NORTH YORKSHIRE COUNTY COUNCIL

CORPORATE HEALTH AND SAFETY POLICY

“Good health and safety is good business”

The County Council has pledged its support for the new strategy “The Health and Safety of Great Britain: Be part of the solution”

May 2010

If you would like this information in another language or format such as Braille, large print or audio, please ask Dominic Passman ext 2594
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1.0 CORPORATE HEALTH AND SAFETY POLICY STATEMENT

1.1 The Corporate Health and Safety Policy Statement

Policy Aim
To be an organisation where everyone can fulfill their potential free from work related injury or ill health; this includes employees, service users, pupils, partners, contractors and others who may be affected by our work activities

Policy Objectives
- to provide adequate control of the health and safety risks arising from our work activities
- to consult with our employees on matters affecting their health and safety
- to provide and maintain safe plant and equipment
- to ensure the safe handling and use of substances
- to provide information, instruction and supervision for all employees
- to ensure all employees are competent to do their tasks, and to give them adequate training
- to prevent accidents and cases of work-related ill health
- to maintain safe and healthy working conditions
- to revise and update this Policy as necessary at regular intervals

The Aim and Objectives of the Policy are to be implemented across the County Council and, as appropriate, in our dealings with Partners, Contractors, Suppliers and all users of our services.

1.2 Commitment of the Chief Executive

As Chief Executive, I accept the duties and obligations imposed upon me by legislation. I realise the importance of integrating health and safety into decision making and risk management processes within the County Council. The Management Board will support me in this role and together we will ensure the effective leadership of health and safety, following the latest IOD/HSE guidance Leading health and safety at work.

Whilst accepting the minimum legal standards set by national legislation the County Council is committed to promoting a culture, which aims to produce high standards of health and safety. This process will continue to raise health and safety standards within the County Council beyond the minimum legal requirements. Achieving these high standards will positively contribute to the overall quality of the services provided by the County Council and I will make available sufficient resources to ensure that they are met.

Whilst ultimately the final level of responsibility for implementing the County Council’s policy rests with me, every employee must take an active role in implementing the Policy effectively. I urge all employees to co-operate fully in the measures the County Council will be taking as part of this Policy to ensure, so far as is reasonably practicable, the health and safety of themselves and others.

Richard Flinton
Chief Executive

Date
1.3 Commitment of Corporate Directors and Assistant Chief Executives

As Corporate Directors and Assistant Chief Executives of the County Council, we accept the duties and obligations imposed upon us, by health and safety legislation and this Policy, to ensure, so far as is reasonably practicable, the health and safety of

- employees of the County Council whilst they are at work
- all other persons to whom we owe a duty of care and who may be exposed to risks to health and safety arising out of the activities of the County Council

We realise the importance of integrating health and safety considerations, where they are relevant, into decision making and risk management processes within our directorates and services. We will provide effective leadership of health and safety within our directorates. Senior managers will support us in this role, and together directorate senior management teams will ensure effective leadership of health and safety, following the latest IOD/HSE guidance Leading health and safety at work.

This Policy sets out the duties and obligations that apply throughout the County Council at all levels, so all employees are aware of their own roles and responsibilities. In order to fulfill these duties and obligations, it is necessary for us to rely upon the full co-operation and support of all employees and where appropriate our partners and contractors.

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Richard Flinton</td>
<td>Corporate Director Business and Environmental Services</td>
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<td>Derek Law</td>
<td>Corporate Director Adult and Community Services</td>
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<td>John Moore</td>
<td>Corporate Director Finance and Central Services</td>
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<td>Cynthia Welbourn</td>
<td>Corporate Director Children and Young People’s Service</td>
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<td>Justine Brooksbank</td>
<td>Assistant Chief Executive (Human Resources and Organisational Development)</td>
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<td>Carole Dunn</td>
<td>Assistant Chief Executive (Legal and Democratic Services)</td>
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<tr>
<td>Gary Fielding</td>
<td>Assistant Chief Executive (Policy, Performance and Partnerships)</td>
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1.4 **Commitment of Members**

As members of the County Council we recognise the duties and obligations imposed on us to support the Chief Executive and Corporate Directors in their leadership of health and safety. We will ensure that our decision making and contacts with employees and members of the public support the aims of this Policy and the requirements of health and safety legislation.

