

1 Red-Amber-Green system of contract management

To encourage people to look into the causes of unsafe acts and conditions we have introduced this new Red-Amber-Green (RAG) system to classify a safety breach and determine what we do about it.

Unsafe acts or conditions that are immediately life-threatening are a **RED CONDITION** and we must pause the work until we are reassured that the root causes have been addressed. This may well require a positive change to take place first, such as a different work method, different kit or more training.

Unsafe acts or conditions that are potentially life-threatening, not meeting an industry standard or potentially environmentally damaging, are an **AMBER CONDITION**. We would expect the FWM to deal with these and make sure they do not recur. **If a contract gets three AMBER CONDITIONS then the third instance immediately becomes a RED CONDITION.**

If we find that everything is good, then it is a **GREEN CONDITION**, and we should always reinforce this behaviour by giving positive comment and praise to those working on the site.

For clarity, it is worth reminding ourselves that this RAG system is for the management of health, safety and environmental aspects of contract management. Other contractual issues, such as meeting the specification, timescales or cost, need to be managed through the procedures outlined in OGB 3c ([Section 29.4](#)) which refers to managing redeemable and irredeemable breaches.

1.1 Safety breaches

The table on the next page illustrates a range of potential contract health, safety, health and environmental breaches, but it is not exhaustive – it is only an indication. Use this along with the definitions above, to aid your professional judgement on what the status of a given breach is.

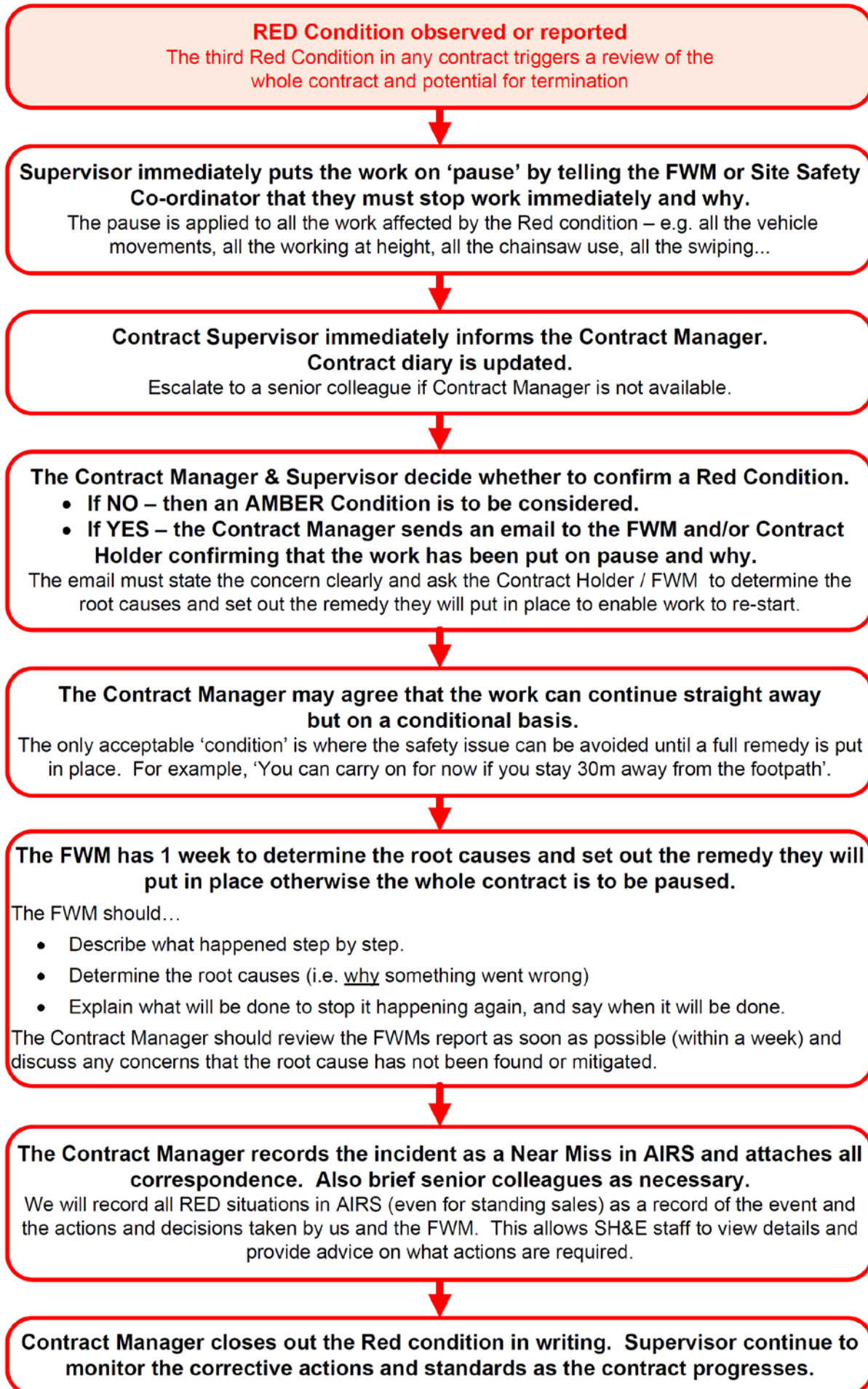
If the contract you are managing has particular risks associated with it, they should be discussed at the PCM stage and any specific Amber and Red conditions defined at that time, for example, *'If you take this machine down onto the gully sides, that will be an Amber condition for safety reasons'*. New or additional breaches can be added in the blank sections at the foot of the table for use on site.

