



Health & Safety Policy & Management System

Issue Date:	October 2009
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1. Introduction

This Health & Safety Policy and Safety Management System have been prepared to comply with the statutory requirements of Section 2(3) of the Health and Safety at Work etc. Act 1974. Contained within this document is Anglewest Limited **policy, organisation and arrangements** for occupational health, safety and welfare, for all our business activities in the UK.

At Anglewest Limited, health, safety and welfare issues rank equally with other business objectives and achieving good health and safety performance is recognised as being consistent with overall successful business performance. We also recognise that failure to integrate health and safety into our operations will result in harm to people and associated loss. Therefore we take an integrated approach where managing health and safety forms part of the overall business strategy.

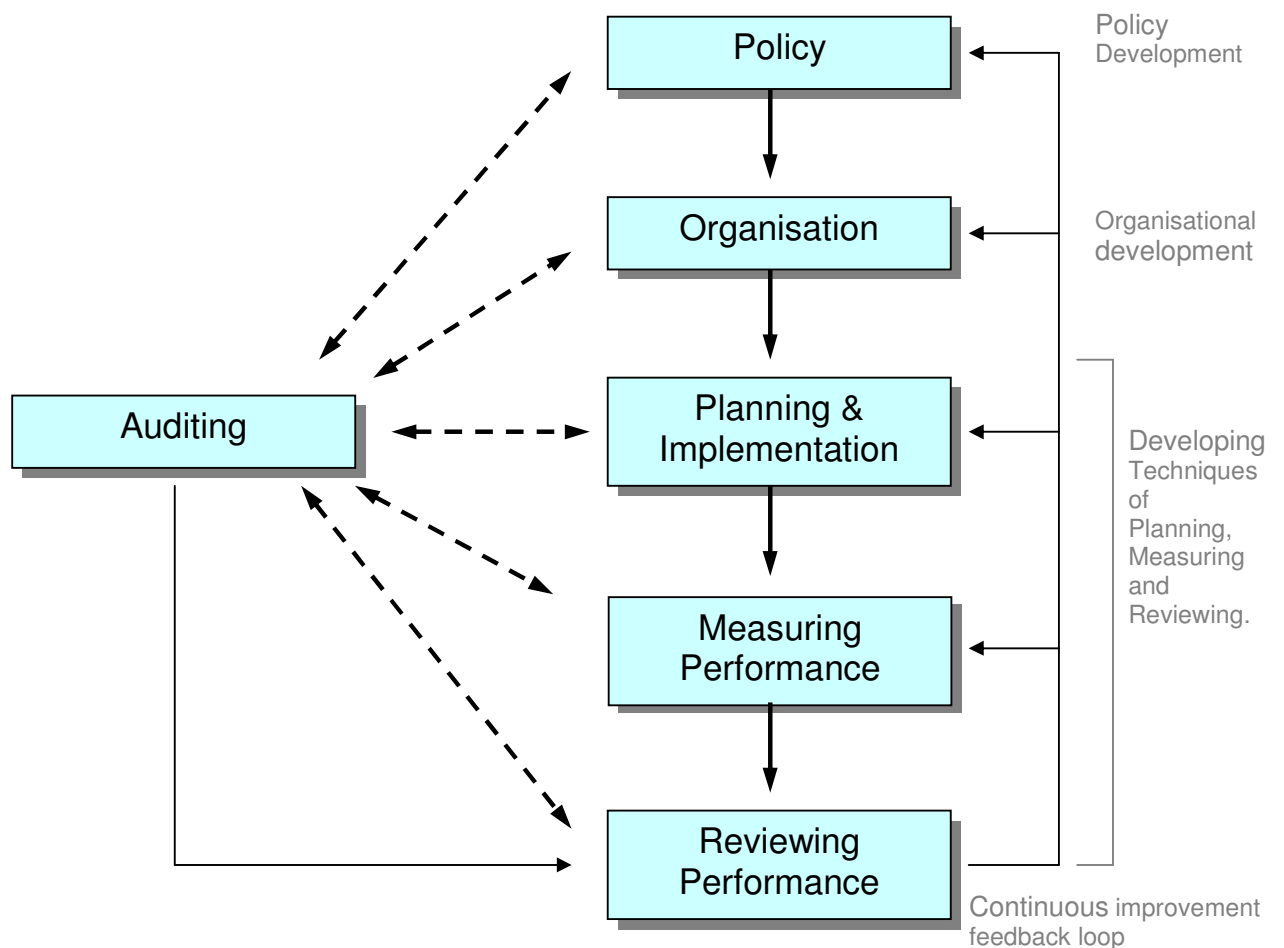
2. Principles of the Anglewest Limited Safety Management System

The company operates a Safety Management System based upon a process of 'Continuous Improvement'.

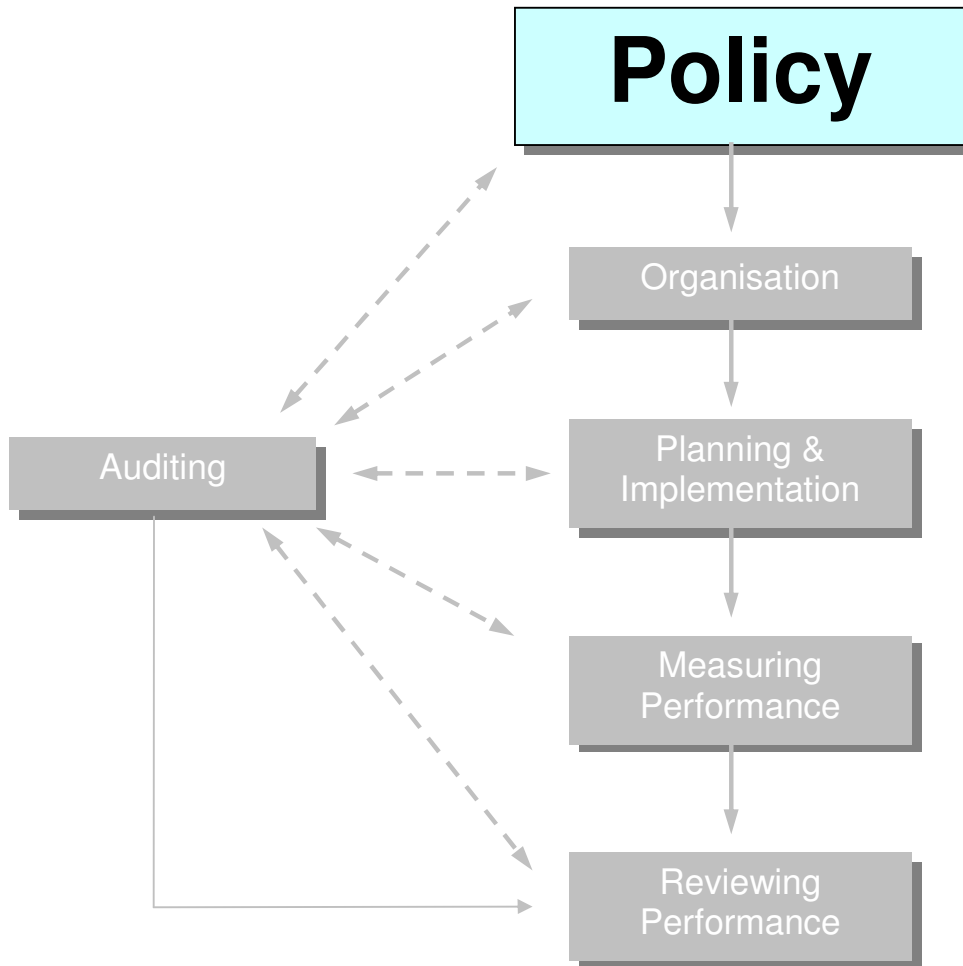
Anglewest Limited's - Safety Management System (SMS) is based upon the Management of Health and Safety at Work Regulations 1999, and its Approved Code of Practice and a proven interpretation of the Health and Safety Executive's publication HS (G) 65 - 'Successful health and safety management'.

The key elements of the SMS are outlined in the following illustration and notes:

Key Elements of Anglewest Limited's Safety Management System



Section 3 – Policy



Written policies and the policy decision-making process of the organisation are covered in this element of the Safety Management System, these include the selection of resources and information, the design and operation of working systems and the design and delivery of products and services.

This document is the written policy of Anglewest Limited, creating a foundation for the Safety Management System and to fulfil its Health & Safety responsibility to its employees and others, in the spirit and to the letter of the law.

Anglewest Limited recognise that to be successful in achieving the high standards of health and safety performance it aspires to, we need an effective health and safety policy, which contributes to the overall business performance.

3.1 General Policy Statement

It is the policy of Anglewest Limited to manage its activities without causing unnecessary and unacceptable risks, to the health and safety of its employees, customers and members of the public who may be affected by its' activities. It also recognises its responsibility for other persons when they are on its' premises.

The Directors of Anglewest Limited are committed to ensuring so far as reasonably practicable, the health and safety at work of all their employees. This commitment extends to the provision of the human and material resources necessary for the proper discharge of their own statutory duties and for the proper discharge of the duties and responsibilities of their managers, supervisors and workforce in connection with health and safety at work.

The Directors of Anglewest Limited expect that all employees will act in a responsible manner and fully co-operate in the implementation of the Company Safety Policy and in ensuring that safe working is an integral part of each and every task.

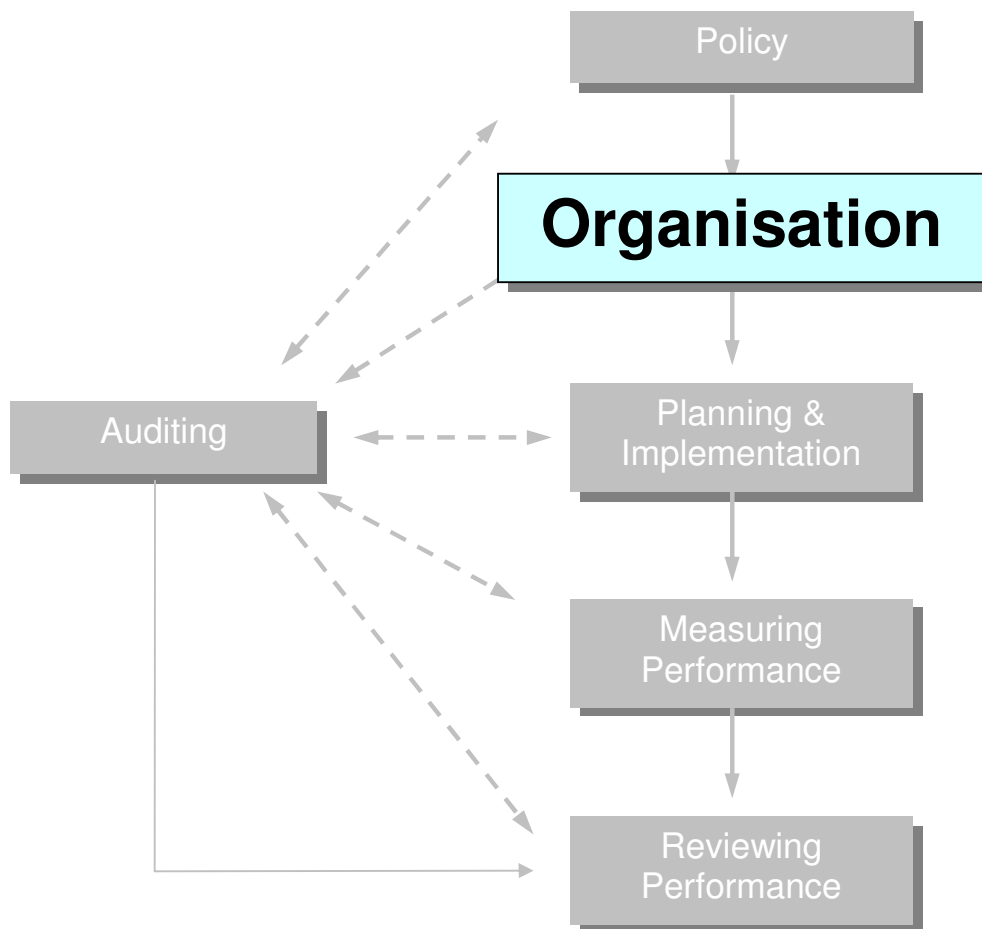
This policy will be reviewed on an annual basis and updated as necessary.

A handwritten signature in black ink, appearing to be 'S. Bond', enclosed within a hand-drawn oval shape.

Simon Bond
Contracts Director

October 2009

Section 4 – Organisation



Organising for safety means delivering the four C's;

Control: Managers taking full control of health and safety as a line management responsibility. Health and safety is integrated into all day-to-day activities; ensuring that minimum performance standards are achieved through effective supervision.

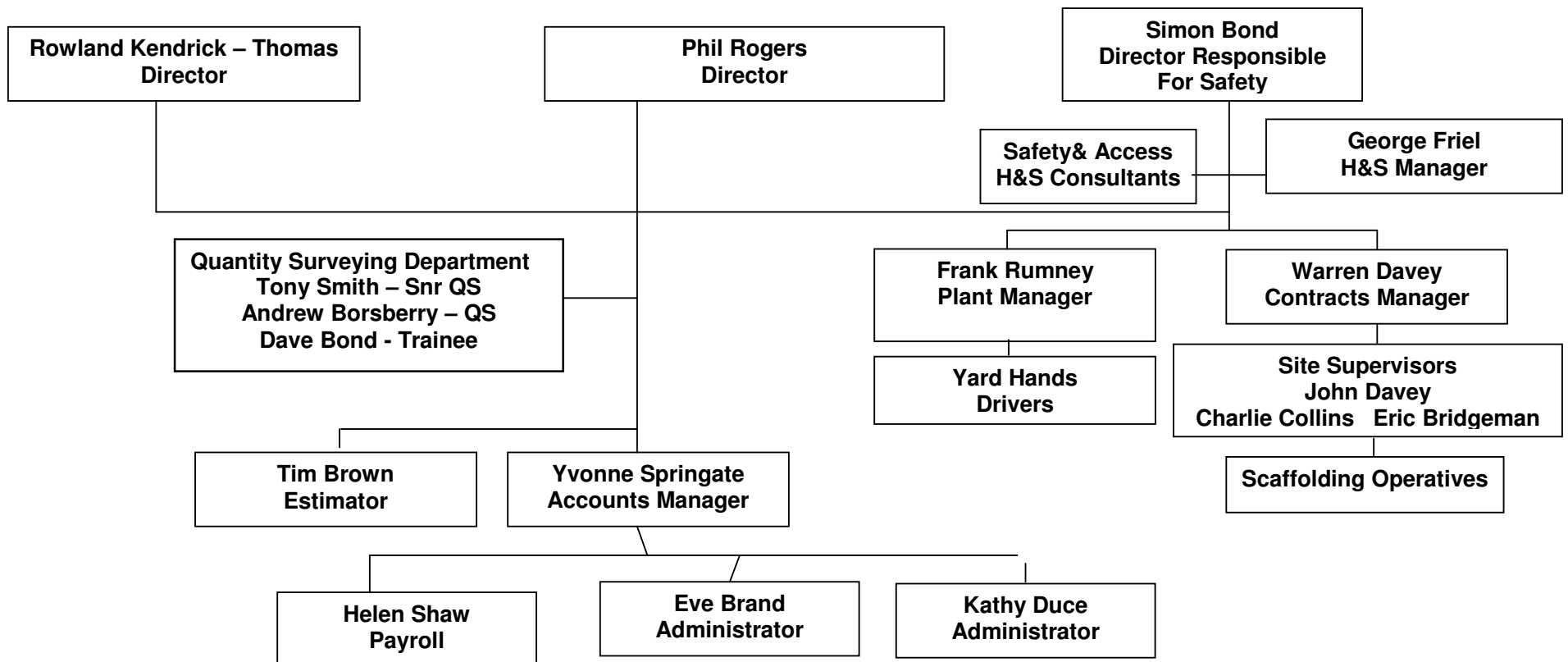
Co-operation: Involvement and participation by individuals so that health and safety becomes a collaborative effort, soliciting the opinion of the workforce in health, safety & welfare issues.