To help co-ordinate this effort the Executive Member for Corporate Affairs will act as the Members’ contact point for ensuring that decision making is in line with this Policy and the requirements of health and safety legislation.

The County Council’s health and safety performance will be scrutinised on a periodic basis at Corporate Affairs Overview and Scrutiny Committee as part of the County Council’s framework for corporate governance.

<table>
<thead>
<tr>
<th>Councillor John Weighell</th>
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<th>Councillor Elizabeth Casling</th>
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2.0 ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES FOR HEALTH AND SAFETY

This Section details the health and safety roles and responsibilities assigned to specific posts and functions. These roles and responsibilities are shown diagrammatically in Appendix 1.

2.1 Members

2.1.1 Leader of the County Council

To ensure the work of the Executive and full Council is conducted in accordance with County Council policy and procedures for health and safety and with due regard for any statutory provisions set out in legislation.

2.1.2 Executive Member for Corporate Affairs

This Executive Member has an individual responsibility for health and safety and acts as Members’ contact point for ensuring that decision-making is in line with County Council policy and procedures for health and safety and any statutory provisions set out in legislation.

2.1.3 Corporate Affairs Overview and Scrutiny Committee

The County Council’s health and safety performance will be scrutinised on a periodic basis at Corporate Affairs Overview and Scrutiny Committee as part of the County Council’s framework for corporate governance.

2.1.4 All Members

All Members shall ensure that all the decisions they make comply with County Council policy and procedures for health and safety and any relevant health and safety legislation. This principle is to be borne in mind by all committees and during all contacts with employees and members of the public.

2.2 Chief Executive

The Chief Executive has overall personal responsibility for the effective leadership of health and safety in the County Council. He will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of the County Council’s culture, of its values and performance targets
- provide effective leadership to Corporate Directors by agreeing and reviewing targets for achieving improvements in health and safety
- ensure that adequate resources are made available to achieve high standards of health and safety
- monitor and review health and safety performance by receiving both specific (e.g. incident-led) and routine reports
2.3 **Corporate Directors and Assistant Chief Executives**

All Corporate Directors and Assistant Chief Executives are responsible for the effective leadership of health and safety within their Directorates and/or sphere of influence. Corporate Directors and Assistant Chief Executives will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of their Directorate’s culture, of its values and performance standards
- ensure that responsibilities for health and safety are clear within their Directorate management structures and are communicated to staff and included in job descriptions
- ensure there are adequate and appropriate arrangements and systems to secure the trust, participation and involvement of all employees, and ensure their competence and capability in relation to their health and safety responsibilities in undertaking the work of their Directorate
- ensure there are adequate arrangements so that the required health and safety information flows into, within and from their Directorate
- provide visible leadership on health and safety to senior managers by setting and reviewing targets for achieving improvements in health and safety
- establish a performance framework in relation to health and safety within their Directorate by
  - approving their Directorate health and safety action plan and monitoring its implementation at senior management team
  - reviewing health and safety performance at senior management team
  - ensuring a formal annual review is carried out
  - ensure individual's health and safety performance is considered at their annual appraisal
  - receiving both specific (e.g. incident-led) and routine reports on health and safety
- ensure that adequate resources are made available within their Directorate to achieve high standards of health and safety
- consult Directorate health and safety risk managers and others to monitor the need for further health and safety measures

**Health and Safety Director – Corporate Director – Finance and Central Services**

In addition to the responsibilities outlined above the Corporate Director – Finance and Central Services is the nominated “health and safety director” to ensure that health and safety risk management issues are properly addressed by Management Board and more widely throughout the County Council. This role includes maintaining an adequately resourced Health and Safety Risk Management Unit and chairing the Corporate Risk Management Group.
imperative to recognise however that this role does not detract from the responsibilities of the Chief Executive and of other Corporate Directors.

