



Health and Safety Policy

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Purpose

This Policy has been produced in recognition and acceptance of our legal responsibilities as an employer and aims to protect the health, safety, welfare and wellbeing of our employees and others who may be affected by our activities. This Policy will therefore set out how Warwickshire County Council will manage occupational health and safety.

Scope

This Policy is applicable to all areas and activities of Warwickshire County Council.



Warwickshire County Council Corporate Health and Safety Policy Statement

*Working for
Warwickshire*

Warwickshire County Council (WCC) recognises the importance of effective occupational health and safety management and is committed to managing occupational health, safety, welfare and wellbeing with equal importance as our other core business aims and objectives. This Policy provides a practical framework for the compliance and implementation of The Health and Safety at Work etc. Act 1974 and all other relevant health and safety legislation within WCC.

It also demonstrates our obligation to the duty of care we owe to employees and nonemployees (such as, residents, visitors, customers, contractors, pupils, and members of the public) by ensuring that WCC activities and services are provided in such a way as to not put them at risk.

The main aim of our Policy is to prevent occupational accidents, incidents and cases of work-related ill health; and to promote and implement safe systems of work, a safe working environment, with a safe and healthy workforce. This will enable WCC to develop a positive health and safety culture through the implementation of the following objectives:

- providing strong and visible leadership and management and involving employees;
- having an occupational health and safety management system which sets clear health and safety standards and roles and responsibilities;
- identifying significant risks to health and safety as part of our risk assessment process, and implementing adequate measures to prevent, reduce, or protect against those risks;
- promoting the principles of sensible and proportionate risk management;
- having a competent workforce through the provision of information, instruction, training and supervision;
- effectively communicating, consulting, cooperating with employees and key stakeholders on all relevant health and safety matters;
- providing a safe and healthy place to work;
- providing access to competent health and safety advice, guidance and support;
- requiring our contractors and partners to co-operate with us;

- ensuring resources are available to ensure the successful management and implementation of health, safety and wellbeing; and
- making continuous improvements in health and safety performance

To achieve our aim and objectives WCC has adopted the Health and Safety Executive's (HSE) "Managing for Health and Safety" HSG65 as our management system. This statement of Policy will be kept under review and any amendments made to it will be brought to the notice of all WCC employees. A Group Health and Safety Statement of Intent will be endorsed by each Strategic Director for their area of responsibility. All employees must be informed of and comply with this Policy as relevant to their role.

Signed and dated:

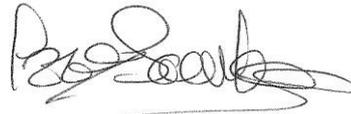
David Carter
Joint Managing Director
March 2017



Monica Fogarty
Joint Managing Director
March 2017



Cllr Izzi Seccombe –
Leader of the Council
September 2014



1.0 Introduction

This Policy formulates our Warwickshire County Council (WCC) occupational health and safety management system. It outlines how WCC will plan, organise/arrange, implement, monitor/review/check and audit for health and safety. Whereby, legal compliance is the minimum standard WCC wishes to achieve. Our health and safety management framework will strive for higher standards (WCC good practice) where possible, so that continuous improvements can be achieved.

2.0 Occupational Health and Safety Management System within WCC

2.1 Planning

WCC recognises that to successfully plan, arrange and manage health and safety across our large diverse organisation, a formal management system framework is required. This Policy therefore outlines the WCC framework which is in accordance with the HSE's HSG65 health and safety management system. WCC's management system is consistent with the original version of HSG 65 as well as the revised version launched in December 2013. This provides WCC with the traditional framework that still exists in other formal management systems (following the 'Policy', 'Organising', 'Planning', 'Measuring Performance', 'Auditing', 'Reviewing' model) as well as the new 'Plan, Do, Check, Act' model so that the benefits from both systems can be realised. This new methodology focuses more on risk management and the positive attitudes and behaviours of employees to health and safety/ the safety culture. This management system is on the following page, Figure 1. The concept of 'Plan, Do, Check, Act' can help achieve a balance between the systems and behavioural aspects of management. It treats health and safety management as an integral part of good management generally, rather than a stand-alone system.

The system will be implemented and embedded at Corporate, Group and Local level (i.e. business unit/ service/ or team as appropriate) in order to achieve the aims and objectives of this Policy, as shown in the WCC framework at Appendix 1.

