



Health, Safety and Welfare Policy

An overview of how Staffordshire County Council delivers its commitment to health, safety and welfare to employees and stakeholders.

April 2007



INVESTOR IN PEOPLE

Staffordshire
County Council

Staffordshire County Council			Health and Safety Policy Handbook		
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Foreword by the Chief Executive

This Policy demonstrates that Staffordshire County Council will make proper provision for the health, safety and welfare of its employees, visitors, contractors as well as for residents in the community who may be affected by our activities or receive our services.



A high standard of health and safety management is expected of us by our stakeholders, whether they are our employees, service users, partners, customers, the government and its enforcing agencies or society generally and we will strive to achieve this.

In line with the council's objectives and our vision for the future, we have developed a Health, Safety and Welfare Strategy that firmly lays out our plans for continuous improvement. We are particularly committed to strengthening our policies, developing managers' skills and knowledge, reducing accidents, and improving employee wellbeing.

Within the council, Corporate Directors are responsible for leading by example on the policy and giving health, safety and welfare equal priority with all other service delivery issues. The responsibility for ensuring the correct standards for health and safety are put in place rests with line managers who will involve employees in achieving the objectives and targets that have been set out within this policy. I also expect all employees to play their part in achieving the highest possible standards of health and safety.

There is a lot of hard work to be done, and some changes may take time, but through positive engagement, and by being proactive in all we do, we are determined to make improvements in our health, safety and welfare performance, creating value for all our stakeholders.

A handwritten signature in black ink that reads "Ron Hilton". The signature is written in a cursive, slightly slanted style.

Ron Hilton
Chief Executive

October 2007

Part 1

1.1 Staffordshire County Council's Health, Safety and Welfare Policy Statement

1. The Council recognises and accepts its statutory responsibilities as an employer and will strive to secure the health, safety and welfare of its employees and stakeholders affected by its activities (for example, members of the public, school pupils, service users, visitors, contractors, etc). We will do this by assessing the possible risks and establishing suitable and adequate risk control measures.
2. The Council is committed to complying with all relevant health and safety legislation. The Council does, however, recognise that compliance with legislation is only a minimum requirement, and therefore we strive to improve to achieve higher standards.
3. The Council is committed to continuous improvement that will include the setting of objectives and targets. Health and safety objectives are regarded as being of equal importance to other corporate objectives. The management of health and safety is regarded as an integral part of the County Council's business activities.
4. The Council acknowledges that the Policy and what it represents, can contribute to the organisation's performance by:
 - Improving the quality of services delivered;
 - Reducing losses (including accidents, violence, ill health, sickness absence) and liabilities;
 - Protecting the environment;
 - Making continuous improvements in health and safety performance; and
 - Encouraging all employees to think about how they can do their jobs more safely
5. Sufficient financial and physical resources will be provided to implement this policy. It is the duty of management to ensure that all processes and systems of work are designed to take account of health and safety.
6. The Council is committed to the development of a climate in which a positive health and safety culture can develop. The Council will achieve this by:
 - Maintaining effective systems of **communication** on health, safety and welfare matters;
 - Ensuring that there is sufficient **competency** within the organisation in terms of health and safety support and advice;
 - Establishing and maintaining **control** by setting clear health, safety and welfare objectives and providing strong leadership; and
 - Securing **co-operation** between individuals, trade unions, employee safety representatives and working groups.

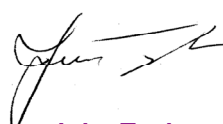

7. Steps will be taken to avoid accidents, work-related ill health and dangerous occurrences paying particular attention to the provision and maintenance of:
 - a safe place of work including safe access to it and safe egress from it;
 - a healthy working environment;
 - plant, equipment and systems of work that are safe;
 - safe arrangements for the use, handling, storage, and transport of articles and substances.
8. The Council promotes a 'no blame culture' as this is an essential part of this policy and is supportive of individuals who participate in hazard or near miss accident reporting.
9. It is recognised that accidents, ill health and incidents may result from failings in management control and are not necessarily the fault of an individual employee. All employees, however, are expected to accept their responsibility to work safely, adhering to safety rules and work procedures, using safety equipment provided, and generally to contribute to the maintenance of safe and healthy working conditions.
10. The Council is committed to making sure that any work carried out on its behalf, is done so with the risks to the health, safety and welfare of employees and others reduced to as low a level as is reasonably practicable. As site occupier and client, the Council will plan, co-ordinate, control, monitor and review the activities of contracted organisations to effectively minimise the risks presented by contract work.
11. Our contractors and their subcontractors must co-operate with us to enable the requirements of this policy and our statutory duties to be met. We will ensure that contractors selected are competent to manage the safe execution of the work, and that our contractors and their sub-contractors have systems in place to ensure that risk control measures are identified before work commences and that their activities are monitored appropriately during work.
12. The Council will co-operate and co-ordinate with other employers to secure a safe and healthy workplace and work environment for our employees in the case of shared workplaces. In joint ventures/partnership arrangements, managers and staff appointed by the County Council are required to encourage the other partner to work to the Council's health and safety standards. As a minimum, the joint venture/partnership arrangement must comply with relevant legislation and have access to competent health and safety advice.
13. The capabilities of employees as regards health and safety will be taken into account when entrusting work to them. Appropriate health and safety training will be provided to employees to enable them to meet the required standards of performance.

14. The health and safety performance of individual employees will be taken into account when performance appraisals are undertaken.
15. All managers and employees have a legal duty to take reasonable care of their own health and safety, and for the safety of other people who may be affected by their acts or omissions. Every employee must co-operate with the Council to enable all statutory duties to be complied with.
16. The County Council is committed to effective communication and consultation on Health, Safety and Welfare matters with all relevant parties and will report internally and publicly on it's health and safety performance on an annual basis.
17. The Council's Health and Safety Management system is based on The Management of Health and Safety at Work Regulations and the HSE Guidance HSG 65 'Successful Health and Safety Management'. (see Appendix 1 for detailed information)
18. The Corporate Health, Safety and Welfare Policy and it's accompanying health and safety policies & procedures apply to all County Council activities and workplaces. Compliance with this range of policies and related standards is mandatory and subject to periodic audit.
19. This policy will be reviewed annually and amended as required. A copy of the policy and of any revisions will be made available to all employees.

"Whilst we are each responsible for health, safety and welfare, we do much better when we work as a team. Protecting people's health and safety and promoting welfare matters to us all".



