GUIDE TO THE REQUIREMENTS OF ISO 45001:2018

A plain English guide to the
ISO 45001:2018 Occupational Health
and Safety Management System

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CONTENTS

INTRODUCTION

FOREWORD FROM HELEN JONES, CHIEF OPERATING OFFICER - ENTERPRISE CUSTOMERS AT ALCUMUS

COVID-19 has had a major impact on businesses and individuals. Through times of adversity, there's always a chance that your priorities as a company will change. This could mean that things such as certification slip down the to-do list or simply become an afterthought. However, protecting your people should continue to be front of mind for any organisation.

In fact, the welfare of your people needs to be pushed further up the agenda, particularly as the Health & Safety Executive (HSE) are still very much operating and, where necessary, prosecuting businesses where standards are not as expected. The result could be a hefty fine which may be the difference between a business surviving, or not.

Maintaining and improving these standards is not an easy task. A health and safety framework can make this task more manageable and ISO 45001, the international standard for occupational health and safety management, is designed to do exactly this.

This Guide to Requirements will go through the ISO 45001 standard in a way that's easy to follow and understand, ensuring your journey to certification is as smooth as possible.

THE PURPOSE OF THIS GUIDE

Many people new to management systems are under the impression that an ISO standard is a set of rules that dictates how an organisation should go about its business. That's not correct.

An ISO standard is the document which contains a set of requirements (with some occasional guidance) for the framework of your management system. It's not a set of procedures and targets – they are for you to establish in a way which is relevant to your organisation and the context in which you operate.

If you've never looked at an ISO standard before, it may appear daunting. That's a lot to do with the fact that a standard has to be written in a way that applies to all organisations of every size, in every sector, in every location around the world. So occasionally an ISO standard can seem vague, and sometimes lapse into jargon.

This guide looks at all the clauses and main sub clauses and describes them in plain English. You'll also find practical advice on measures you might want to consider implementing in your organisation. You should read this document alongside the standard.

It doesn't go through the standard line by line. ISO standards sometimes artificially separate important topics but in the real world you won't find it works like that in your workplace. So, this takes a more holistic approach to minimise the need to jump back and forth.

This document is not a substitute for the standard itself nor for the expert guidance of a professional, but it will help demystify some of the more difficult-to-grasp aspects of ISO 45001.

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HEALTH AND SAFETY IN NUMBERS

ISO 45001 was published in March 2018 and replaces the British standard for occupational health and safety, OHSAS 18001, to provide a truly international and easily integrated management system. This helps protect workers, reduce health and safety risks and provide safer and healthier workplaces.

It's important to note however, that the implementation of a certified occupational health and safety management system alone does not meet the legal requirement for businesses to provide safe and healthy workplaces, but it does provide the perfect platform on which to do this.

Optimising your occupational health and safety performance can lead to a thriving and successful business via a reduction in lost time and absenteeism resulting in an increase in the productivity of the workforce. One of the most effective methods of achieving this is by implementing the management system for occupational health and safety, ISO 45001.

2.3 MILLION
PEOPLE AFFECTED BY WORK-RELATED ACCIDENTS AND DISEASES EACH YEAR

651,279
DEATHS EACH YEAR DUE TO EXPOSURE TO HAZARDOUS SUBSTANCES

340 MILLION
OCCUPATIONAL ACCIDENTS ANNUALLY

357,948
DEATHS WORLDWIDE DUE TO ACCIDENTS AND VIOLENCE

160 MILLION
OCCURRENCES OF WORK-RELATED DISEASES EVERY YEAR

Source: International Labour Organization (www.ilo.org)

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WHY SHOULD WE GET OUR ORGANISATION ISO 45001 CERTIFIED?

Protect your people
ISO 45001 helps provide a safe working environment for employees and visitors such as contractors.

Reduce costs
Through reduced insurance premiums and the costs associated with accidents and incidents.

Legal compliance
The management system helps you comply with health and safety regulations and protect your business from financial penalties.

Increase operational efficiency
A reduction in accidents and incidents will also result in a reduction in production delays and downtime in operations.

Increased productivity
Investing in the health and safety of your workers breeds a happy, healthy and motivated workforce.

Win more business
Certification is increasingly a requirement when bidding to win work with the public sector or larger operations.

What benefits has ISO 45001 certification brought to Alcumus ISOQAR's clients?