The general requirements of health and safety are outlined in this Policy, and are supplemented by the supporting corporate topic-based health and safety policies (refer to section 3.2.1). This Policy therefore outlines how WCC plans for health and safety as well as setting the Policy.

As part of the planning process, priorities and actions will be set within a Corporate Health, Safety and Wellbeing Plan annually, which is supported by Group Health and Safety Action Plans. Other plans for health and safety will exist across Business Units, Service and Teams as required for their work activity.



(Figure 1: WCC's in-house occupational health and safety management system)

3.0 Organisation and Arrangements

3.1 Roles and Responsibilities for Health and Safety

3.1.1 Chief Executive

Has overall responsibility throughout WCC for:

- Implementing and achieving the aim/objectives of this Policy.
- The preservation, development, promotion and maintenance of WCC's occupational health and safety management system.
- Ensuring health and safety matters receive appropriate priority and are considered within the organisational decision making process/ strategic planning (as set out within County Council policies and procedures, and any statutory provisions set out in legislation).
- Having awareness and maintaining attention on the significant health and safety issues.
- Ensure that the County Council has appointed competent people to provide health and safety assistance/ advice to assist WCC with the implementation of relevant health and safety measures to meet legal requirements (as per The Management of Health and Safety at Work Regulations).
- Personally responding to any legal notice received by the HSE or other enforcing body (although the Chief Executive may assign this requirement to the most appropriate member of Corporate Board. The responder must liaise with the Corporate Health, Safety & Wellbeing Manager throughout any investigation and/or correspondence).
- Ensuring that Strategic Directors comply with this Policy.

The Chief Executive may delegate responsibilities to Strategic Directors, Heads of Service, and managers. However, the Chief Executive retains the overall accountability and responsibility (as this cannot be transferred).

3.1.2 Elected Members

As a corporate body the Elected Members have collective health and safety responsibilities; and individually they should ensure that this Policy is applied effectively within any areas that they have particular responsibility for.

Elected Members are responsible for:

- Applying health and safety legislation; and making decisions that conform with legislation and this Policy.
- Preserving, developing, promoting and maintaining WCC's health and safety management system
- Promoting a positive health and safety culture.
- Ensuring adequate resources are made available to implement successful health and safety management and to conform to all relevant health and safety statutes.
- Ensuring health and safety matters will be considered and accounted for when making organisational decisions.

The **Cabinet member with the portfolio for HR and Organisational Development** will be the lead councillor for occupational health, safety and wellbeing issues.

3.1.3 Corporate Board & Strategic Directors

The Corporate Board comprises of the Chief Executive and Strategic Directors.

Collectively and individually Corporate Board are responsible for:

- Providing clear and visible health and safety leadership and commitment that encourages employee involvement, and champions the importance of sensible health and safety risk management within the workplace.
- Demonstrating commitment and visible leadership for health and safety.
- Having a signed Statement of Local Health and Safety Intent for their respective Group.
- Ensuring that all decisions made reflect their health and safety intentions as specified in WCC's health and safety policy statement/ Group Statement of Intent.
- Integrating health and safety with other core business objectives/ management and be aware of the risks to the organisation (risk profile) and have controls in place to manage those risks.
- Having awareness and maintaining attention on the key health and safety issues (significant risks) of their Group and ensuring risk control strategies are in place via Heads of Service and managers.
- Making sure that accountabilities and responsibilities for health, safety, welfare and wellbeing within their Group are properly assigned, passed on, understood and carried out throughout the organisational structure via Heads of Service.
- Ensuring that Heads of Service have arrangements in place for health and safety management, consultation with the workforce, and monitoring/ auditing their business units.
- Ensuring health and safety is discussed and appears regularly on their agendas.
- Setting and monitoring health, safety and wellbeing performance and priority areas (i.e. through developing and implementing a Corporate Health, Safety and Wellbeing Plan/ Group Health and Safety Plans, and monitoring performance through health and safety reports/ KPI's).
- Ensuring Heads of Service provide and manage adequate resources to enable the discharge of their health and safety responsibilities and address any implications as reasonably practicable.
- Establishing a proactive positive health and safety culture (i.e. through attitudes and behaviours).
- Consulting and seeking advice from the Corporate Health, Safety and Wellbeing Manager on health and safety matters when required.
- Reporting any HSE correspondence or health and safety concerns to the Corporate Health, Safety and Wellbeing Manager.

To ensure health and safety consideration at board level, a Strategic Director has been nominated by the Chief Executive to be the **Champion for Health and Safety**.

