**Royal Borough Windsor and Maidenhead**

**Health and Safety Policy**

**2022/23**

**“Creating a sustainable borough of innovation and opportunity”**

**Our vision is framed around three key objectives:**

***Thriving Communities****: Where families and individuals are empowered to achieve their ambitions and fulfil their potential.*

***Inspiring Places****: Supporting the borough’s future prosperity and sustainability.*

***A Council trusted to deliver its promises***

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**Frequently used acronyms**

* CLT corporate leadership team
* COPs code of practice
* SOP standard operating procedures

1. **Introduction**
   1. The Royal Borough’s commitment to effective and successful health and safety management forms part of the council’s wider agenda of social responsibility, sustainability, corporate governance, risk management and delivery of value for money quality services; we require this same commitment from our partners and contractors. This means having in place effective management arrangements that ensure the well-being of our employees and service users, that minimise the losses (both financial and reputational) to our business from ill health and injury.
   2. This policy sets out the health and safety responsibilities for officers and elected members of Royal Borough of Windsor and Maidenhead. It details the roles and different levels of responsibility throughout the council. Implementation of this health and safety policy and associated policies, guidance and management systems will contribute to improving corporate performance.
   3. The policy requires every member of staff to have an awareness and to obtain the minimum level of responsibility for health and safety, which is Level 1. Managers are required to understand and allocate the appropriate safety responsibilities and level to their staff and ensure their staff are aware of them.

**Guiding Principles**

1.4 To achieve continuous improvement in health and safety performance through management, leadership and the commitment of employees, five guiding principles have been developed:

* **Control:** Management are responsible for the clear allocation of health and safety responsibilities and for monitoring the implementation of those responsibilities.
* **Co-operation:** All employees have a responsibility to co-operate as individuals and as groups to make health and safety a collaborative effort.
* **Communication:** Communication of health and safety information is essential and includes visible behaviour, written communication and face to face discussions.
* **Competence:** Developing health and safety competence of elected members, directors, managers, employees, the health and safety advisors, partners, volunteers and contractors is at the heart of successful health and safety management.
* **Sensible risk management:**  Through the adoption of a pragmatic approach which encourages risks to be managed in a proportionate manner, focussing on those risks which carry the most damaging implications should they occur.
  1. These guiding principles are interdependent so that consistent activity and effort in each area is needed to promote a climate in which a positive health and safety culture can be maintained.

**2 Levels of responsibility for health and safety**

2.1 Employees at different levels of the organisation have specific responsibilities for health and safety. There are five levels of increasing complexity and accountability within the council and all employees will be made aware of what their level of responsibility is, the health and safety team can provide clarification if required. Detailed below are the areas of responsibility for staff at different levels:

**Level 1 -** **all staff**

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| **Definition of level 1** | All employees are at least Level 1. This is the basic level of health and safety understanding and compliance. |
| **Level 1 responsibilities** | * To act in a manner to protect and promote their own health and safety and that of colleagues, members of the public and others. * To co-operate with the efforts of management to ensure effective health and safety. * To attend training provided, read documentation provided and put into practice all instructions intended to ensure effective safety. * To report all accidents/incidents, near misses and hazards immediately to their line manager. * To respect and make proper use of all equipment provided. * To wear any personal protective equipment (PPE) that has been provided for their use and report any defects immediately. * To refer any health and safety issues they feel they are not authorised to deal with to the next level of responsibility. * To carry out any specific health and safety duties that have been allocated to them as part of the normal work activity. Where for any reason those duties cannot be carried out, they must report these issues to their line manager immediately. |

**Level 2** – **Supervisors/team leaders/managers**

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| **Definition of level 2** | Level 2 refers to any employee with supervisory and first line management responsibilities. |
| **Level 2 responsibilities** | * Implement this policy, relevant Codes of Practice (COPs), risk assessments and Safe Operating Procedures (SOP) in the area under their control. * Ensure that health and safety work is prioritised to meet declared targets. * Support and monitor the safety performance of those reporting to them, in particular through the 1:1 and performance management processes. * Undertake safety inspections at appropriate intervals in the area under their control and take action to correct problems identified. * Establish and enforce safe systems of work for all tasks under their control. * Ensure that any statutory records that are required, are accurate and consistent. * Carry out and periodically review the risk assessments relevant to their section. * Carry out investigations into accidents and incidents, when required to do so. * Ensure that new staff understand all relevant risk assessments, COPs and SOPs at a 1:1 meeting in the first four weeks of their employment and ensure that appropriate records of this are in place. * Refer any health and safety issues they feel they are not authorised to deal with to the next level of responsibility. |