Communication: The written, verbal and visible communication of health and safety standards. The visible and active leadership of Managers and Supervisors is necessary to develop and maintain a culture supportive of health and safety management. The aim is not simply to avoid accidents, but to motivate and empower people to work safely; so that the visions, values and beliefs of the board of directors become the shared responsibility and 'Common Knowledge' of every employee.

Competence: Line-managers must be competent to manage safety. Anglewest Limited must ensure that minimum competency levels are identified and fulfilled so that everyone can make the maximum contribution to health and safety.

4.1 **Organisation Chart**

As stated in the General Policy Statement the management of occupational health and safety at Anglewest Limited is a line management responsibility. This begins with the Directors and is promoted through Managers to first line Supervisors, charged with controlling the business operations. Health and safety is an integral part of all our operations, therefore each member of the line management is charged with managing health and safety within their sphere of operation. The following organisation chart defines the hierarchy within the Company:



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4.2 **General Responsibilities for Managing Health & Safety**

This section covers the basic general responsibilities for managing occupational health and safety at Anglewest Limited. Other documents also contain specific responsibilities for health and safety, these include: -

- ❑ Work Instructions
- ❑ Job Descriptions
- ❑ Risk Assessments & Method Statements

4.2.1 **Directors and Management**

The Director responsible for safety has ultimate responsibility for health safety and welfare at Anglewest Limited.

The Director with this prime responsibility is Simon Bond. He is responsible for bringing the policy to the attention of all management, employees and sub-contractors and ensuring compliance through monitoring arrangements.

This Policy is a live document, which needs to be reviewed from time to time to ensure that it remains current with the Company's activities and changing legislation. It is the responsibility of the Director, with the assistance of the appointed Independent Health & Safety Consultants, to assess the implications of new legislation and best practice, to produce investigation/audit reports, monitoring systems etc, for the Company and to amend the Policy as necessary.

Throughout the organisation, the visible and active leadership of the Directors and Managers, through to first-line Supervisors is necessary to develop and maintain a culture supportive of health and safety management.

Line Managers have direct control and responsibility for health and safety management within their sphere of operation, for securing compliance with this Policy and Safety Management System.

4.2.2 **Managers**

At manager level, there is accountability to the director for the installation, enforcement and practical implementation of the company safety policy, the health and safety requirements of relevant regulations and codes of practice.

Integral with, and as part of, their general managerial responsibilities, is the responsibility to set and monitor safety standards, raise and control safety performance, influence safety attitudes and awareness. To communicate safety by meetings, to report record and investigate accidents and initiate corrective action, and to assess the training needs for all their subordinates.

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4.2.3 Supervision

At supervisor level, there is accountability to the Contracts Director to ensure, by direct supervision, that all aspects of safe working are practised at all times. Their supervisory responsibilities include the practical implementation of safety standards, control of material and work quality; monitoring and correcting work systems.

Supervisors shall ensure that before allocating any work to be undertaken that due consideration has been given to; the risk of injury or loss involved. Also, to the necessary competence of the employees involved, as required by this Policy and Safety Management System. They must co-operate and assist the Senior Management in securing compliance with this Policy and Safety Management System.

4.2.4 General Duties of Employees

All members of the workforce carry individual responsibilities and these are outlined in the Health and Safety at Work etc. Act 1974, as follows: -

- To take reasonable care of themselves and others who may be affected by their acts or omissions.
- To co-operate with the employer so far as is necessary to enable the employer to comply with their statutory duties.
- Not to intentionally or recklessly interfere with or misuse anything provided in the interest of health, safety or welfare.
- To know and to obey safety rules
- To report all accidents and incidents
- To provide high quality workmanship

The Company requires the full support of all employees and sub-contractors to have effective accident prevention.

4.2.5 Independent Health & Safety Consultants

Anglewest Limited employs the services of Safety & Access Limited as independent health and safety consultants to provide professional assistance and guidance to support the line management. They are appointed as competent advisors and help discharge the Company's duty under Regulation 7 of the Management of Health and Safety at Work Regulations 1999.

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The Consultants main responsibilities are to: -

- ❑ Advise the Director for Safety and senior management of any new safety legislation or changes in existing legislation
- ❑ Provide an interpretation of safety legislation so that the management fully understands the actions required in order to comply with legislation
- ❑ Assist with initial implementation of the changes in safety legislation
- ❑ Suggest suitable training for all levels of employees, posters, slides, films etc to provide awareness of accident prevention and hazards to health
- ❑ Recommend to senior management ways to improve working conditions
- ❑ Investigate notifiable accidents or dangerous occurrences and submit to the company a written confidential report
- ❑ Carry out pre-arranged site audit visits

4.3 Training & Competence

Anglewest Limited recognises its general duty to employees under section 2(2) c of the Health and Safety at Work etc. Act 1974, to provide all necessary information, instruction, training and supervision. The company continuously assesses the competency level of all employees and where applicable sub-contractors.

Periodically, we will carry out an organisational training needs analysis (TNA) of all activities to establish minimum competency levels and identify any training requirements. Following a TNA, training programmes will be developed to fulfil those minimum competency levels. TNA is a form of risk assessment, although the normal risk assessment process shall identify additional training requirements.

Training for competence at Anglewest Limited is divided into four main categories: -

1. **Induction training** for all new starters
2. **Skill training** for management and trade competence
3. **Health and safety training** e.g. IOSH Managing Safety for all line management and the CITB Health & Safety Test for all scaffolding operatives
4. **Modular training** in the form of Toolbox Talks and task specific briefings

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4.3.1 Training Records

Training records are maintained in the personnel files with copies of certification.

Training and skills matrix will be developed and maintained as a quick reference guide when allocating duties to individuals and as a means of monitoring validation periods, to ensure refreshers are undertaken.

4.3.2 Induction Training

Every new employee will receive induction training, before commencing work, which includes health and safety, to ensure that they are not exposed to unfamiliar hazards. An induction-training package will be maintained to ensure that all essential information is covered.

The induction is recognised as an opportunity to convey the management beliefs and company values for health and safety management and to help influence the attitudes of all new starters.

A record of induction will be kept, signed by the inductees as an acknowledgement that they have understood the content.

4.3.3 Modular Training (Toolbox Talks)

Modular training in the form of Toolbox Talks helps increase and maintains general levels of health and safety awareness

Each Manager/Supervisor can establish his own frequency of Toolbox Talks, as necessary (e.g. weekly, fortnightly or monthly). However, every operative as a minimum must receive at least one Toolbox Talk per calendar month, covering a specific topic.

A schedule of monthly Toolbox Talk topics must be prepared for a six-month period. To assist a set of Toolbox Talks has been compiled which will be added to as necessary.

Additional general Toolbox Talks are a useful medium for general day-to-day communication of information such as sharing accident learning or introducing best practice.

A record of attendance must be kept, with the signature of each attendee.

4.4 Communication of Information

4.4.1 Essential Information & Feedback

The 'Toolbox Talk' medium can be used to help disseminate essential health and safety information throughout the organisation.

It is important to solicit information from the workforce and receive feedback on health and safety issues. A few moments should be taken at the end of each Toolbox Talk giving the opportunity to raise and discuss issues.

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4.4.2 **Safety Handbook**

Every employee will be issued with a copy of an Employees' Safety Handbook. The handbook will be a means of providing each employee with written key health and safety information, including policy, procedures and guidance.

The Safety Handbook will be issued to new starters at induction stage.

A tear-off slip on the back page of the handbook must be completed as acknowledgement of receipt and kept as a record.

The Safety Handbook must be reviewed periodically and updated, as necessary to ensure that it remains current. Following an up-date it must be re-issued to every employee.

4.4.3 **Notice Boards**

Notice Board for posting health and safety information must be in common areas of the site/office accommodation and welfare facilities i.e. main office etc. This information shall include a copy of the statutory Health and Safety Law poster.

4.4.4 **Formal Communications**

To ensure the effective communication of important information Anglewest Limited uses the following formal systems: -

- Work Instructions
- Memorandums & General Notices
- Guidance Notes
- Safety Bulletins

Safety Bulletins are a system for communicating up-to-date health and safety information. Important issues, such as accident / incident learning to be shared will be compiled and issued to all employees, as necessary.

Copies of such written information should also be posted on the notice boards.

Certain formal communications may require the recipient to sign and return an acknowledgement slip accepting that they have received, read and understood the communication e.g. method statements, risk assessments etc.

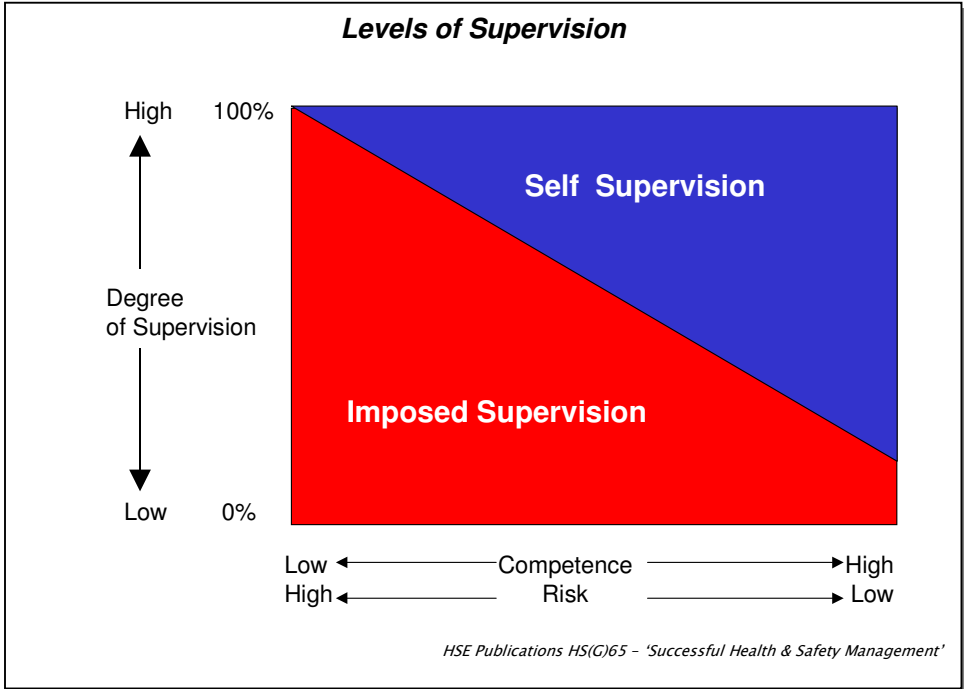
4.5 Effective Supervision & Control

At Anglewest Limited we have established four general principles for effective supervision to help ensure control of our core operations, due to the mainly peripatetic nature of the work, and compliance with the established performance standards - for all elements of the business – not just health and safety.

The four general principles for effective supervision are to: -

1. Ensure every job is surveyed and a suitable and sufficient **risk assessment** carried out (see section 5.3 Risk Assessment).
2. Ensure the correct **competence** levels of those allocated duties, in relation to the task(s) to be undertaken and the work equipment to be used.
3. Ensure the effective **communication** of the required performance standards and essential information, e.g. Control measures
4. Establish and implement the suitable levels of imposed and self-supervision depending upon the degree of risk and the competence levels of the operatives involved. Always ensure a minimum level of **imposed supervision**. This also includes the commissioning of work and handover by a competent person.

The following illustration is a guide to establishing the suitable levels of imposed supervision:



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Anglewest Limited acknowledges that new starter and young or inexperienced or unqualified workers require a higher degree of supervision until their competence is proven.

A line-manager may delegate the performance of a supervisory duty to a subordinate, but they must ensure that they are deemed competent to undertake the particular task e.g. a Supervisor requesting a foreman to commission a job and complete the Handover Certificate.

The Senior Management of Anglewest Limited will ensure that all line management with supervisory responsibility for others receive the appropriate management training.

4.6 Consultation with Employees

Legislation requires employers to hold consultation with employees and to recognise the rights of employee, union safety representatives and safety committees. Anglewest Limited will comply with the relevant legislation as a minimum standard.

4.7 Liaison with Fellow Employers

Anglewest Limited recognises its duty under the Management of Health and Safety at Work Regulations 1999, to communicate with fellow employers to ensure information about hazards and control measures is shared. This will enable suitable arrangements to be made.

4.8 Control & Co-ordination of Contractors (including self-employed)

It is the general policy of Anglewest Limited where practicable not to employ sub-contractors.

However, when specialist sub-contractors are employed the control of contractors activities must be strictly covered by the terms of their contract.

A formal vetting process for health and safety will be carried out for the assessment of suppliers, vendors and contractors to make reasonable enquiries of the competence and performance standards prior to their appointment. This initial vetting procedure requires all contractors to complete a vetting questionnaire. Their answers will form the basis of the assessment. The results will be kept on record and the exercise repeated, as necessary.

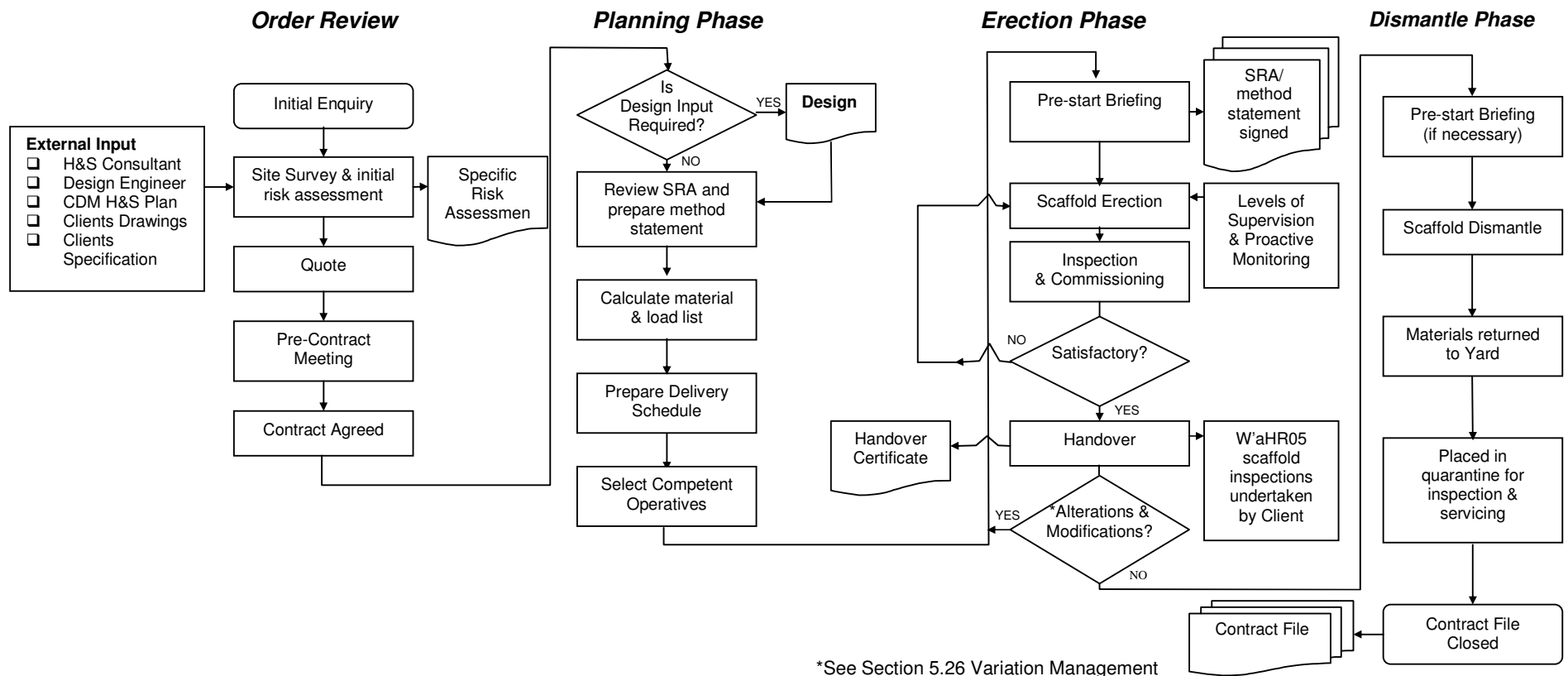
Following the assessment of the vetting questionnaire, a further assessment of the contractor may be required in the form of an audit by the Safety Consultant.