" By moving to the new standard from the previous OHSAS 18001, we saw significant improvements throughout our operations, where our main focus is to always take into account the residual risk and ensure full controls are communicated throughout as part of the consultation process – do what you say on the tin.

" It has enabled me to be more efficient when completing prequalification questionnaires. One of the benefits being the deemed to satisfy route for SSIP accreditations, which I've recently renewed for our eighth consecutive year.

" We recently secured a 10-year contract in critical national infrastructure and ISO 45001 became a mandatory requirement in 2019.

Note: any business that is certified to OHSAS 18001 must migrate to ISO 45001 by September 2021 in order to retain occupational health and safety certification.

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STRUCTURE OF ISO 45001

HIGH LEVEL STRUCTURE

ISO management system standards now all follow the same high-level structure so that they are easily integrated. This structure is often referred to as Annex SL, after the document which describes it.
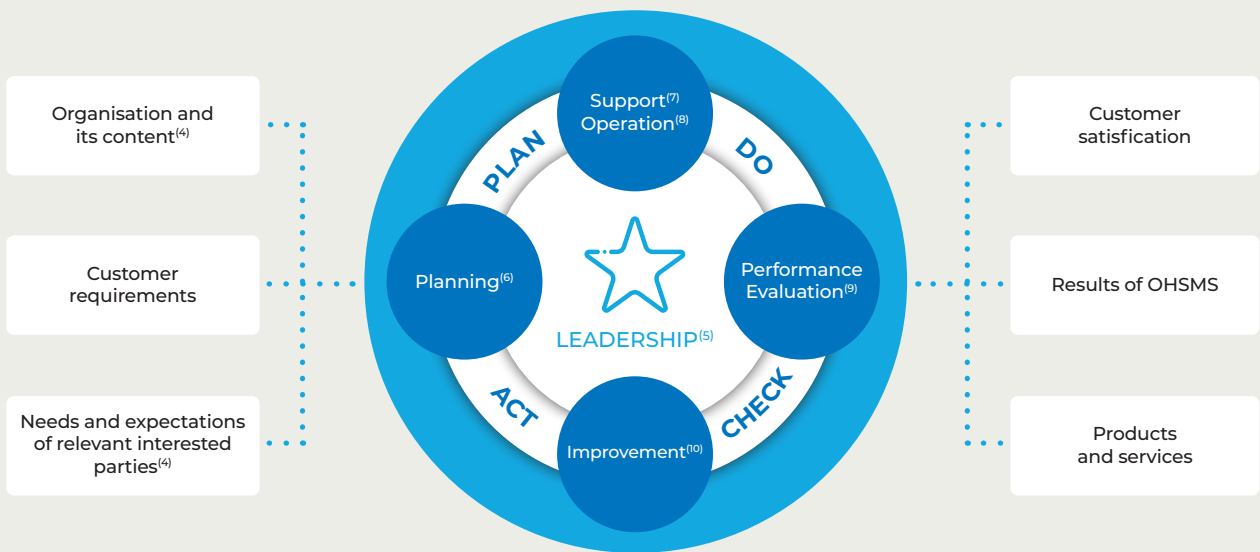
It helps with the implementation and maintenance of management systems and makes life easier if you have more than one ISO management system in place because they all share common clauses. This saves you time, effort and money.

Stage in the process	Clause
Plan	1. Scope 2. Normative references 3. Terms and definitions 4. Context of the organisation 4.1 Understanding the organisation and its context 4.2 Understanding the needs and expectations of workers and other interested parties 4.3 Determining the scope of the OH&S management system 4.4 OH&S management system 5. Leadership and worker participation 5.1 Leadership and commitment 5.2 OH&S policy 5.3 Organisational roles, responsibilities and authorities 5.4 Consultation and participation of workers 6. Planning 6.1 Actions to address risks and opportunities 6.2 OH&S objectives and planning to achieve them
Do	7. Support 7.1 Resources 7.2 Competence 7.3 Awareness 7.4 Communication 7.5 Documented information 8. Operation 8.1 Operational planning and control 8.2 Emergency preparedness and response
Check	9. Performance evaluation 9.1 Monitoring, measurement, analysis and performance evaluation 9.2 Internal audit 9.3 Management review
Act	10. Improvement 10.1 General 10.2 Incident, nonconformity and corrective action 10.3 Continual improvement

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PLAN, DO, CHECK, ACT

ISO 45001 is based on the Plan, Do, Check, Act (PDCA) cycle, also commonly known as the Deming cycle. Its cyclical approach is key to achieving the continuous improvement requirement that features heavily in modern ISO standards.