2.4 Assistant Directors

Assistant Directors are responsible for the effective implementation of the County Council’s Health and Safety Policy in areas under their control. They are responsible for the day to day operation of all health and safety systems and procedures within their service areas. They will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of the culture, values and performance standards in their service areas
- ensure that responsibilities for health and safety are clear within their service area management structures and are communicated effectively
- provide visible leadership on health and safety to Heads of Service and senior managers by setting and reviewing targets for achieving improvements in health and safety, and contribute to ensuring effective performance in relation to health and safety within the Directorate by
  - overseeing the implementation of their Directorate health and safety action plan in their service areas and monitoring implementation at their management team
  - receiving both specific (e.g. incident-led) and routine reports on health and safety
  - keeping health and safety performance under review in their management teams and play a full and active part in the review process at Directorate management team meetings
- ensure that adequate resources are made available to achieve high standards of health and safety
- ensure suitable arrangements are in place for the management of the health & safety aspects of all work undertaken by contractors
- consult directorate health and safety risk managers and others to monitor the need for further health and safety measures

2.5 Heads of Service

Heads of Service are responsible for the effective implementation of this policy in their area of responsibility. They will carry out the following duties in consultation with health and safety risk managers, lead officers and other appropriate officers:

- provide effective leadership on health and safety to their managers by setting and reviewing targets for achieving improvements in health and safety
- implement their Directorate health and safety action plan as applicable to their service area and monitor implementation at their team meetings
- ensure that health and safety issues are taken into account in all service performance plans and at the design stage of new initiatives
• satisfy themselves that suitable safety standards are maintained and arrange for any shortcomings in safety standards, inspections, training and instruction to be rectified

• ensure they are advised of any accidents, incidents and health and safety issues occurring in their area of responsibility

• monitor the need for further health and safety measures, instruction and training

• ensure that suitable and sufficient risk assessments are carried out in their area of responsibility. These should be recorded, shared with the relevant staff and reviewed at least annually (or sooner if there is a significant change) and modified if necessary

• ensure that all employees in their area of responsibility have been informed of any reasonably foreseeable risks to their health and safety, and the control measures that must be taken

2.6 Premises Managers

Premises managers (usually the most senior manager on the premises, or a function taken on by Facilities Management) are responsible for overseeing building related health and safety issues in designated premises. They will carry out the following duties in consultation with the Corporate Property Landlord Unit, health and safety risk managers, lead officers and other appropriate officers:

• ensure that contracts are in place through the Corporate Property Landlord Unit for building maintenance and the inspection and testing of equipment in the premises eg boilers, electrical, fire equipment, gas, lifts etc

• ensure suitable arrangements are in place at the premises for the management of contractors and construction projects on site

• maintain suitable arrangements in the premises to manage any asbestos present in the building

• maintain suitable arrangements in the premises to manage any legionella risk in the building

• ensure the fire risk assessment for the premises is reviewed on an annual basis

• ensure appropriate health and safety signs and information are displayed throughout the premises

• ensure suitable first aid provision is maintained at the premises

• ensure health and safety standards in the communal areas of the premises are monitored through workplace inspections and ensure action is taken to improve health and safety as necessary

• ensure emergency procedures are developed and periodically tested for the premises in accordance with safety guidance

• on multi-occupancy sites ensure there is co-operation and co-ordination of health and safety arrangements between all parties
2.7 Other Officers with Management/Supervisory Responsibility

Staff who manage, supervise or have responsibility for employees, trainees, contractors or members of the public are responsible for health and safety within their management control. They will carry out the following duties in consultation with health and safety risk managers, lead officers and other appropriate officers:

