



Guidance on Managing Health and Safety in Forestry

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INTRODUCTION

The Accord

The UK Forest Industry:

- Believes that all fatalities and injuries are preventable
- Supports development of a new safety culture where the health, safety and welfare of all those working in the forest industry are fundamental priorities
- Believes that through strong and committed leadership we can work collaboratively to significantly improve the health and safety performance of our industry

We are committed to achieving this through:

- The creation of a dedicated Safety Group to provide the necessary strategic direction and impetus to raise health, safety and welfare standards throughout the industry
- Providing clear and proactive leadership to change attitudes and behaviour at every level in the industry
- Involving everybody working in the industry to ensure individual and collective responsibility for health and safety, avoiding unacceptable risks and challenging unsafe practices
- Developing a mechanism for the industry to share safety statistics, data and information
- Maintaining and improving through training the competency of those working in the industry at every level
- Recognising that improvements to the industry's health and safety performance require sustained commitment and action – being equitable and fair to all those involved.

The Organisation

In 2012 representatives from many of the leading industry organisations joined together to form a steering group. Together we have developed the Forest Industry Safety Accord (FISA) which sets out the commitment that each organisation, and the sector at large, can make to raise the standard of health and safety in their place of work. The organisational structure comprises:

Members

Members are signatories to the Accord and have access to all information provided by the Accord. Members provide ideas and feedback to initiatives and strategy output. Critically, members commit to the delivery and implementation of the Accord.

The steering group

A group of up to 28 company CEOs and directors, including large contracting businesses and trade associations, provides a strategic steer, resources and direction. The steering group works with the working groups to deliver objectives and meets four times a year.

Working groups

These groups comprise practitioners and safety experts plus other members working in task-specific groups to provide ideas, solutions, innovation and delivery. They provide recommendations to the steering group.

A vision for a safe industry

FISA is seeking to improve safety in forestry through:

- Developing an understanding among forestry investors, forest owners and their agents of the hazards of forestry and the costs associated with realising the value of their investment safely
- Ensuring that people at all levels, whatever their role, have the necessary training, skills, experience and personal attributes to properly manage the significant risks associated with forestry operations
- Ensuring that sufficient time is taken for effective planning of all forestry work from inception to completion, in order that safety is not compromised
- Ensuring that workers undertaking higher-risk activities (such as using chainsaws) are competent and well supported, and that the planning of such work accommodates enough time and resource for the work to be done safely
- Challenging unsafe behaviour through effective monitoring and supervision at all levels.

Managing health and safety in forestry

The 'Guidance on Managing Health and Safety in Forestry' was first launched in 1999, revised in 2003 and 2014, and has been updated and revised again in 2019. This latest version is published as a suite of documents, each aimed at one of the key roles in the planning and delivery of forestry work, including, for the first time, the role of forestry workers. The new documents set out the legal duties, responsibilities and nature of each of the roles with the aim of making those duties and responsibilities more straightforward and understandable.

Although everyone involved in forestry work has health and safety duties and/or responsibilities, the primary responsibility for ensuring the effective planning of work and management of risks in forestry rests with the

Forestry Works Manager (FWM). The guidance aims to help everyone involved in forestry work, from the landowner to the FWM to contractors and forestry workers, to meet their duties and responsibilities under the health and safety legislation. This includes the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999, the Provision and Use Work Equipment Regulations 1998 (PUWER) and other regulations such as Workplace (Health, Safety and Welfare) Regulations 1992. FISA is committed to reviewing these guidance documents regularly and welcomes constructive feedback.

Forestry work generally takes place in difficult and complicated outdoor environments amongst significant hazards and constraints. It is a high-risk industry and the planning, management and co-ordination required for forest operations are necessarily complex. Responsibility for safety in this complex working environment extends from workers on the ground right through to the chief executives of management companies and forestry organisations, and to the landowners too. FISA recognises that improvements to safety culture and associated behaviours, including a readiness to learn from mistakes, are essential to achieving its vision, and this requires leadership at all levels across the industry. Planning and carrying out commercial forestry operations involves a number of tasks and processes that have to be managed to ensure health and safety is built into every activity, for example:

- selecting suitable equipment
- completing risk assessments
- communicating effectively
- protecting the health and safety of the public
- establishing safe working practices
- ensuring appropriate training and competence for all involved
- selecting skilled and experienced contractors who are competent
- supervising the work effectively.

The successful management of health and safety in forestry (and supporting work such as haulage, services on site or fuel supply) requires co-ordination of activities and communication of information. To help information flow and ensure the right tasks are carried out by the right people, the new suite of 'Guidance on Managing Health and Safety in Forestry' documents identifies the five forestry 'roles' that have various legal duties and other responsibilities for health and safety

Understanding your role

It is important that you and everyone else involved understands which role(s) you have to fulfil in each situation. The table at the end of this document defines each of the five roles identified by the forestry industry to fulfil the duties required by the law and to manage health and safety in forestry work. The table suggests who might normally fulfil each role and what the main duties and responsibilities of each role are. It is possible that an individual or an organisation may hold multiple roles at once, so it is useful to agree and record exactly where responsibility for each role will sit.

Remember that any role may be performed by an organisation (such as a forestry business) even though it will generally assign an employee or another person to perform the functions of the role on its behalf. While it is clearly possible to delegate the functions of a particular role to an individual, it is not possible to delegate the legal responsibilities that go with that role.

Some roles, for example the FWM role or the contractor role, have significantly more responsibilities to do than others. However, they all have an interdependence that requires discussion and co-operation. Acknowledging that the others involved in a forestry operation must meet their duties and responsibilities too will help you understand how your role supports them to carry out theirs.

Table 1 – Forestry work roles summarised

Role	Definition	Examples of who may take on this role	Summary of duties and responsibilities
Landowner	Person or Organisation in control of the land on which forestry work takes place.	• Estate owners or farmers. • State forest organisations or other public bodies, such as the Crown Estate and local authorities. • Forestry management companies. • Land agents working on behalf of private and public owners.	• Co-ordinate the activities of the overall forest environment for health and safety purposes. • Gather information about hazards on and around forestry worksites and communicate these to the FWM. • Ensure that the work on a particular site does not affect the health and safety of other people. • Take advice from a competent specialist or agent on any aspect where they are not sufficiently knowledgeable.
Forestry Works Manager (FWM)	Person or Organisation who commissions the work on a forestry site.	• Anyone in the Landowner role directly engaging forestry contractors as part of their business. • Anyone engaged by the Landowner to manage and carry out the forestry operation on their behalf. • Forestry management company directly engaging contractors to work on their client's land. • Land agent company directly engaging contractors to work on their client's land. • Timber purchasers (merchants, processors or contractors).	• Use information from the Landowner to prepare an outline risk assessment for work on the site and for haulage of timber away from site (where applicable). • Select competent contractors who make adequate provision for health and safety. • Specify health and safety measures for contractors working on the site and anyone else who may be affected by the work activity. • Liaise with the Landowner. • Supervise health and safety on site. • Make arrangements for the reporting of incidents, unsafe practices or dangerous occurrences.
Contractor	Provider of a forestry service.	• Contracting companies with their own employees or who take on Sub-contractors. • Owner-operators. • Hauliers.	• Work with the FWM to ensure health and safety standards are met. • Select sub-contractors who are skilled and experienced, competent and have made adequate provision for health and safety. • Manage employees and sub-contractors and ensure they work safely. • Ensure effective supervision is in place so that safe systems of work are maintained if the owner/controller of the contractor's business is absent. • Report any unsafe practices or occurrences.
Sub-contractor	Anyone engaged by a contractor other than by direct employment.	• Anyone working under contract to a contractor.	• Co-operate with the arrangements for health and safety on the site. • Manage personal health and safety. • Report any unsafe practices or occurrences. • Carry out site-specific risk assessments. • Provide adequate supervision of their employees.
Worker	Anyone working in the forestry industry.	• Anyone working within the forestry industry or undertaking a related task.	• Take care of their own health and safety and that of people who may be affected by what they do (or do not do). • Co-operate with others on health and safety, and do not interfere with, or misuse, anything provided for their health, safety or welfare. • Follow the training they have received when using any work items their employer has given them. • Report any injuries, unsafe practices or occurrence to the contractor or their employer.

Industry Guidance for Landowners

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2. What do you have to do?

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- 2.2 Provide information to the FWM
- 2.3 Co-ordinate activities
- 2.4 Control changes
- 2.5 Monitor standards

1. Introduction

As Landowner you have duties under Section 3 of the Health and Safety at Work Act 1974 for what happens on your land. This guide provides advice on the actions that you can take in order to fulfil these duties in relation to forestry operations.

The Landowner role includes the following key tasks.