All contractors will be subject to the Company's monitoring arrangements, to ensure compliance with the relevant policies, procedures etc.

5. Planning & Implementation

5.1 Overview of Main Flow Process (Management Programme)

The purpose of this flowchart is to solely illustrate the main flow process of the main contract scaffolding operation for the benefit of the Safety Management System. Please note that it is not comprehensive (I.e. variation requests, valuations, payment schedules etc)



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5.2 Performance Standards

This document details the performance standards for health, safety and welfare that must be adhered to. However a number of these arrangements will be expanded upon in other documents such as: -

- Operating Procedures
- Work Instructions
- Guidance Notes
- Handbooks
- Memorandums & Notices
- Etc...

Section 6 identifies the specific performance standards that are used to measure health and safety performance. These measures are known as key performance indicators or KPI's. The KPI's are reviewed at the formal review meetings outlined in section 7. The Senior Management establishes targets for improvement or objectives to be achieved by the organisation or individual employees at the start of each new calendar year.

5.3 Risk Assessment

The identification of hazards, assessment of risk, establishing and enforcing of control measures to eliminate or control risk, are the cornerstones of effective safety management.

The Management of Health and Safety at Work Regulations 1999, Regulation 3, requires employers to make suitable and sufficient assessment of the risks to health and safety and to keep records of the significant findings. The Company has developed risk assessment processes to comply with this statutory requirement.

The two risk assessment processes used are known as **Generic Risk Assessment** and **Specific Risk Assessment**. Both processes use a qualitative technique, which relies upon the judgement of a competent person (or Risk Assessor). The Risk Assessor must be appointed by Management having been deemed competent and received training in the particular techniques used.

Certain other pieces of legislation require specific risk assessment such as COSHH and the Manual Handling Operations Regulations 1992, of which arrangements are made within further sections of this policy.

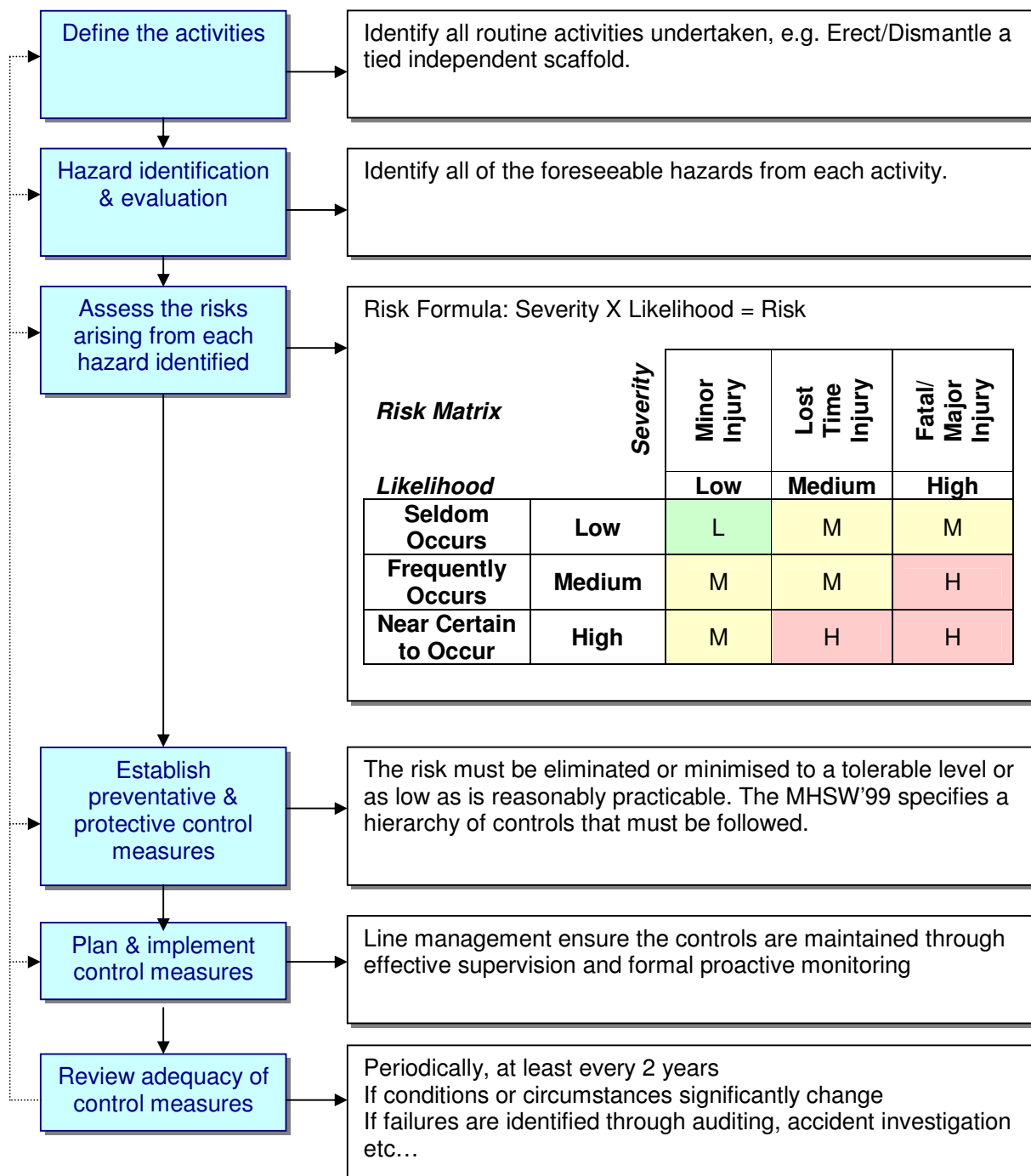
5.3.1 Generic Risk Assessment

Generic Risk Assessments will be prepared and implemented for all of the routine operations undertaken by Anglewest Limited. However they do not take account of the specific environmental conditions at the particular workplace, which is why they must always be supplemented by a specific risk assessment.

The contents of the Generic Risk Assessments to be regularly communicated to all employees via recorded and signed for Toolbox Talks.

This flowchart illustrates the key steps taken in the Generic Risk Assessment process: -

Generic Risk Assessment Process



The Generic Risk Assessment must be recorded on a Generic Risk Assessment form.

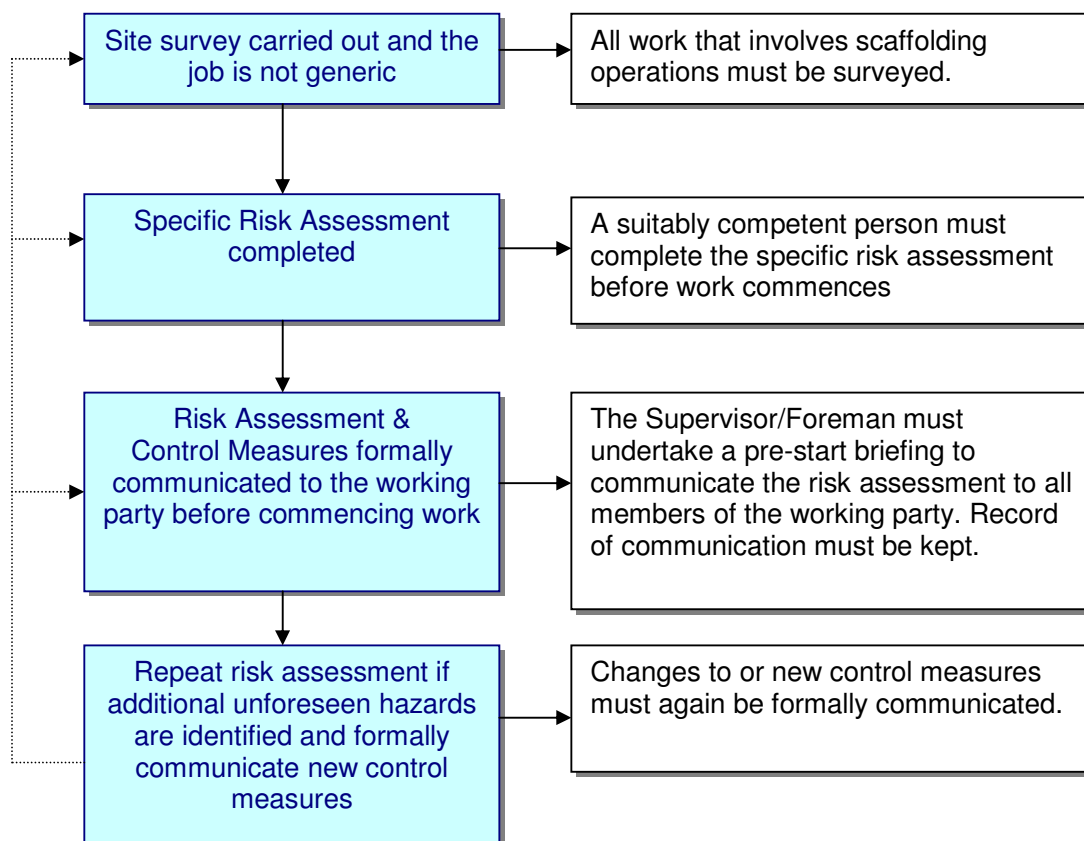
5.3.2 Specific Risk Assessment (SRA)

When the job is not generic, a specific risk assessment must be carried out before each job commences (scaffolding operations only). The assessment process is similar to the Generic; however it is simplified using a checklist type pro forma to assist the Risk Assessor to identify the hazards. Also an overall risk rating is awarded rather than for each hazard identified.

The SRA must be formally communicated to and signed by all employees involved in the operation before commencing.

This flowchart illustrates the basic principles required for the Specific Risk Assessment process: -

Specific Risk Assessment Process



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5.4 Method Statements

Method Statements (Scaffold Plans) are a requirement under schedule 3 (2) of the Work at Height Regulations 2005. A Method Statement (Scaffold Plan) must be prepared for the assembly use and dismantle of any scaffold.

Method Statements (Scaffold Plans) at Anglewest Limited are prepared as follows:

- i) For all complex or high risk operations where the preventative and protective control measures and require more explicit detail than provided in the specific risk assessment (SRA); and/or,
- ii) At the request of our clients

All method statements should include the following:

- The client details
- Details of the location
- Description of the activities to be undertaken
- Specific equipment to be used
- Drawing Register
- Sequence of events or work method
- Significant hazards identified through the risk assessment
- Specific control measures to be adopted
- Rescue plan

The standard Company Method Statement format should be used.

The method statement, once submitted and approved by the client, must be formally communicated to and signed by all employees involved in the operation before commencing work.

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5.5 Preventing Falls

All scaffolding operatives shall be equipped with the suitable and approved fall arrest equipment for the task, before commencing working at height. Where appropriate, Collective Fall Prevention methods shall be adopted ahead of reliance upon personal fall prevention equipment. CFP measures may include mechanical access, single guardrails and proprietary systems such as the "step method".

All fall arrest equipment provided must conform to the relevant British and European Standards. Each scaffolding operative shall be issued with the following fall arrest equipment, as a minimum and records of issue kept: -

- Full body harness complete with rear dorsal ring to BS EN 361.
- 1.75m fixed length lanyard complete with shock absorbing device to BS EN 354 & 355.
- Scaffold hook/connector/Karabina with 55mm opening to BS EN 362.

All scaffolding operations shall be carried out in compliance with the National Access and Scaffolding Confederation (NASC) Guidance Note SG4:05 Preventing falls in scaffolding and false work, as a minimum safe system of work. In addition other measures may be specified for fall prevention and protection within the risk assessment and/or method statement.

Where a client has established local rules that exceed the requirements of this procedure they must be adhered to and adopted and enforced as procedure.

Each member of the operational line management with supervisory responsibility for scaffolding operations and all scaffolding operatives must receive a copy of the NASC Guidance Note, SG4 you.

All scaffolding operatives involved in the erection, alteration and dismantling of scaffolding, shall receive appropriate training in the established control measures to prevent and protect against falls from height in line with SG4.05 All line management with managerial and supervisory responsibility for scaffolding operations shall attend such training.

All line management with managerial and supervisory responsibility for scaffolding operations shall ensure compliance through effective monitoring (formal and informal) and enforcement, as necessary.

All fall arrest equipment must be subject to a thorough 3 monthly examination and servicing in line with the manufacturers' recommendations. Records of thorough examination must be maintained.

The user is required to carry out a pre-use inspection of their fall arrest equipment. The requirements of the pre-user inspections are covered in the SG4:05 booklets.

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5.6 Work Equipment

All work equipment (including hand tools, appliances, lift trucks, computers scaffolding materials etc.) must be designed and suitable for the purpose for which it is to be used and only used for operation for which it is designed.

The use of work equipment is restricted to those persons appointed to do so and must only be repaired and maintained by nominated competent persons. A service log recording all repairs and maintenance must be kept for all plant equipment and vehicles.

Line management must ensure that all employees receive all necessary information, instruction and training in the use of work equipment, including where appropriate written instructions.

Any work equipment found to be defective must be reported to the immediate Supervisor who will arrange for the equipment to be taken out of use and clearly marked as defective.

5.6.1 Scaffolding Materials

All scaffolding components and associated materials such as ladders etc. must be subject to a material control procedure, which ensures, so far as is reasonably practicable, the inspection and where appropriate, the testing of all materials periodically. A competent person who carries out the inspections must ensure the segregation of defective material for destruction or repair to prevent use.

The appointed person must be deemed competent by his manager having received appropriate training and instruction.

All operatives when handling scaffolding materials must not use defective materials. Any defective materials must be segregated and returned to the yard for quarantine.

All scaffolding materials must be handled in a controlled manner (e.g. hand to hand) and NEVER thrown or allowed to drop – any scaffolder/operative found bombing material will be referred for disciplinary action.

5.6.1.1 System Scaffolding

The Company mainly supplies tube and fitting scaffolds and is required from time to time to use system scaffolds for access. These must come under the controls as set out in 5.6.1 above to ensure the quality and suitability for use of all of the components.

In addition, all operatives must receive instruction and training covering the manufacturer's requirements and system specifications.

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5.6.2 Mobile Plant & Vehicles

All mobile plant and commercial vehicles must be subject to regular maintenance and servicing in accordance with the manufacturer's instructions and statutory provisions e.g. Lifting Operations and Lifting Equipment Regulations. In addition all mobile plant and commercial vehicles must be subject to weekly formal inspections by the operator.

Any defects identified must be reported to the Yard Supervisor and the findings and remedial action recorded in the report.

All mobile plant with a risk of rolling over must be fitted with an appropriate rollover protection system (ROPS) and seat belt(s).

5.6.2.1 Lift Trucks

Only appointed Lift Truck Operators, who have received training from an approved body and are deemed competent, as detailed in the Health and Safety Executives Approved Code of Practice COP L117 Rider Operated Lift Trucks; Operator Training, are permitted to drive fork lift trucks.

