

Warwickshire County Council Health and Safety Policy

'Striving for excellence in health, safety and wellbeing management and performance'

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*Working for
Warwickshire*

WCC Health and Safety Policy Statement

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WCC HEALTH AND SAFETY POLICY STATEMENT

Health and safety is the concern of everyone within Warwickshire County Council (WCC). This policy is intended to provide a practical framework for the implementation of the Health and Safety at Work etc. Act 1974 and all relevant UK and EU health and safety legislation and codes of practice, which will be the minimum standard acceptable. It demonstrates WCC's commitment to health, safety, welfare and wellbeing and recognises that health and safety is equally as important as our other business objectives.

This policy demonstrates our duty of care to employees and non-employees (citizens, visitors, customers, contractors, pupils) by ensuring that WCC activities and services are provided in such a way as to not put them at risk.

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

- compliance with all relevant health and safety legislation
- implement adequate measures to prevent, reduce, or protect against the health and safety risks arising from our work activities;
- promoting the principles of sensible risk management
- provide information, instruction and training for employees maintaining effective communication and consultation on all health and safety matters;
- securing co-operation and consultation between individuals, safety representatives, employee representatives and working groups;
- provide safe plant and equipment and maintain safe and healthy working conditions, providing health surveillance where necessary
- provide professional health and safety advice, guidance and support
- ensure resources are available to ensure the successful management and implementation of health, safety and wellbeing.

To achieve our aim and objectives WCC has adopted the Health and Safety Executive's (HSE) occupational health and safety management system "Successful Health and Safety Management" HS(G) 65 as our management system.


This statement of policy will be kept under review and any amendments made to it will be brought to the notice of all WCC employees.

Signature & Date *October 2010*



Jim Graham
Chief Executive

Signature & Date *October 2010*



Alan Farnell
Leader of the Council

WCC HEALTH AND SAFETY POLICY

1.0 Introduction

This Policy outlines the framework developed by WCC to manage health and safety. The Policy is a declaration of the County Council's commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons other than employees who use or visit the Council's premises, or who may be affected by our activities. Each Directorate will develop more detailed and specific systems and procedures to ensure health and safety on a day-to-day basis is adequately managed. The management systems required to manage health and safety will be proportionate to the level of risk within Directorates.

WCC will establish and adopt procedures to ensure that health and safety objectives and priorities are monitored and delivered to a high standard and that a pro-active health and safety culture is promoted, developed and maintained throughout.

The Policy has been produced as required by Section 2(3) of the Health and Safety at Work etc. Act 1974 to clearly identify the responsibilities of Elected Members, Chief Executive, Strategic Directors, Heads of Service, Head Teachers, Managers and Employees. The purpose of the Policy is to demonstrate that senior management of WCC are totally committed to the health and safety of all employees and persons other than employees affected by our activities.

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

All employees must play their part in achieving the highest possible standards of health and safety and rigorously comply with all aspects of this Policy as it highlights WCC's vision for health and safety and everyone's role in achieving this.

The general standards of health and safety, as defined in this Policy, will be supplemented by Directorate arrangements and the supporting corporate topic-based health and safety policies. Strategic Directors will be responsible for implementing the policy commitment of WCC on health, safety, welfare, and wellbeing within their Directorates.

WCC will ensure that adequate resources are available to implement the principles of this health and safety policy and conform to all relevant UK and EU health and safety statutory regulations, approved code of practices, EU/British standards, HSE and industry guides where necessary.