- provide effective leadership on health and safety to their staff and support improvements in health and safety
- ensure that health and safety issues are taken into account at the design stage of new initiatives and projects
- be responsible for taking the necessary steps to ensure the health, safety and welfare of all employees, trainees and other persons who may be affected by work activities (e.g., visitors, members of the public, contractors)
- continually assess the risks to health and safety in their area of responsibility and ensure that all significant hazards are adequately addressed
- where risks cannot immediately or wholly be eliminated, ensure that reasonable action is taken to reduce the risk to the lowest level practicable. These actions should be recorded on a risk assessment form and brought to the attention of those affected
- ensure that accidents and incidents in their area of responsibility are reported promptly to the directorate health and safety risk manager, as required by the Accident reporting procedure. Ensure that accidents and incidents are investigated and reasonable action is taken to prevent a recurrence
- ensure that all employees in their area of responsibility receive appropriate health and safety training with regard to the safety of themselves and others. Ensure they have sufficient knowledge, skills and information to carry out their work safely. New staff will be given a workplace health and safety induction during the first week at work
- ensure that they and their staff are kept up to date with all relevant health and safety information
- ensure that all employees and trainees have appropriate protective equipment and clothing where it is required, and are given suitable information, training and instruction on its use

2.8 Directorate Health and Safety Champions

Corporate Directors assign a senior manager as the Directorate Health and Safety Champion taking a strategic role for health and safety within their specific Directorate. Their role is to co-ordinate the health and safety effort across the Directorate and to lead in health and safety planning, reporting and review. Each Champion is required to meet on a regular basis with their Corporate Director and Health and Safety Risk Manager and to chair the Directorate Health and Safety/Risk Management Group to ensure health and safety plans and performance are continually reviewed.
2.9 **Service Level Health and Safety Lead Officers**

Heads of Service shall assign Health and Safety Lead Officers to take a lead role for health and safety within their service area. Lead Officers are required to undertake and participate in health and safety management activities on behalf of their service and in partnership with the Service Head

- to be a member of the Directorate Health and Safety/Risk Management Group, attend all meetings or ensure representation at all times
- to be a member of any sub-group or working group formed by the Directorate Health and Safety/Risk Management Group, as required
- work in partnership with their Service Head to develop an annual health and safety action plan for the service based on the Directorate action plan
- co-ordinate the implementation of the Directorate and service action plans within their service
- to represent and champion the views of their service at all meetings, particularly during the formulation of the Directorate’s annual health and safety action plan
- to act as a point of contact in the service to facilitate taking items to the Directorate Health and Safety/Risk Management Group
- to ensure effective consultation takes place within the service on any health and safety issues, proposals, new procedures or policy
- to ensure a regular item appears on the agenda of service Management Team meetings, so enabling discussion of health and safety issues
- to monitor, through the service Management Team, the implementation of all health and safety procedures
- to be aware of the appropriate communication channels in the Directorate to facilitate resolution of ad-hoc issues
- to know the structure and content of the Directorate health and safety plan, and to be aware of the action plans of any working groups and/or sub-groups
- to contribute to, and engage in, the development of Directorate and Corporate policies and procedures relating to health and safety
- to be aware of legislation relevant to the Directorate and service, particularly when associated with the introduction of new policies

2.10 **Health and Safety Risk Management Unit**

The Health & Safety Risk Management Unit in the Finance & Central Services Directorate is appointed as the County Council’s “competent persons” (in accordance with the Management of Health & Safety at Work Regulations). The Head of Health & Safety Risk Management reports to the Corporate Director – Finance & Central Services and is a standing member of the Corporate Risk Management Group.
The Unit provides health & safety support services to Members, managers and employees, with at least one member of the Unit assigned to each Directorate on a permanent basis.

However, neither under the terms of this Policy, nor under health and safety law, can the Health and Safety Risk Management Unit relieve managers or supervisors of their operational health and safety responsibilities.

