Phoenix health & safety

SAMPLE REPORT

HEALTH AND SAFETY REPORT

Risk-Ready Review™

An MOT for your health and safety arrangements: what we found, what matters most and what to do next.

PREPARED FOR	REDACTED
SITE	REDACTED
REVIEW DATE	December 2025
PREPARED BY	Phoenix Health & Safety consultant, CMIOSH

FINDINGS AT A GLANCE

Red: urgent attention · Amber: improve within the stated timescale · Green: satisfactory at the time of the review

Client details have been removed from this sample

REDACTED
Managing Director
REDACTED
REDACTED

Subject	Risk-Ready Review
Account reference	REDACTED
Site address	REDACTED
Review date	December 2025
Report sent to	REDACTED

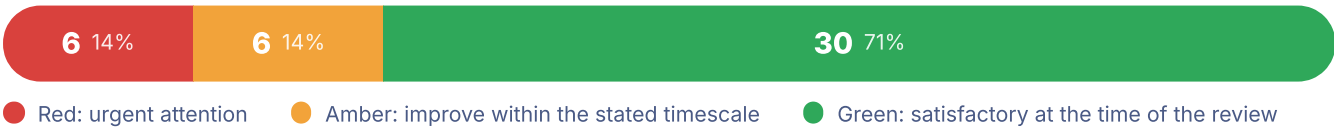
Dear REDACTED,

This report follows my recent visit to your premises to review how health and safety is being managed in your business. The visit was completed as part of Phoenix Health & Safety's Risk-Ready Review, focusing on key areas of legal compliance and practical best practice.

The client operates as a small manufacturer from a single site. The main activities include equipment operation, stock handling and display screen equipment use. At the time of the Risk-Ready Review, the business employed fewer than ten people and used one sub-contractor, and it operates seven days a week.

Your health and safety position

The table below gives a visual overview of your current health and safety position, indicating how many items were assessed as Red (non-conformities requiring urgent attention), Amber (improvements needed within the stated timescales) and Green (satisfactory at the time of the review).



At the time of the Risk-Ready Review, the overall standard of health and safety management at this business was below an acceptable level. Several issues identified require urgent corrective action to protect employees, contractors, visitors and other persons who may be affected by your activities. While the Action Plan sets out all significant findings, the most critical business risks can be summarised as follows:

The most critical business risks

- No robust Health and Safety Policy and Management System
- Absence of suitable and sufficient risk assessments
- Defective and unmaintained work equipment
- Insufficient evidence of worker inductions

In our professional opinion, this level of compliance could expose the business to formal enforcement action by the enforcing authorities and may mean that your current arrangements do not fully meet the expectations of your employers' liability insurance policy. It also increases the risk of civil claims being brought against the business by employees or non-employees in the event of an accident, incident or work-related ill health.

By implementing the recommendations set out in the Action Plan, particularly those marked as urgent or high priority, you will significantly improve your health and safety standards and reduce the likelihood of enforcement action, insurance challenges, or civil claims being made against you or your company.

The accompanying Action Plan sets out the areas where your health and safety management arrangements can be strengthened, along with suggested actions and priorities. Please note that the Action Plan is based solely on the information provided, the documentation made available and the conditions observed at the time of the Risk-Ready Review.

If you would like further guidance on any of the findings, or wish to discuss how Phoenix Health & Safety can support you in implementing these recommendations and achieving sustained compliance, please contact me at consultancy@phoenixhsc.co.uk or call 0345 500 8811.

Thank you for your time, cooperation and openness during this review; it is appreciated and helps us provide you with practical, pragmatic and relevant support.

Yours sincerely,

REDACTED **CMIOSH**
Health and Safety Consultant, Phoenix Health & Safety

RISK-READY REVIEW

Action plan

The Action Plan on the following pages sets out the priority issues identified during this Risk-Ready Review where improvement is required. It highlights urgent and time-bound items, summarising the specific non-conformity, recommended action and suggested priority for each. The plan is intended to provide a clear, practical roadmap for improving your health and safety arrangements, ensuring your business is well informed of any potential risks and understands the action required to reduce the risks to a level as low as reasonably practicable.