3.1.4 Champion for Health and Safety

The **Strategic Director for Resources Group** has been appointed by the Chief Executive as the Corporate Champion for Health and Safety.

The Champion will:

- Promote the adequate and proper consideration of health and safety to Corporate Board/ senior managers and more widely within the County Council.
- Present a report to the appropriate member body and Corporate Board annually on the health and safety management and performance within WCC.
- Be accessible to the Corporate Health, Safety & Wellbeing Manager so that significant health and safety concerns can be raised immediately.
- Promote a positive health and safety culture.

To enable the Champion to achieve these responsibilities, the **Head of Human Resources and Organisational Development (HR&OD)** is responsible for:

- Ensuring the necessary occupational health and safety management system and organisational arrangements are in place to meet the aims and objectives of this Policy. Such arrangements include (but not limited to), the provision of competent health and safety assistance/ advice, relevant HR&OD processes to implement occupational health and safety responsibilities (for example, job descriptions include health and safety requirements, arrangements/provision is in place for WCC to meet statutory occupational health requirements (i.e. health surveillance, to advise on reasonable adjustments, etc.), consultation processes are in place as required and relevant, etc...).
- Integrating occupational health and safety arrangements with workplace wellbeing as appropriate.
- Ensuring occupational health, safety and wellbeing is considered as part of HR&OD business planning and decision making.

3.1.5 Heads of Service

Heads of Service have overall accountability and responsibility for ensuring effective health and safety management within their area of responsibility, and must ensure that all managers of employees and others under their jurisdiction are aware of, and are held accountable for, the specific application of their health and safety duties to employees and any other person.

Heads of Service who choose to delegate their operational responsibilities to lower levels of management must ensure that those nominated are competent and understand and accept their delegated responsibilities.

Heads of Service will:

- Demonstrate visible management commitment to health and safety and lead by example.
- Endorse and implement the Group Health and Safety Action Plan and strive for continuous improvements and the promotion of a positive health and safety culture.
- Monitor and review with their managers and Group Senior Health and Safety Advisor their Group health and safety objectives, targets and priorities in line with the overall

Corporate/Group objectives/ action plans to ensure required implementation for their area.

- Attend, as directed/required, appropriate health and safety management/leadership training and subsequent refresher courses;
- Be aware and maintain attention on the significant risks within their service areas and ensure they are being appropriately risk assessed, controlled and managed through effective and sensible risk management.
- Ensure that when making decisions/arranging new projects for the service, health, safety, welfare and wellbeing issues are considered and dealt with fully.
- Ensure that adequate health and safety communication and consultation channels exist within their areas of control.
- Ensure that adequate resources are provided to manage health, safety and welfare.
- Ensure that procedures exist and are effectively implemented to ensure competent employees.
- To support work-related accident/ incident investigations as appropriate, and review and monitor statistics to identify trends and hotspots. Provide support and resources to ensure adequate controls are put in place to prevent recurrence.
- Ensure that their managers and all employees (including 'Interim Managers' and Agency Staff) under their control are made aware of; understand their specific roles and responsibilities; and are accountable for their duties regarding health and safety.
- Ensure that health and safety management and performance is formally evaluated, monitored and reviewed at least on an annual basis within their service area;
- Ensure that Group Senior Health and Safety Advisors are consulted, along with employees' representatives, prior to changes in accommodation and working practices.
- Ensure that the Strategic Director and the Corporate, Health, Safety and Wellbeing Manager are informed of any breach of health and safety statutory requirements; and immediately when there is HSE or other enforcing body involvement.
- Ensure that health and safety workplace inspections and audits are undertaken and appropriate action implemented.
- Consult and seek advice where necessary.

3.1.6 Managers (including Head teachers)

For the purpose of this Policy, the term 'manager' relates to all WCC employees and interim/agency personnel who manage staff and/or services across Communities Group, People Group (including schools), Resources Group and Fire & Rescue Service.

The County Council is the employer for community and voluntary controlled schools, community special schools and maintained nursery schools. This Policy and the corporate topic-based health and safety policies therefore apply to those schools, with full requirements and compliance details set out in the supplementary health and safety standards in school document. Governing bodies in control of school premises must take reasonable steps to ensure the safety of the school site. Monitoring that adequate health and safety arrangements are in place in compliance with the County Council policies and procedures.

