iso.org/files/TC67WG2/O4%20BP%20management%20system%20(Heath).pdf)
- <https://www.bp.com/en/global/corporate/sustainability/safety.html>

Earlier OMS (2008)

- <https://www.mdl2179trialdocs.com/releases/release201302281700004/TREX-02352.pdf>
- <https://www.mdl2179trialdocs.com/releases/release201303071500008/TREX-45002.pdf>

Best Practice Case Study - Shell

- Shell has developed one of the industry's most rigorous OHS governance frameworks through its Shell Control Framework.
- Emphasis on Goal Zero (no harm to people and no leaks) guides Shell's safety strategy, aiming for zero incidents.
- Shell employs Line of Defense protocols, where each level of management has distinct responsibilities for risk management.
- Results: Shell's OHS metrics show significant reductions in injuries and incidents, contributing to Shell's positive corporate reputation.



Case Studies (at home) – Suggested Links

- [Shell: https://reports.shell.com/annual-report/2023/strategic-report/living-by-our-values/hsse-sp-control-framework.html](https://reports.shell.com/annual-report/2023/strategic-report/living-by-our-values/hsse-sp-control-framework.html)
- [Corporate governance at Nestlé | Nestlé Global](#)
- [Corporate Governance | PepsiCo](#)
- [Corporate Governance :: The Coca-Cola Company \(KO\)](#)



Governnace Failures Case Study - King's Cross Fire (1987)

Incident Overview:

- The King's Cross Fire in the London Underground resulted in 31 fatalities. A discarded match ignited accumulated debris under a wooden escalator, and a phenomenon known as the "trench effect" caused flames to shoot up, exacerbating the disaster.
- <https://www.railwaysarchive.co.uk/docsummary.php?docID=75>
- https://www.youtube.com/watch?v=qgzC4wYn_3g

Failures Case Study – King's Cross Fire (1987)

Governance Failures:

- **Lack of Accountability and Oversight:** Despite prior incidents, there was a lack of systematic inspection and no formal accountability for ensuring debris was routinely cleaned. A culture of complacency had formed, with little priority given to fire safety due to the assumption that underground environments had low fire risks.
- **Inadequate Communication:** The lack of clear communication channels for reporting hazards and insufficient communication between the London Underground, the Fire Brigade, and other relevant authorities delayed responses.



Failures Case Study – King's Cross Fire (1987)

Prevention through Stronger Governance:

- **Leadership and Accountability:** Clear accountability structures and routine inspections with a mandate for escalator cleanliness and maintenance would have greatly reduced fire risk.
- **Risk Management:** A risk assessment should have identified wooden escalators and debris as potential hazards, prompting mitigation measures like fire-retardant materials, consistent cleaning schedules, and regular drills with first responders.



Health & Safety Policy

- The development of a robust health and safety management system rests on the ratification of a good policy. This means there has to be managerial consent and commitment from company directors and Chief Executive Officers at the very top. Departmental line managers and supervisors alike must also be involved in the development of a policy and should have an active role in developing any supporting documentation (taking care not to develop documents just for the sake of doing so). This involvement assists with ensuring ownership of the policy at all levels and helps supervisory management engage with the workforce.



Malta - Legal Requirement in Act 33

- Duties of employers. Article 12. (2) The measures that shall be taken by an employer to prevent physical and psychological ill-health, injury or death at work, shall be taken on the basis of the following general principles of prevention,
 - (i) by the development of a coherent overall prevention policy which covers technology, the organisation of work, working conditions, social relationships and the influence of factors related to the working environment

Do you think that it will be possible to do the above without having formal policies and management systems in place?



Structure of Health and Safety Policies

- Statement of Intent.
- Organisation of roles and responsibilities.
- Arrangements for managing health and safety (risk assessments, incident reporting).

Example from HSE (UK)

<https://www.hse.gov.uk/simple-health-safety/assets/docs/example-policy-statement.pdf>

Benefits of a Well-Structured Health and Safety Policy

A comprehensive and well-implemented health and safety policy offers numerous benefits, including:

- **Legal compliance:** Ensuring compliance with **UK** and **Maltese health and safety laws**, reducing the risk of penalties and legal action.
- **Enhanced safety culture:** Promoting a culture where safety is a priority, leading to reduced accident rates and increased employee morale.
- **Financial benefits:** Lower insurance premiums, fewer accidents, and reduced downtime all contribute to improved profitability.
- **Stakeholder confidence:** A strong health and safety policy enhances the organisation's reputation among employees, clients, regulators, and investors.