Red: urgent attention

6 non-conformities to put right first

Do the business's health and safety arrangements meet the requirements of the Employer's Liability Insurance policy?

Urgent

Owner: Managing Director

WHAT WE FOUND

Due to the absence of a robust H&S Policy and other pertinent health and safety requirements, such as suitable and sufficient risk assessments and safety-specific training, it is unlikely that the current health and safety arrangements would satisfy the requirements of the current Employer's Liability Insurance policy.

WHAT TO DO

The safety arrangements are currently inadequate, meaning the requirements of the Employer's Liability Insurance have not been met. Therefore, it is highly unlikely that the business will be able to make a successful claim against the insurance policy in the event of a workplace incident. A Health and Safety Management System should be introduced as soon as possible to improve the health and safety arrangements within the business and subsequently bring them to a standard that meets the requirements of the Employer's Liability Insurance policy.

Is a suitable and sufficient Health and Safety Policy in place?

4 weeks

Owner: Managing Director

WHAT WE FOUND

There was no tangible evidence available to verify a suitable Health and Safety Policy had been documented and implemented.

WHAT TO DO

The business must introduce a written Health and Safety Policy that is suitable and sufficient for its activities. This should clearly set out the organisation’s health and safety responsibilities and arrangements, be signed by a senior person, dated, and kept under regular review. Once in place, the policy should be communicated to all employees and made easily accessible.

Have general risk assessments been undertaken for the foreseeable significant hazards associated with work activities?

4 weeks

Owner: Compliance Manager

WHAT WE FOUND

There was no tangible evidence available to verify general risk assessments had been documented, as required, for the foreseeable significant hazards associated with work activities.

WHAT TO DO

A competent person should complete suitable and sufficient written risk assessments for the foreseeable significant hazards associated with its work activities. These should identify who may be harmed, evaluate existing controls, specify any further measures required, and be communicated to relevant employees in an effective manner. Risk assessments should be reviewed at suitable intervals, such as annually or when significant changes occur.

Has a fire risk assessment been undertaken to a suitable and sufficient standard for the work premises?

4 weeks

Owner: Compliance Manager

WHAT WE FOUND

There was insufficient evidence available to verify a suitable and sufficient fire risk assessment had been undertaken on the premises.

WHAT TO DO

A suitable and sufficient fire risk assessment should be completed for the premises by a competent person. This should consider the building layout, occupancy, fire hazards, people at risk, existing fire precautions and any further measures required. The findings should be documented, communicated to relevant staff and used to drive a clear fire safety action plan.

Do all new starters (including agency staff and contractors who work regularly on site) receive a documented health and safety induction before starting work or shortly thereafter?

4 weeks

Owner: Managing Director

WHAT WE FOUND

There was no suitable evidence available to confirm that new starters receive a structured and suitable health and safety induction.

WHAT TO DO

A documented health and safety induction process should be introduced for all new starters, including relevant agency staff and regular contractors. Inductions should be documented and cover key risks, required control measures, site rules and emergency arrangements etc.

Where relevant pressure systems are present, is there a suitable Written Scheme of Examination in place and have examinations been carried out by a competent person in accordance with the scheme?

4 weeks

Owner: Managing Director

WHAT WE FOUND

There was no suitable Written Scheme of Examination for relevant pressure systems, or no evidence that required examinations have been carried out. Reports were not available or showed serious outstanding defects that have not been addressed.

Site photo taken during the visit
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WHAT TO DO

A suitable Written Scheme of Examination should be prepared for relevant pressure systems by a competent person, and examinations should be carried out in accordance with the scheme. Any defects or recommendations must be addressed promptly and recorded.

Amber: improvements needed

6 improvements to complete within the stated timescales

Are health and safety arrangements and responsibilities proactively monitored to ensure they are being adequately implemented?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Some monitoring of health and safety arrangements and responsibilities takes place; however, it is ad hoc or informal. Checks are not carried out consistently or recorded, and follow-up on identified issues is limited, reducing confidence that controls are fully implemented.

WHAT TO DO

The current monitoring arrangements should be strengthened so that checks are carried out regularly, recorded, and followed up. A simple schedule of inspections or reviews should be introduced, with clear responsibilities and timescales, to provide assurance that health and safety controls are being applied in practice.