The diagram below indicates how each clause of ISO 45001 fits into the PDCA cycle to help you understand how continuous improvement is achieved.

Organisation and its content[4]

Customer requirements

Needs and expectations of relevant interested parties[4]

PLAN

DO

ACT

CHECK

Support[7] Operation[8]

Planning[6]

LEADERSHIP[5]

Performance Evaluation[9]

Improvement[10]

Customer satisfaction

Results of OHSMS

Products and services

What Alcumus ISOQAR's ISO 45001 clients say about Annex SL

We had already converted our ISO 9001 and ISO 14001, so this was straightforward and therefore created little disruption to our working practices.

Going for ISO 45001 was simple because it aligned, harmonised with, and complemented our existing systems.

We understood Annex SL through the transition to ISO 9001:2015. Annex SL provides a standard format, a backbone through several standards, ISO 9001, ISO 14001 and now ISO 45001.

It has provided fantastic opportunities from a tender perspective as many questions are now aligned to the new Annex SL terminology and structure.

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REQUIREMENTS OF THE STANDARD

CLAUSES 1 TO 3

The initial clauses of ISO 45001 do not necessarily set out any requirements of the standard but rather set you up for what to expect of the clauses that come in the rest of the document. However, it's important to familiarise yourself with the definitions in Clause 3 as these are used throughout the standard.

Clause 1 – Scope

The first clause simply outlines the purpose of ISO 45001 and what it can enable organisations to do – reduce hazards and risks to workers and other interested parties. It also determines what the document is not, outlining that it's not specific to any organisation and only targets risks to the people involved in the work your business does.

Clause 2 – Normative references

In ISO standards, this clause usually lists any additional documents referred to that form part of the standard itself. There are none for ISO 45001.

Clause 3 – Terms and definitions

Here, the words and phrases used throughout the standard are identified, including a brief explanation of each. There are 37 in total and a large majority will also feature throughout other ISO standards, however there are a few that are more applicable to ISO 45001 and occupational health and safety.

Injury and ill health (3.18)

This term relates to any negative effects to somebody's mental, physical or cognitive wellbeing.

Hazard (3.19)

A hazard is something with the potential to cause harm, injury or ill health. It does not necessarily relate to just the hazard by itself, but also something that can lead to a hazardous situation and injury and/or ill health.

Occupational health and safety risk (3.21)

An occupational health and safety risk is the likelihood of an event occurring combined with the severity of the injury or ill health that would occur as a result. OH&S risk is different to general or business risk in that it directly relates the likelihood of causing harm to an individual.

Incident (3.35)

An incident in occupational health and safety terms means an event or occurrence that potentially leads to a case of injury or illness. Examples of incidents include slips, trips, falls or near misses.

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CLAUSE 4 – CONTEXT OF THE ORGANISATION

Clause 4 does not set out any requirements, but the activity undertaken at this stage will underpin what is to follow in the rest of the standard. Here is where you need to identify the nature of your organisation to ensure that the activities you conduct later on are relevant to your business.

4.1 – Understanding the organisation and its context

This part of Clause 4 requires you to take a panoramic view of your organisation and how you operate. It's important to consider your business internally and externally, looking at the environment in which you work and the associated issues you face.

To do this, many businesses utilise the following analytical models:

PESTEL analysis

A PESTEL analysis involves looking at how certain aspects can affect your business and the environment you work in. The factors considered are Political, Economic, Social, Technological, Environmental and Legal. Each part of the model plays an important part in helping you understand the things that are beyond your control but could affect your business and your ability to operate effectively.

Political – this is the extent to which governments can influence either your industry or the economy (or both). Things to consider would be new policies, taxes or tariffs. You will need to pay particular attention to the political agenda in regard to occupational health and safety. An example would be more stringent fire safety laws or building regulations following the Grenfell Tower fire.

Economic – this is how the economy's performance can influence your business. Things such as inflation can affect how your products, services and supplies are priced, affecting your customers' purchasing power. Other things to consider include interest rates and economic growth patterns.

Social – this factor relates to things like cultural trends, the population, demographics and attitudes. From an occupational health and safety perspective you should look at the rising awareness of mental health and increased calls for ethical and moral business operations.

Technological – relates to how innovations and advances in technology can either leave your business lagging or provide opportunities to improve.

Environmental – this factor concerns aspects that are determined by your surrounding environment such as climate, your geographical location and the supply of raw materials.

