

Health and Safety Management Arrangement

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1.0 Statement of purpose/objectives

The Council recognises that as an authority it must manage health and safety within the same degree of expertise and to the same standards as other business core activities, if it is effectively to manage and control risks and prevent harm to people, premises and the environment.

These arrangements are intended to ensure the Council meets any legislative requirements and best current practice.

The guidance will assist the Council with meeting the following Corporate Aims; work with others to deliver joined-up, affordable, accessible and quality services and create and protect a healthy, independent and safe way of life for all. It will also support the following Core Values; to always improve, to care for staff, to demonstrate value for money and to communicate openly and honestly.

2.0 Scope

These arrangements apply to all Shropshire Council employees including part-time, temporary staff and volunteers.

3.0 Health and Safety Management System

A Management System provides a structure for the overall management of activities and controls which facilitate the management of health and safety risks associated with the business of the organisation.

This includes the establishment of corporate, departmental and 'local' Health & Safety policies, the organisational structure & responsibilities, the development of objectives and plans, monitoring and review arrangements. This leads to a continual improvement in health and safety performance.

The Council has adopted the Health and Safety Performance Management model produced by the Health and Safety Executive, Successful Health and Safety Management, HSG65. The HSE believes the move towards Plan, Do, Check, Act achieves a balance between the systems and behavioural aspects of management. It treats health and safety management as an integral part of good management, rather than as a stand-alone set of policies and procedures.

The Council's Health and Safety Management System creates a common framework for health and safety to be adopted across all departments.

4.0 Implementation

Management guidance in the form of Frequently Asked Questions is provided and will be updated to support the implementation of this arrangement.

5.0 Compliance

This arrangement will enable compliance with statutory requirements and best current practice.

See References Section for a list of key relevant documents on the last page.

6.0 Review of arrangement

This arrangement will be reviewed by the Health and Safety Team, in consultation with Trade Unions, in two years unless the law requires changes before this time period.

Approving Body

Consultation -Health, Safety & Welfare Group – October 2008

Approved – Health and Safety Forum – March 2009

Reviewed by the Health & Safety Team – January 2013

Reviewed by the Health & Safety Team – July 2015

Reviewed by the Health & Safety Team – June 2019

Health and Safety Management System Frequently Asked Questions

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1.0 What is the Council's Health and Safety Management System?

The Council's Health and Safety Management System allows a common health and safety approach to be adopted across all Departments. The key elements are outlined below and are supported by the fundamental requirement for 'Leadership, Commitment and Involvement'.