- Co-ordinate activities on the overall landholding for health and safety purposes.
- Gather information about hazards on and around forestry worksites (and any environmental sensitivities) and communicate them to the Forestry Works Manager (FWM).
- Ensure the work on a particular site does not affect the health and safety of other people. This includes making sure the person or organisation with overall control of the forestry operation, the FWM, is competent in terms of health and safety.
- You and the FWM must co-operate to ensure the forestry work and access arrangements are co-ordinated with any other activities taking place on or around the land.

If you are in doubt about your own knowledge or ability to do this, it is in your interests to appoint a competent agent to act for you, or to secure other expert assistance. A summary of all forestry work roles is in **Annex A**.

1.1 General introduction

This guide is based on sound industry practice. It can be applied to all forestry operations and will particularly assist small estates, businesses and organisations to plan and conduct forestry work in ways that will meet health and safety responsibilities and help avoid injury and ill health.

To ensure responsibilities are clear and the work is organised effectively so that the various requirements of health and safety law can be met by the various people involved, there are five 'roles' in every forestry operation defined by the forestry industry. Each role has responsibilities (some of which are legal duties) that must be fulfilled. Depending on how the work is commissioned and organised, an individual may hold more than one of the defined roles and so must fulfil all the responsibilities for each role they hold.

There are five guides – one for each of the main roles that may be involved in forestry operations. These guides

seek to help everyone better understand what they and others need to do to work well together, to comply with safety law and to conduct forestry work in a safe and healthy manner.

The five guides are:

- Landowner (including Agent)
- Forestry Works Manager (FWM)
- Contractor
- Sub-contractor
- Worker

1.2 Who is the Landowner?

The Landowner is the person, group, business or organisation that is in control of the land on which the forestry work takes place. They may not own the land but can decide what happens on the land either directly or by a delegated authority. In the context of this guidance, this role includes an agent who is acting on your behalf.

1.3 Where does an agent fit in?

An agent is a competent person authorised to act for you in a particular capacity.

If you appoint one then it is your responsibility to ensure that your agent is competent in the particular circumstances for which you engage them – for example, managing forestry works to fulfil your legal duties and responsibilities, to the standards and requirements outlined in this and other FISA guidance. The competence of an agent should not be assumed; it should be assessed using evidence of knowledge, skills and relevant experience in much the same way as for a Forestry Works Manager (FWM), outlined in section 2.1 below.

2. What do you have to do?

Although the FWM is the key role in managing the health and safety of a forestry operation, the Landowner also has important responsibilities.

2.1 Get a competent FWM

Should you engage a contractor directly you are taking on the role of FWM, and if you are not competent or resourced to do all that this entails you should engage a competent person to do it for you. If your contractor offers to step up and fulfil the duties and responsibilities of the FWM as well, you must check that they are competent to do so.

When appointing an FWM yourself, you must check that the FWM is competent to plan and implement the work so that it will be carried out safely and will not affect the health and safety of others (see below). This check should be done prior to the work being planned in detail.

Generally, though, if you are employing the services of a forestry business such as a timber purchaser, a forestry agent or management company, they will take on the role of FWM and assign an experienced employee or other competent person to do what is required. In these cases, the competence requirement normally relates to the business supplying the FWM rather than just the assigned individual, but even so, that individual must still be able to meet the FWM's responsibilities. This requirement includes whether they have the right support and resources available to them, including time, equipment and insurance.

'Competence' is determined as an appropriate mix of resources, including qualifications, knowledge, skills and experience. The FWM should be able to demonstrate, for example:

Knowledge

- Health and safety qualifications (e.g. NEBOSH) or access to competent health and safety advice.
- Qualifications in forestry.
- Chartered status.

Skills

- Appropriate training, e.g. IOSH Managing Safely, FISA FWM training.
- Technical training in forestry work and contract management.
- Effective procedures for selecting and managing competent contractors.

Experience

- Verifiable references.
- Examples of managing and performing similar types of work over time.

HSE publication *INDG368 'Using Contractors: A brief guide'* gives good advice on how to check for competence. (ISBN: 9780717664672).

2.2 Provide information to the FWM

The FWM will need information from you in order to fulfil their responsibilities (see the FWM Duty Holder Role in Annex A). You have a duty to provide this information, and operational planning and resource allocation cannot

start until you have done so. Much of this information is safety critical and should be included at the earliest opportunity, and wherever possible in any sales and tender particulars.

As Landowner, you must tell the FWM about the following:

- **The location and nature of any hazards on your land. For example:**
 - shared access routes (postman/deliveries/neighbours etc.)
 - public roads, rights of way, boundaries and access points
 - environmental designations, wildlife or constraints
 - overhead powerlines and underground services (e.g. line height measurements, ground markers)
 - civil engineering factors (such as culvert and bridge strengths)
 - hidden structures or groundworks
 - steep ground cliffs and broken ground
 - water features
 - windblown trees
 - livestock

If you are unaware of the hazards that may affect forestry, you must co-operate with the FWM to identify them.

- **Any measures you have already put in place to reduce the risk of the hazards (such as local consultation, barriers or signs).**
- **Other activities on the land that may affect, or be affected, by the forestry operation. For example:**
 - deliveries
 - agricultural operations
 - shooting or stalking days
- **The constraints that will apply to the work. For example:**
 - access and egress times
 - diversions to allow planning and management of public access
 - days when work cannot take place
 - places and routes that may not be used

You should try to avoid placing constraints on forestry operations which increase the risks to those undertaking the forestry work, such as restricting the use of forestry roads rather than agreeing how they could be used. Loading operations, for instance, will always need to use routes that have adequate width and stacking spaces as well as acceptable slopes and places where haulage vehicles can turn and strap the load safely.

The FWM may ask you to attend a Pre-Commencement Meeting which is when the FWM's plan for the work is discussed with the contractor before any work starts. This gives everyone involved a chance to see the worksite, confirm that the hazards, issues and logistics have been addressed and at this meeting the working methods and risk controls are agreed.

2.3 Co-ordinate activities

You and the FWM must ensure that different activities on your land do not conflict or get in each other's way to the detriment of health and safety. You and the FWM should liaise with the others involved to communicate your plans and co-ordinate your activities.

You and the FWM should consider:

- What else will be happening in the forest at the time the operations are scheduled?
- Can the work be timed to avoid public access peaks?
- What effect does the timing have on the ground conditions that contractors will have to deal with; for example, what are the seasonal implications?
- How will machines and timber be moved on and off the site, and how does that fit in with other vehicle movements in the forest?
- How will this work affect the health and safety of people working in or visiting the forest?
- Who else do you need to liaise with in relation to the forest operations, for example, individuals or communities affected by timber transport, or are there any Local Authority 'Timber Haulage Plan' restrictions?

Your FWM, along with the contractor, is legally required to ensure that welfare facilities are provided for the workers. This provision will be based on their assessment of how many workers will need the facilities and for how long, to ensure the provision is suitable and sufficient. The FWM will want to discuss with you where the facilities may be best placed and how they will be secured and serviced while on your land. Once you are aware of who else may be accessing the worksite at other times, you can meet your co-ordinating duty in this respect too. See [FISA Guide 806](#) for further guidance on welfare provision for forestry work sites.

2.4 Control changes

Landowners should ensure that arrangements agreed to ensure the safety of those working in and using the forest are put in place and maintained for the duration of the forestry work.

Unexpected changes can introduce new risks. Be alert for changes to other activities on your land that may affect the forestry work or the access routes. If anything changes or is likely to change, inform the FWM without delay so that they can plan and act to manage risks effectively.

Changes to the forestry work plans are the FWM's responsibility. If the FWM needs to make changes due to weather or other circumstances, they should liaise with you in case the changes might affect your other activities. You must then work together to co-ordinate and implement any new safety measures.

2.5 Monitor standards

As Landowner you are not expected to directly supervise the work as this is the FWM's role. However, you should keep in regular contact with the FWM to ensure communication is working effectively.

It is also good practice to periodically monitor that the safe working practices proposed by the FWM are being delivered on site. This is particularly important for procedures that have been put in place to protect members of the public.

If anything is not as expected, contact the FWM and ask them to resolve and/or explain it. **If anything appears to you to be unsafe or unacceptable you should consider pausing the work immediately until it is explained and/or corrected by the FWM.**

Industry Guidance for Contractors

1. Introduction

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- 1.2 Who is a Contractor?
- 1.3 What is the Contractor's role?

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- 2.1 Plan and manage your work
- 2.2 Provide the right supervision
- 2.3 Co-operate and communicate with other duty holders
- 2.4 Consult with employees
- 2.5 Prepare the site-specific risk assessments
- 2.6 Provide for welfare facilities
- 2.7 Ensure a site induction is provided
- 2.8 Appoint workers and sub-contractors

3. What information do you need?

4. What information must you provide?

5. What could it look like in practice?

- 5.1 Before you start on site
- 5.2 While working on site

1. Introduction

During forestry operations, Contractors, Sub-contractors and other forestry workers are the people most at risk. It is the people working on the ground who would suffer directly as a result of poor health and safety standards.