Legal – this looks at how changes to existing laws and regulations as well as the introduction of new ones could affect your business. For your OHSMS, you should look particularly closely at legislation from the Health & Safety Executive (HSE) and consider any potential alterations.

You may find you're repeating yourself during the exercise as there may be things that sit within more than one factor. The final outputs of the PESTLE can then go on to inform the threats and weaknesses of your SWOT analysis.

SWOT analysis

Performing a SWOT analysis will allow you to understand the internal and external issues that impact your business and OHSMS. It does this by asking you to consider your organisation's Strengths, Weaknesses, Opportunities and Threats which will help with your decision-making when implementing ISO 45001.

Strengths are the things that give your business an advantage over others.

Weaknesses are the aspects that could put you at a disadvantage to others.

Opportunities are the things that you could profit from to give your business an advantage.

Threats are things that could adversely affect your business and/or OHSMS.

It's important to know that this is just an analysis of your current situation and that you're not problem solving at this stage. Throughout, you should be involving your workers and other interested parties to make sure the information you gather is as comprehensive as possible.

4.2 – Understanding the needs and expectations of workers and other interested parties

This asks you to identify the interested parties in your business. You should include anyone, either internal or external, who is affected by your health and safety performance. Internally, your workers will want a safe and healthy environment to work in. Externally, you should think about people that aren't employed by your organisation but who may visit your premises. Another important interested party to include will be the health and safety authority in your country.

When doing this, you need to consider your compliance obligations and how they affect the needs and expectations of your interested parties. If you're unsure of these obligations, seek the advice of a specialist consultant for your sector.

4.3 – Determining the scope of the OH&S management system

Using the intelligence that you've gathered from the previous exercise; you now need to determine the scope of your management system. This involves recognising the areas or departments of your organisation, the geographical locations and the activities, products or services that are to be included in your management system.

It's important that you get this correct as the scope of your system will be what appears on your ISO 45001 certificate once you're certified. If you're having issues identifying what areas of your business to include in the scope of your management system, then a UKAS accredited certification body should be able to advise at no cost to you.

Once your scope is completed, it should be made available as documented information.

4.4 – OH&S management system

Now you need to look to develop your occupational health and safety management system based on your findings in clauses 1 to 4. The standard requires you to do four things in relation to your management system.

These are to:

ESTABLISH IT

IMPLEMENT IT

MAINTAIN IT

CONTINUALLY IMPROVE IT
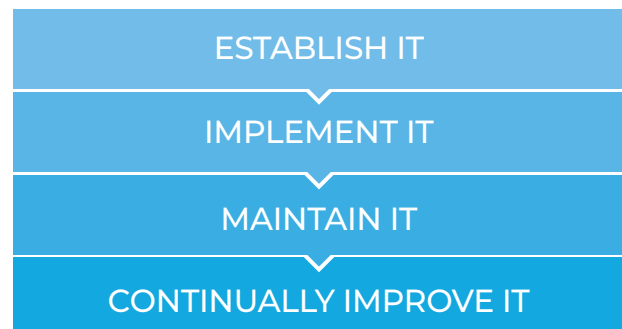
The remainder of this guide will help you by detailing how this is achieved.

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CLAUSE 5 – LEADERSHIP AND WORKER PARTICIPATION

For any management system to be successfully implemented, you need buy-in and support from those at the very top of your business. Without the investment from the Chiefs, Directors and Executives of your organisation the introduction of ISO 45001 will not succeed.

You also need participation of those further down your organisation's structure. ISO 45001 requires you to involve and consult all workers when forming, implementing and continuously improving your management system.

It's essential that those at the sharp end of the business contribute to your OHSMS as they are the most engaged in the day-to-day operation of your system and arguably are those most at risk.

5.1 Leadership and commitment

ISO 45001 asks that top management provides evidence of their commitment to the management system and leadership in its implementation. Simply ticking a box or saying they are committed isn't enough.

There are numerous points that need to be followed in order to provide this but simply put, they need to set up the system as well as possible to ensure it is successfully implemented, maintained and improved at every level of the business. This should be done by providing the support and resources needed, taking responsibility, being accountable, communicating effectively and ensuring it's included in the business's strategy.

How do ISOQAR's ISO 45001 clients demonstrate top management leadership and commitment?

"
Top Management is a team representing every functional department such as Projects, Commercial and Service. We have OHS represented at this leadership level who present every month to the board. Our OHS Committee meeting is also chaired by our Managing Director. Our whole Leadership Team carry out regular leadership tours and fully engage with our workforce.