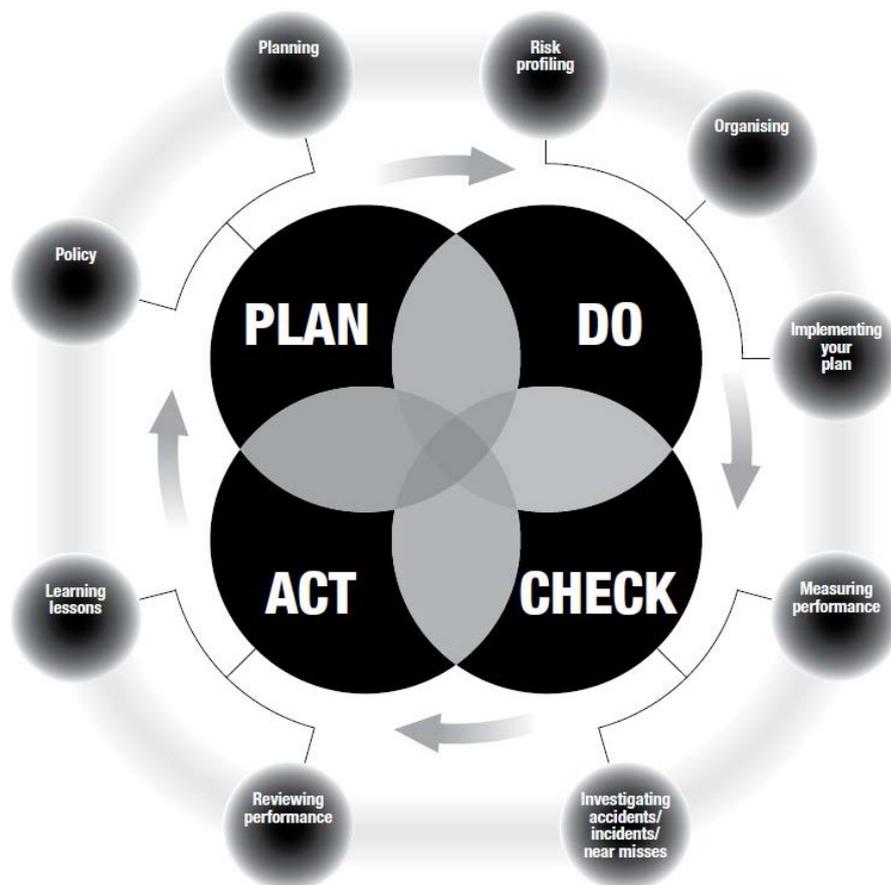


Table 1. Summary of the actions involved in delivering effective arrangements

Plan, Do, Check, Act	Conventional health and safety management	Process safety
Plan	Determine your policy/Plan for implementation	Define and communicate acceptable performance and resources needed
Do	Profile risks/Organise for health and safety/Implement your plan	Identify and assess risks/Identify controls/Record and maintain process safety knowledge
		Implement and manage control measures
Check	Measure and check performance (monitor before events, investigate after events)	Measure and review performance/Learn from measurements and findings of investigations
Act	Review performance/Act on lessons learned	

2.0 What are the roles and responsibilities within the Health and Safety Management System?

2.1 The **Chief Executive and Corporate Management Team (CMT)** are responsible for ensuring:

- The implementation of the Council's Health and Safety Management System.
- The allocation of suitable and sufficient resources.
- Ensuring that the health and safety performance is monitored and reviewed.

2.2 **Directors** are responsible for ensuring:

- The implementation of the Health and Safety Management System and that employees are familiar with the contents of the arrangements in so far as it is relevant to their role and responsibilities.
- Managers and supervisors receive sufficient training to undertake their roles effectively.
- The allocation of sufficient Departmental resources including training to effectively manage work activities.

2.3 **The Role of Health and Safety Representatives** will be:

- To attend the Health, Safety and Welfare Group on behalf of the service area, i.e. Workforce & Transformation Legal and Finance,

Children's Services, Places and Adult Services.

- To keep the Director and Senior Managers apprised of any outcomes/outputs from the Health, Safety and Welfare Group.
- To receive performance information or information regarding health and safety from the Health and Safety Team.
- To disseminate information from the Health, Safety and Welfare Group to the Managers in their service area.
- To ensure that health and safety is discussed at the Group Managers/Corporate Heads' Senior Management Team meetings on a Quarterly basis as a minimum and request that health and safety information is disseminated to the respective service teams.

2.4 **Area Directors / Heads of Service** are responsible for ensuring:

- The implementation of the Health & Safety Management System arrangement and that all employees are familiar with the contents of the procedure insofar as it is relevant to their role and responsibilities.
- Ensuring Department health and safety standards and performance are monitored and resources effectively managed.
- That suitable levels of competency for managers, supervisors and employees, enabling them to undertake work activities in safety.
- The allocation of sufficient Departmental resources to effectively manage responsibilities and duties.

2.5 **Line Managers/Supervisors/Head Teachers** are responsible for:

- Maintaining an understanding of Council's Health and Safety policy arrangements and disseminating the Health and Safety Policy to relevant persons, i.e. employees.
- Demonstrating their commitment to the Health and Safety Policy and promoting a positive health and safety culture by:-
 - o exercising and setting a good example;
 - o promoting good practice;
 - o challenging poor perceptions or attitudes towards health and safety;
 - o encouraging people to identify problems before they result in accidents/incidents;
 - o ensuring regular two-way communication with employees about health, safety and welfare matters.
- Being accountable for the implementation of the policy, management arrangements, safe systems of work, workplace precautions and performance standards within their area of control.
- Ensure that individuals are held accountable for their health and safety responsibilities.
- Ensure that health and safety performance is taken into account in performance appraisals, and that corrective action is taken in the case of deviation from health and safety standards.
- Ensuring risk assessments are undertaken where there is a significant risk of injury.
- Reviewing risk assessments when changes occur and/or on a regular basis.
- Identify employee training needs through the appraisal process to allow them to carry out their work activities safely.
- Ensuring that all employees receive information, instruction and training to enable them to carry out their work activities safely.