Ron Hilton
Chief Executive



John Taylor
Leader of the Council

This Health, Safety and Welfare Policy Statement has the support of the Corporate Directors and their Management Teams and will be adopted within Directorates.



Peter Traves
Corporate Director
Children & Life Long Learning



Eric Robinson
Corporate Director
Social Care & Health



Richard Higgs
Corporate Director
Development Services

Part 2

Organisation for Health and Safety

2.1 Devolvement of Health and Safety Management

The Council has a system of devolved management, and in line with this, health, safety and welfare functions are also delegated to encourage and enable health, safety and welfare issues to be addressed at a local level wherever possible.

However, although health and safety management is devolved for practical purposes, the overall responsibility for health and safety of the authority's employees, and others affected by our work activities, rests with the employer, that is, Council Members, the Chief Executive, and Corporate Directors.

The devolved structure, including health and safety arrangements will be monitored by Members in conjunction with the Chief Executive and Corporate Directors i.e. Corporate Management Team (CMT), through the production of annual health and safety reports to ensure that the arrangements remain effective and appropriate.

The role of the Chief Executive and Corporate Directors (CMT) is to ensure that health, safety and welfare is a primary consideration in policy development and resource planning, including monitoring and reviewing the effectiveness of health and safety strategies across the Council.

Heads of service, line managers and supervisors play a key role in managing and supervising health and safety, and in maintaining and improving health and safety standards. Without detracting from the primary responsibility of managers and supervisors for ensuring safe conditions at work, the Council will provide, through its Corporate and Directorate Health and Safety Personnel, adequate competent advice on health, safety and welfare matters, to assist line management in its task.

The Council further recognises the key role to be played by all managers and employees in effective health and safety risk management. They have a crucial part to play in maintaining and improving health and safety standards, therefore they will be made aware, via appropriate training and information, of their legal and moral obligations in respect of health, safety and welfare.

The Council will ensure that occupational health facilities are provided and will identify and control work-related ill health. Further, the Council will make sure that the work environment is monitored as necessary to encourage co-operation, partnership and joint consultation between Trades Union appointed Health and Safety Representatives/Employee Representatives and Management on matters of health, safety and welfare.

Responsibility for Health and Safety in Schools

Overall responsibility for health and safety in schools rests with the employer. Who this is varies with the type of school.

- For community schools, community special schools, voluntary controlled schools, maintained nursery schools and pupil referral units the employer is the County Council. Governors of schools in this category have an obligation to ensure that County Council health and safety policy is carried out in school and on all school activities.
- For foundation schools, foundation special schools and voluntary aided schools, the employer is the governing body. In circumstances where County Council employed staff working on the premises of such schools, the County Council has responsibility for their health and safety.

Regardless of anything stated above, all school governing bodies have responsibility as the occupier of and body in control of premises.

Head Teachers must make arrangements for ensuring the proper implementation of: -

- The health and safety policies of their employer; and
- Their governing bodies policies arising out of their health and safety responsibilities for the premises.

The County Council's delegation scheme includes provision for ensuring that schools meet their health and safety responsibilities and that necessary work is carried out.

2.2 Individual Responsibilities

Council's Health and Safety Champion



The prime responsibility for health, safety and welfare and the prevention of accidents, violence and ill health rests with line managers, but the ultimate responsibility for health and safety within the organisation lies with the Chief Executive. For the purpose of overseeing that this responsibility is managed effectively and consistently across the Council, the operational management has been delegated to Corporate Director C&LL Peter Traves, to act as the Council's Champion.

The Council's Health and Safety Champion has a critical role to play in ensuring that health and safety risks are properly managed and will have the support of the other Corporate Directors in order to carry out this function.

The Council's Health and Safety Champion will take responsibility as Chair of the Corporate Health and Safety Forum to ensure that the Council operates effective risk control systems and will consider and approve Health and Safety Policies in accordance with the Health and Safety Policy Development and Approval Framework.

The role of the Council's Health and Safety Champion does not, however, detract from the responsibilities of other Corporate Directors, and CMT. members as a group accept their responsibility for the management of the health and safety risks within their areas of responsibility.

Directorate Health and Safety Champions

The Council has nominated a member of each of the Directorates' Management Teams as the person with delegated responsibility within the Directorate for the health and safety portfolio. They shall ensure that health and safety is given adequate and proper consideration both by senior managers and more widely within the organisation, when developing Council policy and services.

The Corporate Health and Safety Consultant and the Directorate Health and Safety Managers will provide professional advice and support to the Councils Health and Safety Champions to allow them to effectively fulfil their responsibilities.

2.3 Allocation of General Responsibilities

The duties and responsibilities for health and safety are allocated as follows:

Policy Makers - are those who devise and are responsible for producing policy on health, safety and welfare at a strategic level. They preserve, develop, promote and maintain the Council's health and safety management system. Policy makers also make sure that health and safety matters are taken into account when organisational decisions are made. The Council's Health and Safety Champion has overall responsibility for policy formulation and development.

Planners- are those who develop detailed local plans to achieve corporate health and safety objectives. They contribute to the Council's health and safety management system by concerning themselves with management arrangements for the identification, elimination and control of hazards and risks within their area of responsibility.

Implementers- are those within the organisation who make sure that the workplace precautions and safe systems of work are developed in order to control hazards and risk control measures are in place and put into practice.

Assisters - they have the authority, independence and competence to advise, Directors, Management and Employees (or their representatives). They will normally be the Corporate Health and Safety Consultant and Directorate Health and Safety Advisors. They may also be technical or specialist employees who have achieved a certain level of health and safety competency within their specialized field.

Employees – Irrespective of their position within the County Councils structure, you are regarded as an employee and therefore the employee responsibilities within this policy apply to everyone.

Health and Safety Responsibilities	Who this includes
Policy-makers	Council Members, the Chief Executive, Corporate Directors, Health and Safety Champions, School Governors, Health and Safety Policy Group , Directorate Management Team
Planners	Heads of Service, Service Managers, Head Teachers, Designers and Health and Safety Groups and Committees
Implementers	Line Managers, Supervisors, Premises Managers, Teachers and Contract Supervising Officers
Assisters	Health and Safety Advisors, Occupational Health Professionals, Specialist Technical Staff, Strategic Partners, and Health and Safety Co-ordinators
Employees	Permanent, casual, temporary, work placement students, agency, contract and voluntary workers

In addition to the categories detailed above there are some employees who will have specific health and safety responsibilities allocated to them within topic specific County Council Health and Safety policy arrangements (e.g. Construction, Design and Management arrangements, Fire Safety, Asbestos Management etc.).