All fork lift truck operations to be carried out in accordance with HS (G) 6 Lift Trucks; Safety in Working, also these specific precautions must be taken: -

- ❑ Do not overload the lift truck in excess of the manufacturer's recommended safe working load.
- ❑ Passengers must not be carried unless an additional seat is fitted for the purpose.
- ❑ Do not leave the forklift truck unattended, with the engine running, the keys in the ignition or the forks raised.
- ❑ Palletised loads must be checked for security before carriage.
- ❑ Where fitted, seat belts must be used.
- ❑ Forklift trucks must not be driven at excessive speed. Speeds must be limited to suit workplace conditions.
- ❑ Suitable warning signs to be positioned in the workplace to warn pedestrians and other vehicles of the presence of fork lift truck operations.
- ❑ Operators must sound their horn when leaving and entering the buildings or when negotiating blind bends etc.
- ❑ Extra care must be taken when working on a slope or crossing a gradient.
- ❑ Convex mirrors must be fitted to ensure all round visibility of at least 1m high by 1m long. If this is not possible then a Banksman must be used where the driver's vision is obstructed or when manoeuvring in a restricted area.

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- Pedestrians always have right of way.
- The forklift truck must be subject to a planned maintenance programme. The vehicle must be checked by the operator before use, especially the brakes.
- Where applicable the lifting chains on the forklift truck shall be treated as lifting accessories and subject to six monthly thorough examination by a competent person
- All forklift trucks must be fitted with an audible reversing warning and flashing beacon to be used whenever the vehicle is in operation.

5.6.3 **Portable Electrical Equipment**

It is Company policy to use 110v or low voltage battery operated hand tools wherever possible. Where 240v hand tools are to be used they must be used in conjunction with a residual current device (RCD).

All portable electrical equipment must be inspected and portable appliance tested (PAT) every 12 months, by a competent engineer. All RCD's must be tested every 6 months. An inventory of all equipment must be maintained and all new equipment is added to the list. Each piece of equipment must be clearly marked with the date of the test and the date of re-testing.

5.6.4 **Machinery Guarding**

All dangerous moving parts creating a danger zone must be assessed and the Company must establish and enforce all reasonably practicable control measures by following the hierarchy of control measures defined in Regulation 11 of the Provision and Use of Work Equipment Regulations 1998.

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5.6.5 **Lifting Operations & Lifting Equipment**

A person or persons shall be appointed, who has received appropriate training to be deemed competent, to plan and supervise lifting operations, as necessary to ensure they are carried out in a safe manner.

To ensure lifting equipment (e.g. cranes, lorry-loaders, hoists etc.) and lifting accessories (e.g. chains, slings, shackles gin wheels and ropes etc.) is maintained in good order the Company shall nominate a person (and deputy) to be responsible for the storage, maintenance and inspection of all lifting equipment and accessories owned and controlled by Anglewest Limited, as required by the Lifting Operations & Lifting Equipment Regulations (LOLER’).

All lifting equipment shall be inspected and thoroughly examined, as required by Regulation 9 of LOLER. Copies of all inspection reports and certificates shall be kept on site and made available for examination when required.

A Slinger / Signaller (Banksman) shall be appointed to assist the crane operator if his/her vision of the load throughout its travel is obstructed. All appointed Slinger / Signallers must be competent, having received formal training to CITB standard or equivalent.

The Slinger / Signaller must visually inspect all lifting equipment before each use. Any defects identified must be reported to the immediate Supervisor, with the equipment removed from use and clearly marked as defective.

All lifting equipment must have the Safe Working Load (SWL) clearly marked on it, with the required Safe Working Load established before use.

Suitable storage accommodation must be provided to prevent physical damage or deterioration.

5.6.6 **Abrasive Wheels & Disc Cutters**

All employees required to use abrasive wheels are to have received the necessary training and instruction in the safe use of abrasive wheels, such as angle grinders/cutters etc.

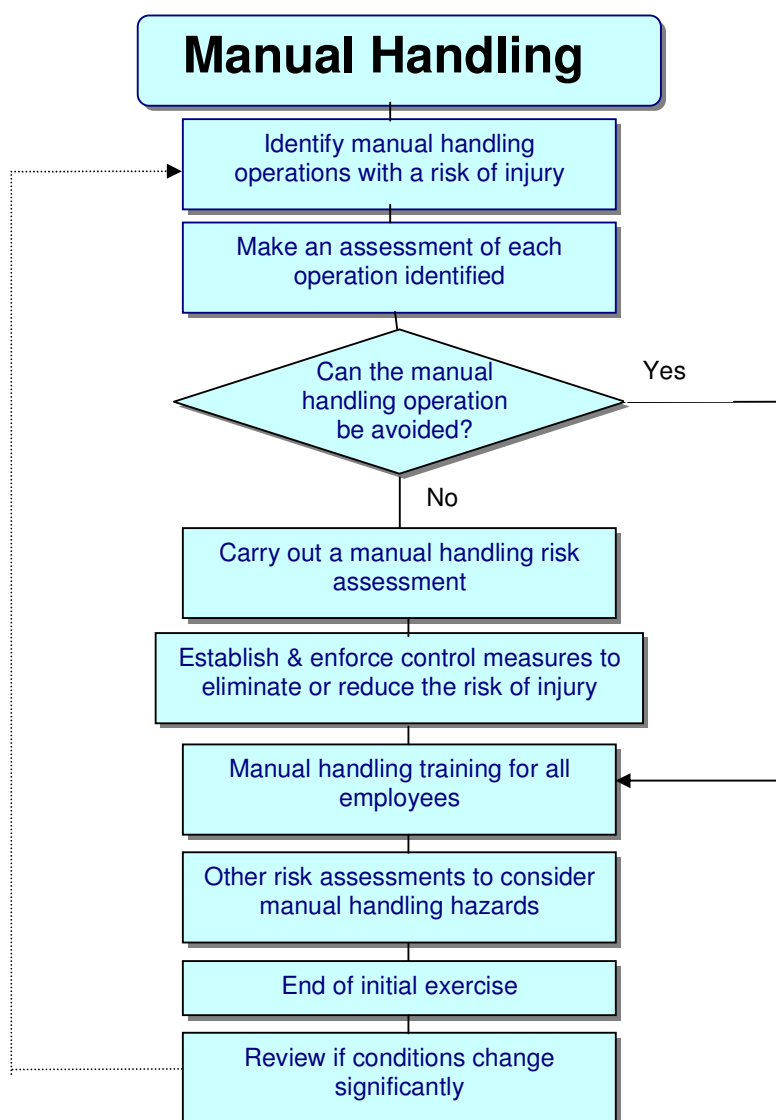
5.7 Occupational Health

5.7.1 Manual Handling

The Manual Handling Operations Regulations requires employers to avoid manual handling operations and where they can not be avoided to make an assessment of the risk of injury to establish control measures to reduce that risk as low as reasonably practicable.

Anglewest Limited recognises that manual handling is an inherent part of the scaffolder's trade and that the special handling techniques used in scaffolding are essential enabling skills. These skills are taught as part of the current Construction Industry Scaffolders Record Scheme (CISRS).

The following flow chart outlines the steps taken to comply with the requirements of the Manual Handling Operations Regulations 1992: -



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5.7.2 Hazardous Substances

Arrangements are being developed to assess the effects of any substances identified as hazardous to health and the adoption of relevant control measures, as required by the Control of Substances Hazardous to Health Regulations 1999 (COSHH).

All suppliers of materials are required to provide all relevant health and safety information (MSDS) about their products to form the basis of the COSHH risk assessment. This information is to be requested for each product before procurement stage, so that consideration can be made for the use, handling and storage of that substance as per COSHH.

Where required, the appointed Health & Safety Consultant may carry out Anglewest Limited assessments.

5.7.3 Asbestos

Anglewest Limited does not currently undertake scaffolding operations for work with asbestos, e.g. structures for use as enclosures for asbestos removal or encapsulation. Anglewest Limited is aware that such work would require a licence under the Control of Asbestos Regulations.

If necessary arrangements will be developed to enable the Company to apply for an ancillary license in order to undertake such work.

The Company is currently engaged in new projects and as such is not exposed to asbestos. However, should this change then all scaffolding operatives, surveyors and line management would receive basic asbestos awareness training; The purpose of the training would be to increase awareness so that materials containing asbestos could be identified, to reduce the risk of accidental exposure and establish suitable contingency measures should asbestos materials be accidentally disturbed.

5.7.4 Noise

Similar to other pieces of legislation, the Control of Noise at Work Regulations 2005, requires a risk assessment to be made to ascertain the noise levels employees are exposed to, establishing and implementing precautions to avoid or protect against excessive noise levels.

The regulations require all exposure to noise to be reduced so far as is reasonably practicable and specifies the following action levels: -

- ❑ First Action Level 80 dB (A), exposure should be assessed at this level and hearing protection must be provided if requested.
- ❑ Second Action Level 85 dB (A), exposure must be reduced below this level and hearing protection must be worn and hearing zones must be provided.

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- Maximum exposure level 87 dB (A). Taking into account any protection being used.

As part of the assessment, competent person using specialist equipment, must measure noise exposure. The noise exposure is calculated over an equivalent eight-hour shift known as the Lep'd.

Engineering solutions must be considered as the first line of control. When the adoption of reasonable engineering or management control fails to reduce the exposure to an acceptable level, only then will resource be made to the use of Personal Protective Equipment.

All noise assessments will be reviewed periodically and if the process changes (i.e. new plant and equipment). Noise exposure shall be considered during the selection of new plant and equipment.

5.7.5 Health Surveillance & Screening

Exposure to certain substances requires regular health surveillance to be carried out, to identify any hazardous effects. Health surveillance will be undertaken where identified in the COSHH risk assessment. In addition certain pieces of legislation also requires health surveillance i.e. the Control of Asbestos Regulations and the Control of Lead at Work Regulations.

All new employees are to complete a pre-employment medical questionnaire, which is contained in the application form.

The recruiting manager will vet the medical questionnaire. Any medical conditions identified should be referred to the Safety Consultant for advice.

Driver/Plant Operator medical checks to be carried out as recommended by the Ministry of Transport for Large Goods Vehicle drivers.

5.8 Overhead Powerlines & Underground Services

Overhead electric power lines present a significant risk of death and/or major injury when scaffolding or handling metallic scaffolding materials in close proximity to the cables. Also underground services need to be considered when using screw ground anchors or stacks to secure guy wires.

All work under or adjacent to overhead power lines must be subject to risk assessment with a specific method statement prepared. As a minimum this work must be undertaken in accordance with the HSE guidance note GS6 Avoidance of danger from overhead electric power lines.

5.9 Scaffold Inspection, Commissioning & Handover

Complete or partially completed scaffold structures must be inspected and commissioned by a nominated competent person (usually the Contracts Manager, Supervisor or other nominated competent person), to ensure that it has been erected to the required standards and is safe to use, prior to handover.

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If the structure is a designed scaffold then the inspection must ensure that the structure has been erected as per the drawings, without significant deviation.

The Handover Certificate shall be used to formally handover the structure or part structure and should be signed by the client's representative. If this is not possible then it should be faxed or posted registered mail with the transmittal sheet or receipt retained on the contract file.

Where Anglewest Limited is contractually required to undertake statutory inspections of a scaffold structure or part thereof, in pursuit of Regulations 12 & 13 and schedule 7 of the Work at Height Regulations on behalf of a client, then such inspections shall include and be limited to the following:

- a) Before being taken into use for the first time; and
- b) After any substantial addition, dismantling or other alteration; and
- c) After bad weather or any event that may have affected its stability
- d) At regular intervals not exceeding 7 days since the last inspection.
- e) Would be covered by Anglewest Limited Handover Certificate. If b), c) or d) is required then the client shall give reasonable notice to Anglewest Limited. Such an inspection would be considered extra and a variation to the contract requiring a specific written instruction.

5.10 **Masonry Anchor Testing**

The testing of masonry anchors used as scaffold ties is an essential element of the scaffold commissioning and handover process. The manufacturer instructions must be followed for the specific type and make of anchor used.

Anchor testing must be carried out in accordance with the NASC Technical Guidance TG4 'Anchorage systems for scaffolding (current edition).

Preliminary testing should be carried to determine the suitability of the base materials and proof testing of the installed anchors to ensure their security.

The frequency of testing must be carried out in accordance with the following table: -

<i>No. of Ties per Structure</i>	<i>No. of Pullout Tests required</i>
Up to 20	Minimum of 3
More than 20	1 in 5 (20%) or 1 in 10 (10% if a tie fails)

The results of the pullout testing should be recorded on the Handover Certificate (number of ties tested and results in failures or KN's), unless a specific report is prepared.

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5.11 Protection of the Public and Others

All reasonably practicable measures must be taken to secure the workplace to prevent the public and others (such as fellow workers, visitors, trespassers etc.), especially children, being at risk of an injury.

Each location must be assessed considering the nature of the work and the location of the workplace and its environment, to establish the necessary control measures.

5.12 Personal Protective Equipment (PPE)

All Personal Protective Equipment (PPE) purchased must meet the necessary European Standards and carry the CE Mark.

The risk assessment process together with our client arrangements (i.e. Site Rules, Permit-To-Work Systems etc.) should identify a requirement for PPE. PPE will only be specified as a last resort in the hierarchy of controls.

An assessment of PPE must be carried out as required by the Personal Protective Equipment Regulations 1992, to ensure the correct selection and suitability for the user.

Employees have a statutory duty to use PPE provided as part of a safe system of work and not misuse or interfere with it.

All new employees receive a full issue of PPE when they commence employment. If any item of PPE required is missing, expired, damaged or defective then it shall be replaced upon request. A record of all PPE issued must be maintained and signed for by the recipient.

No charge can be made to employees for the issue of PPE.

5.13 Scaffold Design

All scaffolding will be provided in compliance with the relevant British and European Standards and the Work at Height Regulations.

Any scaffold structure requiring design input (e.g. special structures) will be subject to a design risk assessment. Calculations will be made by a suitably competent Design Engineer and drawings produced. Any significant hazards or hazardous work sequences that can't be designed out shall be detailed on the drawing in text, also where appropriate within the specific method statement.

Anticipated significant deviations from the original design criteria, revealed during the execution of the work needs to be communicated to the Design Engineer to ensure structural integrity is maintained.

An aide memoir checklist will be prepared as a guide to all Surveyor/Estimators, Operational Managers and Supervisors to help identify when design input is required. This document is to be known as the Design Matrix.

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5.14 First Aid & Emergency Arrangements

An assessment will be made of the risk of serious and imminent danger at the workplace and Anglewest Limited will ensure that control measures for dealing with emergencies are established.

The arrangements at each workplace include: -

- Raising the alarm and communication with the emergency services.
- First aid.
- Fire fighting capabilities.
- Emergency Evacuation.
- Assembly.
- Appointed persons, training, drills and exercises.

First aid equipment and trained personnel to administer first aid will be provided and maintained in accordance with the Health and Safety (First Aid) Regulations 1981, Approved Code of Practice and Guidance L74, as a minimum standard.

It is the intention of Anglewest Limited to comply with the site-specific arrangements made by our Clients. However, in such circumstances where the Client makes total arrangements for first aid the Company will ensure that employees have basic knowledge to administer immediate aid.

5.15 Welfare Facilities

Welfare facilities will be provided in compliance with the Workplace (Health, Safety & Welfare) Regulations and the Construction (Design Management) Regulations and their relevant Approved Codes of Practice and Guidance, as a minimum standard.

Additional facilities will be provided as per the client's contractual requirements and the desire to project a good company image.