You have a responsibility to manage your work and the work of your employees and to co-ordinate and co-operate with the Forest Works Manager (FWM) and sub-contractors and others on site. The term manage includes planning, managing, monitoring and co-ordinating work under your control to ensure health and safety are achieved.

The effort you devote to carrying out your duties should be in proportion to the size and complexity of the project and the range and nature of the health and safety risks involved.

Thorough planning, risk assessment and supervision are essential elements of all work and help ensure safe and effective operations.

1.1 General introduction

This guide is based on sound industry practice and will particularly help small businesses and organisations to deliver forestry operations in a way to help avoid injury and ill health.

There are five guides – one for each of the main roles that may be involved in forestry operations. These guides seek to help everyone better understand what they and others need to do to work well together, to comply with safety law and to conduct forestry work in a safe and healthy manner.

The five guides are:

- Landowner (including Agent)
- Forestry Works Manager (FWM)
- Contractor
- Sub-contractor
- Worker

1.2 Who is a Contractor?

Anyone who directly engages forestry workers or manages forestry work is a contractor. A contractor may be an individual, a sole trader, a self-employed worker or a business which carries out, manages or controls forestry work. This includes companies that use their own workforce to do forestry work on their own premises.

The duties of contractors apply whether their workers are employees, self-employed or agency workers.

1.3 What is the Contractor's role?

The main duty of a contractor is to plan and manage the forestry work under their control, so that it is carried out effectively and in a way that controls the risks to health and safety.

Contractors have a range of other duties that depend on whether more than one contractor is involved in the project. If more than one contractor is involved, each has duties to co-ordinate their activities with the others – in particular complying with directions given to them by the FWM.

A summary of all the main forestry work roles can be found in **Annex A**.

2. What do you have to do?

2.1 Plan and manage your work

To plan, manage and control health and safety risks you will need to:

Plan

Planning and carrying out commercial forestry operations involves a number of health and safety tasks. As a contractor it is your responsibility to:

- address the FWM's instructions regarding the Landowner's requirements and understand any pre-work information provided by the FWM, e.g. the Outline Risk Assessment
- identify high-risk elements of work, e.g. use of chainsaws, and eliminate such operations where possible
- develop a site-specific risk assessment and safe systems of work in collaboration with the FWM. Ensure the assessment appropriately considers associated activities such as low loaders, fuelling and other haulage.
- ensure those carrying out your work have the right skills, knowledge and awareness, current and relevant training, experience and supervision
- ensure those carrying out your work have the right plant, tools, equipment, materials and personal protective equipment
- appoint a competent supervisor to ensure adequate supervision

- agree with the FWM how information will be exchanged to allow both of you, and other contractors, to manage health and safety
- inform the FWM of any intention to sub-contract elements of your work and have arrangements in place to ensure the competence of these sub-contractors
- discuss with the FWM specific aspects of the site (and the Landowner's requirements) if they affect safe working practices (such as those set out in FISA and other industry best practice guides)
- consider how your work might affect anyone else likely to come onto the worksite or into contact with the work.

Manage

You will manage the work of your employees and your sub-contractors on the site. To avoid each putting the others, or anyone else, at risk, it is your responsibility to:

- pass on relevant information and instructions to workers. Do this by briefing workers on the FWM's Outline Risk Assessment and your site-specific risk assessments. For higher-risk tasks, use a method statement to outline the agreed method, sequence and control measures to be used.
- ensure that your workers comply with the site safety rules and risk controls
- manage and supervise your employees and sub-contractors to ensure safe working even in your absence
- co-ordinate your work with that of other contractors where necessary and involve the FWM
- ensure your workers receive a meaningful site induction
- allow workers sufficient time to prepare and to carry out the work in a safe manner
- listen to issues raised by sub-contractors and workers and escalate issues to the FWM that you are unable to address
- manage changes (e.g. in site conditions, personal or instructions) and update plans, risk assessments and briefings accordingly.

Risk assessment resources, including a site-specific risk assessment template, are available from the FISA website at www.ukfisa.com/safety-information/safety-library/risk-assessment.html

2.2 Provide the right supervision

You can assess the degree of supervision you will need to provide by considering the skills, knowledge, training,

experience and likely behaviour of the workers, as well as the level of risk associated with each aspect of the work.

You should ensure that those managing and supervising the work have the right blend of skills, knowledge, training and experience and that you have enough supervisors to cover for absences. The supervisor ought to be familiar with the type of work planned and you must ensure that your supervisors' training and experience are relevant and current.

You must ensure that operations are supervised enough to ensure that:

- all work is safe and complies with the site safety rules and agreed control measures
- work complies with relevant legislation and industry guidance
- all accidents, near misses and changes to agreed systems of work are reported.

Where the work involves high-risk activities, an appointed person must control that activity. If the supervisor has to leave site for any reason, you must arrange for another person to cover that role and inform everyone else of the change. This will include supervision of works and responsibility for management of the site.

2.3 Co-operate and communicate with the other duty holders

You have a key role to play in co-operating with the FWM and other contractors. Your work, or that of another contractor, could affect the health and safety of your workers and others, so to ensure that the risks are properly managed and controlled, you will need to co-operate with others.

All contractors (including supporting operations such as fuel deliveries and haulage, contractors nominated by the Landowner and the self-employed) have a part to play in ensuring that the site is a safe place to work. The key to this is proper co-ordination of the work, underpinned by good communication and co-operation between all those involved.

You have a responsibility to establish and maintain good lines of two-way communication between all parties both on and off site and for visitors on site. This is essential to facilitate monitoring of site safety by you and the FWM.

2.4 Consult with employees

Worksites where workers are involved in helping to make decisions about health and safety tend to be safer and healthier. Collaboration with your workers helps you to manage health and safety in a practical way by:

- helping you to spot workplace risks
- making sure health and safety controls are practical
- increasing the level of commitment to working in a safe and healthy way.

You need to consult all your employees, in good time, on health and safety matters. Consultation involves passing on information and providing explanations and also listening to each other and taking account of other views before making decisions that affect health and safety.

Issues you should consider consulting your employees about include:

- risks arising from their work
- risks arising from others' work or the environment they are working in
- proposals to manage and/or control these risks
- the best ways of providing information and training for them.

For further information on your legal duties refer to the HSE leaflet '*Consulting employees on health and safety: A brief guide to the law*' (INDG232), which can be downloaded from www.hse.gov.uk/pubns/indg232.htm

2.5 Prepare site-specific risk assessments

It is the FWM's responsibility to give you relevant information about the worksite including any constraints from the Landowner and an Outline Risk Assessment that tells you about the hazards and risks of the site itself (and also the welfare arrangements to be agreed with you). You will need this information to do the site-specific risk assessments for your work. If such information is not provided then you are responsible for requesting it. The FWM can also go back to the Landowner for clarifications or more information for you.

To create your site-specific risk assessments, you should seek to involve the FWM and your workers and sub-contractors. Using the knowledge and experience of all who will be involved will result in better assessments: it will improve co-ordination and the risk controls will be realistic and understood by all.

A site-specific risk assessment must be developed as soon as is practical before starting the work. It should identify risk

controls for all the immediate issues, such as site- and task-related hazards, and also for the supporting works, such as fuel deliveries, offloading of equipment, creation of access tracks and manual handling of materials. It is a living document and should be reviewed if anything changes, or if the work has to pause for a period of time.

The risk assessment should be:

- proportionate to the size and nature of the work, and the risks involved
- thorough, well-considered and relevant to the work and the site
- workable and realistic
- sufficiently developed to allow work to start on site
- regularly reviewed and updated or expanded when circumstances change, such as additional operations or changes in site conditions
- shared with the workers and the FWM .

The FWM will need to confirm that you have created appropriate site-specific risk assessments before any work can start.

2.6 Provide for welfare facilities

The Workplace (Health, Safety and Welfare) Regulations 1992 place the legal responsibility on either or both the contractor (Regulation 4(1)) and the FWM (Regulation 4(2)) to provide, so far as is reasonably practicable, suitable and sufficient welfare facilities for those at work. Under Regulation 3(4) the welfare provisions to be considered for forestry activities include toilets, washing facilities (clean, hot and cold or warm running water) and drinking water.

You should ensure that such facilities are provided by agreeing with the FWM who will take responsibility for each of them. Generally, this will be you or the FWM, or both of you. The agreed provider(s) should assess the welfare needs of those who will be working on site as part of the risk assessment process. The assessment should consider how many workers will need the facilities, and how long they will be needed for, to ensure the provision is sufficient. The assessment also needs to justify the chosen type of facility to ensure the provision is suitable and recorded this in the Outline Risk Assessment. See [FISA 806 Welfare Guide](#) for further guidance on assessing welfare provision.