"
All managers were involved in the process to create the framework which the organisation is required to work within. This guarantees that all standards are adhered to from the highest levels within the business and it makes it easier for field workers to follow their lead.

"
The responsibilities for the management of health and safety are cascaded so that there is a joined-up approach, ensuring that all staff are fully aware of their personal responsibility and accountability. Our top management lead by example and attend all safety meetings, take part in safety improvement groups, safety initiatives, site inspections and demonstrating visible commitment to health and safety as an essential part of the success.

"
A proactive approach to health and safety is more cost effective than the reactive approach for us. We ensure our approach encompasses individual and group values, the attitudes, perceptions and the competencies of the entire workforce.

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5.2 OH&S Policy

Your occupational health and safety policy is a brief document that outlines your organisation's aims and commitment to the reduction of work-related ill health and injury. It should also outline that you're focussed on the elimination of health and safety hazards and risks and the consultation and participation of workers and their representatives.

According to the Health & Safety Executive (HSE), your OH&S policy should consist of three parts:

1. **Statement of intent** This part should mention your health and safety aims with some basic information such as publication date, review date and the signature of the most senior person in your company.

2. **Responsibilities for health and safety** This is where you list the names and roles of the people that have responsibilities for health and safety.

3. **Arrangement for health and safety** This section should detail how you mitigate the health and safety risks in your business via the systems and procedures that you use.

Once completed, your OH&S policy should be readily available to all interested parties.

5.3 Organisational roles, responsibilities and authorities

Although top management still have overall accountability for the OHSMS and the reduction of work-related injury and ill health, they must assign roles, responsibilities and authorities. These roles can be at any level of the organisation and workers should still assume control of the aspects over which they have control. Roles, responsibilities and authorities need to be assigned to ensure that your system conforms to ISO 45001 and to report the system's performance to top management.

In smaller businesses, top management may assume these roles themselves but in larger operations they may be assigned to a designated representative. Alternatively, a new or existing role such as a Health and Safety Manager or Compliance Officer could be created.

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5.4 Consultation and participation of workers

This clause is key to the success of your system. It requires you to capture the health and safety needs of employees at every level of the business. After all, ISO 45001 will have an impact on all workers and could influence the way they operate on a day-to-day basis.

The clause asks that your organisation provides a forum for the consultation of workers to involve them in the implementation and maintenance of your management system. This includes the assessment of its performance against your objectives, which should be made with the input of non-managerial workers.

The need to consult and include your workers and their representatives is present throughout the standard. So much so, that it's needed in 16 different areas of your management system, from clause 4.2 (understanding the needs and expectations of workers and other interested parties) through to clause 10.3 (ensuring continual improvement). This really highlights how important it is to involve non-managerial workers when implementing ISO 45001.

How did ISOQAR 45001 clients encourage the consultation and participation of workers?

> This process covers our internal as well as external communications streams with interested parties. Internal communication is also detailed within the organisation and arrangements policy and communication matrix, supported with additional safety training, toolbox talks, safety improvement groups and our behavioural safety programme, to ensure buy in at all levels.

> The key to success is having regular open dialogue with all stakeholders. All our meeting agendas have health and safety as a key item. We have regular technical workshops. Past topics have covered mental health awareness, defibrillator training and new policy implementation discussions.

> We have a significant focus on involving everybody within our OHS Management System. We have a 'challenge it' policy for OHS and focus on behavioural aspects of 'doing the right thing'. Specifically, for ISO 45001 we have held breakfast and lunch seminars to raise awareness. We have also fully revamped our inspection and audit regime.

> Employees are reminded during toolbox talks and management meetings of the importance to deliver our work safely. These open forums allow both employers and employees a chance to discuss any issues that have arisen since the last meeting. This allows us to continually improve and take action in regard to our current systems.

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CLAUSE 6 – PLANNING

Clause 6 is one of the more important clauses of ISO 45001 and is where you begin to consider how your management system will look. Specifically, you're looking at its relevance to your business and the activities that you carry out. Throughout, you should be mindful of continuous improvement and your legal requirements as well as defining your objectives and targets.

6.1 Actions to address risks and opportunities
There are a number of subclauses that sit under 6.1. These involve the detail behind the hazards, risks and opportunities that your business faces from an occupational health and safety perspective. You should also be looking at the risks and opportunities that your management system could be faced with if it's to be successful.