Managers (including Head teachers) will:

- Attend the WCC introduction to health and safety management course and refresh 3 yearly.
- Comply with manager responsibilities within the relevant Corporate topic-based health and safety policies, and ensure that local arrangements (refer to Section 3.2.2) are in place as required.
- Ensure that risk assessments are undertaken and recorded for their work activities/ processes/ operations. They must identify significant risk(s), and controls that will eliminate the risk or reduce it to the lowest possible level through sensible and proportionate risk management. They must involve employees as part of this process, and implement controls as necessary in compliance with the risk assessment policy.
- Ensure that all employees are made aware of the relevant risk assessment findings for their work activity (i.e. the risk(s) and the controls in place, including emergency arrangements, such as fire and first aid).
- To provide and maintain safe/ healthy working conditions, plant/equipment, access/egress, and welfare provision (e.g. provision of drinking water, provision of adequate toilets and washing facilities, etc.).
- Provide all new starters with a health and safety induction upon commencement with WCC.
- As necessary, ensure that arrangements are in place detailing their responsibilities for the health and safety of agency workers as the host employer, and detailing the responsibilities of the agency as employer. Similarly, arrangements must be in place for volunteers.
- Ensure that relevant information, instruction, training and supervision programmes are in place, provided, maintained and monitored to help secure the competence of all employees.
- Consider health and safety implications at the planning stage of any new plant and/or equipment purchase or design or change in processes and/or services.
- Ensure that accidents, incidents, near misses and occupational ill health are reported and investigated, where necessary, so that appropriate action can be taken to prevent a recurrence.
- Ensure that contractors' and other people's activities (for example, employees from other service areas) in the area are monitored and issues of concern raised to the appropriate person in timely manner.
- Ensure that all employees, including safety representatives, are able to carry out their responsibilities, and encourage them to work with managers to promote an attitude of safe working across the County Council.
- Ensure that the formalised workplace inspection regime is in place to check and document that the work environment is safe or requires appropriate action.
- Ensure that contractors receive an induction to the premise/ area they are working.
- Ensure that communication arrangements are in place to brief and inform employees on health and safety matters as required.
- Ensure cooperation and consultation with employees and with managers from other Groups, organisations and appropriate employees' safety representatives, when sharing premises.
- Take appropriate action following audits, inspections, and own observations.
- Reinforce a positive attitude to health and safety with employees (i.e. recognise positive contributions and safe behaviours of staff).
- Display the health and safety law poster in prominent areas of the workplace (e.g. entrance and exit points).
- Have health and safety as a standing agenda item at meetings.

- Seek health and safety assistance from the Health, Safety and Wellbeing Service.

Managers may choose to delegate responsibilities to specific employees/post holders however, they must ensure that those nominated are competent and understand and accept the responsibilities being delegated to them. The manager will remain accountable for those activities.

3.1.7 Employees

For the purpose of this policy, 'employees' will include students, volunteers, agency workers, contract workers as well as WCC employed staff (which also includes employees within WCC employed schools).

All employees have an important role to play in effective health and safety management.

All employees have a responsibility to:

- Take reasonable care, while at work, of their own and other people's health and safety.
- Co-operate with their employer or other person (i.e. line manager, senior management) in respect of their health and safety duties and follow all instructions, control measures, training, procedures, etc. (written and verbal) to protect their own and other people's health and safety.
- Always follow relevant arrangements (i.e. risk assessment controls, safe systems of work, procedures, etc...) to avoid health and safety risks, and consult their line manager on any areas of concern.
- Not misuse or interfere with anything that has been provided in the interest of their health, safety and welfare (for example, personal protective equipment, machinery guarding, etc.).
- Check that any equipment, plant, or substances used at work are in a safe condition prior to use. Report any defects, loss or damage to their manager immediately.
- Inform their manager, without delay, about any work situation that might present a serious or imminent danger to themselves or others, or about any other problems in health and safety arrangements.
- Behave appropriately at all times in the workplace.
- Avoid taking short cuts or changing work activities, which could create unnecessary risks to their health and safety. Use all safety equipment and/or personal protective equipment that is provided.
- Report all work-related accidents, incidents (including incidents of violence/aggression, diseases and dangerous occurrence), and near misses.
- Be familiar with any health and safety policies, procedures, risk assessments or any other health and safety documentation, applicable to them and their work. Follow all induction, information, instruction and training provided (whether verbal or written).
- Be aware of the First Aid provision at their workplace and understand the fire/emergency evacuation and fire prevention procedures, position of fire alarms and equipment and participate in drills as required.
- Take part in health and safety training and development as necessary.
- Cooperate with health surveillance programmes and other control strategies for the protection of their health.
- Set a good personal example in respect of health and safety.
- Make suggestions to improve health and safety.