The assessed 'suitable and sufficient' welfare facilities can be delivered in a variety of ways. They can, for example, be delivered directly by the FWM or the

contractor, hired in as a service from other contractors, through use of the Landowner's or a third-party's facilities nearby, or a mixture of several solutions.

For further information see the HSE's '*Approved Code of Practice and Guidance*' for the Workplace (Health, Safety and Welfare) Regulations 1992 at

<http://www.hse.gov.uk/pubns/books/l24.htm>

2.7 Ensure site induction is provided

All workers must receive a site induction. The induction should be site-specific and cover the health and safety risks identified in the FWM's Outline Risk Assessment and in the relevant site-specific risk assessments, and the controls required. The detail provided in the induction should be relevant to the size and scope of the works and the level of risk involved.

The following induction topics should be considered:

- an outline of the work and the sequence
- management of the site, for example, who the manager is
- access and egress to the site and any work-time restrictions
- site-specific health and safety risks, for example, any requirement to work near overhead cables
- lone working rules
- control measures on site, for example, site safety rules, PPE, shared use of the site and restrictions on works
- dealing with emergencies, including first aid arrangements
- accident and incident reporting arrangements
- training details, for example, provision of toolbox talks and task briefings
- an individual worker's responsibility for health and safety.

In no circumstances should any worker commence work on the site without being in receipt of site information via an induction process. The FWM needs to manage and coordinate this process.

2.8 Appoint workers and sub-contractors

When you employ or control people doing work for you, you must make sure that:

- they have relevant and current skills, knowledge, training and experience to do the job safely and without putting their own or others' health and safety at risk

- they are properly supervised and are given clear instructions
- they have the right tools, equipment, plant, materials and protective clothing
- you talk with them (or their representatives) about health and safety issues
- you make arrangements for employees' occupational health where required, e.g. HAVS screening.

Additional information, instruction, training and supervision will be needed to support those who are still developing their experience in order to help them become self-sufficient in safe and healthy work practices.

You must select sub-contractors who are competent and have made adequate provision for health and safety. Any appointment of sub-contractors will be agreed with the FWM.

The best way to judge competence is to observe a worker or sub-contractor actually working and obtain copies of training records and prior relevant experience, e.g. in logbooks.

3. What information do you need?

As the Contractor, you should receive relevant information before you start work on site and updated information during the work.

You should expect from the **FWM**:

- details of unusual or significant risks and constraints on the timing or order of work
- specific risk controls and arrangements relating to the property
- details of preparation and lead-in time
- appropriate site rules and a suitable site induction
- details of health and safety conditions to be met by you or your workers
- arrangements for reporting unsafe behaviours or conditions
- the procedures to be followed in the event of serious and imminent danger
- details of the use of the agreed welfare facilities, as justified in the FWM's Outline Risk Assessment
- adequate safety management and planning for the contract.

You should expect from **Sub-contractors and Workers**:

- compliance with risk controls and site rules
- constructive feedback on site practice

- evidence of current training and experience relevant to the risks of the project
- the ability to stop work and report anything which might endanger themselves or others.

4. What information must you provide?

You should provide relevant information before your time on the project and updated information during the project.

You must provide your **Employees** and/or **Sub-contractors** with:

- access to the risk assessments
- site rules
- information about the work, including the nature of the work, the location and duration of the work
- access to the welfare facilities.

You must provide the **FWM** with:

- your site-specific risk assessments and any input to the FWM's Outline Risk Assessment
- evidence of relevant insurances
- copies of relevant competencies and training
- copies of site records, where requested.

5. What could it look like in practice?

As the contractor you must carry out defined duties to fulfil your role. Here are some suggestions for ways to do this adequately.

5.1 Before you start on site

Manage the risks to the safety or health of your workers and others nearby who could be affected by your work.

You can do this in several ways.

- If you will be the only contractor on the project, check that the Landowner/FWM is aware of their duties and whether they have any particular site rules or standards
- Visit the site, check the access arrangements and consider the safest methods for your workers to carry out the work
- Find out whether other work will take place at the same time as yours and agree how any interfaces with other contractors will be managed
- Find out what hazards there are on the site and whether they are within the work area or along any access route

- Think about how long it will take you to organise your workers and any plant and materials they will need, so you can estimate when you will be ready to start
- Check your proposed workers' skills, knowledge, training and experience and arrange any retraining or refresher training where necessary
- Assess the degree of information, instruction and supervision required, taking into account the nature of the work and the training, experience and likely behaviour of your workers
- Make arrangements to provide adequate supervision by those with appropriate training, experience and leadership qualities for the risks which the project is likely to involve
- Check what welfare facilities are available, in case you need to organise anything else
- Check what first aid provision will be required for the work you are undertaking, the workers you are using and the location in which you are working. Make different arrangements for remote or difficult to access locations
- Consider the implications if any of your workers have known health issues
- Communicate the method of work that the workers need to follow, particularly if the control measures are unusual or not obvious. Focus on the work activities where there is most risk of injury or ill health
- You may need to share your method of work with other contractors so they can take it into account when planning and organising their work. One way of doing this is to record it in a risk assessment and method statement
- Arrange for your workers, plant and materials to arrive on site at the allocated time.

5.2 While working on site

Manage the risks to the safety and health of your workers and others who could be affected by your work. You can do this in several ways.

- Set a personal example by challenging any unsafe behaviour or practice and not ignoring it, and by always wearing the necessary PPE
- Ensure you and your workers receive site induction. It is your responsibility to carry out the site induction
- Provide instructions to your workers on what needs to be done and, importantly, how you intend the

work to be done, in which order and with what equipment, especially when it involves machinery

- Ensure anyone in a supervisory role has the necessary skills, technical knowledge, training, experience and leadership qualities for the work
- Brief your workers on what is expected of them and consider any suggestions from them on better ways of working
- Ensure your workers know what to do in the event of any likely emergency
- Ensure your workers are complying with the site rules and working in accordance with how you intend the work to be done
- Liaise with the Landowner/FWM and keep them informed of any changes to your planned working method in case it has an impact on other plans
- Liaise with other contractors and the Landowner/FWM and co-operate with reasonable suggestions for reducing risks to health and safety on the site. These suggestions could arise as a result of engaging with the workers
- Check your plant and equipment and, when necessary, maintain, repair or replace it following manufacturer's guidelines.

Industry Guidance for Forestry Works Manager (FWM)

1. Introduction

- 1.1 General introduction
- 1.2 Who is the FWM?
- 1.3 What is the FWM's role?
- 1.4 What a good FWM looks like

2. What do you have to do?

- 2.1 Engage with the contractor before work starts on site
- 2.2 Manage and mitigate risks (pre-work on site)
- 2.3 Plan and manage your work
- 2.4 Appoint competent contractors
- 2.5 Co-operate and communicate with others
- 2.6 Build a safety-first culture into operational plans
- 2.7 Manage the risk assessment process
- 2.8 Co-ordinate and attend site induction meetings
- 2.9 Provide for welfare facilities
- 2.10 Monitor health, safety and environmental standards on site
- 2.11 Manage third-party access

3. What information do you need?

4. What information must you provide?

5. What could it look like in practice?

1. Introduction

During forestry operations, Contractors, Sub-contractors and other forestry workers are the people most at risk. It is the people working on the ground who would suffer directly as a result of poor health and safety standards.

Effective and timely planning, risk assessment and supervision are essential to ensure safe operations.

1.1 General introduction

This guide is based on sound industry practice and will particularly help small businesses and organisations to deliver forestry operations in a way to help avoid injury and ill health.

There are five guides – one for each of the main roles that may be involved in forestry operations. These guides seek to help everyone better understand what they and others need to do to work well together, to comply with safety law and to conduct forestry work in a safe and healthy manner.

The five guides are:

- Landowner (including Agent)
- Forestry Works Manager (FWM)
- Contractor
- Sub-contractor
- Worker

1.2 Who is the FWM?

Of all of the roles associated with this guidance, the FWM is the most important Duty Holder.

The FWM is the person or organisation who commissions the work on a forestry site. They can be a sole trader, forestry agent, timber buyer or contractor. They are typically an employee of an organisation who contracts, directs and instructs the work, including any haulage operations. They can at times also be the Landowner, for example when a Landowner directly engages contractors to carry out the forestry operation.

1.3 What is the FWM's role?

As FWM you are responsible for:

- ensuring all risks are planned for and effective controls are in place to reduce them or remove them from the work
- commissioning competent contractors and/or hauliers

- supervision of the health, safety and environmental standards on the worksite and/or haulage operations.