Considering these at this stage gives you the best chance of overcoming the risks and making the most of the opportunities when they present themselves. When identifying them, you should consider all the details that you've uncovered in previous clauses, such as the scope of your management system and the context of your organisation.

An important part of this process is hazard identification (6.1.2.1). There can be multiple sources of hazards and you should consider things such as human factors and your work processes, among others. It's also important to think about those that exist outside of your workplace that could be impacted by the work you do, including the general public or other businesses in close proximity to your own. The systems you choose to identify these hazards should be proactive and dynamic to help overcome any new hazards you find in future.

A HAZARD
IS SOMETHING THAT HAS THE POTENTIAL TO CAUSE HARM TO SOMEONE

RISK
IS DEFINED AS THE LIKELIHOOD OF A HAZARD CAUSING HARM TO SOMEONE

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Once you've found all your hazards, you should be able to assess the occupational health and safety risks and other risks to your management system (6.1.2.2). You can effectively assess your risks and their severity by using a risk rating matrix, a simple example of which is below.

Consequences (How bad?)	Likelihood (How often)			
	Very Likely	Likely	Unlikely	Very unlikely
Catastrophic	1	1	2	3
Major	1	2	3	4
Moderate	2	3	4	5
Minor	3	4	5	6

1 Extreme Risk   **2** High Risk   **3** Moderate Risk   **4** Low Risk

The standard then asks you to choose how you you're going to assess occupational health and safety opportunities and other opportunities for the management system. These may be areas you can reduce risks or improve the way you're working, with the aim of improving your OH&S performance.

The next part of clause 6.1 is to determine your legal requirements and other requirements (6.1.3). From an occupational health and safety point of view, your legal requirement are readily and quickly accessible via the Health & Safety Executive website and you should be able to get the guidance you need there. The guidance that you need will alter depending on the sector you work in and the context of your organisation. However, if you're finding this difficult, you may consider employing in-house or third-party health and safety expertise to help.

Once all of this has been done, you'll need to decide how you're going to do it (6.1.4) and how to include your findings into your OHSMS.

6.2 – OH&S objectives and planning to achieve them

This part of the planning stage requires you to pick your objectives with the aim of continually improving your management system and occupational health and safety performance. The objectives you set should be consistent with your OH&S policy and be SMART.

S Specific

M Measurable

A Achievable

R Relevant

T Timebound

When your objectives are set, you can start to plan to achieve them (6.2.2). Here, you need to outline who will carry out what, by when, the resources and support they'll need, and how performance will be measured.

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CLAUSE 7 – SUPPORT

Now that the key task of setting your objectives has been completed, you need to go into more detail about how you're going to achieve them. More specifically, the support you're going to provide to ensure the success of your OHSMS.

7.1 – Resources
Here, the standard simply states that your business should provide the resources needed to implement, maintain and continually improve your management system. Remember, resources are not limited to monetary investments but things such as time, training and equipment.

7.2 – Competence
This clause requires you to make sure that those involved in your OHSMS have the competence to complete their roles adequately. If not, then you should look to provide the resources for them to become competent in their roles. This could include providing training or introducing a mentoring programme. Alternatively, you could reassign the role or hire a new, competent person. An effective way to discover the capabilities of your people and identify any gaps in skills and knowledge is to produce a skills matrix like the one below.

Job/Training intervention	Induction course	General safety awareness	Risk assessment	Manual handling	Asbestos awareness	Safety for supervisors	Managing safety	Fork-lift truck training	Electrical safety	Display screen user	Display screen assessor	Office safety	Noise at work	COSHH	Work equipment safety	Environmental awareness
Warehouse operative	●	●		●									●	○		●
Warehouse maintenance operative	●	●		●	○				●				●	●	○	●
Warehouse supervisor	●	●	○			●		○					●	○	○	●
Administrative officer	●	●		●						●		●				●
Office manager	●	●	●				●				●	●				●
Production manager	●	●	●				●		○	●			●	●	●	●
Fork-lift operator	●	●		●				●					●		○	●
Facilities manager	●	●	●		●		●		○	●			●	●	●	●
Workshop operative	●	●		●					○				●	○	●	●

● Compulsory   ○ Recommended

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7.3 – Awareness

Raising awareness among your workers is an important part of the support you provide and integral to the success of your OHSMS. They need to be aware of everything that is relevant to them and the job they do. Examples of things that need to be communicated are your occupational health and safety objectives and policy and the consequences and implications of nonconformities.