2 RAG safety breaches table with examples

	Health, safety and environment Green Status Examples of minor contract breaches requiring standard contract management		Health, safety and environment Amber Breach examples	Health, safety and environment Red Breach examples
Issue	All in place / satisfactory	Failure to meet contract requirements / spec.	Potentially life threatening failure to meet industry standard / potentially hazardous practice to environment or FC asset.	Immediately life threatening situation / hazardous practice to environment or FC asset.
Emergency equipment	All present and correct.	Pollution control kit not replenished after an incident.	No pollution control kit. No site first aid kit. No emergency procedure for pollution and / or accident.	Chainsaw operator without large wound dressing in personal first aid kit
PPE	All present and correct.	Not applicable.	No hi-viz clothing when stipulated in RA. No safety boots when stated in RA. Safety helmet out of date or damaged.	No safety helmet on operational site. No chainsaw trousers or boots.
Certification	All present and correct.	Not applicable	Worker on site without evidence of competency provided beforehand.	Worker on site without correct or no certification for the work being undertaken.
Accident / incident reporting	Reporting incidents as per management chain.	Delay in reporting near-miss.	Unreported 'near-miss'.	Unreported accident.
Chemical use	Following all industry best practice and RA.	Empty containers not being returned.	Calibration reports not completed. Washing facilities not in place. Chemicals being stored or applied outside Water Guidelines.	Operators not wearing chemical PPE. Chemicals being disposed of in watercourse.
Tool or machine	Maintenance up-to-date.	Maintenance records to be forwarded.	Machine being operated with no seat belt on or with doors open. Chainsaw chain-brake ineffective. Guarding on excavator inadequate or damaged.	Operator or mechanic working on harvester with engine running (other than setting or testing hydraulic pressures). A machine without PTO cover or shield.
Chainsaw work	All work to FISA.	High stumps. Lengths or snedding outside spec.	Chainsaw operator without felling aid on site.	Incorrect felling techniques. Two or more operators working in each other's risk zone.
Haulage	Following all industry best practice and RA.	Lorry not using the agreed route. Wrong product uplifted.	Speeding on forest roads.	People within Risk Zone of machines and / or felling operations. Working within FISA powerline Red Zone beside live powerlines. No PIN (except for instalments). Lorry moving off with loader not parked correctly.
Road	Following best practice.	Council ARM consultation not being followed.	Forwarder stacking from on road without agreement.	Road being damaged by poor site management or practice, e.g. water or machine.
Timber Stacks	All stacks stable and as FISA.	Timber stacks below 2m (or RA height), but not stacked for efficient uplift – not flush and with brash.	Timber stacks exceeding 2m without risk assessment.	Timber stacks unstable and / or excessively high.
Steep ground	Following all industry best practice and RA.	Thick brash left on slopes.	Incorrect use of traction aids.	Non ROPS machine being used on steep slopes
Watercourses	Following all Forests and Water guidelines.	Diffuse pollution measures require maintenance.	Plough not being lifted every 30m. V drain slope above 2 degrees.	Fuel / oils left immediately adjacent to a watercourse. Machine being washed down in a watercourse.