- Ensuring that environments are safe for employees and visitors. Any hazards or defects are eliminated or reduced or reported to the appropriate person for action to be taken.
- Investigating and monitoring any near misses, accidents and incidents to employees, volunteers, agency workers and visitors.
- Undertaking health and safety monitoring of working practices and if identified as a Premise Manager, premise safety.
- Maintaining health and safety records.
- Liaising with the health and safety team and Safety Representatives on health and safety matters.
- Supervising work activities adequately to ensure good health and safety standards are maintained;
- Seeking advice and liaising with the Health and Safety Team on health and safety matters and best practice where necessary.
- Ensuring that health and safety policies/arrangements are implemented within their area.

2.6 The Health and Safety Team are responsible for:

- Providing advice and guidance to managers and employees on Health, safety and welfare matters.
- Supporting the Health, Safety and Welfare Groups and Management in Health and Safety Activities
- Monitoring Health and Safety activities across all Departments to ensure safe working practices.
- Providing advice and guidance to managers on specific training available.
- Delivery of “IOSH Managing Safely” training to respective managers
- Working with colleagues in Workforce and Transformation and Departmental staff to minimise injury and ill-health associated with work activities and reduce work related absences.
- Ensuring that a process is in place to measure and review health and safety performance and generation of the Annual Health and Safety Performance report.
- Independent Auditing of the Health and Safety Management Systems across the Departments to ensure compliance.
- New and significant changes to the Health and Safety Arrangements. These changes will then be taken to the Health, Safety and Welfare Group for approval.

2.7 The Occupational Health Service is responsible for:

- The development of health, safety and welfare arrangements which have an Occupational Health element;
- Provide Occupation Health advice to managers and employees;
- Plan and assist the Council to develop occupational health strategies and targets;
- Undertake or arrange for Health Surveillance to be completed as required by the Legislation;
- Assist the Council to encourage its employees to choose health, by involvement in health education/promotion activities;
- Undertake the delivery of a range of occupational health activities

2.8 Health and Safety Co-ordinators where appointed, are responsible for:

- Providing advice and guidance on Departmental arrangements for health and safety.
- Assisting the Department Health and Safety Group in the monitoring

process to ensure safe working practices and working environments.

2.9 **All Employees** have an important role to play in achieving a healthy and safe work environment and maintaining and improving health and safety performance, so all employees are responsible for:

- Taking reasonable care for the health and safety of themselves and of other persons who may be affected by what they do or neglect to do whilst at work;
- Co-operating with their manager with regard to any duty or requirement imposed on the employer to enable that duty or requirement to be performed or complied with;
- Using machinery; equipment; substances; transport equipment in conformity with training and instruction provided;
- Not intentionally or recklessly interfere with or misuse anything provided in the interests of Health, Safety and Welfare;
- Drawing to the attention of their line manager, without delay, any work situation which might present a serious and imminent danger to themselves/others;
- Ensuring that they familiarise themselves with and work in accordance with guidance given in risk assessments and protective measures, health and safety policy arrangements, safe systems of work, and safety rules with regard to their working practices;
- Carry out all instructions whether verbal or written, given to ensure personal safety and the safety of others;
- Reporting all accidents, near misses, incidents of violence, work related ill health, diseases and dangerous occurrences whether injury is sustained or not, to their line manager as soon as possible;
- Co-operating fully in the reporting and investigation of any accident/near miss, dangerous occurrence and incident of violence, and the completion of any health surveillance activities;
- Attending training courses designed to further the needs of health and safety as required;
- Acquainting themselves with all processes, materials and substances used by them, using those substances in accordance with guidance/information provided e.g. COSHH assessments, hazard data sheets;
- Making themselves aware of and participate in the fire evacuation procedure for their premise and become aware of the position of fire exits, alarms and equipment. Ensure that escape routes/exits are not blocked;
- When operating in a work environment outside the direct control of their immediate supervisor, identify and report to the person controlling the site so as to be informed of site safety rules or special requirements e.g. protective clothing;
- Not using equipment or materials which have been provided by their employer for purposes other than that for which they have been provided;
- Promptly reporting unsafe conditions, methods of work, practices, tools, plant, premises or equipment to their line manager/ trades union representative/ Health and Safety Representative/employee representative and/or the relevant Health and Safety Team where appropriate;
- Wearing/using personal protective equipment as specified;
- Maintaining high standards of site tidiness/good housekeeping

3.0 Why have a Corporate Health and Safety Policy?

The Corporate Health and Safety Policy provides and sets a clear direction that contributes to all aspects of performance and demonstrates commitment to continuous improvement. It will ensure:

- Responsibilities to people and the environment, which fulfil the spirit and letter of the law.
- Value for money approaches to preserving and developing physical and human resources, which reduce financial losses and liabilities.
- Visible leadership and commitment of directors, managers and the involvement of everyone.