Are walkways, corridors, stairways and exits kept clear, well maintained and free from unnecessary obstructions to allow safe access and egress?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Access and egress routes are mostly usable; however, some encroachment by stored items, trailing cables or minor defects was noted. Housekeeping and maintenance standards are not consistently applied to all routes.

Site photo taken during the visit
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WHAT TO DO

Housekeeping and maintenance arrangements should be reinforced to ensure that access and egress routes remain consistently clear, defects are promptly addressed, and staff understand the importance of not storing items in these areas. Ensure the trailing cable is made safe immediately to prevent risk of an employee tripping over.

Where vehicles operate on site, are there suitable arrangements for safe segregation of vehicles and pedestrians, including clearly marked routes and controls at crossing points?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Some segregation measures are in place (e.g. bollards, markings and signage), however, one of the bollards has been damaged.

Site photo taken during the visit
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WHAT TO DO

Existing vehicle–pedestrian segregation measures should be improved by replacing the damaged bollard or reinstating it to a suitable condition where it serves its intended purpose. Compliance with control measures should be monitored through supervision and periodic checks.

Are fire evacuation procedures documented, up to date and communicated to employees and, where relevant, regular contractors or visitors?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Fire evacuation procedures exist, but they are not fully up to date, not readily accessible and have not been effectively communicated to all relevant employees and regular contractors.

WHAT TO DO

Existing fire evacuation procedures should be reviewed, updated where necessary and communicated/reinforced with employees and regular contractors. Copies should be made easily accessible (e.g. notices, intranet, staff handbook).

Have the significant findings of risk assessments and / or method statements been effectively explained and communicated to relevant employees?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Some communication of risk assessments has taken place; however, it is informal, not recorded and not consistent across all relevant staff. There are gaps in understanding, and some employees are unclear about specific controls and instructions.

WHAT TO DO

Current communication arrangements should be strengthened so that all relevant employees receive clear, consistent information on key risks and controls. Communication should be planned, recorded and refreshed periodically, with managers checking that staff understand and follow the required controls.

Have managers and supervisors received appropriate health and safety training to enable them to discharge their responsibilities effectively?

6 weeks

Owner: Compliance Manager

WHAT WE FOUND

Some managers and supervisors have received suitable health and safety training; however, IOSH Managing Safely training is outdated for some.

WHAT TO DO

Existing arrangements should be strengthened so that all managers and supervisors receive suitable, up-to-date health and safety training e.g. relevant employees to undergo refresher training. Any gaps in coverage or out-of-date training should be addressed and future needs built into the training matrix.

RISK-READY REVIEW

Current areas of compliance

Green: satisfactory

30 arrangements in place and working to an acceptable standard

The following section summarises the areas that were found to be compliant (Green) at the time of this Risk-Ready Review. These items reflect arrangements that are in place and working to an acceptable standard. While no immediate action is required, they should continue to be monitored, maintained and reviewed periodically to ensure they remain effective and in line with any changes to your operations, workforce or legal requirements.

General Documentation

Does the business hold Employer's Liability Insurance and is the certificate made available to employees?	Employer's Liability Insurance is in place, with a current certificate in date. The ELI certificate is accessible to employees.
Is the Health and Safety Law poster (or equivalent information) displayed where employees can easily see it?	A current Health and Safety Law poster is displayed in a prominent location where employees can easily see and read it.

Risk Assessments

Has a risk assessment been undertaken to a suitable and sufficient standard for home working?	A suitable and sufficient home working risk assessment is in place and reflects the types of work undertaken at home, including workstation set-up, working environment, equipment, working hours and communication arrangements. There is evidence that employees have been included in the process and made aware of the findings and required controls.
Has a risk assessment been undertaken to a suitable and sufficient standard for lone working?	A suitable and sufficient lone working risk assessment is in place and covers the activities where employees may work alone, the environments they work in, foreseeable emergencies and the controls required (e.g. communication, supervision and emergency arrangements). The significant findings have been shared with relevant employees.
Has a risk assessment been undertaken to a suitable and sufficient standard for display screen equipment use?	Suitable and sufficient DSE risk assessments have been completed for relevant users. The assessments cover workstation layout, seating, screen positioning, lighting, work routines and breaks, and there is evidence that issues raised have been addressed.
Has an employee wellbeing / workplace stress risk assessment been undertaken to a suitable and sufficient standard?	A suitable and sufficient risk assessment has been completed for workplace stress and employee wellbeing. It considers key stressors (e.g. demands, control, support, relationships, role and change), and there is evidence of active measures to manage these risks and support staff wellbeing.

