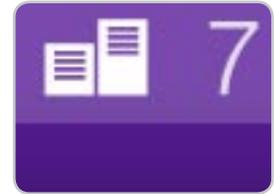


Guidance to accompany the Site Measurement Aid



Information sheet from Seven steps > Step 7 > Key tool

This guidance is aimed at the dutyholders or managers of small construction sites responsible for implementing a Leadership and Worker Engagement (LWE) programme to improve health and safety on site. This document explains that continuous monitoring and evaluation is an important part of your LWE programme, and provides guidance on how to go about doing this.

How should I measure and manage health and safety improvements?

If you carry out an internet search to find out about the types of activities you need to monitor your LWE programme, you will find that many documents refer to **leading** and **lagging** measures or indicators. To make it easier to remember we are going to call them **Type 1** and **Type 2** measures.

Type 1 (lagging) indicators are those that measure outcomes that have resulted from past actions (ie reactive – taken after an accident, incident or ill-health case). Some industries refer to them as output measures.

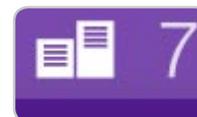
Below are some examples of **Type 1** indicators that you can use to measure your performance against your health and safety targets. The first four are recommended as a minimum:

- Total number of accidents, incidents and ill-health cases.
- Total number of near misses (lucky escapes from accidents; a 'no injury' situation).
- Total number of days lost due to injury or work-related illnesses.
- Business performance (costs, profit, reputation).
- Trade with highest number of near misses, incidents and accidents.
- Most common incident situation and type.
- Number of health and safety observations over a 6-12 month period.
- Number of overdue action items over a 6-12 month period.

Type 2 (leading) indicators are those that look at the current situation and how that might affect future performance (ie proactive – taken to prevent the occurrence of an accident, incident or ill-health case).

Below are some examples of **Type 2** indicators that you can use to help you put strategies in place to improve future outcomes. The section towards the end of this document describes how you can go about collecting these. The first four are recommended as a minimum:

- Level of worker engagement (frequency and quality).
- Workforce attitudes towards health and safety, possibly through the HSDT or other attitude questionnaires.
- Observations of workers carrying out tasks.
- Intuitive judgments - what you 'see', 'hear' and 'sense' from site walkabouts.
- Management/supervisor commitment (eg achievement of health and safety objectives).



Do I need to look at both types of health and safety measures/indicators?

The straightforward answer is 'Yes' if you want to get a complete picture of your health and safety performance.

If you just collect statistics, which is basically what Type 1 measures are, do they guarantee that no more accidents, incidents or illhealth cases will happen? They do not tell you how well risks are being controlled and by the time something really serious happens, it is too late.

Similarly, focussing on Type 2 measures without collecting Type 1 measures might give improved short-term performance, but you will not be able to confirm that the outcomes you are aiming for have been successfully achieved.

As a representative from one leading construction company stated, relying solely on Type 1 measures would be like *"driving along the highway looking through your rear view mirror"*.

By including **Type 2** measures you will:

- Increase your workers' motivation to keep improving because you will be encouraging good health and safety practice, praising it when you see it, correcting poor practice when you see it in a non-threatening and non-blaming way.
- Encourage a working environment where your workers want to 'prevent' accidents, injuries and ill health rather than reacting after an event (eg a serious accident).

For further information see www.hse.gov.uk/construction

The Leadership and Worker Involvement toolkit is aimed particularly at small and medium sized businesses and is designed to help improve your health and safety and bring additional benefits to your business performance and productivity.

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