7.4 – Communication

A key method to raise this awareness is through effective communication. The standard requires you to establish and implement processes for internal (7.4.2) and external communications (7.4.3). However, it's important that you consider how, what, when and to whom information will be communicated and to include all relevant parties in your plans. The standard asks that you make your communications accessible and easy to understand for all those that need to see them. For this, you may want to pay some consideration to literacy, different languages and formatting.

Internally, ISO 45001 asks that you communicate the relevant information through all levels of your business. This includes any changes to the management system and how workers can contribute to its continual improvement. Useful tools to use could be handbooks, posters, noticeboards, inductions or toolbox talks.

Externally, you should use your communication processes to inform people of the relevant information regarding your OHSMS.

7.5 – Documented information

Although there are certain health and safety documents that you need to have by law, ISO 45001 requires that much of the work you create for your management system is documented. This is to ensure your management system is implemented properly, that you can easily track performance and provide auditors with the information needed to determine if you're satisfying the requirements of the standard.

Ultimately, you should only have as much documented information as you deem necessary. This is determined by the size of your business, activities, processes, products and services but it should always be sufficient to demonstrate your compliance to legal requirements.

When updating your documented information, you'll need to ensure that:

- it's adequately controlled (eg version control)
- it's in an appropriate and easy-to-process format
- you have adequate review and approval processes in place.

When looking at the control of your documents, you need to make sure that they are protected (ie password protected, limited and audited access) and stored appropriately for the format in which they exist – digital vs. paper-based, for example.

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CLAUSE 8 – OPERATION

At this stage, you should begin to implement the actions that you set out in Clause 6 and decide how you'll control these actions.

Clause 8 explores what you need to do to plan, implement, control and maintain the processes needed to carry out these actions. You need to do this while looking to eliminate hazards, reduce risks and manage the change that implementing ISO 45001 could bring. Where your business is multi-site or multi-national, you need to ensure that this is done alongside the other parts of your organisation.

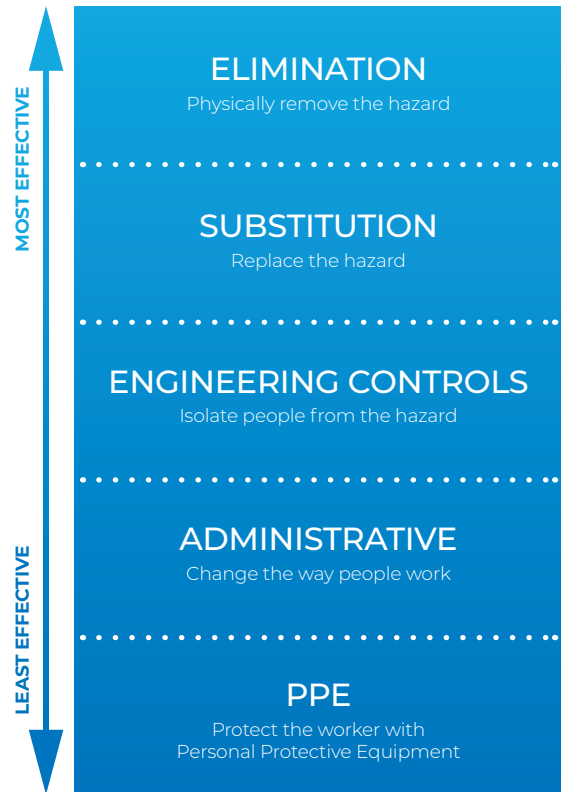### Operational planning and control

This part of Clause 8 involves things such as eliminating hazards and reducing OH&S risks (8.1.2), the management of change (8.1.3) and procurement (8.1.4).

A key aspect of this, and one that is crucial in health and safety, is the elimination of hazards and reduction of risks. This can be done through using the hierarchy of control, which is widely used within the health and safety industry.

When managing the changes that could impact your organisation's OHSMS performance you should consider aspects like location, organisation of work, working conditions, equipment and even work personnel. However, you should also consider factors that are outside your control such as changes to your legal requirements or advances in technology.

In terms of procurement, your business needs to ensure that any product or service it brings in conforms with the requirements of your management system. This includes contracting and outsourcing of work to ensure external parties don't affect your ability to achieve your OH&S objectives.