1.1 Definitions

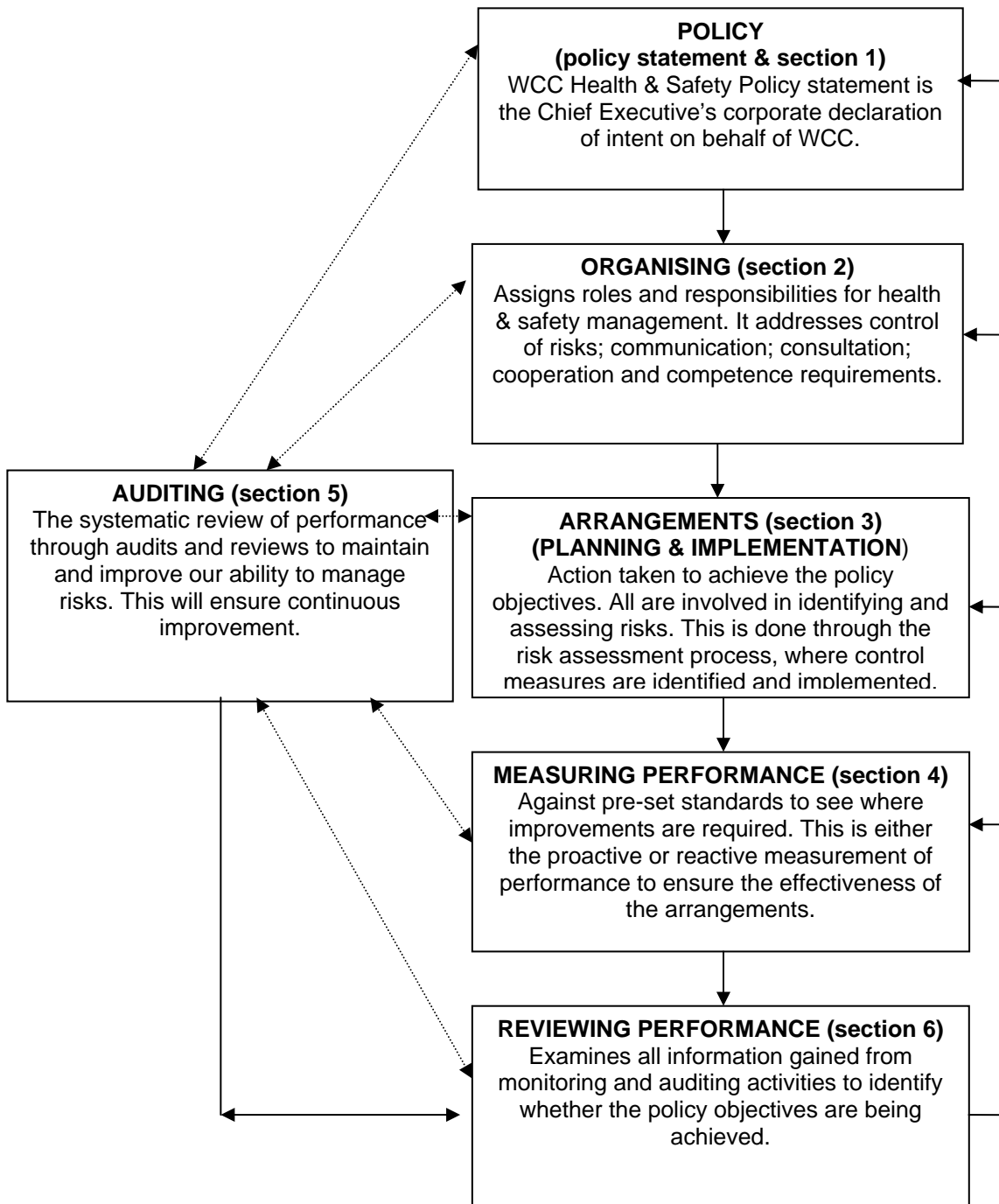
The key definitions of this Policy are as follows:

- **Health** – The wellbeing of employees. This encompasses conditions of body and mind, which could affect the health and safety of employees and others.
- **Safety** – Preventing injury or damage to any person or property affected by a work activity through the development of suitable and sufficient working practices.
- **Welfare** – The provision and maintenance of facilities to ensure good hygiene, a comfortable working environment and appropriate support for the wellbeing of the individual.
- **Wellbeing** – The subjective state of being healthy, happy, contented, comfortable and satisfied with one's quality of life. It includes physical, material, social, and emotional ('happiness') dimensions.