An employee found to be defacing or misusing any welfare facilities would face disciplinary action.

5.16 Housekeeping

Housekeeping is an essential feature of accident prevention e.g. trip hazards, fire hazards etc.

The subject of housekeeping must be integrated into all monitoring and auditing arrangements to ensure high standards of housekeeping are maintained.

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5.17 Smoking at Work

Smoke Free Policy

The Smoke Free (Premises Enforcement) Regulations 2007 came into effect in 2007 the new law is being introduced to save lives and prevent diseases caused by second-hand smoke.

The effect of the law will be that at Anglewest Limited staff, clients and visitors will not be able to smoke in the business premises if they are 'enclosed' or 'substantially enclosed', this includes previously designated smoke areas.

A No Smoking Sign will be placed in a prominent position at or near each entrance so that people entering can see it, and it must include the statement: 'It is against the Law to smoke on these premises'

The smoke free legislation also covers ALL vehicles which are used to transport clients, visitors or which are used by more than one employee in the carrying out of work duties even if this use is only intermittently.

Anglewest Limited are required by law to display a No Smoking sign in all company vehicles covered by the legislation (enclosed vehicles used to transport the public or used by more than one employee for carrying out work duties)

While on site, all Anglewest Limited's employees will adopt the client's site rules for non-smoking, which must be stipulated to the employee at the time of induction training.

5.17.1 Fire Regulations

The above regulations require a fire risk assessment to be undertaken on all Company premises. The Regulatory Reform (Fire Safety) Order is the applicable legislation.

Such risk fire assessments are designed to;

- Identify the fire hazards and people at risk
- Evaluate and remove or reduce the risk and protect people and premises from risk
- Record, plan, inform, instruct and train
- Review, as appropriate.

5.17.2 Hand Arm Vibration

The Control of Vibration at Work Regulations 2005 introduces controls in order to reduce prolonged and regular exposure to high levels of vibration known as Hand/Arm Vibration Syndrome or "HAVS". HAVS is caused in the main by prolonged and regular use of vibrating power tools such as angle grinders, saws and hammer drills.

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The Company undertakes assessments of all vibrating tools that it uses and has produced a procedure that indicates the maximum recommended time periods that each tool can be used for.

The Company has a purchasing policy that as far as possible ensures that vibration levels are kept to a minimum and that information is given to users by the way of toolbox talks.

5.17.3 Mobile Phones

Mobile phones must only be used when in a place of safety. Phones or other distracting devices must not be used when driving a vehicle, operating machinery or working at height, unless in a place of safety.

5.18 Drugs & Alcohol at Work

Alcohol or drug abusers can adversely affect the safety of themselves and fellow workers whilst at work. Therefore if any employee or contractor is known to be, or strongly suspected of being affected by alcohol or drugs they are to be referred to their immediate supervisor who must arrange for their removal from the workplace.

Employees are not permitted to bring prohibited substances onto Company premises or to work.

Any employee who is required to take prescription substances that may affect their performance at work must inform their immediate Supervisor. Alternative duties may be allocated to these employees and they must be prohibited from driving/operating plant equipment and working at height.

The Company tolerance for alcohol consumption during the working hours and its affects at work is zero.

The Company reserves the right to test any employee who it suspects of abusing drugs. Also the right to dismiss any employee who is found to be positive or who refuses to comply with the request for a test to be undertaken.

5.19 Young Persons at Work

A young person at work is a person under the age of eighteen- (18) and can be an employee, visitor or student on work experience.

A young person is not permitted to operate/drive plant equipment or work at height where they are exposed to the risk of a fall from any height that may cause personal injury.

Before a young person starts work e.g. trainee, apprentice etc., a suitable and sufficient risk assessment must be carried out on all their activities. Any residual risk that remains that can not be eliminated and has been controlled so far as is reasonably practicable must be communicated to their parents/guardian and written consent obtained.

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Special supervision arrangements must be made for young persons at work eg: trainees under eighteen must be working under the direct and immediate supervision of a CISRS advanced/basic scaffolder who has been formally nominated as the trainees mentor.

5.20 Dealing with the Enforcing Authorities

A Manager or Supervisor will meet any representative of an Enforcing Authority e.g. the Health and Safety Executive, Local Authority, Environment Agency, Police etc., unless this responsibility has been delegated to another appointed person. The visiting officer must be directed to the Manager/Supervisor or if they wish to proceed unaccompanied the Manager/Supervisor must be notified directly.

Full co-operation must be given to assist them in the execution of their duties.

If enforcement action is taken such as a Prohibition Notice or Improvement Notice issued, then the Manager/Supervisor to whom it is issued must comply with any immediate requirements and contact a Director and the Health & Safety Consultants directly.

The Health & Safety Consultant will be able to provide the Manager/Supervisor with any practical interpretation and advice on the necessary corrective action required for complying with the Notice.

The Manager/Supervisor will liaise with the relevant inspector and inform him/her of corrective action taken and confirm this in writing.

If as part of an investigation by the enforcing authorities, any employee is required to make a statement or interview under caution, then the Company appointed solicitor should be present.

5.21 Hot Work (Welding, Burning, Cutting or Grinding)

The term 'Hot Work' means any work using equipment that produces heat or source of potential ignition and fire, such as welding operations, gas burning or cutting and abrasive wheel cutting or grinding. A suitable and sufficient assessment of the risk arising out of these activities must be undertaken.

The following precautions must be considered in the risk assessment: -

- Notify immediate Supervisor before undertaking hot work
- Comply with the Client's Permit to Work arrangements
- Only competent/appointed operatives to carry out hot work activities.
- Suitable fire fighting equipment must be positioned within a 1.5m radius
- All flammable/combustible materials removed from the work area
- If flammable/combustible materials cannot be removed they must be covered with a fire blanket or protected by a fire/heat resistant shield
- A stand-by man may be posted to watch for fires or extinguish embers etc.

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- Once hot work activities are completed the workplace must be monitored for at least one hour to ensure combustion does not occur and sources of ignition are properly extinguished

5.22 Work on or near the railway

All projects undertaken for the rail authority or a rail authority approved contractor on or near the railway must be carried out in strict compliance with the rail authorities document '*Contractor Conditions Safety*' and their line safety standards.

5.23 Confined Spaces

All activities involving work in confined spaces must be carried out in compliance with and by operatives trained to the Confined Spaces Regulations 1997.

5.24 Office Safety

All clerical and administration employees are required to receive general office safety instruction and training, as appropriate.

5.24.1 Display Screen Equipment (DSE) User & Operator

The Health & Safety (Display Screen Equipment) Regulations, requires employers to identify users and operators (operators are the self-employed, agency workers and contractors) of display screen equipment and to carry out an assessment of their work activities and workstation.

A user (or operator) is defined as a person dependent on using a display screen, who is required to use equipment every day for a minimum of two (2) hours. Once users (or operators) have been identified, a competent assessor will undertake the risk assessment. Following the assessment the control measures established as reasonably practicable will be implement and could include: -

- Redesigning tasks and work routines to include regular breaks.
- Provide correct workplace equipment to improve ergonomics.
- Make changes to the environment e.g. lighting, ventilation, temperature etc.
- Provide user/operator training and instruction.

5.24.2 Eye Tests & Corrective Devices

All employees, who have been identified as DSE Users and use corrective devices for sight (glasses or contact lenses) for close work, are required to wear them when operating DSE.

The Company will make the following contributions for sight tests and corrective devices to employees who have been identified as users after a DSE assessment: -

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- Up to £40 contribution towards corrective devices.
- Up to £15 contribution towards sight tests.
- Monies will be redeemed through personal expenses upon the provision of a receipt.
- Employees who wear corrective devices and are required to use light eye protection (LEP) are entitled to prescription safety glasses free of charge
- Monies will be redeemed through personal expenses upon the provision of a receipt.
- Employees who wear corrective devices and are required to use light eye protection (LEP) are entitled to prescription safety glasses free of charge

5.25 **Records Management**

All records of formal monitoring and auditing, accident investigation reports, training records, PPE registers, records of inspection and testing, minutes from review meetings, risk assessments and medical reports shall be kept for a minimum of five years.

Accident statistics and details of enforcement action should be kept indefinitely.

All records should be kept in such a manner that they are ready retrievable and protected where practicable from damage, deterioration or loss.

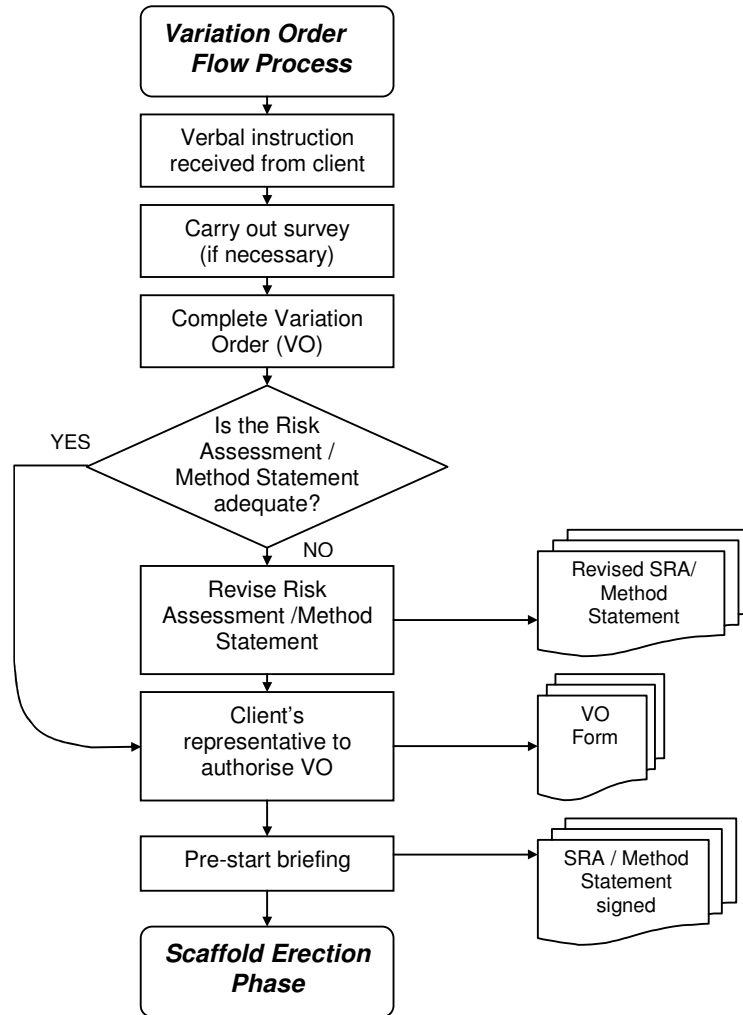
5.26 **Variation Management**

Many work-related injuries occur when significant changes are made to the work operation without considering any new hazards that may arise or implementing the appropriate new control measures.

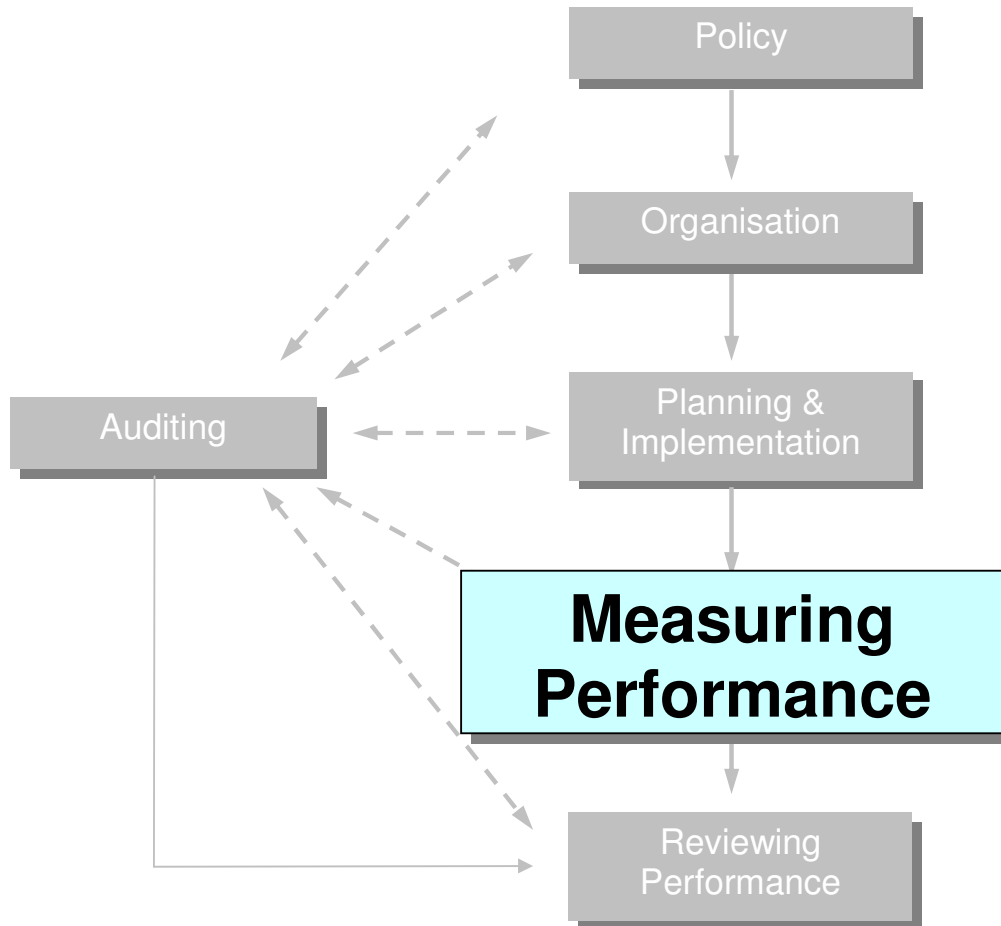
All new work instructions or requests for alterations or modifications from the client that vary from the original scope of work should be directed through the line-manager (i.e. Supervisor, Foreman etc). All such variations must be recorded using the appropriate Variation Order form and signed by the client's representative.

Upon receipt of a variation and while completing the VO form the line-manager must review the risk assessment and/or method statement and revise them accordingly. This should ensure that they remain suitable and sufficient for the task.

This section is summarised in the following flow process: -



Section 6 – Measuring Performance



To gauge success in health and safety performance Anglewest Limited will measure its performance against pre-determined standards. Monitoring performance by means of: -

- ❑ *Re-active monitoring of incidents, accidents and ill health.*
- ❑ *Pro-active monitoring to ensure compliance with the statutory, common law, company and clients minimum performance standards.*
- ❑ *Creating key performance indicators (KPI's) to measure against the established performance targets for continuous improvement.*

“What you can't measure, you can't manage.”

6. Measuring Performance

6.1 Reactive Monitoring

6.1.1 Accident Reporting & Investigation

Certain injuries, ill health and dangerous occurrences are required by law to be reported to the enforcing authority (usually the Health & Safety Executive), under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995 (RIDDOR).

However it is the policy of Anglewest Limited to investigate all accidents and incidents, including near misses. The purpose of the investigation is to identify the causation and to establish and enforce measures to prevent reoccurrence and not to apportion blame.

Some organisations claim to have a 'no blame culture' for accident reporting and investigation to ensure that every employee feels that they can report accidents and co-operate with any investigation without fear of retribution. However, we promote a 'just and fair culture', which is similar to 'no blame', but there may be some apportion of personal responsibility. Investigations must not lay blame indiscriminately; all accident investigations shall be objective, open and fair.

All employees are encouraged to report all accidents or incidents no matter how minor. The reporting of accidents by employees to the Company shall always remain a high profile topic e.g. regularly repeated toolbox talk, notices etc.

Any employee who fails to report a work-related accident or fails to co-operate with or deliberately misleads an investigation will be referred for disciplinary action.