The Health & Safety Risk Management Unit will carry out the following duties:

- develop and advise on the implementation of health & safety policy and procedures for existing and new activities
- support management in developing and implementing effective health & safety risk management in their service areas
- promote a positive health & safety culture based on sensible risk management to secure high standards of health and safety
- advise on the development of health & safety action plans including the setting of realistic short-term and long-term objectives
- advise and inform on all aspects of health & safety and provide advice on new legislation affecting the work of the County Council
- advise on the implementation of the health & safety risk assessment system and prioritisation of control measures
- advise on health & safety training of staff at all levels
- monitor health and safety through inspection and audit
- co-ordinate the accident/Incident reporting, recording and investigation system
- report to management on health & safety performance and standards
- liaise with health and safety enforcing authorities and maintain professional working relationships
- exercise the authority to stop work in cases where there is an intolerable risk of serious injury or likelihood of fatality

2.11 Health and Well Being Service

The Health and Well Being Service provides the following services across all directorates:

- advice on employee fitness for work and on adjustments and restrictions for existing and potential employments
- medical advice to inform individual risk assessments on employees who have underlying medical conditions
- medical advice on rehabilitation programmes to assist individuals to return to work from sickness absence
- advice to managers on medical/health issues to prevent potential work related ill-health
• provision of education and training to managers and individuals with regards to specific work related health issues, their prevention and management

• provision of appropriate health surveillance and advice to individuals and their managers on any risks to their health and the necessary measures to prevent the development of disease and ill-health

• participation in and advice on audits to identify areas of risk and assist in developing appropriate action plans and control measures to prevent ill-health

• provision of support via the Staff Care Network to all employees experiencing personal and workplace difficulties

2.12 Corporate Property Landlord Unit

The Corporate Property Landlord Unit provides advice and guidance across all Directorates in relation to the development of new, and the refurbishment and maintenance of existing buildings. The Unit liaises with Directorates and others to ensure that suitable contracts are in place for maintaining buildings, plant, equipment and services. In addition the Unit provides specific advice and guidance on the management of asbestos and legionella related matters.

2.13 Chief Executive’s Group Human Resources Service (Learning and Development Team) and Directorate Training Teams

The Chief Executive’s Group Human Resources Service (Learning and Development Team) and Directorate Training Teams are responsible for co-ordinating the provision of health and safety related training for both corporate and Directorate needs.

2.14 Trade Union Safety Representatives

Trade Union Safety Representatives are fully consulted on matters affecting the health and safety of employees they represent, in compliance with the Safety Representatives and Safety Committees Regulations 1977. Formal consultation with Trades Unions on health and safety takes place at corporate and Directorate level through the various risk management and health and safety groups.

2.15 All Employees and Trainees

All employees and trainees have an important part to play in protecting themselves and others. Health and safety responsibilities are based on legal obligations and failure to comply with those responsibilities may result in disciplinary action. In particular all employees and trainees are required to:

• take reasonable care for the health and safety of themselves and others, who may be affected by what they do or fail to do at work

• co-operate with all managers, supervisors and the Health and Safety Risk Management Unit on health and safety matters
• familiarise themselves with, and to act in accordance with, any health and safety procedures which have been issued to them or otherwise brought to their attention

• act in accordance with any safety training which has been provided to them, or any verbal safety instructions issued to them

• make full and proper use of any personal protective equipment (PPE) and clothing provided to them, in accordance with instructions or training received. Report any loss of, or obvious defect in, such PPE to their supervisor or manager

• adopt safe behaviour and avoid interfering with or misusing anything provided in the interest of health, safety or welfare

• report any accident/incident by informing their supervisor or manager (to be done on the day of accident/incident or as soon as possible thereafter). This includes reporting any accident/incident involving a non-employee whilst on County Council premises or sites or affected by County Council activities, which comes to their attention

• report to their supervisor or manager any work situation which they consider to represent a serious and immediate danger to health and safety, or any matter which they consider to represent a shortcoming in current arrangements for health and safety

• follow any laid down emergency procedures in the event of serious imminent dangers, such as emergency evacuations

• ensure they are aware of how to undertake a work task allocated to them, or to use equipment they are required to use, and if not to seek guidance from a supervisor or manager

3.0 ARRANGEMENTS FOR THE MANAGEMENT OF HEALTH AND SAFETY

The arrangements for the management of health and safety are to be systematically applied in all activities and services throughout the County Council. The written arrangements for health and safety can be accessed through the County Council’s intranet, enabling document control, the sharing of best practice and promoting transparency. The key elements of the County Council’s health and safety management system are shown in Appendix 2.