You are the 'go to' person with respect to any decision making that may affect the health and safety of contractors, their employees and members of the public who may be affected by work taking place on the site. You provide the management link between the Landowner and those commissioned to work the site, and you are critical in developing a 'safety-first' culture in the delivery of forestry operations.

A summary of all the main forestry work roles can be found in Annex A. Throughout this guide there are a number of lists of tasks an FWM should undertake and issues they should consider. These lists are for your guidance and they are not exhaustive. As FWM, you must still consider carefully what might be required in each specific work situation to deliver safe forestry operations.

1.4 What a good FWM looks like

As the FWM, the function of planning and implementing the required standards of safety, health and welfare lies with you. As an organisation or individual, you are required to co-ordinate this process and its outputs, ensuring that they are suitable and sufficient to control the risks arising from the activities undertaken on the site.

To achieve this, you need to have a suitable combination of training, skills, experience and knowledge which matches the risks that will foreseeably arise. You need the ability to lead and challenge all those involved in the work, whether they are landowner, contractors or individual workers. You will also need to know your limitations and recognise when it is necessary to acquire competent assistance from outside your organisation.

Effective leadership from you as FWM is key and will help to determine how safe your site is and the number of accidents, incidents and ill-health cases that arise. The absence of good leadership is often at the root of unsafe work practices.

Good leadership involves, amongst other things:

- visible, active commitment to the health, safety and welfare of those undertaking forestry operations
- effective communication arrangements that also ensure competent advice from whatever source is listened to and acted on
- effective management structures that integrate with all duty holders involved in the site

- the integration of good health and safety management with business decisions
- contractor and worker involvement
- challenging unsafe or poor practices
- monitoring, reporting and reviewing performance.

2. What do you have to do?

2.1 Engage with the contractor before work starts on site

The site information provided to you by the Landowner has a fundamental bearing on the operational delivery of the site, which in turn is fundamental to the health, safety and wellbeing of the contractors/sub-contractors commissioned by you to work on the site.

Before work starts you should hold a Pre-Commencement Meeting with your contractor (and include the Landowner and the contractor's workers and/or chainsaw cutters if needs be) to 'walk through' your Outline Risk Assessment and discuss how the planned working methods and risk controls will actually work on that particular site. This gives those involved another chance to review, together, the information about the site, to see the hazards, to check the work plans, access and welfare arrangements and, critically, to agree changes before anything starts.

It is essential that high-risk activities (such as chainsaw work) are at the centre of site planning to avoid causing unintended difficulties, additional hazards or unsafe conditions for those high-risk activities at a later stage. If neither you nor the contractor is competent to perform a specialist aspect of the work, and you cannot get those workers to site in advance to help with your planning, get early advice from another competent person instead.

What should be done ahead of the Pre-commencement meeting:

- check with the Landowner that all of their requirements and the known hazards have been identified
- decide if the information received is suitable and sufficient to allow the work to proceed safely
- check that the people you have engaged to carry out the work are suitably competent to manage the site-specific risks effectively
- check there are appropriate resources, including time, available to carry out the works safely
- work with, and seek advice from, your contractors and other stakeholders such as Electricity Network

Operators to develop your work plans, risk assessments and safe systems of work

- advise the Landowner if their requirements need to be adapted to accommodate safe systems of work for the worksite
- agree a final operational plan for the site with the Landowner that takes full account of the hazards and risks identified.

2.2 Manage and mitigate risks (pre-work on site)

Outline Risk Assessment using information from the Landowner along with your knowledge and experience to ensure that your contractor and their sub-contractors are aware of the hazards on the site and how the risks are to be managed.

As FWM you should:

- assess the hazards and risks through the risk assessment process (risk – severity – control)
- identify the high-risk aspects of the work, e.g. use of chainsaws, and try to eliminate or significantly reduce these where possible
- consider whether early work will compromise the safety of later work and plan to avoid that scenario (for example, will harvester produce or log stacks be in the way of chainsaw users?)
- include welfare considerations for workers in your assessment and justify the agreed arrangements
- ensure that all risk controls are costed and built into the operational plan
- plan for the whole job and challenge assumptions that may create risk (such as the 'we'll deal with that later' approach)
- manage the expectations of the Landowner and others in relation to controlling and managing risks
- where special biosecurity management is required for a particular site, plan how and where workers will wash themselves, clothing and equipment as necessary.

2.3 Plan and manage your work

As FWM you must have enough resources available to you to properly fulfil your role. You will need to plan and manage your time effectively to do everything you need to do well. If you decide to delegate any aspect of your role to others, your instructions have to be clear, so check they understand what you are asking them to do.

To plan for health and safety you will:

- set aside enough time and resources to plan the work in full and from end to end
- get familiar with the worksite and make contingency plans if changes to work conditions change the risks involved
- ensure those carrying out your work are competent, i.e. they have the right skills, certificates, knowledge and awareness, current and relevant training, experience and supervision
- ensure those carrying out your work have the right plant, tools, equipment, materials and personal protective equipment
- ensure adequate supervision of the work on site and have systems and methods in place to monitor (see section 2.10: 'health, safety and environmental standards on site')
- have an emergency response system in place
- agree with the contractor how information will be exchanged to allow both of you, and other contractors, to manage health and safety
- agree and record with the contractor any delegated areas of responsibility for the site
- plan how the work might affect others who are likely to come into contact with work or with the worksite, e.g. members of the public.

To manage health and safety risks you will:

- pass on relevant information and instructions to the contractor. This should be done by briefing the contractor on the operational plan, risk assessment and, for higher-risk tasks, agreeing a method statement with the contractor which outlines the planned method, sequence and control measures
- ensure that there is an induction process in place for new operatives who did not attend the initial pre-commencement meeting/site induction
- ensure that any information which changes the method of work on the site is discussed with all involved in the work
- provide management advice and support to the contractor when it is sought
- ensure all risk assessments and associated documentation are managed, discussed and kept relevant throughout operational delivery
- hold toolbox talks to discuss safety issues on site, involving the Landowner when necessary

- report any safety issues/accidents to the appropriate bodies/parties
- ensure that sufficient time and resources are available to you to manage the operation from beginning to end
- have in place processes for checking first aid kit replenishment and the safety and security of chemicals and fuels etc.
- have in place an emergency plan for the site including emergency contact details, access to and egress from the worksite and worksite grid references
- ensure emergency situations have been planned for and that operators are trained and competent to deal with them
- ensure that risks to members of the public are managed effectively through safe working methods.

2.4 Appoint competent contractors

The FWM has the principal responsibility to commission people who will deliver the range of works associated with the operational site. This means you need to ensure that every individual is competent to perform their element of the work required.

When you employ or control people doing work for you, you should consider:

- Do your contractors have the relevant and current skills, knowledge, training and experience to do the job safely and without putting their own or others' health and safety at risk?
- Do your contractors have sufficient resources to carry out the work safely?
- Can you assure to the Landowner that operator and machinery competencies/certification match the required work?
- Is all competency and machinery certification relevant and up to date?
- Are systems in place to manage competency certification (validity, refresher training etc.)?
- Are systems in place to manage lone working?
- Do operators have the right tools, equipment, plant, materials and protective clothing (incorporating maintenance schedules where appropriate)?
- Do operators have spill kits to deal with escapes of chemicals, fuels and oils?

- Are you fulfilling your responsibilities in relation to health and wellbeing such as, for example, lone working, HAVs, WBV and exposure to noise, pesticides and tick-borne diseases?
- Are adequate welfare facilities provided for those on site through the agreement of whoever is responsible (either the FWM and/or the contractor)? See section 2.9 for legal responsibilities.

2.5 Co-operate and communicate with others

As FWM, you are the manager of the site and all communications that may affect the overall health and safety and wellbeing of individuals on the site must come through you, so make sure you ask others to keep you informed.

You have a key role in co-operating with the Landowner and co-ordinating the activities of your employees and contractors with any other work or activities that may be taking place nearby. This needs considerable diligence from you so that nothing is overlooked, and at all times a 'safety-first' attitude should prevail. You may need to look beyond the immediate land-holding too and co-ordinate with other FWMs working nearby, for example over the use of small access roads, or the provisions of Local Authority haulage plans.

The Landowner and your contractors all have a part to play in ensuring that the site is safe to work, but you have the overall responsibility for ensuring that it actually happens.

2.6 Build a safety-first culture into operational plans

The Landowner must give you information about the hazards, risks and constraints associated with the site (see section 2.1: 'Engage with the Landowner before work starts on site'). This may be map-based or written information. Maps are a most effective way to communicate locations and site information to contractors and their workers.

To reinforce a safety-first culture, FWMs must create an emergency plan for the site which incorporates the following health and safety information (see *FISA 802 Emergency Planning*):

- location and emergency grid reference numbers
- emergency contact details
- welfare facility location and first aid point
- hazardous substances secure point (chemicals, fuels, oils, etc.)
- management of third-party access and egress.