All injuries must be reported to the immediate line-manager who will ensure that the appropriate level of investigation is undertaken and the records kept. The following matrix is a guide to the appropriate level of investigation required: -

Level of Accident Investigation

	Fatality*	RIDDOR Major Injury*	RIDDOR OTD Injury*	RIDDOR Dangerous Occurrence*	RIDDOR Disease*	1-3 Day Injury	Minor Injury	Significant Near Miss	Near Miss
Director(s)	x	x		x	x				
H&S Consultant	x	x	x	x	x			x	
Safety Manager	x	x	x	x	x	x		x	
Manager	x	x	x	x	x	x	x	x	x
Supervisor	x	x	x	x	x	x	x	x	x

*Full written investigation report required in addition to the ARF

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There is no longer the requirement to maintain a BI150 accident book as the same information is captured in the Company Accident Report Form.

The ARF must be completed for all accidents. The individual completing the form keeps a copy and the other copy is entered into head office accident file once all the remedial actions are complete and closed out.

In addition to the ARF a full investigation report should be prepared for more serious incidents.

All line management that lead accident investigations will receive formal investigation training.

It is the responsibility of the Contracts Director to ensure that RIDDOR injuries, ill health and dangerous occurrences are reported. However others (e.g. H&S Consultants) may perform this duty. If the RIDDOR telephone, facsimile or electronic mail service is solely used to report, then the RIDDOR reference number must be recorded on the ARF.

The following contact details can be used.

Central reporting centre known as the incident contact centre.

Tel. 0845 300 9923

Fax 0845 300 9924

On the internet www.riddor.gov.uk

By post. Incident Contact Centre

Caerphilly Business Park

Caerphilly

CF 83 3GG

6.1.2 **Near Miss & Hazard Reporting**

Prevention is better than cure! Near misses are painless lessons to learn from.

All incidents not resulting in injury (i.e. Near Misses and RIDDOR Dangerous Occurrences) must be reported and investigated. In addition employees all have a duty to report any hazards identified so that an assessment can be made to eliminate or control the risks arising out of that hazard.

6.1.3 **Accident Records, Classification & Statistics**

As mentioned in section 6.1.1 above, accident reporting and investigation is an essential part of the Safety Management System and Company policy.

Accident records are compiled centrally at the head office; copies of the Accident Report Forms, RIDDOR F2508 forms and full accident investigations reports are also kept at head office.

Anglewest Limited classifies its accidents into the following categories:

RIDDOR = Injuries resulting in over three days absence from work.

1 To 3 = Injuries resulting in more than one full days absence (not including the day the injury occurred) up to three days absence but returning at the latest by the fourth day.

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Minor = All other injuries not incurring absence more than the day of the injury

Near Miss = Occurrences of damage to property or events where there was risk of injury, but no physical harm occurred.

Accidents are also analysed by type to examine causation and to determine trends or particular areas of concern. For this purpose we divide accident types into further categories, as follows: -

- Fall from Height >2m
- Fall from Height <2m
- Work Equipment Injury
- Exposure to Hazardous Substance
- Slips, Trips & Falls (at the same level)
- Manual Handling Injury
- Others

Accident statistics will be compiled and distributed on a monthly basis. The statistics published are: -

- Actual number of injuries (RIDDOR, 1-3 Day, Minor and Near Miss) for the period and year to date.
- Accident Frequency Rate* (RIDDOR, 1-3 Day, Minor and Near Miss) for the period and year to date.

*The formula used to calculate frequency rate is:

$$\frac{\text{Number of injuries in the period} \times 100,000}{\text{Total hours worked during the period.}} = \text{Frequency Rate}$$

6.2 Proactive Monitoring

The purpose of proactive monitoring is ensure that the established performance standards are being adhered to and to help prevent an accident or ill health. The primary objective of the hierarchy monitoring is not just to identify failure in the form of unsafe acts or conditions, but to measure success and recognise positive good behaviour.

6.2.1 Hierarchy Monitoring

Each member of the line management within the operational hierarchy of the organisation (Director through to first line Supervisors) shall undertake health and Safety inspections at a predetermined frequency. Hence the term '*Hierarchy monitoring*'; the inspection shall observe workplace operations and be carried out using a checklist style pro-forma to record the findings (Form reference HM).

The Hierarchy Monitoring shall be undertaken in accordance with the following frequency table:

Hierarchy Monitoring Frequency Table

Position	Frequency of Monitoring	Reporting to
Director	Monthly	
Safety Manager	Fortnightly	Director
Safety Consultants	When Required	Director
Contracts Manager	Weekly	Safety Manager
Supervisor	Weekly	Contracts Manager

Copies of the monitoring report are sent to the immediate direct line-manager. Where appropriate copies will be issued to the individual responsible for completing a specific action; ie: Supervisor.

6.2.2 Independent Monitoring

Independent Monitoring is similar to the Hierarchy Monitoring but is carried out by the 'independent Health and Safety Consultants. This monitoring is carried out on an ad hock basis and reported directly to the Director.

6.3 Key Performance Indicators

Key performance indicators or KPI's will be used to measure the specific elements of the Safety Management System as an indicator of health and safety performance. The main KPI's used are: -

- Lost time injury frequency rate (LTIFR based on RIDDOR injuries only)
- All injury frequency rate
- Number of health and safety Immediate Action items raised. (These will be measured in the same way as a LTIFR)

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- Compliance with the Hierarchy Monitoring schedule
- Compliance with the Toolbox Talk schedule

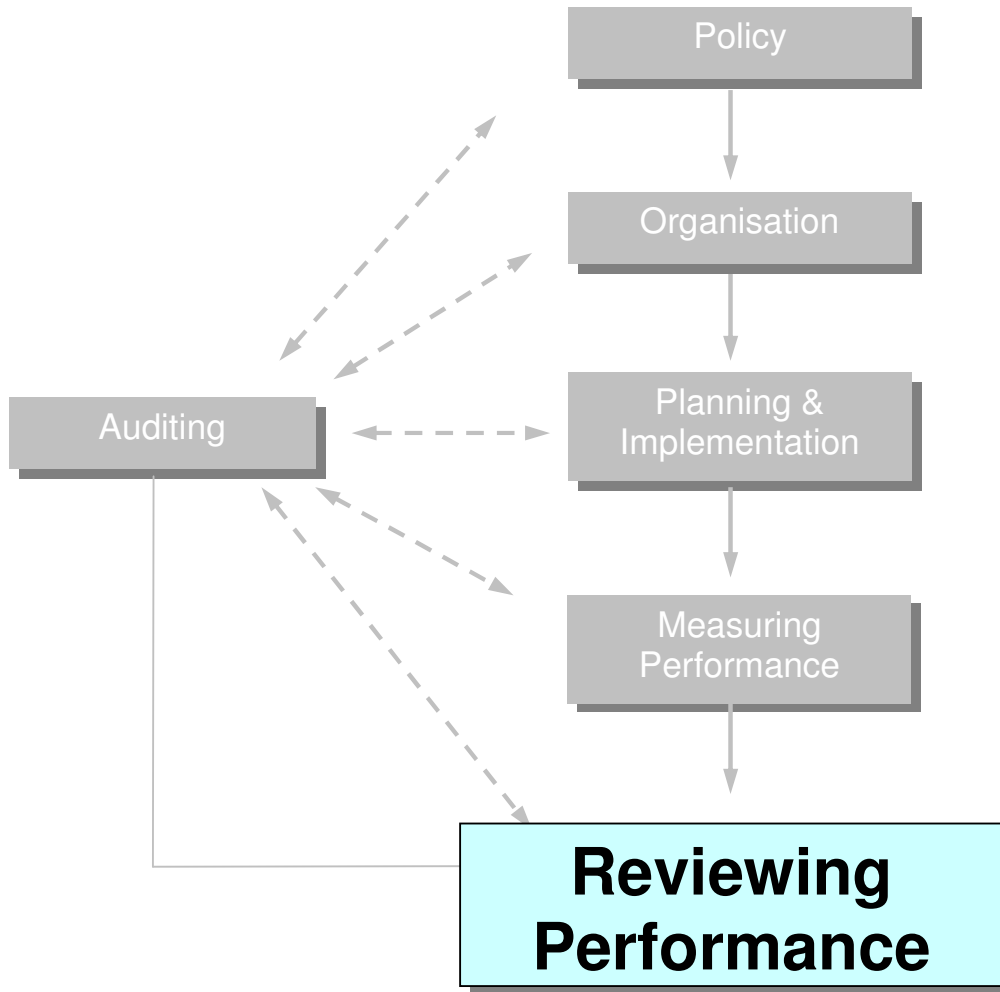
KPI data is used to review health and safety performance at the various formal review forums detailed in Section 7.

6.3.1 **KPI Targets & Objectives**

The senior management of the Anglewest Limited will set targets year-on-year for improvement based on the KPI's,

However it is important to note that the primary purpose of the KPI's and targets is not to penalise failure but to identify opportunities for improvement and recognise success. It is very important not to place too much emphasis on achieving targets as this may have a negative effect resulting in deliberate under reporting.

Section 7 – Reviewing Performance



Forums for reviewing performance are essential elements of the SMS for learning from experience and applying lessons learnt.

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7.1 Integrated Review Meetings

To achieve excellence in health and safety performance we need to regularly evaluate our performance in order to maximise learning and take appropriate action, thus ensuring '*Continuous Improvement*'.

Health and safety is integrated into all formal review meetings.

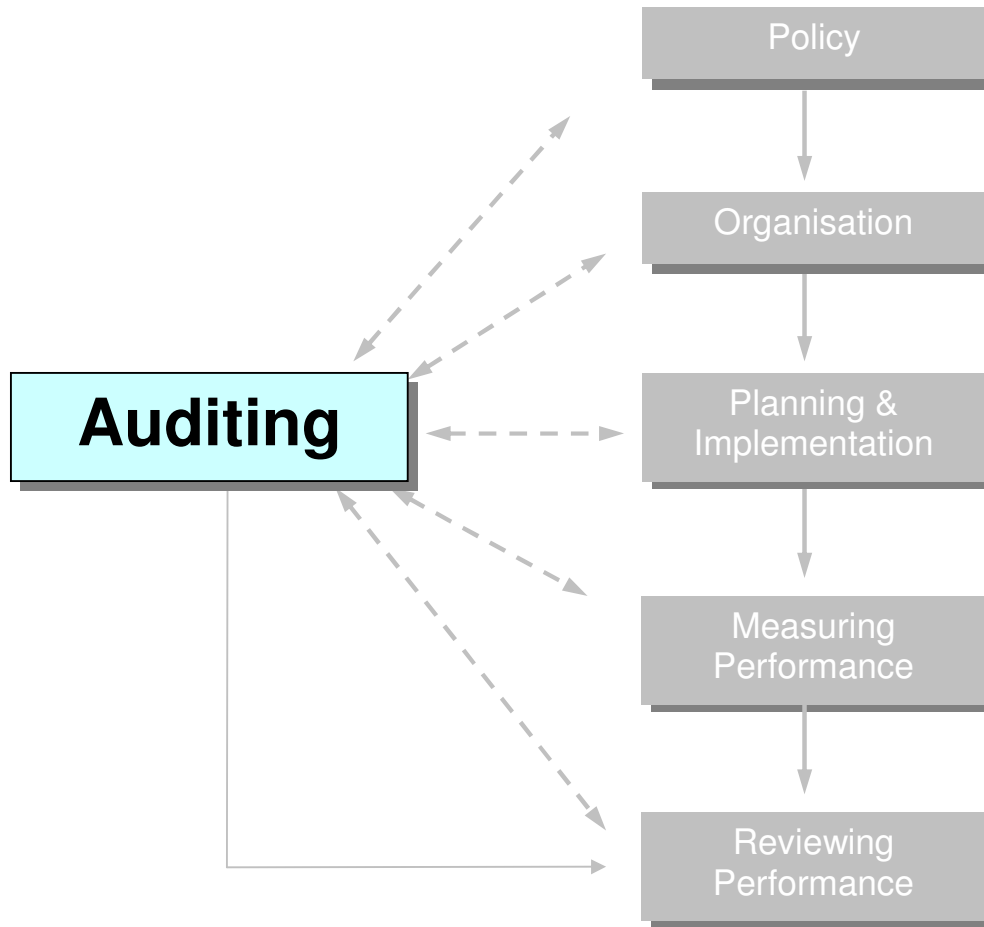
A dedicated health and safety review meeting will be held between the Senior Management and the Health & Safety Consultants at least annually.

An agenda must be set and minutes of the meeting taken to record findings and actions.

The agenda of each meeting must include

- a) Accident Performance, and
- b) Significant Issues raised from formal monitoring and auditing.

Section 8 – Auditing



Producing systems for auditing the SMS (Vertical & Horizontal Slices) and commitment to continuous improvement involves the constant development of policies, the organisation, approaches to implementation and techniques of risk control.

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8.1 Annual SMS Audit

The annual SMS audit is undertaken by the Health and Safety Consultants to ensure its effectiveness. A full audit report is produced detailing the findings of the audit and any recommended actions. A summary of these actions is prepared in the form of a bullet point management action plan or MAP. See section 9 Action Management.

9. Management Action

To help monitor implementation of the SMS and outstanding actions a Management Action Plan (MAP) has been developed, based upon the SMS format. Priorities are highlighted on the MAP and checked off when completed. The contents of the MAP change appropriately month by month as agreed at the Review Meetings and is thoroughly reviewed following the annual SMS audit. A copy of the management Action Plan is attached (appendix B) AND IS FOR INFORMATION ONLY.

10. Statement of Environmental Policy

1. It is the policy of Anglewest that its operations shall be conducted in such a way as to ensure, so far as is reasonably practicable, the sustainability of the environment and with particular regard to land, air and water pollution that could be affected by its operations. This policy will be actively pursued by the Managing Director, the Board of Directors, Senior Management and Safety Advisors. The Managing Director is accountable for the overall implementation of the policy.
2. Anglewest requires that a high standard of environmental awareness shall be achieved and consistently maintained at all sites, works, yards and offices.
3. Anglewest acknowledges that environmental and operational efficiency are complementary and that the proper use of working practices and pollution and waste prevention techniques are an important aspect of management responsibility.
4. An environmentally aware workplace shall be established and maintained at all operating locations and plant and machinery shall be designed and constructed and new processes developed in accordance with this environmental policy.
5. The requirements of the Environmental Protection Act 1990 and all legislation relevant thereto, shall be regarded as the minimum standard of environmental compliance to be achieved.
6. Training in matters relevant to the environment shall be delivered to management, supervisory staff and operatives as required.
7. All employees, regardless of status, found to be deliberately and consistently negligent in the performance of the company on environmental matters, shall be subject to summary dismissal.
8. Anglewest shall promote improvement in environmental matters via informative handouts and promotional posters, and shall develop and implement environmental improvement schemes as necessary.
9. An adequate advisory service in matters of the environment is provided and maintained.
10. Audits and inspections shall be undertaken at all Premises and relevant sites by members of Management on a regular basis. The findings of all such audits shall be passed to the relevant local management for action and information.
11. Adequate planning and consideration of environmental matters shall be applied to all work prior to commencement.
12. The subject of environmental matters shall be included in the agenda of all relevant management review meetings.