3.1 Health and Safety Policy

Corporate Health and Safety Policy – this clearly sets out the framework put in place by the County Council for health and safety management and is covered in detail in this document. Directorates are required to pursue the Aim and Objectives of the Policy and to implement the health and safety management system.

Directorate Health and Safety Policy – directorates may simply adopt and implement this corporate policy or develop Directorate specific health and safety policy to implement the corporate policy incorporating Directorate needs and responsibilities.
Devolved Management - certain areas of the County Council have devolved all or part of their management structures from central to local control, while the employees concerned remain County Council employees. These employees are still bound by the County Council’s Health and Safety Policy and any health and safety policy and procedures operating within their Directorate or service.

3.2 Organising

Responsibilities – line management is responsible for health and safety performance and the implementation of corporate and Directorate health and safety policy, arrangements and procedures. Specific health and safety roles and responsibilities have been assigned to various posts and these are included in the Organisation section of this document (see Section 2). Some Directorates have assigned additional responsibilities in Directorate health and safety policies.

Consultation – consultation is achieved by standard health and safety agenda items on all team meetings, through appropriate membership of Directorate and corporate groups and meetings including recognised Trade Union representation.

Learning and Development – health and safety competencies are core skills essential to the effective conduct of employee duties, developed by implementation of the Learning and Development Policy. These competencies are developed through induction at both corporate and Directorate levels. Specific (e.g. manual handling, first aid, fire safety etc.) and managerial learning experiences are arranged to suit individual and organisational needs.

Job Descriptions/Employee Contracts – suitable clauses to highlight health and safety responsibilities are included in all employee contracts and job descriptions appropriate to individual roles.

Appraisal – the Appraisal framework is used to set and measure performance against health and safety targets and objectives (where these are appropriate for the job description of the employee concerned). Appraisal is also used to identify health and safety learning and development needs of individuals and monitor competency development.

Working Groups – Risk Management, Health and Safety and specific work groups (e.g. fire safety, transport safety, lone working etc) are established to help develop, monitor and review our health and safety initiatives to meet legal requirements or promote continuous improvement. The membership of such groups will involve management and employee representatives where appropriate, with all groups reporting to the Corporate Risk Management Group (which is chaired by the Corporate Director – Finance and Central Services - see paragraph 2.3).

Communication – health and safety information is communicated through line management with health and safety as an agenda item at all levels of team meetings. Corporate and Directorate health and safety documentation is
developed and made available in electronic and hard copy format. The Intranet, County Talk, directorate newsletters, notice boards and signage are all methods for health and safety communication.

3.3 Planning and Implementing

Health and Safety Action Plans - Directorates are required to develop, implement and report on health and safety action plans to ensure continuous improvement in health and safety performance.

Risk Assessments – Managers conduct and record risk assessments for all our activities using the County Council’s systems and guidelines for risk assessment. Risk assessment findings are brought to the attention of employees who are encouraged to play an active part in the assessment process. Risk assessments are reviewed periodically and, following any significant changes, to ensure they remain suitable and sufficient.

Procedures – Corporate and Directorate health and safety procedures are the standards, systems and guidelines for the implementation of control measures for specific health and safety risks. Procedures are developed and implemented in accordance with the risk profile of the County Council and individual Directorates. Corporate procedures apply County wide which all Directorates must adopt when applicable. All health and safety procedures are regularly reviewed, updated when appropriate, and managed via an intranet based document control system.