2.4 Health and Safety Policy Makers

Will: devise, preserve, develop, promote and maintain the Council's Health and Safety Management System by: -

1. Ensuring that their decisions reflect the commitment of this policy and provide a positive culture towards health, safety and welfare issues.
2. Specifying a structure for health and safety planning, measuring performance, reviewing performance, auditing and monitoring the Health and Safety Systems;
3. Establishing structures and strategies to implement policy and integrating these into general business activity;
4. When making policy decisions or looking at organisational change on behalf of the Council, making sure that any relevant health, safety and welfare issues are fully addressed;
5. Setting targets to improve health and safety performance as part of the business planning process;
6. Making sure that sufficient Corporate and Directorate resources are available for the implementation of this Policy and its supporting Health and Safety Policy arrangements;

7. Ensuring that responsibilities for safety, health and welfare are properly assigned, understood and implemented;
8. Agreeing plans for improvement and reviewing progress of the Health and Safety Policy, the development of the health and safety management system and the Council's Corporate Health and Safety Strategy;
9. Ensuring that, at Cabinet/Member level, there is full consideration of the resource provision necessary across the Authority for the implementation of the Council's Health and Safety Policy;
10. Making sure that health and safety is an integral part of the procurement process, and that the Council makes legitimate and relevant health and safety requirements a significant factor in its procurement decisions;
11. Ensuring sufficient competent persons (Health and Safety Advisers) are appointed to assist in undertaking measures necessary to comply with statutory requirements and that such persons receive adequate co-operation and communication and are provided with the resources necessary to fulfill their functions.
12. Seeking advice from the Corporate and Directorate Health and Safety Teams and ensure that they are aware of any relevant health and safety matters as and when necessary;
13. Receiving reports from the Corporate and Directorate Health and Safety Teams as appropriate, and taking action as necessary;
14. Ensuring that the performance of the Council in the field of health and safety is audited and take whatever action may be required;
15. Completing an annual review of health and safety performance, with the outcomes implemented into Directorate Business Plans.

2.5 Health and Safety Planners

Will: contribute to the Council's health and safety management system, by concerning themselves with management arrangements for the identification, elimination and control of hazards and risks within their area of responsibility by: -

1. Ensuring that responsibilities for safety, health and welfare are properly assigned, understood and implemented by employees;
2. Informing the Policy Makers of the resources (including financial) required to meet their Service Area's obligations for health and safety matters, including the provision of equipment, clothing and training;
3. Establishing management arrangements, risk control options and workplace precautions together with associated performance standards;
4. Supporting the Policy Makers in promoting the Council's Health and Safety Management System;
5. Ensuring that health and safety is embedded within and fully addressed by their plans prepared as part of the Council's business planning process;
6. Setting targets to improve health and safety performance as part of the business planning process;
7. Seeking advice from the Corporate and Directorate Health and Safety Teams (and other specialists) to ensure effective planning and implementation of policy, and make the Health and Safety Manager aware of relevant health and safety matters as and when necessary;
8. Developing and monitoring the effective implementation of the Health and Safety Policy ensuring that it reflects the aims and objectives of the Council's Corporate Health and Safety Policy;
9. Making sure that action plans, produced as a result of audit processes are drawn up and monitored;
10. Ensuring that where local policies/procedures are required, due regard is given to relevant corporate requirements and that the local documents reflect and adhere to the corporate framework;
11. When making policy decisions or looking at organisational change on behalf of the Council, making sure that any relevant health, safety and welfare issues are fully addressed;
12. Ensuring the production of comprehensive health and safety procedures and risk assessments specific to their service area are monitored, reviewed and updated on a regular basis and brought to the attention of employees under their control;
13. Carrying out regular health and safety inspections to demonstrate their commitment to health and safety;

14. Facilitating the setting up of Health and Safety Committees to promote the participation and involvement of Trade Unions/Employee Representatives and Management on all aspects of health and safety;
15. Making sure that sufficient service area support is provided for health and safety groups, set up to promote health and safety both locally and at corporate level;
16. Ensuring that a named Premises Manager is appointed for each County Council workplace;
17. Keeping up to date with changes in health and safety legislation, standards and good practice;
18. Ensuring that the implications of any health and safety directives issued by Health and Safety Policy Makers are implemented within their area of control.

2.6 Health and Safety Implementers

Managers

Will: make sure that the workplace precautions and the safe systems of work are developed in order to control hazards and risks, are in place and are implemented by: -

1. Maintaining an understanding of County Council health and safety policy arrangements and an awareness of relevant current health and safety legislation, issues and procedures and operating within these requirements;
2. Demonstrating their commitment to the Health and Safety Policy and promoting a positive health and safety culture by:-
 - exercising and setting a good example;
 - promoting good practice;
 - challenging poor perceptions or attitudes towards health and safety;
 - encouraging people to identify problems before they result in accidents/incidents;
 - ensuring regular two way communication with employees about health, safety and welfare matters.
3. Being accountable for the implementation of the Policy, management arrangements, safe systems of work, workplace precautions and performance standards within their area of control;
4. Ensuring that responsibilities for safety, health and welfare are properly assigned, communicated and understood by employees and are referenced within job descriptions within their area of control;
5. Making sure that sufficient information and resources are available;
6. Ensuring that individuals are held accountable for their health and safety responsibilities. Ensuring 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/rules etc.

7. Ensuring that hazards are identified, control measures implemented and that recorded Risk Assessments are up to date. Making sure that the review, monitoring and re-issue of Risk Assessments is carried out as and when necessary e.g. change in work practices, the introduction of new processes, machinery or people and so on, and at not less than 12 monthly intervals;
8. Assessing work activities for risk, planning work activities in order to minimise the risk of accident or ill health to employees, non-employees and any identified at risk groups such as young persons. Highlighting hazards to employees and detailing/explaining preventive measures;
9. Providing employees and non-employees with the necessary information, instruction and training to complete their tasks safely;
10. Making sure that there is communication and participation at all levels in health and safety activities;
11. Supervising work activities adequately to ensure good health and safety standards are maintained;
12. Receiving reports from and responding as appropriate to health and safety reports received from Trade Union appointed Health and Safety Representatives/Employee Representatives;
13. Making sure that those employees with specific roles/responsibilities for health and safety, e.g. Premise Managers, are competent and receive training as necessary to enable them to perform effectively in their role;
14. Where risks cannot be protected by other means, ensuring that personal protective clothing and equipment (PPE) appropriate to the risk is available and used;
15. Ensuring active monitoring of health and safety matters for example by undertaking health and safety inspections to ensure compliance with health, safety and welfare legislation;
16. Ensuring that targets set on health and safety are being achieved with feedback to the Planners regarding both successes and failures in relation to performance, and advise of any deficiencies in plans, arrangements, systems or precautions;
17. Supporting the Planners in achieving targets set by action plans produced as a result of the auditing process;
18. Consulting with employees and their representative bodies on health, safety and welfare matters and ensuring adequate facilities and information are available to them;
19. Motivating all employees in the promotion of safe and healthy working conditions and ensuring adequate information, instruction training and supervision is provided;
20. Ensuring timely reactive monitoring takes place such as investigating all reported hazard reports by employees, accidents, near misses, incidents of violence and occupational illness (via referral to Occupational