**Level 3 - Service managers / building managers**

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| **Definition of level 3** | Level 3 refers to any employee who is a service manager or who is responsible for the management of a council building. Authorisation to carry out certain Level 3 responsibilities may be allocated to one or more managers within a service, the relevant Level 4 head of service will make this assessment, based on the risks and responsibilities within the service. |
| **Level 3 responsibilities** | * Take responsibility for the implementation of this policy in the areas under their control. * Ensure that suitable health and safety targets are contained within service plans and 1:1’s. * Carry out a health and safety self-audit of their area at least annually to ensure that:   + All statutory and manufacturers’ recommended inspections and records for specific service related equipment and vehicles are in place. (Note: Building Services may hold the records on building issues such as fire, legionella, asbestos, heating systems, local exhaust ventilation etc.)   + All appropriate risk assessments for their area are carried out, recorded and reviewed.   + All accidents and incidents within their area are thoroughly investigated and any remedial actions carried out. * Ensure health and safety information is effectively communicated within their area. * Their staff receive adequate and appropriate information, instruction, training and supervision * Send all accident and incident forms to the corporate health and safety team as they occur. * Relevant COPs are followed and that SOP are prepared and put in place as required. * Suitable health and safety monitoring is carried out periodically and especially during projects and contracts. * Liaise with the corporate health and safety team to ensure that the council’s safety policies and initiatives are appropriate to their area. * Refer any health and safety issues they are not authorised to deal with to the next level of responsibility. |

**Level 4 - Head of service** **(CLT)**

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| **Definition of level 4** | Level 4 refers to any employee who is a head of service, manages a service area and is a member of CLT.  The Health and Safety Strategy Group (see section 4.6) consists of heads of service and has Level 4 responsibilities. |
| **Level 4 responsibilities** | * Ensure that all health and safety self-audits in their service areas are carried out. * Ensure that health and safety considerations are identified during project planning * Ensure that health and safety risks are considered during the business risk management process. * Ensure that suitable resources are available to enable the requirements of this policy to be carried out. * Support and monitor the safety performance of those reporting to them, in particular through the 1:1 process. * Take an active part in the quarterly Health and Safety Strategy Group. |

**Level 5 – Chief Executive, executive directors and directors**

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| **Definition of level 5** | Level 5 employees have the overall charge of the running of the council with regards health and safety. |
| **Level 5 responsibilities** | * Take overall responsibility for this policy and its implementation. * Decide upon safety strategy and policy. * Take an active leadership role in safety management * Ensure sufficient resources are in place to control health and safety risks. * Include appropriate health and safety risks on the Strategic Risk Register (following referral to CLT). * Support and monitor the safety performance of those reporting to them, in particular through the 1:1 process. * Consult regularly with the Health and Safety Strategy Group. |

**Elected Members**

2.2 All Elected Members should be aware of this policy and ensure that they support and comply with it as appropriate with regard to the activities and duties being undertaken.

1. **Training**

3.1 The council provides health and safety training to enable all employees to discharge their responsibilities. Specific training is also provided when identified through a risk assessment.

* 1. New employees are required to have satisfactorily completed the appropriate health and safety training during their probationary period. This is normally done as part of the council’s e-induction programme, which impresses upon them the council's desire that they work safely. As part of their workplace induction, staff will be shown the relevant COPs and SOPs for their role and instructed in fire safety, first aid and accident reporting procedures. This basic local induction, covering the council’s safety practices and procedures, should be carried out during the first week of a new starter’s employment.
  2. In addition, employees at different levels of the organisation are required to undertake specific training that is commensurate with their role and level, for them to undertake their health and safety responsibilities, as detailed above.

**Mandatory Training**

* 1. Level 1 training is mandatory for all staff, regardless of their seniority. This training is available via eLearning. Refresher training should be undertaken every two years and is part of the Council’s programme of mandatory training reviewed at each employee’s end of year Connect meeting.
  2. An additional eLearning module is mandatory for those assigned Level 3, 4 or 5 responsibilities.

**Level or role specific training**

* 1. Where relevant, employees, are required to undertake additional or specialised training that is commensurate with their role and level. The health and safety team can advise on availability and training options.