Equality and Diversity – the County Council will protect everyone’s health and safety in the workplace, whatever their race, gender, disability, age, religion or sexual orientation. The County Council recognises that when managers are implementing risk assessments and arrangements for health and safety, the circumstances of individuals must be considered. The overall impact of health and safety policies and procedures are considered using the Equality Impact Assessment framework. Health and Safety law and the Disability Discrimination Act will be used appropriately to increase the employability and retention of disabled people. The County Council embraces the joint Disability Rights Commission and Health and Safety Commission statement on overarching principles of health and safety management and disability. The County Council will ensure that health and safety information is communicated in an accessible way. This may include avoiding use of jargon, use of plain English and easy read formats where appropriate.
Contractors – All officers appointing contractors will ensure that the contractors’ competency to perform the task has been checked. Contractors will only be included on the County Council’s approved list if they hold current accreditation with the Contractors’ Health and Safety Assessment Scheme (or equivalent). All contractors are required to provide risk assessments which cover any significant hazards and these should be the subject of pre-contract and on-going liaison. Contractors should not be allowed to start work on County Council premises unless an Authorisation to start work on site scheme has been completed. Officers organising works should ensure there is effective liaison between contractors and occupiers of any workplaces affected. Those organising the works must ensure that all parties involved understand their responsibilities in relation to health and safety. The building occupiers must inform contractors of any known health and safety risks that they may encounter during the course of work (eg asbestos), along with any arrangements in force to reduce risks eg (fire procedures.)

Building Management – Directorates and services occupying buildings must ensure that there are suitably trained designated persons to oversee fire and bomb evacuation procedures/precautions/drills, fire risk assessment, asbestos monitoring, legionella checks, first aid provision, and liaison with contractors and visitors on site. Where there is multi occupancy then the occupying Directorates, services and other employers (where relevant) will agree and record these on-site arrangements. Building occupiers will ensure, in liaison with the Corporate Property Landlord Unit, that suitable contracts are in place for statutory inspection and testing of services and equipment.

3.4 Measuring Performance

Proactive health and safety monitoring is a line management function. Health and safety performance is formally measured during manager and supervisor inspection in accordance with corporate health and safety procedures. Reactive measurement is by managers and supervisors implementing the health and safety procedures for accident/incident reporting and investigation. Some accidents, ill health and incidents may result from failings in management control as opposed to being the fault of individual employees. In addition the Health and Safety Risk Management Unit measures performance by audit, inspection and through accident/incident reporting and investigation.

3.5 Reviewing Performance

Performance is reviewed and reported at Directorate Management Team meetings, Management Board, and the Corporate Affairs Overview and Scrutiny Committee on a formal and regular basis. Performance is measured against health and safety performance indicators and targets, and in terms of the achievement of Directorate health and safety action plans. Opportunities are sought for credible and suitable benchmarking.
3.6 **Auditing**

A programme of health and safety audits is delivered across all Directorates in accordance with the corporate health and safety audit system. Corporate Directors ensure that suitable audit programmes are in place and audit action plans are fully implemented. In addition the internal audit function addresses areas of health and safety as part of the corporate governance assurance arrangements overseen by the Audit Committee.

3.7 **Review of the Policy**

This Policy will be formally reviewed every two years. However circumstances may dictate that the Policy requires amendment as and when necessary.
APPENDIX 1

Diagram of the Organisational Structure and Responsibilities for Health and Safety

- Chief Executive
  - Corporate Directors + Assistant Chief Executives
    - Assistant Directors + Heads of Service
      - Managers / Supervisors
        - Employees and Trainees
      - Health & Safety Risk Management Unit (Competent Persons)
    - Risk Management / Health & Safety Groups + Directorate HS Champions + H&S Lead Officers
      - Leader of the Council + Executive Member for Corporate Affairs
      - Council Members
APPENDIX 2

Key Elements of the Health and Safety Management System

- Information link
- Control link

Policy (paragraph 3.1)

Organising (paragraph 3.2)

Planning and Implementing (paragraph 3.3)

Measuring Performance (paragraph 3.4)

Reviewing Performance (paragraph 3.5)

Auditing (paragraph 3.6)

Note - the paragraph numbers cross refer to Section 3 of this document.