Health where appropriate), in order to identify causes, to establish the facts and put in place measures to prevent a recurrence;

21. Avoiding allocating blame to individuals who report hazards, accidents, ill health, problems with work related stress etc.
22. Making sure that records of accidents/occurrences and ill health, are kept and examined so that trends can be monitored and targets set;
23. Monitoring health and safety standards at local level, to identify patterns and trends and address issues of concern;
24. Seeking advice and liaising with the Directorate Health and Safety Teams on health and safety matters and best practice where necessary;
25. Informing relevant persons of issues which are beyond their control, or where resources are insufficient to enable compliance with the Health and Safety Policy, and that extra resources are identified to maintain compliance;
26. Ensuring that appropriate people are designated as competent persons / co-ordinators, to co ordinate health and safety matters at a local level;
27. Ensuring that health and safety policies/procedures are implemented within their area.

Premise Managers

In addition to the Managers responsibilities detailed above, persons appointed as Premise Managers have the following additional general health and safety responsibilities;-

1. To maintain an understanding of County Council health and safety policy arrangements and the premise manager responsibilities detailed within them, and an awareness of relevant premise related health and safety legislation, issues and procedures and operating within these requirements;
2. To control contractors working on the premises, and ensure that hazard information has been exchanged and suitable risk control measures implemented;
3. Ensuring adequate security arrangements are maintained;
4. Ensuring the general cleanliness of the premises and that adequate welfare facilities are provided;
5. Arranging for regular inspection of the areas of the premises for which they are responsible to monitor that workplace health and safety standards are in effective working order and that a safe means of access and egress is maintained;
6. Ensuring that adequate fire safety arrangements and emergency procedures are implemented and maintained;

7. Ensuring that plant and equipment is adequately maintained;
8. Arranging for the regular testing and maintenance of electrical equipment;
9. Maintaining records of plant and equipment maintenance, tests, fire evacuation drills, fire officer inspections and fire extinguisher maintenance;
10. Ensuring adequate first aid requirements for the premises are formally assessed and adequate provision is made;
11. Ensuring that all premise related hazards are adequately identified, assessed and suitable and sufficient control measures implemented and monitored;
12. Undertaking thorough investigation of all premise related accidents/incidents. Ensure the availability of an accident book at each premise ;
13. Ensuring the adequate provision of health and safety notices and warning signs are prominently displayed and comply with the Health and Safety (Safety Signs and Signals) Regulations;
14. Ensuring that a copy of the Health and Safety Law Poster is displayed in an accessible location and the information on the poster kept up to date;
15. Maintaining a health and safety file on the premises in relation to any construction work covered by the Construction (Design and Maintenance) Regulations and make this available to contractors upon requests;
16. Ensuring that adequate systems are in place for the management of asbestos and control of legionella and excessive water temperatures;
17. To respond promptly to 'D1 Notifications' that is notification of a defect that could affect the health and safety of building occupants/visitors, informed to them by County Property Services as a result of a maintenance contact visit.

2.7 Health and Safety Assisters

Competent persons (Health and Safety Advisors) have been appointed to assist the Council in meeting its statutory duties. Where appropriate, other specialists will be appointed from outside the Council to provide expert advice.

The health and safety assisters will normally be the Corporate Health and Safety Consultant and Directorate Health and Safety Advisors. It may also be technical or specialist employees who have achieved a certain level of health and safety competency within their specialised field.

The Corporate and Directorate Health and Safety Teams

They have the authority, independence and competence to advise Directors, Management and Employees (or their representatives), and will:

1. Promote a positive health and safety culture;
2. Plan for health and safety, and support the setting of realistic targets, deciding on priorities and establishing adequate systems and performance standards;
3. Monitor the implementation of the Council's Health and Safety Policy, review performance, and report thereon to the Policy Makers, Planners and the Implementers;
4. Assist, monitor and formulate the Council's Health and Safety Policy through consultation with management, Trades Union appointed Health and Safety Representatives/Employee Representatives;
5. On behalf of the Planners, exercise executive powers, which may include the cessation of work activities, where there is a serious and imminent risk of injury to person(s);
6. Report, as necessary, to appropriate groups, management teams and committees of the Council on Health and Safety matters;
7. Liaise with the Health and Safety Executive and other appropriate bodies as necessary;
8. Support managers in the assessment of risks, and in the identification of controls;
9. Investigate accidents, violent incidents, near misses, work related ill health, health and safety complaints and liability claims;
10. Formulate, develop and gain acceptance to health and safety policy;
11. Provide advice and guidance on the practical risk control strategies the Council needs to implement to effectively manage health, safety and welfare hazards;
12. Manage the health, safety and welfare communication strategy;
13. Assist in the Council to encourage its employees to choose health, by involvement in health education/promotion activities;
14. Interpret the law in the context of the Council, and provide pertinent and meaningful guidance, information and advice on health and safety issues;
15. Co-ordinate through design, delivery (where appropriate), implementation and monitoring appropriate Health and Safety training for Managers and Supervisors or other employees as necessary to ensure compliance with statutory legislation.

Occupational Health Unit

Will

1. Assist in the development of Health, Safety and Welfare Policies which have an Occupational Health element;
2. Provide Occupation Health advice to Managers and Employees;
3. Plan and assist the Council to develop occupational health strategies and targets;
4. Complete Health Surveillance as required by the Legislation;
5. Assist in the Council to encourage it's employees to choose health, by involvement in health education/promotion activities;
6. Undertake the delivery of a range of occupational health activities.