Has a night working risk assessment been undertaken to a suitable and sufficient standard? Are relevant employees subject to individual health assessments?	A suitable and sufficient night working risk assessment has been completed, considering the specific risks associated with working at night (e.g. fatigue, reduced supervision, lone working, security). There is a process in place for offering appropriate health assessments to night workers, and sample records confirm that this is being implemented.

Training, Instruction and Supervision

Has a health and safety training needs analysis / training matrix been developed and kept up to date?	A health and safety training needs analysis / training matrix is in place and up to date. It identifies required training for each role, notes when training has been completed and highlights any refresher dates or outstanding requirements.
Have employees received suitable and sufficient training for the tasks and equipment they use (e.g. manual handling, use of work equipment, hazardous substances, working at height, etc.)?	Employees have received suitable and sufficient training for the tasks they perform and the equipment they use. Relevant training (e.g. manual handling, work equipment, hazardous substances, working at height) is in place, and there is evidence that staff understand and apply the training in practice.
Have appointed first aiders received appropriate first aid training and refresher training in line with their roles and the level of risk?	Appointed first aiders have received appropriate first aid training (Emergency First Aid at Work) in line with the level of risk and staffing. Refresher training is up to date, and records confirm training dates and qualification expiry dates.
Where there are language, literacy or other communication barriers, are appropriate steps taken to ensure health and safety information, instruction and training are understood?	Where language, literacy or other communication barriers exist, appropriate steps are taken to ensure health and safety messages are understood (e.g. use of interpreters, translated materials, visual aids, demonstrations or buddy systems). Employees in these groups are able to describe key safety rules and procedures.

Premises Safety

Is the premises maintained in a generally good condition, with no obvious structural damage, defects or significant disrepair that could affect health and safety?	The premises are generally well maintained, with no obvious structural damage, significant defects or disrepair observed that could adversely affect health and safety. Walls, ceilings, floors and doors appear in a sound condition.
Is the workplace provided with suitable and sufficient lighting, ventilation and temperature control for the activities carried out?	Overall, lighting, ventilation and temperature control are suitable and sufficient for the activities carried out. Work areas are adequately lit, reasonably ventilated and generally maintained at a comfortable temperature.
Are adequate toilet and washing facilities provided, kept clean and in reasonable condition for the number and gender mix of employees?	Adequate toilet and washing facilities are provided for the number and gender mix of employees. Facilities are clean, reasonably maintained and stocked with necessary supplies (e.g. soap, drying facilities, toilet paper).

Are suitable rest facilities provided, including a clean area where employees can take breaks and consume food away from work activities where appropriate?	Suitable rest facilities are provided, including a clean, reasonably comfortable area where employees can take breaks and, where appropriate, consume food away from work activities. Facilities appear to be well maintained and used.
Are gas installations and appliances subject to appropriate inspection, servicing and maintenance by a competent person, with records available?	Gas installations and appliances are subject to appropriate inspection, servicing and maintenance by a competent person. Gas safety records/certificates are available, current and confirm that any identified issues have been addressed.
Has the fixed electrical installation been inspected and tested at suitable intervals by a competent person, with any remedial actions completed or in progress?	The fixed electrical installation has been inspected and tested by a competent person at suitable intervals (within the past 5 years). A current electrical installation condition report is available, and identified remedial actions have been completed or are being managed with clear priorities and timescales.
Are appropriate Legionella control measures (e.g. temperature checks, flushing, cleaning and disinfection) implemented and recorded in line with the risk assessment and written scheme?	Appropriate Legionella control measures are in place and follow the site's risk assessment and written scheme. Temperature checks, flushing, cleaning and other controls are being completed and recorded, with no significant gaps noted in the records sampled.
Has an asbestos survey or assessment been completed where required, and is an up-to-date asbestos register available for the premises?	An asbestos survey has been completed where required, and an up-to-date asbestos management plan and register is available for the premises. The management plan and register are accessible and reflect the current state of the building as far as reasonably known.
Are fixed access stairs, platforms, mezzanines and edge protections in good condition, with suitable guardrails, handrails and fall protection in place where required?	Fixed access stairs, platforms, mezzanines and associated edge protections are generally in good condition. Suitable guardrails, handrails and other fall protection are in place where required, with no significant defects observed.