Please note these responsibilities relate to all employees. If an employee has additional post holder responsibilities for health and safety, for example, they are a manager, then they must comply with those responsibilities in addition to these.

3.1.8 Competent Health and Safety Assistance

As per The Management of Health and Safety at Work Regulations, Regulation 7: Health and Safety Assistance, the in-house Health, Safety and Wellbeing Service has been appointed to provide competent health and safety advice and support to WCC covering all relevant health and safety legislation.

The service is led and managed by the Corporate Health, Safety and Wellbeing Manager who:

- Is the competent lead for advising WCC on relevant health and safety matters (which includes workplace health, welfare and wellbeing risks in addition to safety risks).
- Has a responsibility to raise any concerns to the Champion for Health and Safety and management as deemed necessary/appropriate.
- Has been appointed to assist WCC in undertaking the measures needed to comply with relevant legislation.
- Will lead and manage the Health, Safety and Wellbeing Service and develop and coordinate the County Councils Occupational Health and Safety Management System.
- Co-operate with the HSE and other appropriate organisations
- Advise Corporate Board and Strategic Directors on health and safety matters;
- Produce an annual report in conjunction with the Champion for Health and Safety on the County Councils health and safety performance and detailing progress on standards and targets set.

nb – The Corporate Health, Safety & Wellbeing Manager does not have direct supervision of the health and safety staff within Warwickshire Fire & Rescue Services. This supervision is provided through the operational arrangements within the specific Group and remains the accountability and responsibility of the Chief Fire Officer.

The **Health, Safety and Wellbeing Service** will work with, and under the direction of the Corporate Health, Safety and Wellbeing Manager to achieve the corporate priorities by having arrangements and competent persons in place to:

- Provide professional, technical, practical and competent health, safety and wellbeing advice, guidance and support as required.
- Produce written health and safety policies, standards, advice and guidance documentation that must be followed.
- Provide updates and relevant changes to health and safety legislation, guidance and alerts.
- Undertake a schedule of programmed visits to WCC premises (including schools where the LA is employer) to advise on and audit the local management system for health and safety and the control of substances hazardous to health (COSHH).
- Lead/ undertake and monitor a schedule of workplace health and safety inspections

- Provide and deliver a range of corporate health and safety training sessions and advise managers on local health and safety training needs.
- Record and report all relevant accidents/incidents for employees and nonemployees to the HSE as required.
- Assist with the completion of accident/incident investigations, as appropriate.
- Liaise with the HSE and other enforcing authorities on any regulatory interventions or investigations as directed.
- Provide short term support and counselling.
- Support Group Leadership Teams with Group Health and Safety Action Plans, and produce quarterly health, safety and wellbeing performance updates/reports through the Senior Health and Safety Advisors.
- Use executive powers (on behalf of the Chief Executive, cabinet members and Strategic Directors) to stop any work activities where there is a serious and imminent risk of injury, and set appropriate health and safety management standards to make sure WCC acts within the law.
- Advise WCC on the required arrangements to actively target key workplace health issues that will reduce incidents of work related ill health.

3.1.9 Building specific health and safety requirements

Physical Assets are responsible for the development, implementation and monitoring of the building related health and safety policies (these are fire, asbestos and legionella). As these policies form part of WCC's occupational health and safety management system, Physical Assets must communicate, consult and cooperate with the Corporate Health, Safety & Wellbeing Manager. The corporate roles, responsibilities and arrangements therein must be communicated to relevant persons and implementation monitored.

3.2 Controls & Arrangements within WCC

3.2.1 Corporate Controls and Arrangements

The WCC corporate topic based health and safety policies set out the minimum standards needed to meet legal compliance and WCC good practice. They are titled as a policy in accordance with WCC's Corporate Framework to set the required standards, and to inform and guide all relevant employees. They are topic based so that managers, employees and other key stakeholders can easily identify their roles and responsibilities as relevant to their work activities.

They are developed by the Health, Safety and Wellbeing Service (with the Corporate Health, Safety & Wellbeing Manager as the 'Policy Owner'), with the exception of building related health and safety policies that are developed and implemented by Physical Assets (Refer to Section 3.1.10). These Policies are set on behalf of the Chief Executive and monitored, reviewed and revised by the Health, Safety and Wellbeing Service, and the Corporate Health, Safety & Wellbeing Manager is part of the development/consultation/review process for Physical Assets led Policies.