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13. Anglewest shall ensure that any sub-contractors engaged to undertake work shall conduct themselves in a responsible manner at all times and will comply with all statutory and local requirements regarding the environment.
14. Upon commencement of employment, all employees shall be inducted to the Company in environmental matters.
15. All employees shall be encouraged to submit suggestions and ideas for improving environmental issues within all company operations.
16. Statistical analysis of all environmental performances shall be collated and analysed and will be communicated throughout the company.
17. Anglewest shall establish and maintain procedures to identify the environmental aspects of its activities, products and services so as to determine the potential impact of Company operations upon the environment.
18. Anglewest shall at all time endeavour to control and minimised waste disposal and to preserve natural resources by minimizing its use of energy services that utilize fossil fuels and other naturally occurring fuels.
19. It is the policy of Anglewest to continually strive to improve its environmental performance and awareness of all its employees.
20. Anglewest will seek to use the most environmentally efficient modes of transport and will reduce unnecessary travel, so far as is reasonably practicable

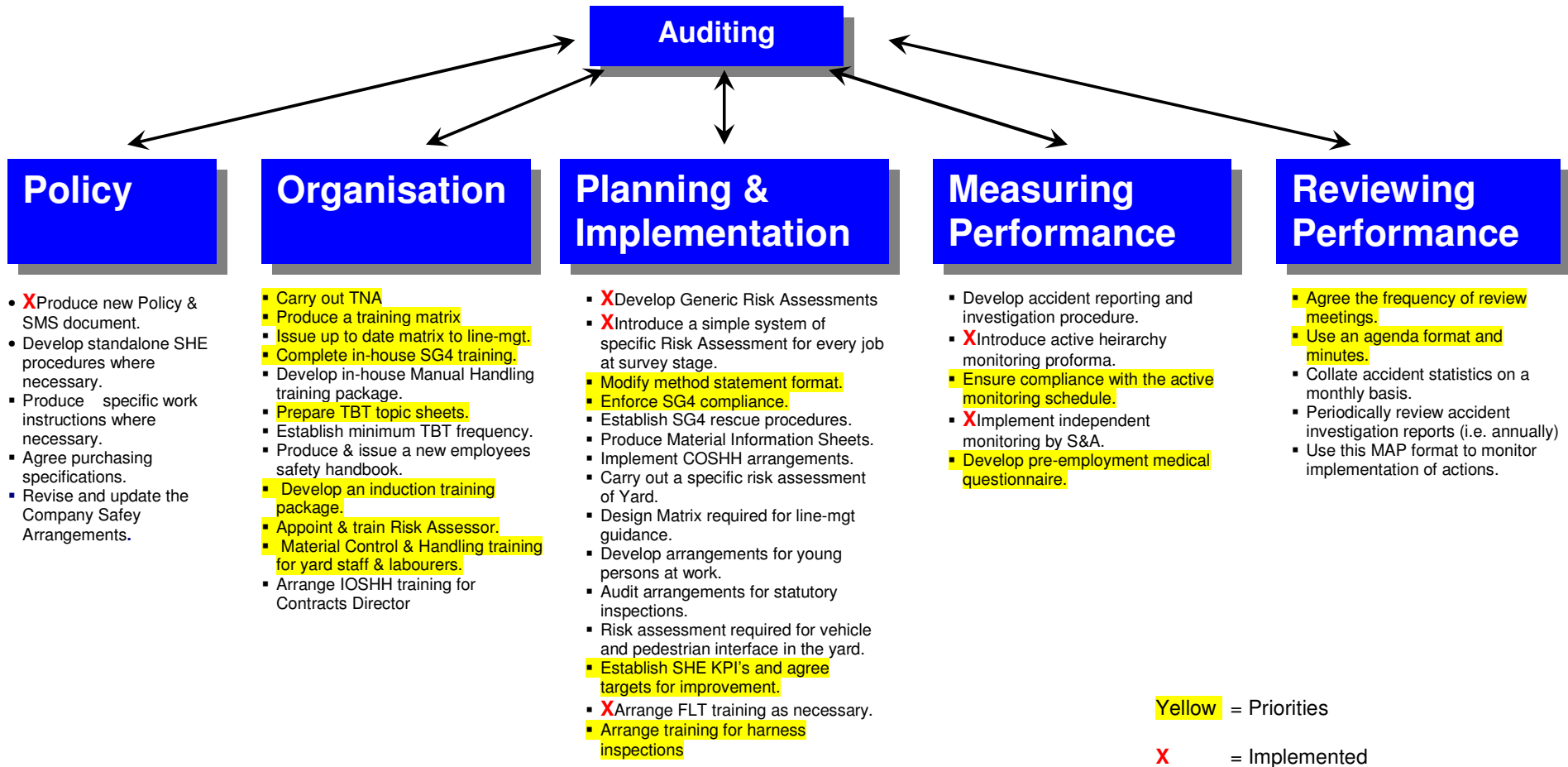
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Appendix A List of relevant OH&S statute

This is not an exhaustive list.

The Health and Safety at Work etc. Act 1974.
The Work At height Regulations 2005.
The Management of Health and Safety at Work Regulations 1999.
The Personal Protective Equipment at Work Regulations 1992.
The Manual Handling Operations Regulations 1992.
The Provision and Use of Work Equipment Regulations 1998.
The Workplace (Health, Safety and Welfare) Regulations 1992
The Health & Safety (Display Screen Equipment) Regulations 1992
The Construction (Design and Management) Regulations 2007.
The Construction (Head Protection) Regulations 1989.
The Lifting Operations and Lifting Equipment Regulations 1998
The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.
The Noise at Work Regulations 2005.
The Electricity at Work Regulations 1989.
The Control of Substances Hazardous to Health Regulations 2002
The Control of Asbestos Regulations 2006.
The Health and Safety (First Aid) Regulations 1981.
The Health and Safety (Information for Employees) Regulations 1989
The Regulatory Reform (Fire Safety) Order 2005

Appendix B Management Action Plan (MAP) Proforma
EXAMPLE FOR INFORMATION ONLY.



Appendix C Hierarchy Monitoring Form and Continuation Sheet

HEALTH & SAFETY MONITORING REPORT	PAGE NO.
--------------------------------------	------------------

Tel:
Fax:

Location Inspected		Date of Inspection	
Personnel Inspected		Inspection Carried Out By	
		Nature of Work Inspected	

Issues Raised			
ITEM	48 NA	ITEM	48NA
1. Training, Certification & Supervision	<input type="checkbox"/>	15. Extreme Temperatures	<input type="checkbox"/>
2. Records & Paperwork		16. Adverse Weather Conditions	<input type="checkbox"/>
<input type="checkbox"/> Risk Assessment	<input type="checkbox"/>	17. Lighting Levels	<input type="checkbox"/>
<input type="checkbox"/> Method Statement	<input type="checkbox"/>	18. Electrical Hazards	<input type="checkbox"/>
<input type="checkbox"/> Permit To Work	<input type="checkbox"/>	19. Confined Space	<input type="checkbox"/>
<input type="checkbox"/> Other (Please Specify)	<input type="checkbox"/>	20. Occupational Health	
3. Work at height		<input type="checkbox"/> Hazardous Substances	<input type="checkbox"/>
<input type="checkbox"/> Falls of persons	<input type="checkbox"/>	<input type="checkbox"/> Noise	<input type="checkbox"/>
<input type="checkbox"/> Falls of materials	<input type="checkbox"/>	<input type="checkbox"/> Vibration	<input type="checkbox"/>
4. Manual Handling		<input type="checkbox"/> Disease	<input type="checkbox"/>
5. Lifting Operations & Equipment		21. Personal Protective Equipment (PPE)	<input type="checkbox"/>
6. Housekeeping & Storage of Materials		22. Welfare Facilities	<input type="checkbox"/>
7. Protection of Public & Others		23. Environmental Protection	
8. Access & Egress to Workplace		<input type="checkbox"/> Waste Disposal	<input type="checkbox"/>
9. Work Equipment		<input type="checkbox"/> Nuisance (Noise, Dust, Smoke, Odour)	<input type="checkbox"/>
10. Moving Traffic & Plant		<input type="checkbox"/> Spillage Response	<input type="checkbox"/>
11. System of Work		24. Scaffold Inspection & Handover	<input type="checkbox"/>
12. Workmanship/Structural Integrity		25. Emergency Arrangements	<input type="checkbox"/>
13. Design		26. Other (Please Specify)	<input type="checkbox"/>
14. Foundations/Ground Support			

ITEM NO.	Remedial Action Required & Comments	Action Taken

***IMMEDIATE PRIORITY – URGENT ACTION REQUIRED.**

Signed:	Position:	Report Copied To:

HEALTH & SAFETY MONITORING REPORT CONTINUATION SHEET	PAGE NO.

Tel:
Fax:

Location Inspected		Date of Inspection	
Personnel Inspected		Inspection Carried Out By	
		Nature of Work Inspected	

	<i>Remedial Action Required & Comments - Continued</i>	<i>Action Taken</i>
ITEM NO.		

***IMMEDIATE PRIORITY – URGENT ACTION REQUIRED.**

Signed:	Position:	Report Copied To:

Appendix D Generic Risk Assessment

Anglewest Limited
SITE BASED GENERIC RISK ASSESSMENT / SCAFFOLDING.

Only to be completed following a physical examination of site conditions

Date of Assessment: -
Name of person completing form:

THE FOLLOWING SITE HAS BEEN INSPECTED AND THE CONDITIONS FOR THE SCAFFOLD AND SITE ARE COVERED BY THIS GENERIC SITE RISK ASSESSMENT.

Customer:
Contract:
Job Number

Generic Hazards/Generic Control Measures

It is recognised that all scaffolding operations carry inherent safety risks. All company employees are made fully aware of these generic risks. Furthermore they are provided with the necessary training and equipment to implement the generic control measures which will reduce risks to an acceptable level.

Generic Hazards
Materials, transport / loading / unloading.
Persons / materials falling from a height.
Persons tripping / falling on the level.
3rd parties

Generic Control Measures
PPE: - Safety Harness & Lanyard to be worn at all times, used at all time in accordance with SG4 and attached at all times to a suitable anchorage point when at risk of falls or as directed by a site specific risk assessment.
Experienced operatives, working within the structure from a minimum of three boards with a single handrail, as edge protection need not have the lanyard attached to an anchorage point.
Safety helmet, Safety footwear & High Vis Vest: - worn at all times. Gloves, Eye Protection etc. (as appropriate).
Use where possible of / Mechanical handling/Gin wheels / Two man handling of heavy items.
Operatives trained in manual handling of scaffold materials.
Use of Signs "**Scaffold Incomplete**" & "**Men Working Overhead**" at all times

The following ties will be inserted to support the scaffold.

Through		Raker		Reveal		Anchor		Other	
---------	--	-------	--	--------	--	--------	--	-------	--

PUBLIC & 3RD PARTY RISK **TYPE OF SCAFFOLD**

THE LOCATION OF THE SCAFFOLD

Tick all boxes or produce a Site Specific Risk Assessment.

The Risks shown above have been considered

Signature _____

Appendix E Rescue Procedure

Anglewest Limited

Rescue Procedure

***Procedure for the Rescue and Retrieval of a Scaffolder
after an Arrested Fall***

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1.0 Scope

This procedure specifies:

- 1.1 Safe Methods for safely rescuing a scaffolder who has fallen and remains suspended by his safety harness/lanyard.
- 1.2 Requirements for Risk Assessment.
 - 1.2.1 Requirements for establishing rescue teams and an emergency procedure.
- 1.3 Training requirements.
- 1.4 Servicing and inspection of equipment.

2.0 Associated documents

- 2.1 SG4: 05 Preventing Falls in Scaffolding and False work.
- 2.2 Anglewest Limited Harness and Lanyard Issue and Inspection Sheet.
- 2.3 Health and Safety Policy
- 2.4 Work at Height Regulations 2005

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3.0 Special Notes

- 3.1 All operations involving the use of fall arrest equipment must be subject to risk assessment, which must include details of the emergency procedure to be adopted to rescue a person, in the event of a fall.
- 3.2 Due to the health hazards associated with a person being suspended in a safety harness for a significant period of time a suitable emergency procedure must be in place, and understood by all relevant persons, prior to the commencement of any operations utilising fall arrest equipment.
- 3.3 The emergency procedure must consider: This could be incorporated into the method statement.
- a) Location of the work
 - b) Access to emergency services
 - c) Provision of communication equipment
 - d) Number and experience of rescue teams/rescuers
 - e) Nature of the site
 - f) Type of scaffold structure involved
 - g) Surrounding hazards (e.g. working over water, nearby plant etc.)
 - h) First Aid provision
- 3.4 All scaffolders must be made aware of the emergency procedures, including the means of raising the alarm and who is responsible for alerting the rescue team. This may be carried out at the site induction or the pre-commencement risk assessment briefing.
- 3.5 Some sites may employ dedicated and trained rescue teams, which must be called in the event of any emergency. In this case, it should be first confirmed that they have the capability of rescuing a person suspended in a safety harness. If there is no such facility available or if they are unable to guarantee rescue within a specified time, then the following procedures must be adopted in Section 4.
- 3.6 Other sites may not have dedicated teams so the scaffolders will have to rely on the emergency services or initiate a rescue themselves. In most cases the emergency services will not be able to guarantee rescue within a specified time, then the following procedures must be adopted in Section 4.