2.8 Employees

Employees have an important role to play in achieving a healthy and safe work environment and maintaining and improving health and safety standards, so all employees will:

1. Take 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;
2. Co-operate 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;
3. Use machinery; equipment; substances; transport equipment in conformity with training and instruction provided;
4. Not intentionally or recklessly interfere with or misuse anything provided in the interests of Health, Safety and Welfare;
5. Draw the attention of their line manager, without delay, to any work situation which might present a serious and imminent danger to themselves/others;
6. Ensure 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;
7. Conform to all instructions whether verbal or written, given to ensure personal safety and the safety of others;
8. Be appropriately dressed for the particular working conditions and activities;
9. Conduct themselves at all times in an orderly manner in the workplace and refrain from any horseplay;

10. Report 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;
11. Enter the details of any injury or ill health sustained at work into the accident report book that is available at each workplace;
12. Co-operate 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;
13. Attend training courses designed to further the needs of health and safety as required;
14. Acquaint 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;
15. Make 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;
16. 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;
17. Not use equipment or materials which have been provided by their employer for purposes other than that for which they have been provided;
18. Promptly report 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;
19. Wear/use personal protective equipment as specified;
20. Maintain high standards of site tidiness/good housekeeping;
21. Seek advice on health and safety responsibilities and best practice where necessary.

All employees have a duty to co-operate at all times in the furtherance of the Policy objectives. The Council insists on safe working methods and employees disregarding safety rules and procedures drawn up for their and others' benefit will be liable to disciplinary action not excluding dismissal.

Part 3

The Management Arrangements

3.1 Arrangements for Applying the Policy

This Health and Safety Policy sets out a general framework for the organisation and arrangements for health and safety across the Council. To support this policy and to effectively manage the health and safety risks and issues within the organisation, we have developed a series of topic-based health, safety and welfare HR Policies. These policies provide the detailed arrangements for effective management of specific health, safety and welfare risks.

The HR Policies are based on the legislative requirements and current industry best practice; they are formulated in accordance with the HSE management model HS (G) 65. The aim of the policies is to define the minimum knowledge needed to meet legal and corporate standards, and provide Planners, Implementers and Employees with effective guidance and support on how to manage the risks effectively and the specific responsibilities they need to comply with.

An Employee Information Leaflet will be produced for each policy to provide summary information and detail employee responsibilities in an easily digestible format.

These policies and leaflets will be available via the Council's Intranet site and Directorate Health and Safety Manuals.

3.2 Consultation Arrangements

The Council recognises the important role of safety representatives and safety committees in consulting with employees on health and safety matters. Safety representatives will be given the necessary time off and facilities to enable them to carry out their duties.

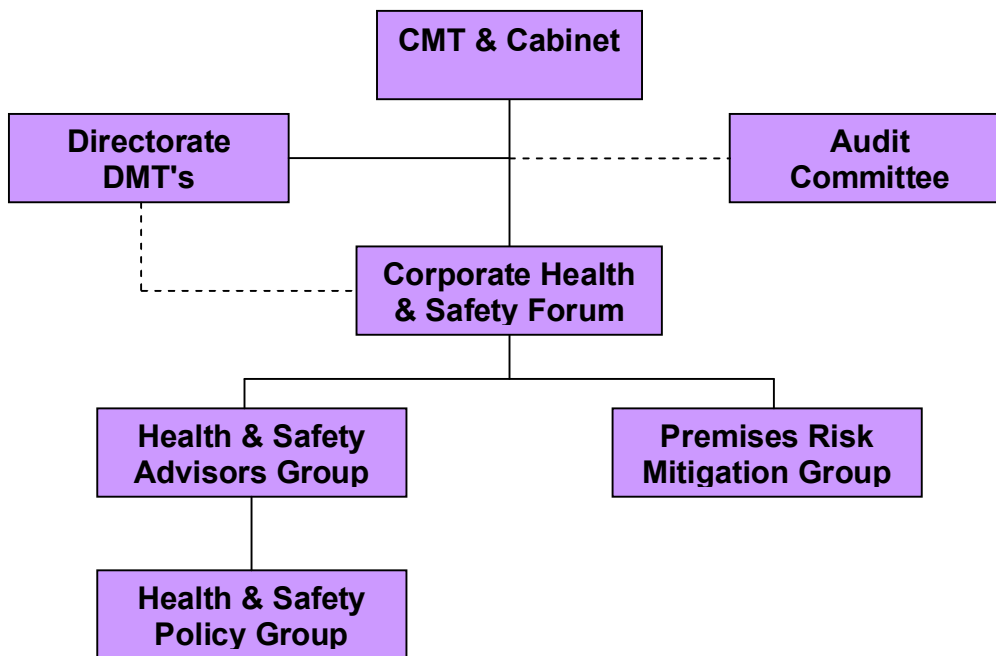
Control and Co-ordination of health, safety and welfare matters are provided through a framework of meetings at Council, Directorate and site level. The overall structure is described below and provides a robust governance structure to monitor and directly improve the health and safety performance of the Council.

Health and safety is also required to be a standing item on team meeting agendas to ensure effective consultation takes place at a local level with employees.

Some of these forums also provide the Council's joint consultation mechanism for engaging the involvement of the workforce, and consulting on proposed changes with Union and staff representatives.

Management Consultation

Diagram of communication between the Council's health and safety groups.



Corporate Health and Safety Forum

Chaired by the Council's Health and Safety Champion, this group of senior managers and Professional Advisors will set out the Council's vision, aims, objectives and targets to deliver excellent health and safety performance. The group will set clear policy aims and debate the risk control strategies to be adopted. The group will review management information on health and safety performance, receive an annual performance report and set objectives to ensure continuous improvement.

Health and Safety Advisors Group

The Health and Safety Advisors Group, chaired by the Corporate Health and Safety Consultant, is a meeting between senior health and safety professionals with the purpose of facilitating communication, promoting co-operation, developing and monitoring the continued improvement of the County Council's Health and Safety Performance.