The policies are written for a specific topic, such as, risk assessment, personal safety, the safe management of contractors, management of work-related stress and wellbeing, and

manual handling, etc... (For a full up-to-date list, refer to the health and safety intranet pages, health and safety A-Z topics). The policy will only detail information as relevant for that topic. It will not duplicate anything that has been detailed within this Policy (specifically Section 3.1). They are reviewed on a 3-yearly rolling programme unless there is a requirement to review it sooner.

Where required, these policies are supported by guidance documents, template forms, and tools. As necessary, consultation is sought with HR & Organisational Development, Trade Union appointed Safety Representatives, managers, occupational health, and service areas where technical advice/assistance/implementation is required.

These corporate policies apply to **all** Groups. Under the auspices of the Corporate Health & Safety Policy, Group specific policies/standards will only be developed if a health and safety issue is pertinent to a specific Group activity (for example Warwickshire Fire and Rescue's Service Orders for operational fire fighting requirements, and School health and safety standards*).

**nb. With regard to health and safety standards in schools and the clarification of health and safety responsibilities within certain school establishments, refer to WCC document - 'Local authority health and safety standards - for head-teachers, senior leadership teams, school staff and governing bodies in maintained schools.'*

Competence requirements are detailed within each policy as relevant to that topic (refer also to Section 3.4).

3.2.2 Service/ Team Controls and Arrangements (local arrangements)

To demonstrate compliance and implementation of corporate health and safety policies, each service/team must have written local health and safety arrangements as relevant for their work activity. The term 'local arrangements' within WCC covers all control strategies and assigned responsibilities for health and safety within a team/service. Therefore, they are detailed in risk assessments as part of the existing controls measures, in safe systems of work, or in specific written procedures (such as, lone working procedure). These are only required where a significant risk to health and safety has been identified to demonstrate the control strategies implemented.

3.3 Consultation & Co-operation

WCC is keen to ensure effective co-operation between workers, their representatives and managers through active consultation and involvement.

Managers should identify how they will consult with employees and share information on any significant changes that may substantially affect their health and safety.

As an employer who recognises trade unions (TU), WCC is aware of the legal rights they have to support health and safety in the workplace as specified in the Safety Representatives and Safety Committees Regulations.

TU appointed safety representatives are encouraged to co-operate with managers regarding any health and safety issues within the workplace.

WCC holds a quarterly Health and Safety Joint Consultative Committee (JCC) with the TU appointed safety representative from each union that operates within WCC. The primary function of the health and safety JCC is to keep under review the measures taken to ensure the health, safety and welfare of employees working within the council or any others who could be affected.

Within each Group, other health and safety committee meetings are scheduled and held as pertinent to that Group to ensure consultation and cooperation at the right level as per the Health and Safety (Consultation with Employees) Regulations.

The Safe Management of Contractor Policy details how WCC co-operates with contractors.

3.4 Competence

The mandatory health and safety training requirements within WCC includes the following:

- Health and safety induction for all new starters (using the corporate package and specific local information).
- Introduction to Health and Safety for Manager's training session.
- Health and Safety Risk Assessment Workshop for all managers or nominated employees who undertake risk assessments.

In addition to these core mandatory sessions, the specific health and safety training requirements are detailed within the corporate topic based health and safety policies, and provided through the corporate learning and development offering on WILMa or directly by Manager's where the training need is specific to that team/service. Therefore, each Group/Service should consider and plan for their health and safety training needs (i.e. training needs analysis). Responsibility is with GLT to ensure efficacy of this approach throughout their Group management structure.

At team/role level, the work activity health and safety competency should be determined as part of the risk assessment process with the identified training needs arranged by the manager. Advice and support can be sought through the Health, Safety and Wellbeing Service.

An annual health and safety briefing is provided to elected members as part of the Member Development programme by the Corporate Health, Safety & Wellbeing Manager.

3.5 Communication

The corporate health, safety and workplace wellbeing intranet pages will be maintained by the Health, Safety & Wellbeing Service as a way of providing and communicating the corporate and Group specific health, safety and wellbeing policies, guidance, tools, and links to support services and advice. For schools, this information is provided on the

School Document Library www.warwickshire.gov.uk/SchoolHSdocs. For employees who do not have the intranet or internet, information will be provided by their manager using appropriate communication channels.