1.2 Health and safety management system

In line with our system of Directorate management teams, health, safety, welfare and wellbeing management is the responsibility of each Directorate. This allows issues to be tackled at local level, wherever possible. However, although we do this for practical purposes, Councillors and the Chief Executive still have overall responsibility for health and safety. We also name a Strategic Director as the Corporate Champion for Health and Safety to highlight the importance and awareness of health and safety.

This Policy is set out in six elements in accordance with the HS(G) 65 management system so that WCC can successfully manage health, safety, welfare and wellbeing. The management system is on the following page, and each element outlined corresponds to the appropriate section within this Policy.



(Figure 1: HSE's HS(G) 65 Health and Safety Management System)

2. ORGANISATION FOR HEALTH AND SAFETY

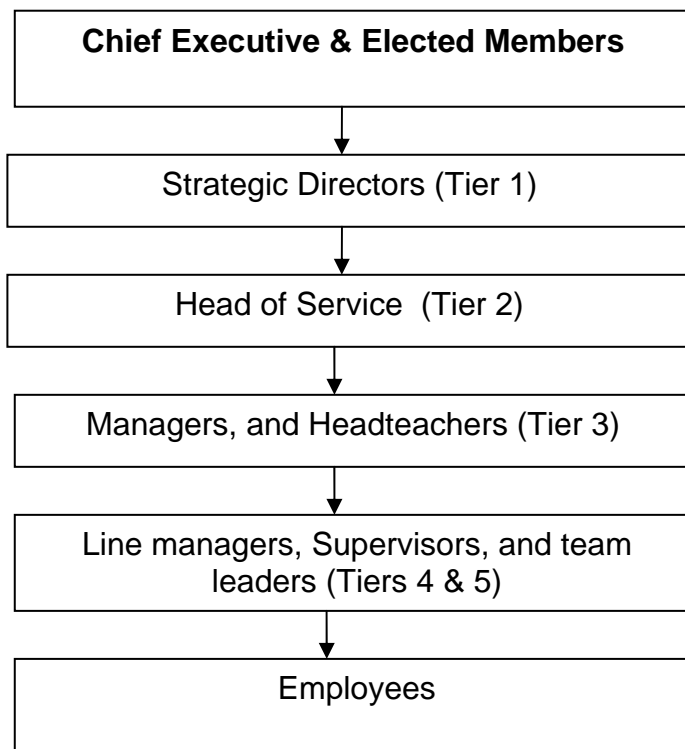
The Health and Safety at Work etc. Act 1974 and accompanying legislation states that employers, persons in charge of premises and employees all have specific health and safety duties and responsibilities. This Section details these specific health and safety roles and responsibilities and assigns them to the appropriate posts and functions.

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

2.1 Health & Safety roles and responsibilities

Successful health and safety management depends on a systematic approach throughout the organisation so that health and safety becomes fully integrated with all other aspects of business management. A proactive health and safety culture will require strategic leadership from the Chief Executive and Strategic Directors with support from the Corporate Health, Safety and Wellbeing Manager and Directorate Health and Safety Staff.

This Policy assigns roles and responsibilities to the organisational post holders as specified below in Figure 2.



(Figure 2: Management tiers)

2.1.1 Chief Executive

The Chief Executive has overall responsibility throughout WCC for implementing and achieving the objectives of the health and safety policy; and the preservation, development, promotion and maintenance of WCC's health and safety management system. Health and safety matters will be considered within the organisational decision making process (as set out within County Council policies and procedures, and any statutory provisions set out in legislation).

WCC has delegated to the Chief Executive the responsibility for ensuring that Strategic Directors comply with WCC's health and safety policy. The Chief Executive will delegate the day-to-day health and safety monitoring, reviewing and auditing of health and safety to Strategic Directors.