Health and Safety Policy Group

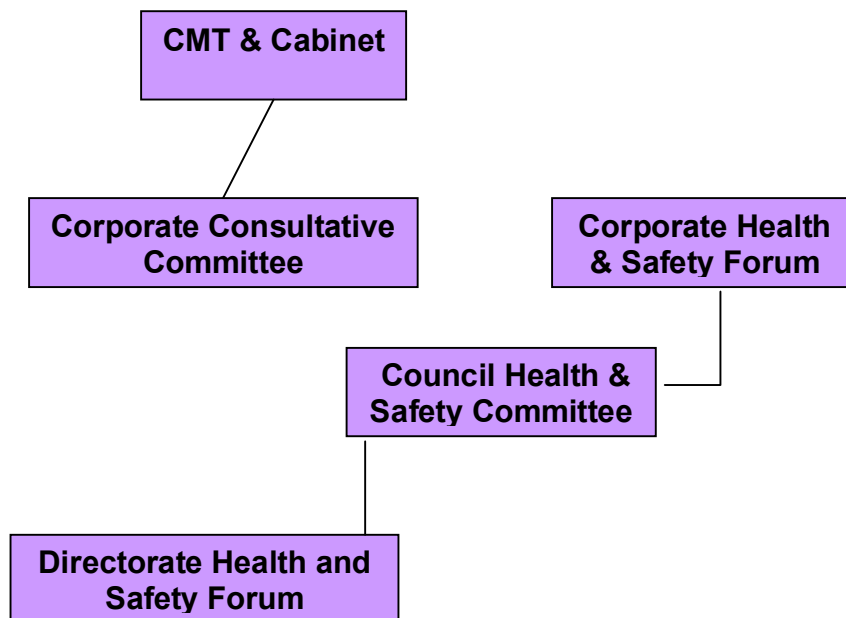
The Health and Safety Policy Group, chaired by the Corporate Health and Safety Consultant, is a meeting between senior health and safety professionals to develop Corporate Health and Safety Policy, supportive material and employee information leaflets. The group also reviews existing policy to ensure it continues to meet the legal requirements and represents current best practice. The group will also review policies following any major incident or serious injuries. The implementation action plans to launch new policies are created by this working group.

Premises Risk Mitigation Group

This meeting is chaired by the Deputy Corporate Director for Property Services and brings together key Council professionals to examine the risk control systems in place to manage premise related risks and to determine if they are adequately and effectively achieving a suitable level of risk control.

Joint Consultative Forums

Diagram of communication between the Council's health and safety joint consultative forums.



Council Health and Safety Committee

This group acts as the Council's statutory Health and Safety Committee. It is a sub group of the Corporate Consultative Committee, and is chaired by the Council's Health and Safety Champion. Joint consultation on health and safety policy aims, health and safety objectives, strategies and risk control systems are discussed within this forum between trade union, staff side representative and management representatives. This group reviews management information such as statistics on accidents, violence, sickness absence and the annual report on health and safety performance. This group will receive information from Directorate Health and Safety Forums.

Directorate Health and Safety Forum

Each Directorate will have a forum whereby, local trade unions, staff side representatives and operational managers look at the Directorates performance, review whether they are meeting policy aims, and if their risk control measures are working effectively. They review local management information to establish strategies to continually improve performance.

3.3 Monitoring, Review and Communication

Monitoring of the Policy

This Policy will be monitored actively through health and safety auditing systems carried out by the Corporate and Directorate Health and Safety Teams, and also through the role and functions of Trades Union appointed Health and Safety Representatives / Employee Representatives. It will also be reactively monitored by the continued collation of accident, near miss, violent incident and ill health, statistics produced on a regular basis.

Review and Communication

New employees will receive an Employee Information Leaflet for this Policy as part of their induction.

This policy will continually be developed, reviewed and updated, as necessary (at least annually). Any changes will be brought immediately to the attention of all managers and employees through communication channels, Health and Safety Committees, Joint Consultative Committees, employee newsletters, employee notice boards, employee briefing meetings, etc.

A copy of this Health and Safety Policy, which is a declaration of the Authority's commitment to health, safety and welfare, will be made available to all employees.

3.4 Measuring Performance

As a way of measuring our performance as to whether we meet our targets, we will measure the performance of the Health, Safety and Welfare Policy arrangements by collecting data which can be analysed and provide key performance information. This will also that will allow the Council to monitor its performance and to track continuous improvement.

The Council expects line managers to monitor whether we are meeting targets through direct supportive supervision, workplace safety tours, by reviewing accident investigations and sharing findings, reviewing near-miss reports and monitoring areas and teams after incidents.

Identifying the root cause of incidents is essential for all safety management systems, as it highlights any problems and any improvement plans that needs to put into practice.

Each Directorate will produce an annual report detailing the Directorates Health and Safety Performance. This information will be collated by the Corporate Health and Safety Consultant into an Annual Report on the Council's Performance. The Councils annual health and safety performance report will be made publicly available.

Key Performance Indicators

The Council has Key Performance Indicators that are used to monitor health and safety performance. The results of these indicators will be provided to Policy Makers and Planners every six months and published in the Annual Report

3.5 Auditing

Corporate Audits

The Corporate Health and Safety Consultant will regularly audit the Council's performance against the management system and on individual topic-based policies.

The Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers will complete the HSE Corporate Health and Safety Performance Index Assessment annually to identify shortfalls, establish areas for improvement and audit progress and track continual improvement. An action plan will be produced to ensure that any problems/shortfalls identified are rectified. The completion of the assessment will also allow the Council to benchmark it's performance against other local authorities and companies. The assessment evidence will be verified by a member of the internal audit team.

The findings of these audits will be made available to Policy Makers and Planners and the action plans to resolve any findings will be incorporated into the next year's annual health and safety strategy. Any findings which have the potential to result in serious injury will be reviewed by the Corporate Health and Safety Forum and remedial actions implemented to control the risk so far as is reasonably practicable.

The findings of any HSE audits will be shared with Policy Makers and Planners to ensure that a consistent approach is taken across the County to resolve any issues identified. The findings and details of the actions being taken will be documented in the annual report.

The Council's annual Health and Safety Report will contain the results of management system audits, and the resulting actions.

Directorate Audits

The Directorate Health and Safety Teams will complete an audit of each workplace at least once every 3 years, and the findings will be made available promptly to the relevant managers/premise managers, and trade union and employee representatives.

The general trends identified through the premise audits will be recorded in the annual report and feedback provided to Policy Makers and Planners.

In addition to the internal audits, many of the Council's workplaces also receive an external audit by an approving body such as CSCI and OFSTED, which incorporates a review of the workplaces health, safety and welfare management arrangements. The findings of these audits will be considered and acted upon accordingly.