All HR processes for recruitment and selection will consider and arrange for health and safety (such as Job Descriptions informing employees of their responsibilities, etc.). As part of the new starter induction, all employees will be provided with access to this Policy. As part of the Health, Safety and Wellbeing Service communication plan, relevant and timely information will be communicated to employees and/or managers.

Managers are required to discuss health and safety at team meetings. A proactive way to achieving this is to have health and safety as an agenda item at team meetings (the frequency of which can be determined locally, however managers must demonstrate how two-way communication on health and safety matters is undertaken).

Two-way communication on health and safety issues must be valued and employees should be given the opportunity to contribute to this process.

The health and safety law poster will be displayed in a prominent location (e.g. at access points) within all of WCC workplaces.

4.0 Monitoring, Measuring and Reviewing Performance and Auditing

4.1 Measuring & Monitoring Performance

To determine whether health and safety requirements are being achieved, it is necessary to measure performance against predetermined plans and objectives. This will be achieved at strategic level by implementing the following:

- Corporate Health, Safety and Wellbeing Action Plan which also requires an occupational health and wellbeing strategy.
- Group Health and Safety Action Plan.
- Annual Health, Safety and Wellbeing Report and quarterly updates to GLT provided by the Health, Safety and Wellbeing Service.

In addition, the following information will be used throughout the organisation.

Active measures of performance	Reactive measures of performance
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<ul style="list-style-type: none"> • Health and safety key performance indicators • Auditing regime in place • Workplace inspection process in place • Health and safety as a standing item on team meetings • All projects consider health and safety in the planning phase. • Safety committee meetings held • Manager observations (e.g. to reinforce good practice) • Health surveillance undertaken 	<ul style="list-style-type: none"> • The number of accidents, incidents, near misses, lost time incidents, F2508 reportable incidents, and occupational ill health reports/ referrals, referrals to staff care. • Sickness absence • The number of civil claims made against WCC. • Damage to property
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<h2>4.2 Auditing</h2>

Auditing is the structured process of collecting independent information on the efficiency, effectiveness and reliability of the total health and safety management system and drawing up plans for corrective action. WCC recognises that auditing needs to take place Corporately and at Group/Local level.

4.2.1 Auditing the Management System – Corporate Level

At the corporate level, WCC’s internal audit team within the Risk and Assurance Service will independently audit the Health, Safety and Wellbeing Service on a rolling programme. It is the requirement of the Corporate Health, Safety and Wellbeing Manager to take appropriate action.

This process addresses areas of health and safety as part of corporate governance assurance.

The Health, Safety and Wellbeing Service will audit health and safety corporately as part of an internal health and safety audit procedure. This procedure is developed and led by the Corporate Health, Safety & Wellbeing Manager and delivered by the Health, Safety & Wellbeing Service to support this Policy.

4.2.2 Auditing the Management System – Group/Local Level

Within WCC this is undertaken by the competent advisors within the Health, Safety and Wellbeing Service in accordance with the internal health and safety audit arrangements and procedure document.

The auditing process will be relevant to each Group and will review and establish whether:

- Appropriate management arrangements in place.
- Adequate risk control systems/strategies in place for the risks associated with the County Councils undertaking.
- Those risk control strategies are being implemented.

The County COSHH Officer will undertake audits for all WCC activities that use or generate substances hazardous to health or where there is a risk of an explosive

atmosphere as per the Dangerous Substance Explosive Atmosphere Regulations. This audit regime will be risk based and identify areas of good practice and areas for improvement.

Other auditing regimes from Central Government agencies (for example, LGA) which include health and safety are considered and implemented as appropriate.

An annual health and safety workplace inspection programme is in place to assess the physical workplace and welfare facilities and identify appropriate actions. This is led by the Health, Safety and Wellbeing Service with support from Facilities Management as stipulated within the workplace health and safety inspection policy.

4.3 Reviewing performance

To review performance, all of the information gained from monitoring and auditing activities needs to be examined. This enables WCC to ensure that our occupational health and safety management system is working effectively, and that our policy objectives are being achieved.

The corporate policies will be continually reviewed and updated when there are:

- Changes to legislation, British Standards, Approved Codes of Practice, or relevant industry guidance
- Changes in organisational structure, process, services, operations and equipment
- Lessons learnt/ actions resulting from the findings of an incident investigation or audit.
- Lessons learnt from a national or regional incident.

