

REVIEW AND ANALYSIS OF EXISTING HSE MANAGEMENT SYSTEM AND ON SITE OPERATIONS

Sector	Construction
Client	An international construction company
Service	Review, analysis and recommendations for the improvement of the existing HSE system documentation Review, analysis and recommendations for the improvement of the existing on site HSE procedures Creation of bespoke HSE audit templates Creation of a bespoke HSE climate survey
Project Days	60

CLIENT PROBLEM ?

Following on from a serious on-site incident involving multiple workers, the client engaged two Consultants to independently audit, review, analyse, monitor and improve their existing health and safety processes and procedures.

Reputational damage is impossible to insure but can break a company. By preventing accidents or incidents and ill health at work you will keep a good name among your clients, potential clients and the wider community.

A disastrous public relations incident will take time to recover from and sales will be hugely adversely affected. Sometimes, this damage is irreparable.

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Our Solution

Given the scale of the client's operations, a major challenge was the timescale in which to write, develop, undertake and complete the HSE reviews. Initially, the Consultants divided up the project into two areas: On-site operations, Document review.

The Consultants conducted a review of all project related HSE documentation, including risk assessments, emergency plans, audits and permit to work documentation. To aid this task they developed bespoke HSE audit templates which included topics such as:

HSE Processes, Risk management and close out, Contractor management
Traffic management, Work at height, COSHH, Worker welfare, Lifting operations
HSE Inspections, meetings and reporting, Permit to work, Electrical safety,
Emergency Response, Plant and equipment

Summary of Outputs

The Consultants also undertook daily walkthroughs of the site and examined key activities. They developed a unique hazard code to drill down into detail for each on-site activity examined. From the onsite worker behaviours witnessed, the Consultants were also able to capacity build on site by conducting several HSE training workshops for key personnel, relevant to their observations.

To further provide a robust risk management solution to the issues that they found, the Consultants developed a health and safety climate survey in order to ascertain the health and safety culture of the organisation and identify any trends in regards to the perception of risk etc. The question set for the survey was developed based on a mix of common practices and issues pertinent to the site. The results were presented to management and allowed the Consultants to further pin-point specific HSE issues within the organisation that needed attention.

A detailed final Findings and Recommendations report was submitted to the client. The report highlighted deficiencies found both in on-site operations and in the HSE documents. Multiple recommendations for improvement were made including the formulation of site rules and protocols for high risk activities, the introduction of further training workshops, and updated roles and responsibilities for key staff.