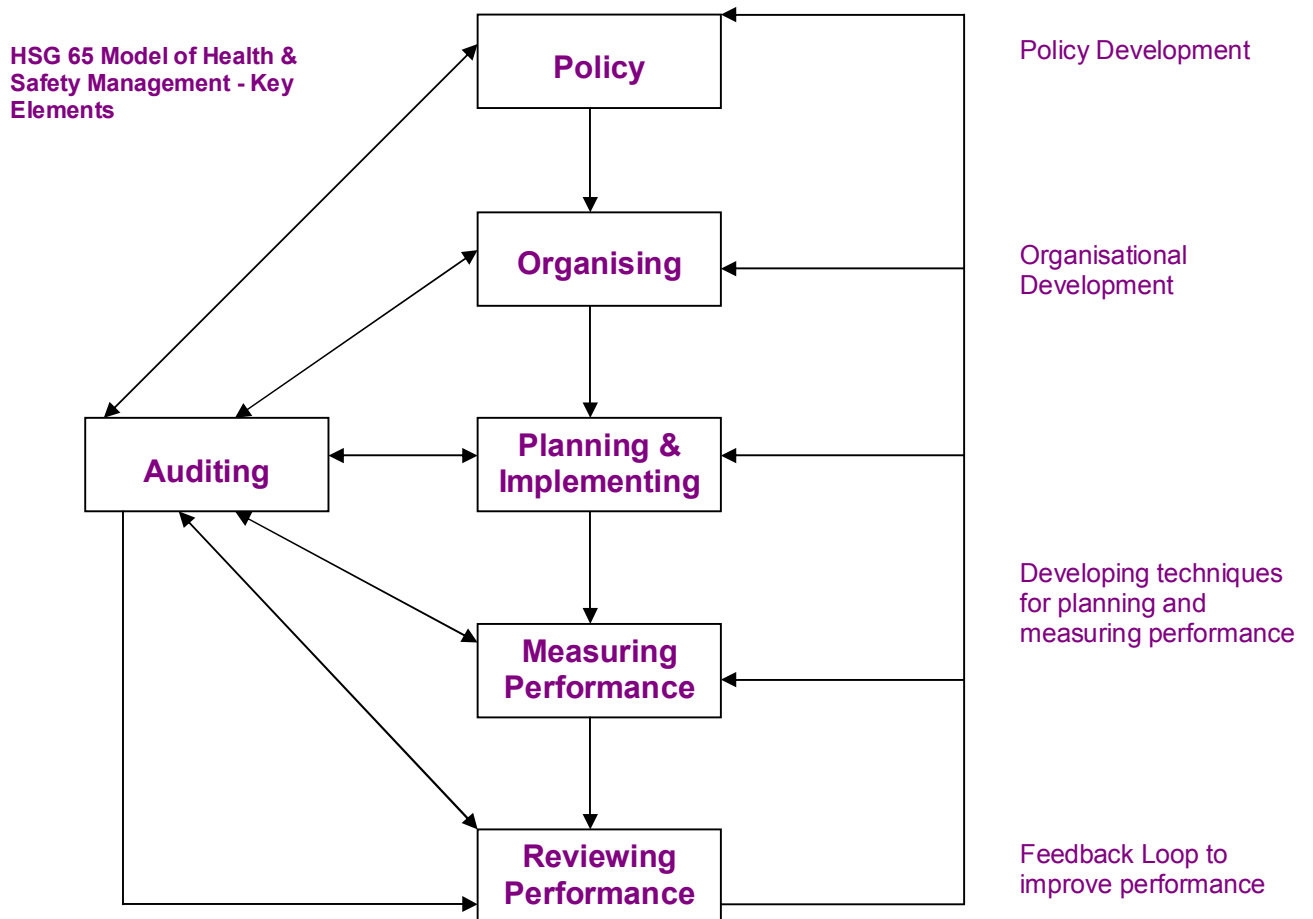
Appendix 1

The Health, Safety and Welfare Management System

The Management System Model

The County Council has adopted the Health and Safety Performance Management model produced by the Health and Safety Executive HSG65. The model also incorporates elements of the international environmental management systems standard, ISO 14001, and the Occupational Health and Safety Management Systems specification, OHSAS 18001.

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



Summary of the County Council's approach to the Key Elements of the Health, Safety & Welfare Management System

Management System Element	Addressing
Policy	<ul style="list-style-type: none"> • Providing and setting a clear direction, that contributes to all aspects of our performance and demonstrate commitment to continuous improvement. • Responsibilities to people and the environment are met in ways, which fulfil the spirit and letter of the law. • Adopt cost-effective approaches to preserving and developing physical and human resources, which reduce financial losses and liabilities. • Demonstrate top down visible leadership and commitment, but with the involvement of everyone. • Management create the required culture to ensure effective management and continuous improvement.
Organising	<ul style="list-style-type: none"> • Management structure and arrangements for delivering the policy. • Our staff 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, values and beliefs. • The visible and active leadership of senior managers fosters positive health and safety culture. <p>The arrangements are:</p> <ul style="list-style-type: none"> ➤ underpinned by effective staff involvement and participation; and ➤ sustained by effective communication and the promotion of competence.
Planning & implementing	<ul style="list-style-type: none"> • Planned and systematic approach to implementing health, safety and welfare policies. • 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. • Operate Risk / Impact Management Systems. • The development and maintenance of documented procedures.

<p>Measuring Performance</p>	<ul style="list-style-type: none"> • Performance is measured against agreed standards to identify where improvement is needed. • Undertake active self-monitoring to reveal how effectively the health and safety management system is functioning. • If controls fail, reactive monitoring discovers why, by investigating accidents, ill health or incidents that could cause harm or loss. <p>The objectives of our active and reactive monitoring are:</p> <ul style="list-style-type: none"> ➤ to determine the immediate causes of sub standard performance; ➤ to identify the underlying causes and the implications for the design and operation of the health and safety management system; and ➤ to identify the opportunities for improvement and identify the appropriate action to be taken. <p>Longer-term objectives are also monitored.</p>
<p>Reviewing Performance</p>	<ul style="list-style-type: none"> • There is a systematic review of performance based on data from monitoring and from independent audits of the whole health and safety management system. • We have a strong commitment to continuous improvement involving the constant development of policies, systems and techniques of risk control. <p>Performance is assessed by:</p> <ul style="list-style-type: none"> ➤ internal reference to key performance indicators ➤ external comparison with the performance of business competitors and best practice, irrespective of employment sector <p>Performance is also recorded in the Annual Health Safety Report</p>
<p>Auditing</p>	<ul style="list-style-type: none"> • We intend to maintain and improve our ability to manage risks by learning from experience. • We will audit our performance to reinforce, maintain and develop our ability to reduce risks to the fullest extent and to ensure the continued effectiveness of the health and safety management system. • Auditing supports monitoring by providing managers with information on how effectively plans and the components of the health and safety management system are being implemented. It will check on the adequacy and effectiveness of the management arrangements and risk control systems. <p>The aims of auditing is to establish that:</p> <ul style="list-style-type: none"> ➤ appropriate management arrangements are in place; ➤ adequate risk control systems exist, are implemented, and consistent with the hazard profile; ➤ appropriate workplace precautions are in place. <p>Competent people independent of the area or activities being audited will conduct all audits.</p>

Appendix 2

Health, Safety and Welfare Strategy 2006- 2010

Introduction

This document focuses on those areas that the Council have identified as requiring particular attention to improve its health, safety and welfare performance.