Appendix 1: Occupational Health, Safety and Wellbeing Framework within WCC

WCC	Plan – Establish standards for health and safety management based on risk assessment and legal compliance through policy and planning		Do – Implement plans to achieve the objectives/standards that have been set through risk profiling and organisation for health and safety		Check – measure progress with plans and compliance standards	Act – review against objectives and standards and take appropriate action		
	Vision	Policy	Organising	Arrangements (implementing the plans)	Measuring performance	Reviewing performance	Auditing	Continuous improvement
Corporate (strategic)	<ul style="list-style-type: none"> Striving for excellence in health, safety and wellbeing performance and management Effective H&S management system Positive H&S culture Be a 'good employer' Safety and protection for residents Safe activities and place of work Legally compliant Continuous improvement 	<p>WCC Health and Safety Policy</p> <p>Corporate topic based H&S Policies and supporting documentation</p> <p>Corporate HSW Strategy</p> <p>Occupational HSW strategy</p>	<p>H&S policies detail the relevant and required roles, responsibilities and competence</p> <p>Policy consultation</p> <p>H&S Joint consultative Committee (JCC)</p> <p>Corporate Training Matrix and training provision</p>	<p>H&S Policies detail corporate arrangements (particularly assessment of risk) and control strategies</p> <p>Business planning/risk management</p> <p>Management processes (e.g. appraisals, 1:1's)</p> <p>Visible leadership and commitment for H&S</p>	<p>Resources Group HR&OD performance indicators</p> <p>HSW Service KPI's</p> <p>HR&OD and Employee Relations Business Plan</p> <p>Corporate HSW Strategy</p> <p>H&S Policies detail corporate arrangements for measuring performance</p>	<p>Corporate annual HSW report</p> <p>H&S JCC, OH User Group and Staff Care Protocol to review relevant data/ trends and taking action</p>	<p>Internal audit of H&S management system (independent)</p> <p>HSW audit procedure - regime developed and considers corporate level detail</p>	<p>Through review/audit and taking appropriate action</p> <p>Learn from experience</p> <p>Actively identifying and implementing changes nationally and regionally</p>
Group	<ul style="list-style-type: none"> Prevention of occupational incidents, injury, ill health Positive H&S culture Sensible risk management Safe workplace Safe activities/ service delivery Legally compliant 	<p>Statement of H&S intent</p> <p>Group H&S Action Plan</p> <p>Implement corporate H&S policies</p>	<p>Implement corporate H&S policies and inform employees of their roles and responsibilities</p> <p>H&S on meeting agendas</p> <p>Communication channels in place</p> <p>Group training needs analysis</p>	<p>Visible H&S Leadership and management</p> <p>Consider H&S with other business risks</p> <p>Consider H&S at planning stage of any new work/changes/ decision making</p> <p>Business planning process</p>	<p>Group H&S performance indicators (i.e. in business plans, appraisals, etc)</p>	<p>Group HSW quarterly updates</p> <p>Monitoring statistics and taking action</p>	<p>Implementation of H&S audit procedure - regime pertinent to Group</p>	<p>Internal review dates on documents</p> <p>Revisit action plans and policies</p>
Local (operational)	<ul style="list-style-type: none"> Prevention of occupational incidents, injury, ill health Safe activities and workplace Positive H&S culture Safe, motivated, competent staff Good communication, worker involvement and cooperation 	<p>F&R Service Order's</p> <p>School H&S standards</p> <p>Local H&S arrangements (i.e. procedures, processes, safe systems of work, etc) to implement corporate H&S policies</p>	<p>Compliance with H&S policy/ F&R Service Orders/ School H&S Standards</p> <p>Informed employees</p> <p>Training needs analysis and relevant training provided</p> <p>H&S on team meeting agenda</p> <p>H&S considered in appraisal system</p> <p>Business planning</p>	<p>Risk assessment process for activity/ process/ operation significant risks</p> <p>Sensible risk management with arrangements (procedures, safe systems of work and processes) in place</p> <p>Accident/Incident/ near miss reporting, investigation and action</p> <p>Implement local arrangements</p>	<p>Undertake H&S workplace inspections</p> <p>Undertake visual observations and take action accordingly (day-to-day management of H&S)</p> <p>Investigate incidents and take action</p>	<p>Risk assessment review</p> <p>Monitor incident/ accident/ ill health data and take action</p> <p>Taking action on inspection and audit findings</p>	<p>H&S audit procedure at local level</p> <p>Take appropriate action as identified in audit process</p>	

