

CASE STUDY IAIN WILLIAMS CMIOSH

Health and Safety Management System for an Expanding Food Manufacturer

Sector	Food and drink manufacturing
Engagement	Gap analysis, management-system development and ongoing support
Status	Phased improvement programme

Supporting an expanding Scottish food manufacturer in moving from fragmented health and safety arrangements to a structured, prioritised and practical management system.

Client context

The client operates a busy food-production facility and was undertaking a period of growth, with changes to its buildings, working areas and vehicle movements. Food safety and product-quality systems were already managed internally, but the wider occupational health and safety arrangements required greater structure, ownership and consistency.

The challenge

Business growth and construction activity were creating new interfaces between employees, contractors, delivery vehicles and existing production operations. Policies, risk assessments, training arrangements and contractor controls had developed at different times and were not yet brought together within one coherent system. The client required a proportionate framework that could be managed alongside day-to-day production rather than an overly complex collection of documents.

Action taken

A structured gap analysis was completed covering leadership responsibilities, policy, risk assessment, training, workplace inspections, contractor management, emergency arrangements and management review. Findings were converted into a prioritised improvement plan so that immediate operational risks could be addressed while the supporting system was developed in manageable stages.

Health and safety policies and arrangements were reviewed and strengthened, with clearer responsibilities for senior management, supervisors and employees. A concise employee-facing safety manual was prepared to communicate the controls most relevant to everyday work.

Risk assessments and RAMS were standardised to provide consistent document control, risk-rating methodology, approval and review arrangements. Particular attention was given to workplace transport, yard congestion, pedestrian segregation, high-visibility clothing, contractor coordination and the effect of construction work on normal production activities.

Key outputs

- Health and safety gap-analysis report and prioritised action plan
- Updated policy, responsibilities and management arrangements
- Condensed employee health and safety manual
- Standardised risk assessment and RAMS documentation
- Workplace-transport and pedestrian-control recommendations
- Training, review and document-control requirements

Outcome and value

The client was provided with a clear framework for managing occupational health and safety during a period of expansion. Responsibilities became easier to understand, documents followed a consistent format and management could prioritise improvements according to risk and operational need. The phased approach allowed the business to strengthen compliance without disrupting production, while providing a foundation for ongoing inspection, review and continuous improvement.