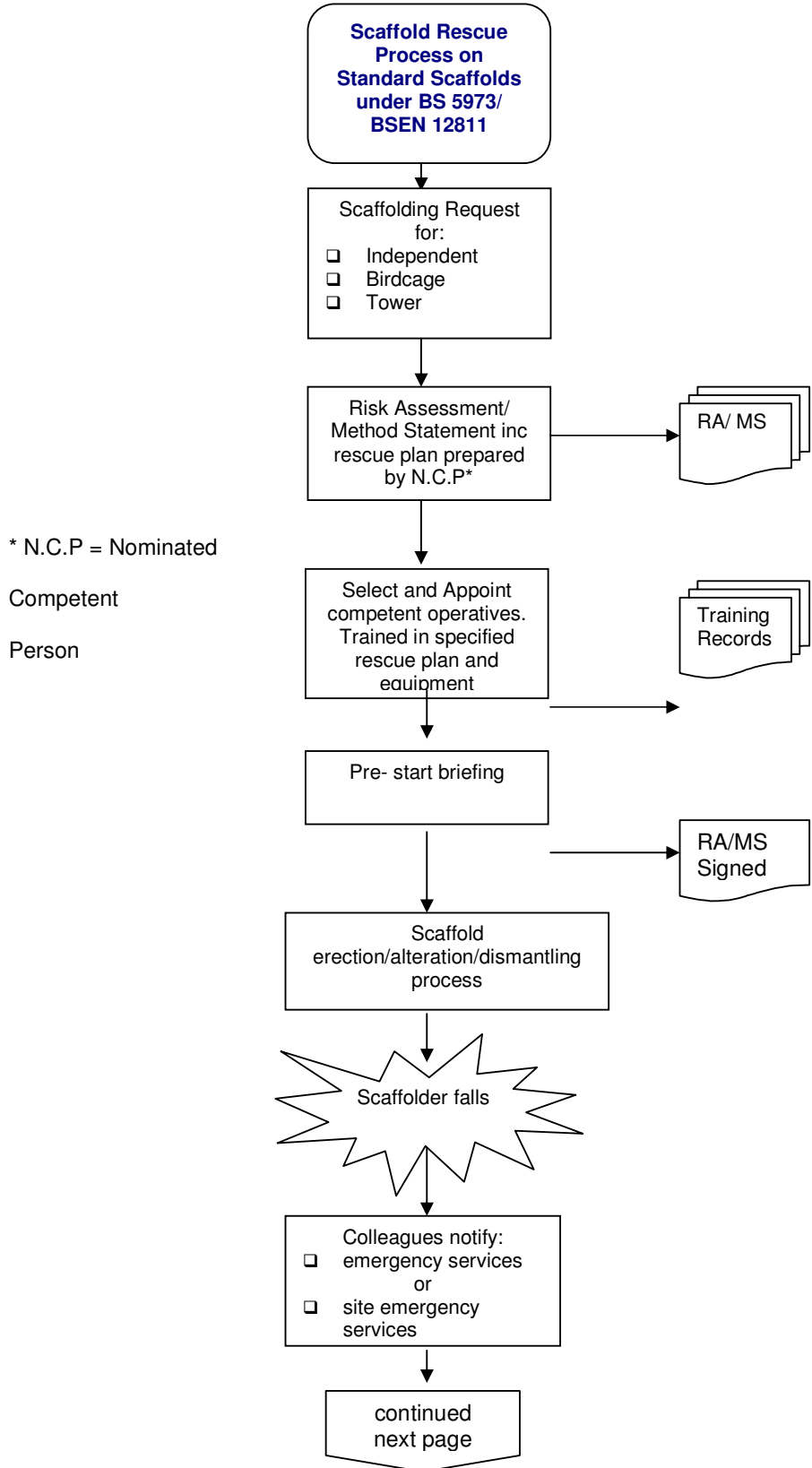
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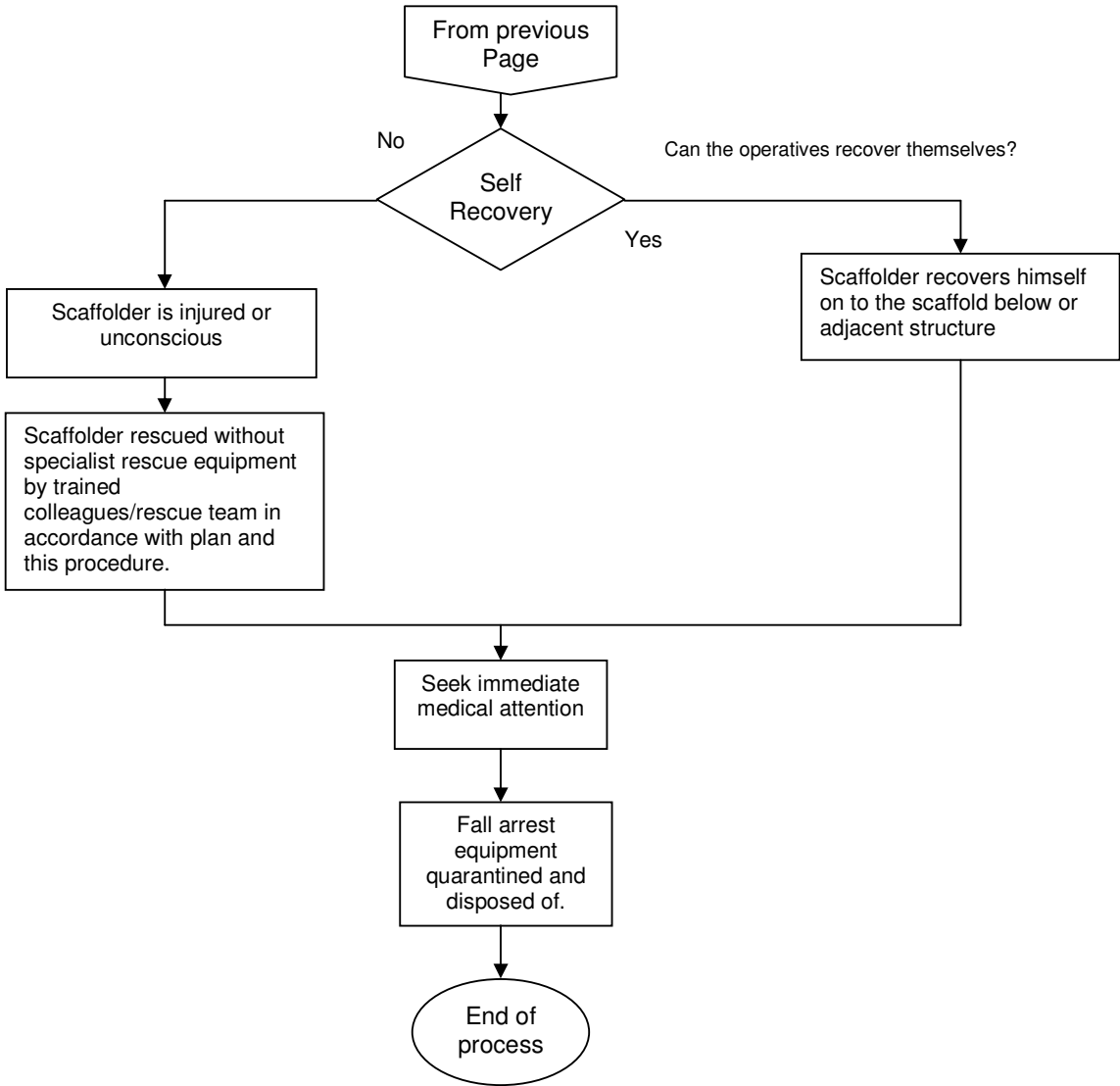
4.0 Procedure

4.1 Standard Scaffolds

- 4.1.1 This procedure is to be adopted for work on common scaffolds (such as independents, birdcages, towers etc.) which are erected from ground or floor level and where all work is to take place within the plan area of the scaffold.
- 4.1.2 Trained rescuers (Emergency Services, Emergency Response teams or scaffolders) will be required to carry out any rescue of a person who has fallen and remains suspended by his harness/lanyard.
- 4.1.3 In some cases the scaffolder who has fallen may be able to recover himself. If not significantly injured or unconscious, by climbing onto the scaffold or adjacent structure until emergency assistance arrives. Even if full recovery is not possible the scaffolder may be able to support his weight on the scaffold or adjacent structure, thus relieving pressure from the harness when suspended. This is referred to as self-recovery.
- 4.1.4 The fallen person will be suspended either within or down the side of the scaffold structure. The rescuer(s) will gain access to the lift nearest to the level of the suspended person, using only safe procedures in full compliance with SG4:05 or they must be attached to a suitable anchorage point at all times. If this lift is unboarded, the rescuers must fit a suitable number of boards to safely support themselves and the fallen operative.
- 4.1.5 Having made himself or herself secure (by attaching lanyards to suitable anchorages) the rescuers shall reach out to the suspended person (reassuring them at all times and making him aware of what is happening at each stage of the proceedings). They will then pull him into/onto the scaffold platform.
- 4.1.6 Once safely on the scaffold platform, the rescued operative should remain attached by their lanyard until alternative fall protection or safe and suitable egress is available. This may be by ladder or if the site has a crane basket or a MEWP (Mobile Elevated Work Platform).
- 4.1.7 If the person is injured, then they may have to remain in position until first aid assistance has arrived. The other scaffolders in the party will remain with them, reassuring them at all times.
- 4.1.8 The scaffolder who has been suspended for any period of time after a fall has occurred may be suffering from the effects of suspension trauma. Medical attention should be sought immediately, even if the casualty appears to be unharmed and healthy once rescued.

4.1.9 Flow Process for Standard Scaffold Rescue





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5.0 Special Scaffolds

5.1 This section is to be adopted for special scaffolds (such as Slung, cantilevers, bridges, temporary roofs etc.), which may involve work over water. This will also involve all scaffolds that have no structure beneath the working area.

5.2 If a standard type inertia reel is being used (which does not incorporate a winch) a 450mm webbing extension strop must be fitted between harness and block hook.

5.3 Anglewest Limited must risk assess each job individually to determine the more effective method of rescue in the event of a fall. This risk assessment will explain which type of rescue equipment shall be used i.e:

5.3.1 Remote Rescue Equipment.

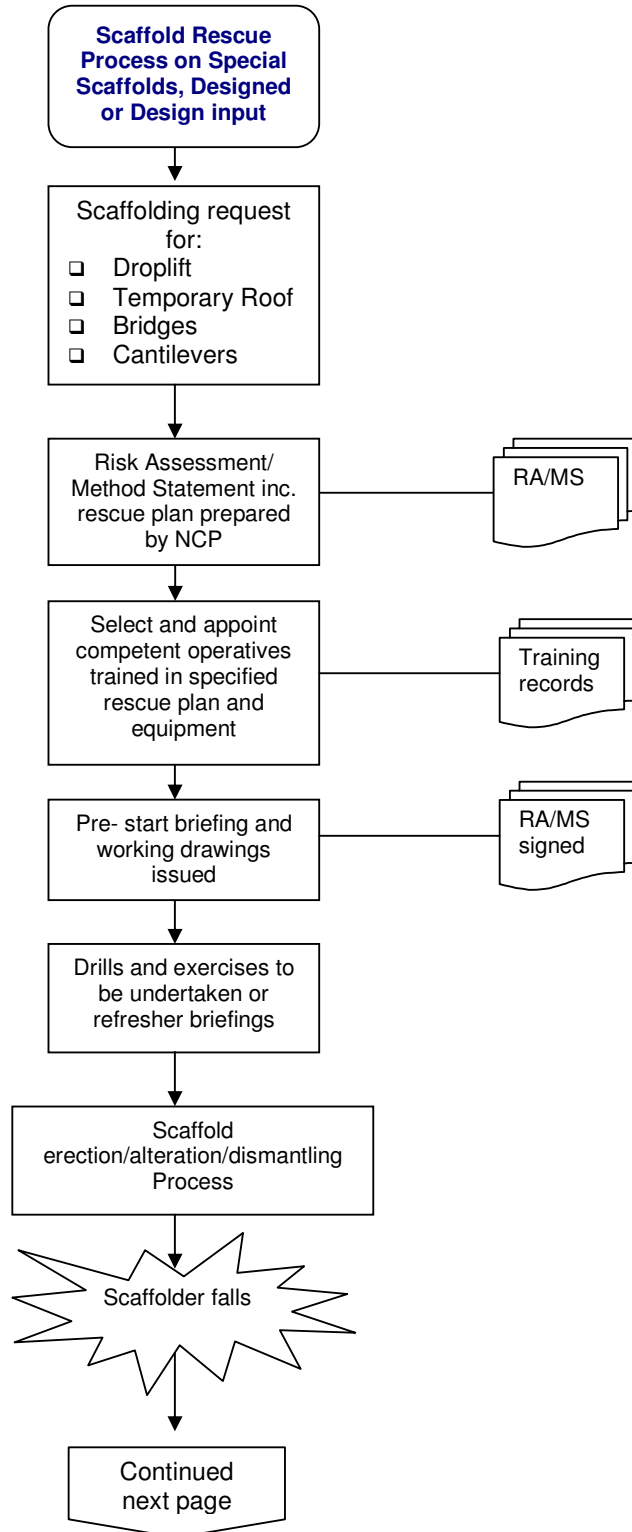
This would consist of retrievable inertia reels or telescopic poles, special connectors or rope-assisted systems.

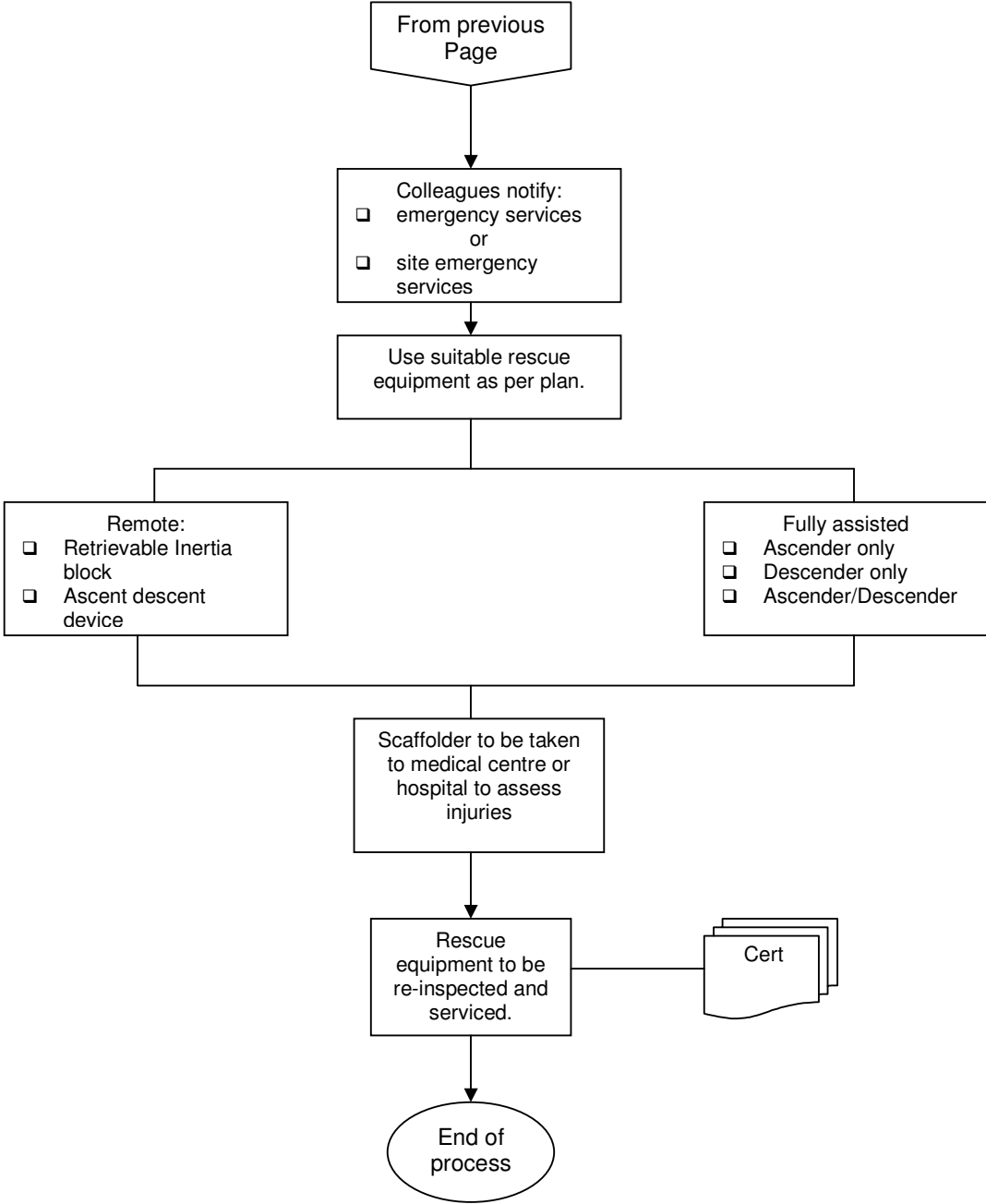
5.3.2 Fully Assisted Rescue Equipment.

This would consist of ascender/descender kits with either enough rope to lower a person to the ground if necessary. It would be available to lower casualties

5.4 At all times Anglewest Limited shall select the equipment that minimises the risk of further accidents and injuries to the rescuers.

Flow Process for Special Scaffold Rescue





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6.0 Training

- 6.1 All persons who carry out rescue and retrieval operations must have received appropriate practical training and have been issued with certificates, copies of which are to be stored in personnel files.
- 6.2 All employers must ensure that where necessary rescue drills and exercises are carried out at regular intervals to keep staff familiar with the use of equipment.

7.0 Servicing & Inspections

- 7.1 The user must inspect all harness and lanyards every day prior to commencement of work.
- 7.2 All harness and lanyards must be inspected by a competent person on a three monthly basis as per SG16 and recorded on an Anglewest Limited form.
- 7.3 All emergency descent rescue kits, inertia reel retrieval blocks or any other ascender/descender rescue equipment must be inspected by the supplier or his authorised service agent under manufacturers instructions and re-supplied with a certificate of inspection.
- 7.4 Any harness and lanyard that has been involved in a fall must be removed from service immediately. Do not dispose of straight away, as it may be needed in an investigation.
- 7.5 Any specialist rescue equipment involved in rescuing a fall must be quarantined and re-inspected before use. Records of inspection must be retained.