HIERARCHY OF CONTROLS

MOST EFFECTIVE

ELIMINATION
Physically remove the hazard

SUBSTITUTION
Replace the hazard

ENGINEERING CONTROLS
Isolate people from the hazard

ADMINISTRATIVE
Change the way people work

LEAST EFFECTIVE

PPE
Protect the worker with Personal Protective Equipment

Emergency preparedness and response

This relates to your ability to prepare and respond to emergency situations such as extreme weather, terror attacks and fires. The standard requires you to set out processes to prepare and respond to these situations. These planned responses can include first aid, staff training, testing and fire drills. You also need to communicate duties and responsibilities and provide the necessary information to external parties such as contractors and emergency services.

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CLAUSE 9 – PERFORMANCE EVALUATION

This clause sits firmly within the check step of the PDCA cycle and requires you to explore whether your actions are adequate and the tactics you've used to bring them to life are working.

You need to work out what needs to be measured, how you'll measure, when to monitor and measure and how and when to analyse the results. This is the first time you'll realistically be able to identify any gaps in your occupational health and safety process. You'll then have a better idea of where your attention is needed and have the first indication of how effective your OHSMS is.

Once you've decided how and when your measurement is taking place, and what you're actually measuring, you need to conduct an internal audit. These should be done by the selected, competent and impartial personnel. The findings should assess your occupational health and safety performance against your own requirements and those of ISO 45001. The results should then be effectively communicated to the relevant parties and the actions needed to rectify nonconformities should be identified.

These results should then be passed for management review (9.3) where top management assess the status, changes to and the performance of your OHSMS. Depending on your objectives, this could be the reduction of workplace injuries and/or absences. The management team should then look at opportunities to improve and what needs changing to fill the gaps. This could include additional resources or changes to operations. The outcomes of the management review then need to be communicated to your workers and their representatives.

CLAUSE 10 – IMPROVEMENT

Clause 10 is the final step of the Annex SL framework and your last stage before beginning on the continuous improvement cycle again. Before doing so, you need to look to exploit the opportunities you've identified during Clause 9 and look to improve your OHSMS and its performance.

One obvious area for improvement is when an incident or nonconformity occurs (9.2) and the corrective action has been made. If or when one occurs, your priority should be to control or correct it, before dealing with the consequences. You'll then be able to eliminate the root cause (think of conducting a root cause analysis) and discuss, with the help of your workers, the best way to avoid similar occurrences in the future.

When looking at opportunities for continuous improvement, you should be looking at promoting a positive health and safety culture, encouraging the participation of workers and improving your communication with them. Ultimately, you want to improve your business's occupational health and safety performance, which is the major advantage of choosing to implement ISO 45001.

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SUMMARY

Implementing any management system is not something that can be completed then forgotten about and ISO 45001 is no different. Its implementation and upkeep in order to continue to meet its requirements requires dedicated time and resource.

However, the management of health and safety and your business's ability to keep people safe is increasingly important. Once implemented and embedded into your organisation, ISO 45001 should give you and your employees confidence that you're not only taking your responsibilities seriously, but that you're making demonstrable steps to improve and make your company an even safer working environment.

WHO IS UKAS?

The United Kingdom Accreditation Service (UKAS) is the only government recognised accreditation body for the UK. They ensure that Certification Bodies are auditing to the highest standards. Some certification bodies are not UKAS accredited and their certificates are not as widely accepted.

ABOUT ALCUMUS ISOQAR

We help organisations create better workplaces through a huge range of common and sector-specific standards and compliance assessments, allowing them to demonstrate to their customers, competitors, suppliers and staff, that they are committed to being the best that they can by minimising risk, delivering change, driving improvement and winning more work.

As one of the UK's largest UKAS accredited certification bodies we can audit, certify and train organisations across multiple sectors. We work worldwide, so we can help businesses gain a competitive edge anywhere they need us..

ABOUT ALCUMUS

Alcumus is a leading provider of software-led risk management solutions providing clients with advice, expertise and support to help them identify and mitigate risks, navigate compliance and keep people safe. It supports both UK and International clients – many of whom are on the FTSE 100 index - with a wide range of risk management services. This includes products across Supply Chain Management, EHSQ Software, UKAS Accredited Certification and HR and H&S support services. .

Our people are at the heart of our business, building strong relationships with our clients to understand their needs, minimise risks and navigate compliance through our in-depth knowledge of your sector, regulations and challenges.

If you would like to see how Alcumus can help your health and safety needs, please get in touch with our expert team on **0330 134 7737** or visit **ALCUMUSGROUP.COM**

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