4.0 How will the Council develop and Implement the Health and Safety Policy?

4.1 The Council will commit to instigating the following points to support the implementation of the policy to ensure continuous improvements in health and safety performance:

4.2 The Policy Statement and Organisational Arrangements will be reviewed, updated and signed by the Chief Executive on an annual basis.

4.3 The Council will regularly review the impact of new legislation, best current practice, changes in structure, activities and significant incidents and where necessary reflect this in the health & safety policy and arrangements.

4.4 The Health, Safety and Welfare Group (HSWG) will actively debate and approve all new arrangements.

4.5 The Council will consult with employees and trade unions regarding its health and safety policy and arrangements through the Health, Safety and Welfare Group, Sub Health and Safety Groups, intranet, and team meetings.

4.6 The Council will publicise its health and safety policy to all interested parties such as suppliers, contractors and stakeholders.

4.7 The Council will make sure that the policy clearly links with health and safety management with other business activities such as risk management, finance, procurement, Workforce and Transformation and/or Corporate Social Responsibility.

Plan, Do, Check, Act approach

5.0 “Plan”?

This is an approach where planning enables the implementation of health, safety and welfare arrangements.

- Risk assessment methods are used to decide on priorities and to set objectives for eliminating hazards and reducing risks.
- Performance standards are established and used for measuring achievement.
- Actions to promote a positive health and safety culture are identified.
- Development of strategies to meet legal requirements and our objectives and targets.
- Implementation of plans to achieve objectives and targets.
- The development and maintenance of documented arrangements.

6.0 What planning will the Council undertake for health and safety?

6.1 The Council will ensure when undertaking health and safety planning and implementation that:

6.2 Managers will undertake risk assessments, where there is a significant risk of injury, from activities to enable risk control systems and work place precautions to be implemented.

6.3 Employees will be involved in the risk assessment process

- 6.4 Generic (Skeleton) risk assessment will be developed and publicised on the Intranet to support managers in developing and producing risk assessments.
- 6.5 Managers investigate accidents and use the Councils accident reporting arrangements.
- 6.6 Corporate and Department objectives will be set each year and approved by Health, Safety and Welfare Group and Cabinet.
- 6.7 The Health, Safety and Welfare Group will set and agree the key health and safety performance indicators and targets.
- 6.8 Team and individual work plans and targets will include the development and implementation of any corporate, Departmental and team health and safety plans.
- 6.9 The Corporate Training and Development programme will deliver health and safety courses which are relevant to the needs of the organisation and in line with corporate and Departmental objectives.

7.0 “Do”?

This means a management structure and arrangements for delivering the policy are in place. This includes communication, competence of employees, operational control to manage risks and consultation around the organisation. The Council will strive to ensure that:

- our employees are motivated and empowered to work safely and to protect their long-term health, not simply to avoid accidents.
- there is a shared common understanding of our vision and values.
- the visible and active leadership of senior managers fosters positive health and safety culture.

The arrangements are:

- underpinned by effective staff involvement and participation; and
- sustained by effective communication and the promotion of competence.

8.0 What will the Council do to organise health and safety?

- 8.1 The Council, in organising for the effective management of health and safety will ensure that:
- 8.2 A senior manager of the Council’s Corporate Management Team (CMT) is appointed as champion for Health and Safety and who will have responsibility for the management system
- 8.3 The Portfolio Holder for Health and Wellbeing receives regular reports and updates on health and safety information.
- 8.4 A senior manager of the Council’s Corporate Management Team will chair the Health, Safety and Welfare Group.
- 8.5 The Health and Safety Manager will meet regularly with the Chief Executive and Health and Safety Champion to discuss health and safety performance and informs both of significant incidents.
- 8.6 Health and safety performance is included in performance reviews, appraisals and 1-1’s.
- 8.7 An Annual Health and Safety Performance Report is produced and is presented at CMT and Cabinet
- 8.8 Elected members at Cabinet agree the annual objectives incorporated into the Annual Health and Safety Performance Report.
- 8.9 Managers who have health and safety responsibilities for buildings and premises attend health and safety training (IOSH Managing Safely)
- 8.10 All new managers should complete the Essential Development Framework training and the Corporate Induction ‘Welcome and Information’ session which includes sign posting of health and safety.
- 8.11 Employees are represented on health & safety matters through Trade Union