Work Equipment

Have passenger and goods lifts (where present) been subject to thorough examination by a competent person at suitable intervals, with written reports available and any actions completed or in progress?	Passenger and goods lifts are subject to thorough examination by a competent person at suitable intervals. Current reports are available for review and confirm that any defects identified have been addressed or are being managed with clear priorities and timescales.
Has lifting equipment and associated accessories (e.g. cranes, hoists, fork-lift trucks, lifting chains and slings) been subject to thorough examination at appropriate intervals in accordance with LOLER, with reports available and defects addressed?	Lifting equipment and accessories are subject to thorough examination at appropriate intervals. Current reports/certificates are available, and any defects or recommendations have been addressed or are being managed with clear priorities and timescales.

Are machinery guards, interlocks and other safety devices fitted, in good condition and used correctly to prevent access to dangerous parts of machinery?	Machinery guards, interlocks and other safety devices are fitted where required, appear in good condition and are being used correctly. Pre-use checks are undertaken with records retained. No deliberate defeating or bypassing of safety devices was observed.
Are pre-use checks or operator inspections carried out where appropriate on key equipment (e.g. FLTs, access equipment, critical machinery), and are any defects reported and managed effectively?	Pre-use checks / operator inspections are in place for key equipment (such as fork-lift trucks, access equipment and critical machinery). Checklists or equivalent records are completed, and defects are reported and managed effectively before equipment is used.
Are there clear arrangements to identify, remove from service and clearly label any unsafe or defective work equipment until it has been repaired or replaced?	Clear arrangements are in place to identify unsafe or defective work equipment, remove it from service and label it accordingly until it has been repaired or replaced. Staff are aware of the process and examples were seen in practice.

Fire Safety

Has the fire detection and alarm system been inspected, tested and serviced at suitable intervals by a competent person, with records available and any actions completed or in progress?	The fire detection and alarm system has been inspected, tested and serviced by a competent person at suitable intervals in line with the risk and relevant standards. Service records are available and confirm that any defects or recommendations have been addressed or are being managed with clear priorities and timescales.
Is emergency lighting subject to appropriate routine testing (e.g. monthly functional tests and annual duration tests), with records kept and any defects rectified?	Emergency lighting is subject to appropriate routine testing, including monthly functional tests and annual duration tests (or equivalent arrangements). Test records are available, and any defects identified have been repaired or are being managed with clear timescales.
Are fire escape routes and exits kept clear, well signed and maintained in a condition that allows safe and immediate evacuation in an emergency?	Fire escape routes and exits are generally clear, well maintained and adequately signed. Doors are easily openable in an emergency, and no significant obstructions or defects were observed along escape routes.
Is portable fire-fighting equipment (e.g. extinguishers) appropriately located, clearly accessible and subject to regular inspection and annual servicing by a competent person?	Portable fire-fighting equipment is appropriately located, clearly visible and accessible. Extinguishers appear in good condition, with annual service labels up to date and periodic visual inspection checks recorded.
Are fire evacuation drills carried out at appropriate intervals, with outcomes recorded and any issues addressed?	Fire evacuation drills are carried out at appropriate intervals, and records are maintained. Post-drill reviews are undertaken, and any issues identified are recorded and addressed (e.g. delays, route obstructions, assembly issues).

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WHAT HAPPENS NEXT

Book your free Risk-Ready Review™

- 60 minutes with a Phoenix consultant
- On Teams, or at your site if you prefer
- A concise written report with recommended next steps
- Confidential and no obligation. The report is yours either way.

phoenixhsc.co.uk **0345 500 8811**