The Chief Executive must personally respond to any legal notice received by the HSE or other enforcing body. The Chief Executive may assign this requirement to the most appropriate member of SDLT who must liaise with the Corporate Health, Safety & Wellbeing Manager throughout any investigation and/or correspondence.

2.1.2 Elected Members

Elected members are responsible for applying health and safety legislation; and making decisions that conform with legislation and WCC's own health and safety policies. As a corporate body the elected members have collective health and safety responsibilities; individually they should ensure that this corporate health and safety policy is applied effectively within any areas that they have particular responsibility for. Therefore they are responsible for preserving, developing, promoting and maintaining WCC's health and safety management system.

The corporate body will ensure that adequate resources are made available to implement successful health and safety management and to conform to all relevant health and safety statutes. Therefore, health and safety matters will be considered and accounted for when making organisational decisions.

2.1.3 Corporate Champion for Health and Safety

The Strategic Director for Customers, Workforce and Governance has been appointed by the Chief Executive as the Corporate Champion for Health and Safety. The Champion will promote the adequate and proper consideration of health and safety to senior managers and more widely within the County Council.

The Corporate Champion will present a report to the appropriate member body annually on the health and safety performance of WCC, which should include:

- Policy Development
- Management of health and safety [HS(G)65]
- Accident statistics
- Setting performance related targets and objectives
- Measuring health and safety performance

- Provision of an effective Joint Consultative Committee process
- Corporate monitoring of Directorates:
 - Auditing
 - Inspection
 - Accident recording and investigation
 - Review of performance
 - Training

The Corporate Champion requires Strategic Directors to provide the above information for health and safety performance of their Directorates. This information will collectively be gathered to produce the corporate annual health and safety report that will be provided to elected members.

2.1.4 Strategic Director Leadership Team

The Strategic Directorate Leadership Team (SDLT) are responsible for:

- providing clear and visible health and safety leadership that encourages employee involvement in improving health and safety standards;
- ensuring that all decisions made reflect their health and safety intentions as specified in WCC's health and safety policy statement;
- implementing an effective health and safety management structure that is integrated with other key business objectives;
- monitoring health and safety arrangements and performance against the corporate and Directorate annual health and safety reports and action plans; and
- providing adequate resources to enable the discharge of their health and safety responsibilities.

2.1.5 Strategic Directors

The Chief Executive has delegated collectively, to all Strategic Directors, the responsibility to:

1. Have a signed Directorate Statement of Health and Safety Intent;
2. Ensure that the aim and objectives of this Policy are fully understood and implemented within their Directorate by Heads of Service;
3. Ensure that Directorate health and safety arrangements are developed and implemented and that they describe the procedures that have been made for ensuring that adequate health and safety standards are maintained;
4. Establish a proactive positive health and safety culture: which sets objectives, targets and priorities for Directorates, establishing methods for monitoring and reviewing them and actively encouraging ownership and accountability at all levels to ensure continuous improvement;
5. Ensure an annual report is produced and presented to the Corporate Champion on health and safety performance, in order that the Corporate Champion is able to prepare the annual report to members;
6. Make recommendations to the Chief Executive to secure the provision of adequate resources, as may be required to successfully manage health and safety;
7. Ensure that at all levels of management know and accept their individual responsibilities regarding health and safety and are adequately trained to carry out those responsibilities;
8. Ensure the development and maintenance of an effective joint consultative process for Directorate health and safety;
9. Ensure that managers assess the health and safety risks that arise out of all work activities/ process/ operations and buildings under their control to ensure health and safety risks are adequately controlled, and the findings are communicated to employees;
10. Establish, implement, and monitor an effective Directorate health and safety training plan that must identify and provide information, instruction, training and supervision that is necessary to manage health and safety;
11. Ensure that procedures and mechanisms exist which evaluate, monitor and review health and safety performance;
12. Ensure compliance with corporately agreed targets, objectives and activities;
13. Ensure compliance with current legislation;
14. Consult and seek advice where necessary; and
15. Provide clear leadership on health and safety and set a personal example.