**Elected members**

3.7 Training is available via eLearning and elected members are encouraged to undertake this on an annual basis.

**4 Day to day operation**

4.1 The day to day management of health and safety within the council is overseen by different groups, with differing levels of responsibility:

**Corporate health and safety adviser**

4.2 The primary role of the corporate health and safety adviser is to facilitate and monitor and check that, as an employer, the council is fully aware of its responsibilities regarding compliance with all relevant health and safety legislation and that it conducts its work activities in such a manner as to protect the health, safety and welfare of its employees, residents, customers and visitors to the Royal Borough.

4.3 The health and safety advisers provide technical advice, formulate and promote the council’s health and safety policies and procedures and monitor and audit the council’s safety performance. The advisers perform a range of functions, including:

* Advising on corporate safety strategies.
* Auditing and monitoring health and safety performance.
* Assisting with self-audits of high risk areas where necessary.
* Producing and reviewing COPs.
* Providing advice on reviewing, writing and implementing SOP and risk assessments.
* Providing health and safety training.
* Providing technical/legal advice and information.
* Investigating accidents and incidents.
* Supporting Safety Committees and management teams.
* Liaising with outside bodies including enforcement agencies.

**Senior management team (CLT)**

4.4 CLT are responsible for compliance with health and safety requirements within their service area or directorate. They operate at Level 4 or 5 of the health and safety hierarchy. They are also responsible for bringing any health, safety or welfare matters to the attention of the health and safety adviser.

**Building managers**

4.5 Employees who have responsibilities for the management and maintenance of any RBWM buildings are responsible for compliance with health and safety requirements within the building. Building managers are also responsible for bringing any health, safety or welfare matters to the attention of the head of service.

**Health and Safety Group**

4.6 The Health and Safety Group will meet bi-monthly as a minimum to review corporate occupational health and safety progress, provide strategic direction and agree the strategic health and safety priorities for the forthcoming period. The meeting schedule will include meetings with either a strategic or operational focus. Core members will attend both meetings with additional parties invited to the operational meetings.

4.7 The Health and Safety Group acts as the custodian of the Health and Safety Assurance Framework referred to in 5.16.

4.7 An illustration of the meeting framework together with terms of reference for the group are contained in Appendix A.

* 1. The Health and Safety Group operates at Level 4 of the hierarchy of health and safety control, as detailed above.

**Schools**

4.9 Schools should use this policy to develop their own internal policy that is specific to their requirements and circumstances. Advice and guidance can be obtained from the schools’ health and safety adviser.

**Responsibility for health and safety in schools**

4.10 For community schools, community special schools, voluntary controlled schools, maintained nursery schools and external learning centres, the Local Authority is the employer.

4.11 Within these organisations there are bodies and individuals, such as school governors or head teachers who have devolved responsibilities for health and safety. However, when it comes to the enforcement of health and safety legislation by the Health and Safety Executive (HSE), the Local Authority (LA), may be held responsible where they are the employer.

4.12 In order to discharge the legal responsibilities of the Local Authority, local authority schools are required to comply with the council’s health and safety policies, procedures, codes of practice and guidance, where relevant. This includes all community schools, community special schools, voluntary controlled schools, maintained nursery schools.

4.13 For voluntary aided schools, the employer is the governing body. For academies, the employer is the academy board/trust. For free and independent schools, the employer is the proprietor or other equivalent entity. In academies, voluntary aided, free and independent schools the governing body/trustees is the employer who is responsible for the management of health and safety, including their own health and safety policy and arrangements.

4.14 Where schools are required to comply with the council’s health and safety policy, which includes all community schools, community special school, voluntary controlled schools, maintained nursery schools, and other schools not listed but covered by the authority’s insurance package, they must have evidence to demonstrate compliance with both the policy and the insurers requirements and must provide that evidence to the local authority when requested. This to be no later than two weeks from the date of the request. Where services are obtained through the property services team, they will provide the maintenance records and certification.

4.15 School governing bodies have responsibility for ensuring that reasonable measures are put in place to ensure the health and safety and welfare of employees, pupils, visitors and other people affected by the establishment’s activities. These responsibilities can be satisfied by ensuring that the governing body and school's management team:

* + Produce a local health and safety policy and devise appropriate procedures for managing related issues
  + Implement the policies of the council and any agreed local policies or procedures where appropriate
  + Consider the costs of implementing the policies, seeking and setting aside reasonable funding for their implementation
  + Receive and action regular and routine health and safety reports from the head teacher to enable the governing body to monitor and evaluate the effectiveness of the health and safety management systems

**Trade unions**

4.16 Trade unions have the following rights under the health and safety legislation:

* To investigate potential hazards and dangerous occurrences.
* To examine the causes of accidents at work.
* To investigate complaints relating to employees’ health, safety and welfare at work.
* To make representations to the employer about the above and other general matters affecting health, safety and welfare of employees.
* To carry out inspections of the workplace.
* To represent employees in consultations with the Health and Safety Executive, other enforcement agencies and to receive information from the inspectors.