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Issue	All in place / satisfactory	Failure to meet contract requirements / spec.	Potentially life threatening failure to meet industry standard / potentially hazardous practice to environment or FC asset.	Immediately life threatening situation / hazardous practice to environment or FC asset.
Soils	Following all Forests Soils guidelines.	Excessive soil movement or compaction.	Extraction route requiring urgent patching.	Deep rutting by machinery.
Waste management	Following all waste management practice.	Waste transfer notes overdue.	Waste held on site without permission.	Burning of waste on site. Fly-tipping or littering on site.
Additional issue	To be defined at PCM		To be defined at PCM	To be defined at PCM
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3 RAG process charts



AMBER Condition observed or reported

The third Amber Condition in any contract or 12 month period triggers a RED Condition

Contract Supervisor (or the observer of the incident) seeks to correct the matter immediately by telling the FWM or Site Safety Co-ordinator. If it cannot be corrected immediately the task affected is put 'on pause'.

**Contract Supervisor immediately informs the Contract Manager.
Contract diary is updated.**

Involve a more senior colleague if the Contract Manager is not available.

The Contract Manager and Supervisor discuss and agree on the AMBER Condition.

- **If NO – then immediately restart the work and explain why.**
- **If YES – the Contract Manager sends an email to the FWM and/or Contract Holder confirming which work has been put on pause and why.**

The email must state the concern clearly and ask the Contract Holder / FWM to explain the situation and set out the remedy they will put in place to enable work to re-start.

The Contract Manager will normally seek to quickly agree that the work can continue on a conditional basis. This might not always be possible.

An acceptable 'condition' is where the immediate issue is resolved e.g. 'You can carry on this work as soon as you get a dust mask / replace the cable / mend the guard' etc.

*** The FWM has 1 week to set out how the situation occurred and show that the issue has been resolved and the site safety controls are being operated - otherwise the work affected will be paused again until the report is received. ***

Where a control document or evidence of supervision or monitoring cannot be shown then the FWM must propose changes (and timeframe) to correct this.

If the remedy is not in place by the time agreed the Amber Condition is re-asserted and the work must pause again.

Contract Manager closes out the Amber Condition in writing. Supervisor continues to monitor the corrective actions and standards as the contract progresses.

*** The FWM needs to show what has been done or changed to prevent the issue recurring. This become part of the FC contract file and lets the work continue.**

- **People Issue** – FWM to show how the competence of the person was previously assessed. Includes job description/role on site, relevant risk assessments, certification, training, recent FISA checklists, site induction process, PPE provided and available.
- **Machine/tool Issue** – FWM must show how the machine/tool has been assessed as meeting safety standards. Includes evidence of recent FISA checks, maintenance, daily checks and site diaries.
- **Working Method Issue** – FWM must show how the site plan is being monitored and controlled and how the observed working method has been assessed as safe and environmentally sound. Includes reviewing risk assessments, site diaries, constraint details and evidence of daily site meetings, reviews of site conditions and communications.

GREEN Condition observed or reported

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graph TD; A[GREEN Condition observed or reported] --> B[Supervisor tells the FWM or Site Safety Co-ordinator. Using praise and thanking the people involved for the Green Condition is an essential part of acknowledging good practice and good conduct of the contract.]; B --> C[Contract Supervisor updates the contract diary and briefs the Contract Manager.]; C --> D[Contract Manager notes file for future reference.];
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Supervisor tells the FWM or Site Safety Co-ordinator.

Using praise and thanking the people involved for the Green Condition is an essential part of acknowledging good practice and good conduct of the contract.

Contract Supervisor updates the contract diary and briefs the Contract Manager.

Contract Manager notes file for future reference.