The above information contained in a plan or a cab-card can make all the difference in the event of an incident or emergency, and it can be discussed and confirmed at the Pre-Commencement Meeting.

2.7 Manage the risk assessment process

As FWM, you are required to initiate and oversee the risk assessment process. You should use the information the Landowner has given you about site hazards, along with your own knowledge and experience of the work, to develop your Outline Risk Assessment. You will pass this assessment to the contractor(s) who will rely on it to inform their site-specific risk assessments for the work they will undertake. As FWM you should work with the contractor(s) on this and seek to bring in the expertise and knowledge of workers and chainsaw and/or machine operators as necessary, to agree how the various hazards and risks are to be managed. This should not be an onerous task, but it is a critical one.

An inclusive risk assessment approach like this will make it a site-specific exercise and the resulting control measures that you all identify will be realistic, agreed and deliverable.

A risk assessment helps to establish:

- the opportunities to avoid high-risk operations such as chainsaw work by using other methods or modifying the work
- the planning, management and supervision that will be required for any necessary high-risk operations
- the appropriate equipment and machinery suitable for the terrain and the work – for example, use of a harvester, forwarder or cable crane
- the separation of work on the site to accommodate risk zones
- the levels of skill, experience, training and competences needed to work the site safely
- the physical control measures and safe working practices to protect the health and safety of those working on the site or those who may be affected by the work such as hauliers, third parties, members of the public etc.
- how the site can be left in a suitably safe condition when work is completed.

2.8 Co-ordinate and attend site induction meetings

Worksites and operators will change, sometimes unexpectedly, and this change needs to be managed. As FWM you should know who is on your worksite at all

times and what their role is. This is a fundamental health and wellbeing component of safety management.

After the work has started, any new worker/operator needs to be inducted to the site. You should:

- have arrangements that alert everyone on site to worker/operator changes
- have arrangements to provide new workers with all of the site information (risk assessments, operational plan etc.) before they start work and ensure they understand it
- arrange for the operator to be inducted to the site by you or a delegated person before they start work
- ensure that arrangements for other visitors to site (service providers, deliveries etc.) are in place.

In no circumstances should any worker commence work on the site without being in receipt of site information via an induction process. The FWM needs to manage and coordinate this process.

2.9 Provide for welfare facilities

The Workplace (Health, Safety and Welfare) Regulations 1992 place the legal responsibility on either or both the contractor (Regulation 4(1)) and the FWM (Regulation 4(2)) to provide, so far as is reasonably practicable, suitable and sufficient welfare facilities for those at work. Under Regulation 3(4) the welfare provisions to be considered for forestry activities include toilets, washing facilities (clean, hot and cold or warm running water) and drinking water.

As FWM you must ensure that such facilities are provided by agreeing who will take responsibility for each of them. Generally, this will be you or the contractor, or both of you. The FWM should assess the welfare needs of those who will be working on site as part of their Outline Risk Assessment. That assessment should consider how many workers will need the facilities, and how long they will be needed for, to ensure the provision is sufficient. The assessment also needs to justify the chosen type of facility to ensure the provision is suitable and to record this in the Outline Risk Assessment. See *FISA 806 Welfare Guide* for further guidance on assessing welfare provision.

The assessed 'suitable and sufficient' welfare facilities can be delivered in a variety of ways. They can, for example, be delivered directly by the FWM or the contractor, hired in as a service from other contractors, through use of the Landowner's or a third-party's facilities nearby, or a mixture of several solutions.

For further information see the HSE's '*Approved Code of Practice and Guidance*' for the Workplace (Health, Safety and Welfare) Regulations 1992 at www.hse.gov.uk/pubns/books/l24.htm

2.10 Monitor health, safety and environmental standards on site

As FWM, you are required to supervise health, safety and environmental standards whilst work takes place and the Landowner will want to check that you are doing this.

You are the main point of contact for the Landowner, your contractor and, if necessary, the Health & Safety Executive (HSE). Supervision is required whenever work takes place (including haulage or site clear-up operations). Frequency of supervision should be proportional to the worksite levels of complexity, hazard and risk. You may delegate some part of the day-to-day supervision, but an appropriate level of supervision by you as the FWM is essential.

If you do not supervise health and safety on the site, all the planning for safe working may be of little value. Supervision involves taking a critical look at what is happening across the whole site and taking immediate action to address any lapse in health and safety standards.

As FWM, you have the following management responsibilities:

- supervise the work to ensure contractors are working safely, following risk assessments and using the agreed methods of work
- ensure there are arrangements to record site visits (deliveries etc.) and act on any issues that compromise health, safety and environmental standards on site
- review risk assessments alongside the actual work and respond effectively to any new or unexpected risks
- discuss changes to the risk assessment with those working on the site in order to implement any new controls to manage the risks
- hold regular toolbox talks to check progress, maintenance and the achievement of standards
- update the Landowner on any issues that may require a change to the original plan of work
- where high-risk operations have been identified, e.g. chainsaw work, ensure controls identified in the site-specific risk assessment are being implemented. Chainsaw work should already have been identified in the Outline Risk Assessment.

- ensure anyone in a supervisory role has the necessary skills, technical knowledge, training, experience and leadership qualities for the work
- be mindful of the impact of your contractors' work on later stages of the job, e.g. haulage activities
- ensure that suitable welfare provision is in place.

When visiting the site:

- lead by example: make sure site rules are followed
- be proactive in your approach: speak to contractors about the safe working practices, their implementation and practicability
- when presented with challenges, be seen to act upon them
- do not wait to be told to act by the Landowner: act on your own observations, or involve the Landowner if their input is required.

Demonstrating the above behaviours is essential to ensuring a safety-first culture on site.

2.11 Manage third-party access

As FWM you are required to manage and conduct operations in such a way as to ensure, so far as is reasonably practicable, that no individuals are exposed to any risks to their health and safety. Safety signage is an essential aspect of this, and as FWM you should have robust systems to adequately sign the worksite (and to maintain the signs) to warn approaching people of danger and any restrictions to access (or diversions). The industry guidance for worksite signage is in the publication at this link www.ukfisa.com/safety-information/safety-library/site-safety/managing-public-safety-on-harvesting-sites1.html

You are responsible for third-party access to the worksite (or shared access routes) as part of the job, such as haulage, plant deliveries and water deliveries to spraying operations. You must also make arrangements for managing formal recreation, e.g. waymarked walks, cycle routes etc., where they will be affected by your work. However, there are also a number of other access arrangements that will need to be managed, including:

- fuel deliveries to the contractors' plant
- designating safe areas for repair, maintenance and servicing of machines
- informal recreational access
- wildlife control and monitoring

- general access for business activities, e.g. post and household deliveries, power companies, wildlife management.

You will need to have arrangements in place to manage the known constraints and hazards identified by the Landowner, but they need to be robust enough to help manage and respond to unexpected situations too. Third-party access can be managed by a worker on site who has the knowledge and delegated authority to co-ordinate the work with any planned and unplanned access needs.

3. What information do you need?

Section 2 is all about your specific responsibilities and how you deliver on them. You will have received and acted on relevant information from the Landowner and your contractor in order to inform the risk assessment process. However, you will need to consider other information to support your assessments and decisions too, for example:

- industry best practice guides and codes of practice (e.g. UKFS forest and water guidelines/EA/SEPA)
- HSE guidance and publications (e.g. GS6 – 'Avoiding Danger from Overhead Powerlines')
- FISA Safety Guides
- legislation (Health and Safety at Work Act (HASAWA), Welfare regulations etc.)
- training courses (in-house developed, electrical awareness training etc.)
- shared learning both from within the industry and with other industry partners
- research documents (Forest Research and industry publications)
- professional colleagues and industry leads, e.g. asking a skilled chainsaw operator for input to site planning and site-specific risk assessments.

Using industry-wide information will help you develop your knowledge to plan and manage forestry works with high standards of safety, environmental protection and welfare built in.

4. What information must you provide?

As FWM, you must provide relevant information before work starts and during your time on the worksite. When new risks emerge, the risk assessments and other documentation have to be updated to reflect the risks and any new controls. These changed documents must

be passed to the Landowner and your contractors without delay.

You must provide the **Landowner** with:

- risk assessments
- evidence of relevant insurances
- copies of relevant competencies and training
- copies of site records, where requested
- compliance with site rules and risk controls
- constructive feedback on site practice
- notification of any safety incidents/accidents
- information about material changes to the site arrangements for safety or practical reasons.

You must provide **Contractors/Sub-contractors** with:

- your Outline Risk Assessment
- site safety rules
- operational plans
- maps (hazards and constraints, emergency access points etc.)
- information about the work, including the nature of the work, its location and duration
- method statements (if required).