4.17 Trade union safety representatives attend the quarterly Health and Safety Strategy Group meetings and participate fully in the discussion and decision making. Safety representatives are actively encouraged to carry out safety inspections and accident investigations, either independently or in conjunction with management. Safety representatives should also be involved in the health and safety self-audit process for their service areas.

**5 Health and safety performance monitoring**

5.1 A range of performance indicators are used to monitor the safety performance of the council. A Corporate Health and Safety Action Plan has been established to achieve its targets.

**Health and safety self audit – service manager**

5.2A health and safety self-audit system has been established in the form of a questionnaire and guide. Service managers (Level 3), under the instruction of CLT, must carry out an audit of each Service Area at least annually. Action Plans shall be prepared to rectify any shortfall. Where the self-audit identifies that a Level 3 manager’s direct reports have actions to complete, progress with those actions will be monitored through the normal 1:1 process. The corporate health and safety team will, on a risk basis, participate in the audits. CLT are responsible for ensuring the completion of annual audits for their own service area trade union safety representatives are encouraged to contribute to the audit process. Managers should engage their staff in the process as well.

**Building managers – annual building audits**

5.3 Under the instruction of CLT, employees who have the responsibility for the management and maintenance of any council building are responsible for completing an annual building audit for their building. The individual building manager will work with Property Services to ensure that actions required are completed within the agreed timescales. The corporate buildings action plan will be reviewed at the Health and Safety Strategy Group.

5.4 Building managers are responsible for bringing any health, safety or welfare matters to the attention of the health and safety advisers and their Head of Service.

**Control of contractors**

5.5 The Royal Borough expects that contractors working for the council shall work to the same high safety standards as our employees and shall not put themselves, the council’s staff or members of the public at risk. Control of partner/contractor health and safety standards will be dealt with via robust procurement and contract management processes.

5.6 In order that the Royal Borough can fulfil its non-delegable health and safety responsibilities, whenever the use of contractors is being considered, during the procurement process an assessment of their health and safety capabilities will be made by looking at policies, procedures, risk assessments and their history of health and safety compliance.

5.7 As part of the normal contract monitoring, contractors at work will be checked regularly for safe working by the procuring manager. The council's procurement arrangements when establishing a contract will include systems and protocols that will ensure adequate employers liability cover.

**Responsibility of contractors working for the council**

5.8 Contractors working for the council have legal duties placed on them under the Health and Safety at Work etc Act 1974 and subordinate legislation to safeguard the health and safety of their own employees and anyone who may be affected by their business activities.

5.9 When working for the council contractors must conduct their activities in such a way that they do not endanger council employees or anyone for whom the council has a duty of care.

5.10 Contractors will be selected according to the council's specifications and approval procedures. All contractors will be required to meet relevant statutory duties and council policies.

**Council owned and partner organisations**

5.11 Where the Royal Borough is a contracting authority and owner (solely or jointly) of a company, such as for Achieving for Children and Optalis, then it will still retain a number of non-delegable health and safety responsibilities. As such it will ensure that the health and safety policies, procedures, systems and training of that company are fit for purpose and being applied. This will be achieved by monitoring the health and safety performance of the companies by utilising Key Performance Indicators and through the advice and support from the Royal Borough’s corporate health and safety team.

5.12 Also the Royal Borough is mindful that any policy or other significant decisions it may make may have health and safety implications for the staff of these companies, and as such will ensure that any health and safety implications are taken into account when making policy or significant decisions.

5.13 Monitoring of health and safety standards is one element of the ongoing contract management arrangements. As with any organisation, ultimate responsibility for health and safety within these organisations lies with the Chief Executive.

**Shared service arrangements**

5.14 Where the Royal Borough has established a shared services arrangement, it will still retain a number of non-delegable health and safety responsibilities. As such it will ensure that the health and safety policies, procedures, systems and training of the partner provider are fit for purpose and being applied. This will be achieved by monitoring the health and safety performance of the partner by utilising KPI’s. Control of shared service health and safety standards will be dealt with via robust procurement and contract management processes.