2.1.6 Heads of Service, Managers and Head Teachers

Managers will make adequate provision for the effective management of health and safety within the area of their responsibility, ensuring that all managers of staff and others under their jurisdiction are aware of, and held accountable for, the specific application of their health and safety duties to employees and any other person.

Managers choose to delegate their operational activities to lower levels of management they must ensure that those nominated are competent and understand and accept the responsibility being delegated to them; however, the Managers will remain accountable for those activities.

Under the direction of their Strategic Director, Managers will:

1. Ensure that satisfactory health and safety standards are maintained through effective management and risk assessment processes;
2. Ensure that when making decision/arranging new projects for the service area, health, safety, welfare and wellbeing issues are considered and dealt with fully;
3. Ensure that adequate health and safety communication channels exist within their area of control;
4. Ensure that adequate resources are provided to maintain health, safety and welfare, and manage these resources on a risk priority basis;
5. Work proactively to promote a positive safety culture;
6. Ensure that procedures exist and are effectively implemented to identify and provide the information, instruction, training and supervision needed to ensure health and safety;
7. Seek to proactively develop and improve Health and Safety within their area of responsibility;
8. Ensure procedures are in place for the reporting and recording of accidents and incidents, and near miss investigation and taking appropriate action to prevent recurrence within the statutory time scales;
9. Review and monitor accidents and incident statistics to identify trends and hotspots. Provide support and resources to ensure adequate controls are put in place to prevent recurrence, and to ensure continual health, safety and wellbeing improvement;
10. Ensure that their employees understand and accept their individual responsibilities regarding health and safety and are adequately trained to carry out their responsibilities;
11. Monitor and review with their managers and Health and Safety Staff their Directorate health and safety targets and priorities in line with the overall corporate objectives; and ensure the provision of adequate resources to achieve compliance;

12. Ensure that health and safety arrangements and performance are formally evaluated, monitored and reviewed at least on an annual basis;
13. Ensure that Directorate Health and Safety Staff are consulted, along with employees' representatives, prior to changes in accommodation and working practices;
14. Ensure that the Strategic Director and the Corporate, Health, Safety and Wellbeing Manager are informed of any breach of health and safety statutory requirements; and immediately when there is Health and Safety Executive (HSE) involvement;
15. Ensure that safe systems of work are fully discussed, recorded, implemented and reviewed with the appropriate employees concerning:
 - Current work activities
 - Planning new operations, methods of work etc.
 - Design/acquisition of new buildings, plant and equipment
16. Ensure that informal tours of the workplace are carried out to proactively identify good and poor health and safety performance. This will demonstrate visible management commitment to health and safety within their service areas.
17. Ensure that a formalised workplace inspections regime is in place to identify hazards and to take appropriate action;
18. Ensure that contractors receive an induction to the premise/ area they are working. This will provide the contractors with information/ awareness of the hazards within the area of work, action to be taken, and the monitoring of their activities;
19. Ensure consultation takes place between managers from other Directorates, organisations and appropriate employees' safety representatives, when sharing premises;
20. Consult and seek advice where necessary; and
21. Provide clear leadership on health and safety and set a personal example.

2.1.7 Line Managers, Supervisors and Team Leaders

All line managers, supervisors and team leaders are responsible for managing health and safety in their area of responsibility. Corporate topic-based policies will specify the roles and responsibilities required by line managers, supervisors and team leaders as per that topic to ensure legal compliance and WCC best practice. Generally, they will:

- 1 Comply with the relevant Corporate topic-based health and safety policies;
- 2 Ensure that risk assessments are undertaken for work activities/ processes/ and operations;
- 3 Eliminate the risk or reduce to the lowest possible level by managing the risk effectively;
- 4 Ensure that all employees are familiar with the relevant risk assessment findings, control measures, safe systems of work, and local arrangements;
- 5 Set up and maintain safe, healthy working conditions;
- 6 Provide all new starters with a health and safety induction;
- 7 Audit and monitor safe working practices and procedures;
- 8 Ensure that procedures and training programmes are set up and maintained for all employees;
- 9 Ensure that when designing, buying and using all new plant and equipment ensure that health, safety and wellbeing is considered as part of the risk assessment process;
- 10 Ensure that new, reviewed or changed processes and services are assessed for risks before they are put into practice;
- 11 Ensure that accidents, incidents and near misses are reported and investigated, where necessary, so that appropriate action can be taken to prevent a recurrence;
- 12 Ensure that contractors' and other people's activities (for example, employees from other service areas) in the area are monitored;
- 13 Ensure that all employees, including safety representatives, are able to carry out their responsibilities, and encourage them to work with managers to promote an attitude of safe working across the council;
- 14 Ensure that a formalised workplace inspections regime is in place to identify hazards and to take appropriate action;
- 15 Ensure that contractors receive an induction to the premise/ area they are working. This will provide the contractors with information/ awareness of the hazards within the area of work, action to be taken, and the monitoring of their activities; and
- 16 Ensure consultation takes place between managers from other Directorates, organisations and appropriate employees' safety representatives, when sharing premises.

2.1.8 Health and Safety Staff

Health and Safety staff members are appointed by WCC to provide competent technical advice on the application of health and safety law.

The Corporate Health, Safety and Wellbeing Manager will:

- Advise Strategic Directors on health and safety matters;
- Report as necessary to the cabinet of the council or the senior leadership team (or both) on health and safety matters;
- Integrate the management of health, safety, welfare and wellbeing;
- Provide professional lead to the Health and Safety community
- Write, publish and review corporate topic-based policies in conjunction with the Directorate Health & Safety Officers;
- Set realistic standards and targets;
- Decide on priorities and set up adequate corporate systems and performance standards;
- Maintain the Health and Safety Co-ordinators meetings, Joint Consultative Committee (JCC) Health and Safety Committee and all other Health and Safety sub groups where required;
- Use executive powers (on behalf of the Chief Executive, Cabinet members and Strategic Directors) to stop any work activities where there is a serious and imminent risk of injury
- Set appropriate health and safety management standards to make sure WCC acts within the law;
- Co-operate with the Health and Safety Executive (HSE) and other appropriate organisations; and
- Produce an annual report in conjunction with the Corporate Champion for Health and Safety on the County Councils health and safety performance and detailing progress on standards and targets set.

Health and Safety Staff will:

- Support and advise managers and staff and provide professional advice, guidance and assistance on health and safety issues to ensure legislative requirement and best practice;
- Advise their Directorates' Strategic Director on health and safety matters that are within their competence (where specialist advice is required a competent adviser will be sought);
- Develop and improve healthy, safe and supportive working environments and monitor and review the requirements of the policy;
- Assist in producing and reviewing the corporate health and safety policies in conjunction with the Corporate Health, Safety and Wellbeing Manager;
- Develop specific Directorate health and safety procedures, arrangements, and guidance that is specific to a Directorate, and develop standards and targets for continuous improvement;
- Consult with recognised trade unions and other Directorates on health and safety matters;

- Produce an annual report to the Strategic Director and Corporate Health, Safety and Wellbeing Manager on the Directorate's health and safety performance and detailing progress on standards and targets set;
- Use executive powers (on behalf of the Chief Executive, Cabinet members and Strategic Directors) to stop any work activities where there is a serious and imminent risk of injury, and set appropriate health and safety management standards to make sure WCC acts within the law;
- Promote a positive health and safety culture;
- Review performance and audit the health and safety management system across Directorates; and
- Co-operate with the Health and Safety Executive (HSE) and other appropriate organisations in conjunction with the Corporate Health, Safety & Wellbeing Manager.

2.1.9 Employees

Definition: All WCC employees will include students, volunteers, agency workers and contract workers, for the terms and reference of this policy.