- appointed Safety Representatives and /or employees representatives.
- 8.12 The Council will have agreed health and safety objectives and improvement plans to enable performance standards and targets to be set and continuously monitored.
- 8.13 The Council will learn from experience by effectively communicating the lessons learnt from accidents to enable change to occur.
- 8.14 Training needs are identified through work force planning, appraisals and 1-1 meetings.

9.0 “Check”?

Performance is measured/checked against agreed standards to identify where improvement is needed.

- Undertake self-monitoring to reveal how effectively the health and safety management system is functioning.
- If controls fail, monitoring discovers why, by investigating accidents, ill health or incidents that could cause harm or loss.
- The objectives of our monitoring are:
 - o to determine the immediate causes of sub-standard performance;
 - o to identify the underlying causes and the implications for the design and operation of the health and safety management system; and
 - o to identify the opportunities for improvement and identify the appropriate action to be taken.

10.0 How will the Council measure and check performance?

- 10.1 The Council will ensure when measuring or checking performance that:
- 10.2 All Premise and Team Managers are required to complete the Shropshire Council Health and Safety self-monitoring checklist on an annual basis. Completing the self-monitoring checklist will enable senior managers to determine their achievements (against defined standards) in terms of health and safety management. The results of self-monitoring audits will be presented to the Health, Safety & Welfare Group and Team Health and Safety Groups.
- 10.3 The Health, Safety and Welfare Group will monitor and measure the progress with the key health and safety performance indicators and targets.
- 10.4 The Health, Safety and Welfare Group will measure the performance of Departments in monitoring and measuring the completion of the self-monitoring process.
- 10.5 Elected members, through Cabinet, and CMT will measure health and safety performance through the Annual Health and Safety Performance Report.
- 10.6 The Health, Safety and Welfare Group will measure accident statistic’s on a regular basis.
- 10.7 The Health and Safety Sub Groups will monitor accidents and incident statistics on a regular basis.
- 10.8 The Health and Safety Sub Groups will measure progress with the implementation of control measures, following accident and incident investigations.
- 10.9 The Health, Safety and Welfare Group will monitor performance on corporate and group objectives, improvement plans and responses to accidents and incidents.
- 10.10 An annual Health and Safety Performance Report will be produced to monitor and measure agreed targets and objectives for health and safety.
- 10.11 The Annual Health and Safety Performance report will be published on the Council’s web site.

11.0 “Act”?

There is a systematic review of performance based on data from monitoring and from independent audits of the Health and Safety Management System. Performance is assessed by:

- internal reference to key performance indicators
- external comparison with the performance of business competitors and best practice, irrespective of employment sector.
- results of independent health and safety audits and self-monitoring systems.

12.0 How will the Council review performance?

12.1 The Council will ensure that there is a strong commitment to continuous improvement by:

12.2 The Council will bench mark agreed accident statistics with other Unitary Councils within the annual Health and Safety performance report.

12.3 The Health and Safety Team will undertake regular Health and Safety Management Audits to assess performance against HSG 65 and Shropshire Council policies and arrangements. The Audits will be selected using information from the self-monitoring mechanisms and information which suggests a sub-standard performance is being achieved.

12.4 The findings of Audits will be shared with the relevant senior managers including CMT members and if necessary, serious sub-standard findings will be shared with the Chief Executive. Executive summary of audits to be included in the H&S monitoring report.

References and Further Information

- The Health and Safety at Work etc. Act 1974
- The Management of Health and Safety at Work Regulations 1999.
- Managing for Health and Safety (HSG 65) HSE Books
- Risk assessment A brief guide to controlling risks in the workplace (INDG163(rev4) HSE Books
- A brief guide to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). INDG453 HSE Books
- Consulting workers on health and safety L146 HSE Books
- Shropshire Council Health and Safety Self Monitoring Arrangement