**Statement of intent - partner organisations/service providers**

5.15 As well as this policy, the roles and responsibilities are detailed in section 2.1 of the Statement of Intent, which is the contract/commissioning agreement between the council and partner organisations. The schedule relating to health and safety makes it clear that they have to report on incidents etc. which is done via scheduled contract meetings.  This would also be included on the agenda for contract monitoring meetings with service providers.

**Health and Safety Assurance Framework**

5.16 The assurance framework builds on monitoring arrangements, setting out the information available and how this is reviewed as part of the ongoing process to ensure successful management of corporate health and safety and to provide assurance that we are doing all we can as an organisation to keep people safe. Where there are gaps, issues or areas of concern remedial action will be identified and progress monitored and tracked through to completion. The custodian of this framework is Health and Safety Group (HSG).

**6 Documentation**

6.1 The Royal Borough has developed a series of health and safety documents that detail safe working practices and procedures, these are available on the council’s intranet.

**Codes of practice**

6.2 The COPs are held on the intranet and cover the main safety risks faced by staff, visitors, partner organisations, contractors and members of the public arising from the work activities of the council. They are generic and provide information on how to control the risks involved within a particular activity. Are on the RBWM internet. See link:

6.3 The health and safety advisers are responsible for issuing COPs, following input from health and safety committees, service areas, building managers and trade unions, who in turn, contribute to their formulation. COPs are available to all staff on the council intranet.

6.4 Within service areas, the responsibility for putting the COP into practice resides with Level 3 service managers.

**Safe operating procedures**

6.5 When a risk assessment has been carried out on a work activity or piece of equipment and a significant risk has been identified, then a SOP that sets out a safe system of work shall be prepared (making suitable reference to relevant COPs).

6.6 All employees shall be provided with or have access to, copies of the SOPs that are relevant to their work area or activities. Suitable information, instruction or supervision shall be provided to enable staff to follow the adopted safe working practice. SOPs will need to be reviewed during the risk assessment process.

**Risk assessments**

6.7 Level 2 supervisors, team leaders and managers will carry out risk assessments and involve relevant staff in the process, Level 3 managers will ensure that all risk assessments are being reviewed annually, whenever there has been a significant change and incident or accident. Risk assessments can be generic for low risk areas (for example general office work). For other higher risk areas a specific risk assessment must be carried out. Specific risk assessments can be for a particular task, job role or person. The [Risk Assessment Code of Practice (COP)](https://rbwm.sharepoint.com/sites/intranet/our-council/health-and-safety/Procedures/COP%20027%20RISK%20ASSESSMENT%20rev0%20Nove%2018.docx) provides guidance and templates.

**Accident/incident/near miss reporting, investigation and monitoring**

6.8 All accidents, incidents and near misses should be recorded on the council’s accident / incident / near miss form, which is available on the intranet. Service areas are responsible for reporting any accidents, dangerous occurrences or disease that are required to be notified to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) (Refer to COP 001 – accident reporting).

The link to the accident and incident form is here:

[**Report an accident or incident | my.rbwm.gov.uk**](https://my.rbwm.gov.uk/webform/report-accident-or-incident)

The link to the RIDDOR information is here: <http://www.hse.gov.uk/riddor/>

6.9 Accidents, incidents and near misses must be investigated to establish whether additional procedures are needed to prevent the likelihood of recurrence. Risk assessments, SOP, information, instruction, training or levels of supervision may need to be reviewed following the investigation.

6.10 Periodically, managers should review the accidents, incidents and near misses that have occurred in their service areas to try and identify any trends. Where a trend has been identified, remedial action shall be instigated.

**Record keeping**

6.11 Adequate and consistent health and safety records shall be maintained. The Level 3 manager is responsible for ensuring that there are suitable and sufficient records. Records may be kept electronically or in hard copy, but must be readily available and secure. The following records are required:

* All SOPs relevant to the section or team.
* All risk assessments relevant to the services (note: when a risk assessment relates to an individual member of staff, it should be kept on their personal file).
* Training records identifying the health and safety training received by every staff member with dates and details.
* Copies of all safety audits and action plan, inspections carried out within the services, with action track through to completion.
* Copies of all engineering inspection reports on vehicles, lifting equipment, property, utilities and assets, as well as copies of fire risk assessments, legionella risk assessments and asbestos registers that are relevant to the section (note: building services may have some or all of these documents).
* Records of all accidents and incidents reported within the section, together with investigation findings and records of remedial actions undertaken (managers may choose to keep accident reports on the personal files).
* Copies of any correspondence with the HSE or other enforcement authority relevant to the services (note: where contact has been made by an enforcing authority, the manager must notify the corporate health and safety team).