- All contractors and workers are competent and hold the relevant certification/qualifications
- All contractors are being supervised and they have, and understand, the most up-to-date information
- All supervisors are competent to carry out their responsibilities and act on any problems
- Welfare and healthcare provisions have been considered and assessed
- First aid provision and emergency procedures are understood by all
- Third-party access is being effectively managed.

5. What could it look like in practice?

The previous sections of this guide describe the different components of what goes into good practice for health, safety, wellbeing and environmental protection in forestry work. The FWM role (supported by the contractor and others) is responsible for bringing all those components together, tailored as required for each site, to deliver an effective operation that also meets a 'safety-first' objective.

What could it look like in practice?

- From Landowner to Sub-contractor and Worker, everyone is aware of their roles and associated responsibilities
- High-risk operations have been identified and are being managed accordingly
- All work is being carried out using safe working methods and with due regard to the environment.
- All hazards and constraints are identified, and all risks are managed
- All aspects of the work interface well with each other and are properly sequenced
- All operations are adequately resourced and timed

Industry Guidance for Sub-contractors

1. Introduction

- 1.1 General introduction
- 1.2 Who is a Sub-contractor?
- 1.3 What is the Sub-contractor's role?

2. What do you have to do?

- 2.1 Co-operate and communicate with others
- 2.2 Manage your personal health and safety
- 2.3 Carry out site-specific risk assessments
- 2.4 Provide adequate supervision for employees
- 2.5 Report any unsafe practices, conditions or occurrences

3. What information do you need?

4. What information must you provide?

5. What could it look like in practice?

- 5.1 Before you start on site
- 5.2 While working on site

1. Introduction

During forestry operations, Contractors, Sub-contractors and other forestry workers are the people most at risk. It is the people working on the ground who would suffer directly because of poor health and safety standards or practice.

You have a responsibility to manage your work and the work of your employees, and to co-ordinate and co-operate with the contractor who has engaged you, as well as the Forest Works Manager (FWM) and others on site. The term manage includes planning, managing, monitoring and co-ordinating work under your control to ensure health and safety standards are achieved.

The effort that you devote to carrying out your duties should be in proportion to the size, complexity and degree of risk of the project as these generally determine the range and nature of the health and safety risks involved.

Thorough planning, risk assessment and supervision are essential elements of all work to help ensure safe and effective operations.

1.1 General introduction

This guide is based on sound industry practice and will particularly help small businesses and organisations to deliver forestry operations in a way to help avoid injury and ill health.

There are five guides – one for each of the main roles that may be involved in forestry operations. These guides seek to help everyone better understand what they and others need to do to work well together, to comply with safety law and to conduct forestry work in a safe and healthy manner.

The five guides are:

- Landowner (including Agent)
- Forestry Works Manager (FWM)
- Contractor
- Sub-contractor
- Worker

1.2 Who is a Sub-contractor?

Anyone engaged by a contractor to work for them on a contract basis rather than by direct employment. A sub-contractor may be an individual, a sole trader, a self-employed worker or a business who carries out, manages or controls forestry work.

You do not have to be engaged directly in the forestry work on site to be a sub-contractor. If the contractor brings you to site to work for them in any capacity but does not employ you directly then you are a sub-contractor. Examples commonly include chainsaw operators, mechanics, tyre and hose fitters, fuel delivery drivers and timber haulage drivers.

1.3 What is the Sub-contractor's role?

Your main duties as a sub-contractor are to manage your employees and to plan and manage the work under your control so that it is carried out in a way that controls the risks to health and safety.

You will have other duties too if more than one contractor or sub-contractor is working on the site. Then you are required to co-operate with the others to plan and co-ordinate your activities with theirs. In particular, you must work closely with the contractor who engaged you and make sure you comply with their instructions as well as any directions and site rules given to you by the Forest Works Manager (FWM) who is in overall control of the worksite.

You are not required to supervise or manage another company's employees, but you must manage your own work and properly direct and supervise anyone working for you. Your responsibilities in this regard apply whether your workers are employees, self-employed or agency workers.

A summary of all the main forestry work roles can be found in **Annex A**.

2. What do you have to do?

2.1 Co-operate and communicate with the others

The aspects of the work that you are responsible for could affect the health and safety of others. To ensure that the risks are properly understood, managed and controlled you must discuss your work plans, methods, timings and your own safety requirements with the contractor, the FWM and all others involved on site. This discussion must take place before starting work and must continue while the work is ongoing. Best practice would be for the FWM to induct you to the site in a pre-commencement meeting.

Where your work involves high-risk elements, for example chainsaw work, the FWM may ask for your expert input to the work plans well before any work starts, so that other work does not unintentionally

compromise your safety. Even if this very early planning input is not possible, you should expect the contractor and the FWM to co-operate with you to make your work safer, and you in turn must co-operate to help others work safely too.

This means that you have a responsibility to establish and maintain good lines of two-way communication with everyone else, and they have the same responsibility to you.

2.2 Manage your personal health and safety

Sub-contractors must not endanger themselves or others by taking dangerous short cuts or working in an unsafe manner.

The FWM and the contractor will produce site safety rules and risk control measures that will apply to anyone working on or visiting site. As a sub-contractor you must:

- obtain a copy of the contractor's site-specific risk assessments and method statements
- understand the risk controls and site rules that are in place, and follow them at all times
- inform the contractor and/or the FWM if any of the risk controls are inadequate. Work with them to develop the risk assessment
- follow the established safe system of work for the site and work to industry best practice as taught in training
- familiarise yourself with site signage boards and the safety documents for emergency procedures
- wear and maintain adequate and appropriate PPE
- maintain machinery in accordance with manufacturer's instruction and any relevant FISA Guides.

2.3 Carry out site-specific risk assessments

All sites and work activities must be covered by a suitable and sufficient risk assessment. A risk assessment describes how health and safety risks will be managed during the work. It must be developed as soon as is practical before starting. It should address early issues such as site- and work-specific hazards, welfare and supporting works such as access materials deliveries, creation of forwarder tracks and ramps, and manual handling of materials etc.

It is the contractor's responsibility, working with the FWM, to provide you with information about the site that is relevant to your work, and to ensure that an appropriate risk assessment has been prepared before works start. Where that information is not provided then you are responsible for requesting it.

The risk assessment for **your** specific work (which will be distinct from the contractor's or FWM's risk assessments) should be developed by you and the contractor together. Generally, you will provide the details and expert knowledge about the work itself and the contractor will make sure the assessment includes the information and safety rules from the FWM. Your risk assessment should be:

- proportionate to the size and nature of the work and the risks involved
- workable and realistic
- sufficiently developed to allow work to start on site
- regularly reviewed and expanded where circumstances change (such as additional operations or changes in site conditions).

2.4 Provide adequate supervision for employees

You must ensure that you arrange adequate supervision for anyone working for you. This will generally be done by you or someone that you have appointed to be supervisor.

Every supervisor ought to be familiar with the type of work they are supervising, and there must be enough supervisors to cover for absences from site. Where works involve high-risk activities (for example, chainsaw operations) there must be an 'appointed person' to control that activity. If the supervisor leaves site for any reason then you must have arrangements in place for someone else to supervise the work and manage the site, and arrangements to ensure everyone else knows that the supervisor has changed.

The level of supervision provided will need to reflect the level of risk associated with the work, and it should take into account the likely behaviour of the workers. You must ensure that operations are managed and supervised so that:

- all work is undertaken as planned, in a safe manner and complies with site rules and agreed control measures
- work complies with relevant legislation and industry guidance
- all accidents, near misses and changes to agreed systems of work are reported.

You will need to have an agreed and functioning lone working procedure if anyone is to be working on site away from other employees and without direct supervision.

2.5 Report unsafe practices, conditions or occurrences

Everyone has a duty to ensure that work is being conducted safely in compliance with the site rules, risk assessment control measures and the instructions of the contractor/FWM. You as a sub-contractor have a responsibility to report to the contractor or FWM if you see problems on site such as:

- unsafe practices or conditions that are placing anyone on site or members of the public at risk
- missing warning signs
- damaged powerline goalposts
- accidents, incidents, near misses or unplanned changes to the agreed system of work.

If unsafe practice, conditions or occurrences arise as a result of an inadequate risk assessment, support the contractor and FWM to develop the risk assessment to reduce or eliminate the risk in future.

3. What information do you need?

As a sub-contractor, you should receive relevant information before you start work on a site and you should receive updated information during the works.

You should expect from the **Contractor**:

- a detailed site operations map or plan
- details of risks and constraints on the work order or timing
- specific risk controls and access arrangements relating to the property
- details of preparation and lead-in time
- appropriate site rules and a suitable site induction
- details of health and safety conditions to be met by you or your workers
- arrangements for reporting unsafe behaviours or conditions
- the procedures to be followed in the event of serious and imminent danger
- details for the use of any shared welfare facilities
- co-operation over planning for the safety of you and your workers
- updated information if any plans, timings or personnel change.