Health and Safety
Executive

Example health and safety policy

Setting the scene

Daly Response Alarm Systems supply and install intruder alarms to residential and business premises. Manager John Daly employs 22 people – a mixture of office-based staff and engineers who work remotely. Cleaning is shared by the office-based staff on a rota basis.

John prepared his own health and safety policy statement using **HSE's template**.

He then thought about what he should include in his policy, such as remote working, personal protective equipment, staff consultation, training etc. He decided that he and his assistant manager were the most competent (experienced and capable) people to take responsibility for health and safety issues.

John presented the policy statement at a staff meeting and decided to review and update the policy every year or straightaway if there is a significant change in the workplace.



Part 1: Statement of Intent

- **Purpose:** This statement defines the company's health and safety commitments to employees, clients, and contractors.
- **Content Requirements:**
 - A clear commitment to prevent accidents, maintain a safe working environment, and adhere to legal standards.
 - Examples of specific goals like “providing clear instructions and adequate training” or “ensuring safe handling and use of substances.”
- **Signature and Review Date:**
 - Importance of top management's signature for accountability.
 - Setting a review date demonstrates an ongoing commitment to health and safety.

Policy statement

Part 1: Statement of intent

This is the health and safety policy statement of:

Daly Response Alarm Systems

Our health and safety policy is to:

- prevent accidents and cases of work-related ill health
- manage health and safety risks in our workplace
- provide clear instructions and information, and adequate training, to ensure employees are competent to do their work
- provide personal protective equipment
- consult with our employees on matters affecting their health and safety
- provide and maintain safe plant and equipment
- ensure safe handling and use of substances
- maintain safe and healthy working conditions
- implement emergency procedures, including evacuation in case of fire or other significant incident
- review and revise this policy regularly

Signed: John Daly

Date: 17 November 2018

Print name: John Daly

Review date: 17 November 2019

Part 2: Responsibilities for Health and Safety

Part 2: Responsibilities for health and safety

1 Overall and final responsibility for health and safety:

John Daly (Manager)

2 Day-to-day responsibility for ensuring this policy is put into practice:

Paul Phillips (Assistant manager)

3 To ensure health and safety standards are maintained/improved, the following people have responsibility in the following areas:

John Daly and Paul Phillips – safety, risk assessments, consulting employees, accidents, first aid and work-related ill health

John Daly – monitoring, accident and ill-health investigation, emergency procedures, fire and evacuation

Paul Phillips – maintaining equipment, information, instruction and supervision, training

4 All employees should:

- co-operate with supervisors and managers on health and safety matters;
- take reasonable care of their own health and safety; and
- report all health and safety concerns to an appropriate person (as detailed above).

Purpose: Clarifies who is responsible for implementing each aspect of the policy, creating a structured approach to accountability.

- **Key Roles:**

- **Overall Responsibility:** Typically a senior manager or owner (e.g., John Daly in the example) who assumes final accountability.
- **Day-to-Day Responsibility:** Delegated to a qualified manager (e.g., Assistant Manager in the template) for daily safety checks and training oversight.

- **Employee Responsibilities:**

- Highlight that all employees should:
- Cooperate with supervisors on health and safety matters.
- Take reasonable care of their own safety.
- Report any health and safety concerns promptly.

- **Emphasise fostering a workplace culture**
safety concerns can be raised without
hesitation.

Part 3: Arrangements for Health and Safety

- Risk Assessment:
 - Explain the need for regular and situation-specific risk assessments and the systems in place.
 - Point out that changes in workplace conditions, such as introducing new equipment, require a reassessment.
- Training:
 - Specify how to include training topics relevant to the work environment (e.g., working at height, asbestos awareness).
 - Include induction processes and specialised training for employees in unique roles (e.g., remote work arrangements).



Part 3: Arrangements for Health and Safety

- Consultation:
 - Outline ways that involve staff in health and safety discussions and decision-making.
 - Include formal and informal consultation methods to keep employees informed and engaged.
- Evacuation Procedures:
 - Emphasise ensuring clear escape routes, regular testing, and updated evacuation plans.
 - Refer to the importance of signage and keeping routes clear for accessibility and safety.





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