**7 Non compliance with health and safety requirements**

7.1 Any breach of health and safety rules or failure to comply with this policy will be taken very seriously and may result in disciplinary action, in accordance with the RBWM disciplinary policy.

**8 Corporate codes of practice (COP)**

8.1 The following COP provide information and guidance to officers and are available on both the council’s and schools intranets:

|  |  |
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| 001 Accident reporting | 002 Construction and maintenance |
| 003 Asbestos management plan | 004 Cash handling |
| 005 Catering | 006 Cleaning |
| 007 Confined spaces | 008 Control of substances hazardous to health (coshh) |
| 009 Display screen equipment | 010 Driving vehicles at work |
| 011 Electricity at work | 012 Fire safety |
| 013 First aid at work | 014 Health and safety in offices |
| 015 Personal safety and lone working | 016 Lifting operations and lifting equipment |
| 017 Management of health and safety at work | 018 New and expectant mothers |
| 019 Noise at work | 020 Personal protective equipment |
| 021 Manual handling | 022 Non-employees |
| 023 Agency workers | 024 Contractors (construction and maintenance) |
| 025 Working at height | 026 Workplace health, welfare and safety |
| 027 Risk assessment | 028 Sharps |
| 029 Communicable diseases |  |

The link to COP:

[https://rbwm.sharepoint.com/sites/intranet/our-council/health-and-safety](https://rbwm.sharepoint.com/sites/intranet/our-council/health-and-safety/)

8.2 The COP should be referred to as required. The health and safety team can also provide advice and guidance.

**APPENDIX A**

**Health and Safety Group (HSG)**

**Terms of Reference**

Chaired by the Chief Executive and with a representative of each Directorate (Head of Service minimum), Director of Children’s Services, Schools Leadership Development Manager, HR Service Lead – HR Business Partnering, RBWM Health and Safety Advisers and Trade Union representatives from recognised trade unions.

The meeting agenda will alternate each month between strategic and operational matters. (05/08/22 update – HSG decided to reduce frequency of Strategic Meetings due to key policies being in place. Operational Meetings will continue bimonthly with up to three Strategic Meetings a year, meeting forward plan in place) Additional members will join the operational meeting including representatives of Property Company (building compliance), Insurance and Risk and partner organisations AfC, Optalis and RBWM Property Company in their capacity as a partner.

Directors will determine the most appropriate officer to attend to represent their Directorate. The Executive Director of Adults, Health and Housing will act as Deputy Chair (to be reviewed after 6 months). Substitutes will be expected to attend when one of the members is unavailable. The group will meet on the last Friday of the month.

A model showing group and the interactions between members is at the foot of this document.

The role of the HSSG is to:

* Continually ask the question ‘are we doing everything we can to keep our workforce safe?’ directing change and action in areas where improvements need to be made
* Set objectives and priorities and pro-actively monitor and review health and safety performance against the corporate health and safety policy and work programme.
* Approve the Council’s corporate Health and Safety Policy, monitoring its implementation and overall impact.
* Share thoughts, ideas and best practice
* Receive and review information and assurances from relevant parties regarding the fulfilment of health and safety responsibilities and compliance, directing action or improvement as required.
* Raising and maintaining the profile of health and safety across the organisation and acting as the conduit for delivering key messages within the areas represented and wider
* Ensure measures, structures and practical arrangements are in place to deliver health and safety at work in all service areas
* Provide a forum for further discussion on matters that have not been resolved at service level.
* Review any external health and safety audit or inspection reports or reports from the council's internal audit service
* Use the outcomes of this monitoring to influence future health and safety objectives set against the levels of perceived risk
* Ensure effective communication channels and systems to ensure the exchange and sharing of health and safety knowledge and information.
* Create and ensure the implementation of a comprehensive health and safety assurance framework. Continually challenge the data provided under the framework to ensure both health and safety and the framework itself as a measure of assurance are operating effectively.
* Review the safety performance of building managers against their targets and service audit action plans.
* Review the statistics on work-related accidents, incidents and health and safety training and make recommendations for action.
* Advocate and promote strategic policies and initiatives that protect and minimise risk to service-users and council employees
* Discuss issues relating to partner organisations
* Ensure that minutes of the meetings are available to all managers, employees and union representatives, detailing action points where necessary.
* The Strategic Meeting may refer a matter for discussion by the Operational Meeting and vice a versa

January 2022

**Health and Safety Group Model**