You should expect from your **Workers**:

- compliance with risk controls and site rules

- constructive feedback on site practice including reports of incidents and unsafe practices
- evidence of current training and competence relevant to the risks of the work activity
- the ability to stop work and report anything which might endanger themselves or others.

4. What information must you provide?

You should provide relevant information before your time on the project and updated information during the project.

You should provide **Workers** with:

- access to you to discuss the work and safety matters
- the risk assessments for the work
- the contractor's and/or FWM's site rules
- information about the work, including the nature of the work, the location and duration of the work and any special co-ordination required with others
- access to any site welfare facilities.

You should provide the **Contractor** with:

- your risk assessments (or input to the contractor's risk assessments) for your work activities
- evidence of relevant insurances
- copies of log books/relevant competencies and training
- copies of site records, where requested
- copy of your lone working procedure.

5. What could it look like in practice?

As a sub-contractor you have certain duties and responsibilities to fulfil your role. Each site will be different in detail but in principle, if you consider the following points carefully, they will help you meet those responsibilities.

5.1 Before you start on site

Plan thoroughly for safe working

- Visit the site, check the access arrangements and consider the safest methods to carry out the work
- Find out what hazards there are on the site, and whether they are within the work area or along any access route
- Find out whether other work will take place at the same time as yours and agree how any interfaces with other contractors need to be managed

- Think about how long it will take you to organise your workers and any plant and materials they will need, so you can estimate when you will be ready to start
- Check your proposed workers' skills, knowledge, training and competence, and arrange any retraining or refresher training where necessary
- Consider how, and by whom, the work will be supervised at all stages
- Assess the degree of information, instruction and supervision required, taking into account the nature of the work and the training, experience and likely behaviour of your workers
- Consider how, and by whom, the work will be supervised at all stages
- Check who is providing welfare facilities and agree to share or organise your own as required
- Check what first aid provision will be required, based on the work, the number of workers, known health issues and location
- Clarify emergency arrangements for remote or difficult to access locations
- Explain the method of work that the workers need to follow, particularly if the control measures are unusual or not obvious. Focus on the work activities where there is most risk of injury or ill health
- Share your plans with others so they can take your needs into account when planning and organising their work. One way of doing this is to share your risk assessments and method statement
- Arrange for your workers, plant and materials to arrive on site at the agreed date and time.
- Ensure you and your workers know what to do in the event of an emergency
- Ensure you and your workers are complying with the site rules and deal with issues promptly
- Listen to feedback and consider any suggestions from your workers on better ways of working
- Make sure people are working in accordance with the planned methods and risk assessment controls
- Liaise with the contractor and keep them informed of any changes to your planned working method or timings in case this impacts on other plans
- Liaise with others on site to co-operate over reducing risks to health and safety wherever possible
- Check your tools, plant and equipment and maintain it in good working order in accordance with the manufacturer's instruction and /or FISA guidance. When necessary, maintain, repair or replace it.

5.2 While working on site

Manage the risks to health and safety.

- Set a personal example. Wear your PPE. Challenge unsafe behaviour, practice or conditions wherever you see it – never walk past
- Co-operate with the contractor and FWM to ensure you and your workers receive site induction
- Provide detailed instructions to your workers on what is to be done, who will do it, how it is to be done, the order it is to be done in, and the equipment to be used (or not used). Do not assume everyone will know
- Brief your workers regularly about site safety and what is expected of them

Industry Guidance for Workers

1. Introduction

- 1.1 General introduction
- 1.2 Who is a Worker?
- 1.3 What are a Worker's responsibilities?

2. What do you have to do?

- 2.1 Meet health and safety regulations and responsibilities
- 2.2 What should you expect at work?

3. What information do you need?

- 3.1 Before starting work on site
- 3.2 Reporting incidents and near misses
- 3.3 Serious and imminent danger

4. Skills, knowledge, training and experience

1. Introduction

1.1 General introduction

This guide is based on sound industry practice and will particularly help small businesses and organisations to deliver forestry operations in a way to help avoid injury and ill health.

There are five guides – one for each of the main roles that may be involved in forestry operations. These guides seek to help everyone better understand what they and others need to do to work well together, to comply with safety law and to conduct forestry work in a safe and healthy manner.

The five guides are:

- Landowner (including Agent)
- Forestry Works Manager (FWM)
- Contractor
- Sub-contractor
- Worker

These guides should help you better understand your role and the roles of other parties involved in forestry operations. A summary of all the main forestry work roles can be found in **Annex A**.

1.2 Who is a Worker?

While you are at work you must take reasonable care for:

- your own health and safety
- the health and safety of others who may be affected by your actions at work.

All workers need to comply with any reasonable instructions, policies and procedures set out by their employer.

2. What do you have to do?

2.1 Meet health and safety regulations and responsibilities

When at work you must:

- contribute your knowledge and experience to your employer's risk assessments when required
- read, understand and comply with any risk controls and site safety rules
- give constructive feedback on site practice
- provide evidence of training and experience relevant to the work you are to undertake, e.g. in a logbook

- follow the training you have received for your tasks/operation
- co-operate with your employer and co-workers to help everyone meet their legal obligations
- stop work and report to your employer if you think that the work (or inadequate precautions) are putting anyone's health and safety at serious risk.
- report all near misses and injuries to your employer

2.2 What should you expect at work?

Your employer must provide the following:

- a safe place to work
- an explanation of how the various risks will be controlled and who is responsible for doing that (Risk Assessment)
- toilets, washing facilities (clean, hot and cold or warm running water) and drinking water.

3. What information do you need?

As a worker, you should receive all relevant information before and during your time on site, and you should give feedback to your employer to help them keep you and others safe.

3.1 Before starting work on site

Your employer (or you if you are self-employed) should co-ordinate with the FWM and the contractor to make sure you have the right information before you start work. You should expect to be given the following details:

- any unusual or significant hazards that may impact on the operation
- any constraints on the timing or the order of work
- the risk controls and safety arrangements relating to the site, including your access to it and how work is to be co-ordinated
- the site-specific health and safety risks of the work, including the impacts and implications of other people working nearby
- the site rules that you must follow
- the contact details of the person who supervises or co-ordinates the health and safety arrangements on site
- the arrangements for reporting unsafe behaviours or dangerous situations
- the arrangements for first aid

- the location of welfare facilities
- lone working arrangements (if permitted)
- the emergency procedures for that site.

This, and any additional or updated information, must be provided on an ongoing basis if the situation or plans change. If you are in doubt over anything that you feel will affect your safety at work, you should ask.

3.2 Reporting incidents and near misses

You will be informed about how to report incidents, injuries and near misses, and who to report them to. It is very important to report near misses and injuries because everyone can then learn from what has happened and can work together to help resolve the problem before a more serious incident happens.

Learning from incidents makes the work site safer and, as it improves everyone's knowledge, it will help make all future work sites safer too.

3.3 Serious and imminent danger

Serious and imminent danger means that the circumstances at work have become dangerous and there is an immediate risk of death or serious injury or harm. This includes circumstances where the conditions on the worksite mean that the danger will appear as soon as work begins.

If you believe that there is a serious or imminent danger at your worksite, you should stop work, alert others and immediately go to a safe place until the danger can be eliminated. You should refer to your instructions on the worksite procedures for dealing with dangerous situations.

4. Skills, knowledge, training and experience

To work safely, everyone on site needs to be competent in the work they are employed to do, or they need to be supervised closely by someone who is.

As a forestry worker you must ensure that you have obtained, or are in the process of obtaining, the necessary skills, knowledge, training and experience to carry out the forestry work assigned to you. The FWM and/or the contractor will want to see evidence of this before you start work.

'Competence' relies on undertaking the appropriate training, but simply being trained to do a job is not the same thing as being competent. Competence comes when you have developed your skills, knowledge and experience of the work so that you can perform the work safely, professionally and efficiently.

Further information

This guide is one of a series produced by the Forestry Industry Safety Accord (FISA). Copies of this guide are available as electronic or hard copy via the UKFISA website shown below. If you wish you can print additional sections as needed from the FISA website www.ukfisa.com. There is also a wide range of additional safety information in relation to forestry on the FISA website, and in relation to arboriculture on the Arboricultural Association (AA) website.

For more general information about health and safety related to tree work, please visit the Health and Safety Executive website: www.hse.gov.uk/treework/index.htm

**FISA**

59 George Street,
Edinburgh EH2 2JG
Tel: 0131 220 0855
Email: info@ukfisa.com
Web: www.ukfisa.com

**Arboricultural Association**

The Malthouse, Standish, Stonehouse,
Gloucestershire GL10 3DL
Tel: 01242 522152
Email: admin@trees.org.uk
Web: www.trees.org.uk