The purpose of this strategy is to determine the shape of health, safety and welfare management for the future. It provides a framework to determine our priorities and allocate resources to secure continuous improvement and to target the health, safety and welfare hazards that have the potential to result in high levels of incidents and sickness absence.

The strategy also reflects the issues and priorities that are being promoted by the Health and Safety Executive, Fire and Rescue Services, Local Government Associations, Unions etc.

The Corporate Health and Safety Forum have agreed this strategy

Aims, Key Improvement Areas and Targets

Aims

- A working environment in which managers and employees consider health, safety and welfare issues during their work, and make an effective contribution towards maintaining and improving health and safety standards.
- Being an employer of choice with regard to health, safety and welfare arrangements.
- To manage accidents, work related ill health, violence and dangerous occurrences within our workplaces to the lowest level reasonably practicable.

Key Improvement Areas & Targets

Staffordshire County Council's Health, Safety and Welfare Annual improvement targets are set by the Corporate Health and Safety Forum and agreed by the County Councils Consultative Health and Safety Committee, issued to the Directorates and delivered through the Council and Directorate Improvement Plans and Service Delivery Plans. They are designed to achieve continual improvement and are reviewed annually.

The Council has identified the following Key Improvement Areas to assist in improving its health, safety and welfare performance: -

Key Improvement Area (In Priority Order)	Lead Responsibility
1. Implement and promote stress management arrangements to reduce the sickness absence in the Council due to stress related conditions	Corporate Health and Safety Consultant, Policy Makers and Planners
2. Reduce Musculoskeletal Conditions – Display Screen Equipment and Back Injuries	Directorate Health and Safety Advisors, Occupational Health, Planners and Implementers
3. Reduce the number of accidents from slips, trips and falls	Directorate Health and Safety Advisors, County Property Service Premise Managers, and Managers
4. Implement the Corporate H&S Policy arrangements across the Organisation	Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers
5. Review the Council's existing procedures in preparedness for changing legislation, best practice standards. Such as;- <ul style="list-style-type: none"> • Vibration • Noise • Fire Order Reforms • Working at Heights 	Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers
6. Develop the skills and knowledge base of Premise Managers through the development of 4 E-Learning Modules and a review of the practical based Premise Manager Training	Corporate Health and Safety Consultant with support from working group
7. Violence and Lone Working arrangements to be reviewed	Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers
8. To review how Occupational Health is integrated into health, safety and welfare management arrangements	Head of Corporate Human Resources Occupational Health, Corporate Health and Safety Consultant
9. To develop Health Education/ Promotion strategy to assist employees to 'choose health'	Corporate Health Working Group, Corporate Health and Safety Consultant with support from Occupational Health and Directorate Health and Safety Managers
10. Monitor performance of contractors ensuring that they deliver services equivalent standards of health and safety and to review the Councils management arrangements	Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers
11. Implement effective management arrangements on Driving at Work	Corporate Health and Safety Consultant with support from Directorate Health and Safety Managers

Performance relative to the Key Improvement Areas and Targets is reviewed at least quarterly by each Directorate and bi-annually by the County Council's Consultative Health and Safety Committee. A Council Health, Safety and Welfare performance report is produced annually and presented to the Corporate Management Team.

Targets

The following targets have been set for achievement by the end of 2009.

- Reduce the number of RIDDOR reportable Musculoskeletal accidents by 10% against 2004/5 figures;
- Reduce the number of slip, trip and fall injuries by 10% against 2004/5 figures;
- Reduce the number of violent incidents that result in physical injury by 5% against the baseline figures to be established in 2006;
- To undertake the Organisational Stress Survey and re-survey having implemented the stress policy across the Directorates by 2009.
- Reduce the overall number of RIDDOR reportable incidents by 10% against 2004/5 figures;
- To have the Safe Premise Management E- Learning Modules developed and in use;
- To maintain the level of zero improvement and prohibition notices, and prosecutions for breaches in health and safety legislation;
- To improve upon the average for employees who describe their lifestyle as incorporating decisions and activities that demonstrate they are 'choosing health', against the baseline figures to be established in 2006.

The progress against these targets will be recorded each year in the annual health and safety performance report.

Key Performance Indicator

The Health, Safety and Welfare Key Performance Indicators for Staffordshire County Council are as follows:

Indicator Number	Indicator	How Measured
1	Health and Safety Policy signed, reviewed annually and updated as required	Annually – Recorded in Corporate H&S Forum Minutes
2	% of employees who understand their health and safety responsibilities.	Once every 2 Years Mori Staff Survey Results
3	% of employees who consider that risk assessments are carried out in their workplace.	Once every 2 Years Mori Staff Survey Results
4	% of employees who consider that their working environment is safe.	Once every 2 Years Mori Staff Survey Results
5	Annual report produced and made publicly available.	Annually Corporate H&S Forum Minutes
6	Number of Accidents	Quarterly SAP Report
7	Number of Violent Incidents	Quarterly SAP Report

8	Number of RIDDOR Reportable Incidents	Quarterly SAP report
10	Organisational Stress Survey results;	Once every 2 Years. Survey results analysed against HSE Management Standard
11	Number of Civil Claims received; (excluding highways public liability claims)	Quarterly
12	Number of employees who attended a Health and Safety Training Event.	Annually Management Information from Directorates
13	Cost of Liability Claims	Quarterly
14	% of premises with a Fire Risk Assessment completed/reviewed within the last 12 months	Annually Number of confirmations returns received by Directorate H&S Teams
15	% of premises that have completed a Health and Safety Inspection self checklist within the last 12 months	Annually Number of returns received by Directorate H&S Teams
16	% of establishments who have been audited by their Directorate H&S Team in the last 3 years	Annually Number of Audits completed

The results of these indicators will be provided to Policy Makers and Planners annually and published in the Annual Report.