All employees, including those with managerial responsibilities, have an important role to play in effective health and safety management. All employees have a responsibility to:

- 1 Take reasonable care, while at work, to ensure that they do not endanger either themselves or anyone else who might be affected by their actions or omissions.
- 2 Co-operate with their employer or other person in respect of their health and safety duties and follow all instructions (written and verbal) to protect their own and other people's health and safety.
- 3 Not misuse or interfere with any safety equipment and/or protective clothing as may be provided and avoid improvisation in any form, which could create unnecessary risks to health and safety.
- 4 Ensure that plant and equipment is in a safe condition, before use and acquaint themselves with all relevant processes, materials and substances and use as advised. Report any defects, loss or damage to their manager.
- 5 Be aware of their capabilities and competence, both physically and mentally and inform a manager if they feel unable to continue with their duties.
- 6 Behave appropriately at all times in the workplace and not get involved in any horseplay.
- 7 Avoid taking short cuts or changing work activities, which could create unnecessary risks to their health and safety. Use all safety equipment and/or personal protective equipment that is provided.
- 8 Report all accidents, incidents (including incidents of violence, diseases and dangerous occurrence), near misses, as well as unsafe methods of work, unsafe conditions/tools/ plant/ equipment/ premises/ appliances/ practices, and concerns about health, safety or wellbeing to their manager, even if an injury was not sustained.
- 9 Be familiar with any health and safety policies, procedures, risk assessments or any other health and safety documentation, applicable to them and their work. Follow all instructions therein (whether verbal or written).
- 10 Be appropriately dressed for their working environment and activity.
- 11 Be aware of the First Aid provision at their workplace and understand the fire/emergency evacuation and fire prevention procedures, position of fire alarms and equipment and participate in drills as required.
- 12 Take part in health and safety training and development as necessary.
- 13 Take part in health surveillance programmes, as required.

14 Set a good personal example in respect of health and safety.

15 Make suggestions to improve health and safety.

2.1.10 Health and Safety Joint Consultative Committee.

The prime function of the health and safety joint consultative committee (JCC) structure is to keep under review the measures taken to ensure the health, safety and welfare of employees working within the council or any others who could be affected.

The Corporate Health, Safety and Wellbeing Manager chairs a quarterly health and safety JCC with a representative from each Trade Union and the Directorate Health and Safety Officers to consult, cooperate and communicate on health and safety matters.

The Health and Safety JCC will:

- discuss, consult, cooperate and communicate on the corporate health and safety issues and initiatives;
- be part of the corporate policy consultation process;
- promote cooperation between the employer and employees in instigating, developing and carrying out measures to ensure the health and safety of all employees;
- review reports/ inspections and findings provided by inspectors authorised under provisions contained in current legislation and any reports safety representatives wish to submit; and
- monitor changes to health and safety legislation which is likely to have an impact on the County Council.

3. HEALTH & SAFETY ARRANGEMENTS

This Corporate Policy sets out a general framework for organising health and safety across WCC, and is supported by each Directorates Statement of Local Health and safety Intent and Health and Safety arrangements.

These arrangements describe the systems and procedures necessary to ensure that the Chief Executive and Strategic Directors fulfil their roles and responsibilities and provide the foundation for securing the health and safety of WCC's employees and others affected.

Corporate policies and procedures will be developed as required by legislation and placed on the intranet and the Schools Learning Platform. Further Directorate procedures will be specifically developed as required by legislation and communicated to all staff and be available on the intranet and the Schools Learning Platform.

For employees who do not have access to the intranet, all health and safety policies and procedures will be communicated through various channels (such as managers, core briefs, etc) to ensure that everyone is informed.

3.1 Corporate health and safety policies

To ensure that WCC organises, plans, arranges, implements and reviews an effective health and safety management system, each corporate policy is topic based to ensure legal compliance and WCC best practice (which is in accordance with Approved Code of Practices, HSE and industry guidance documents, and other WCC policies where necessary) . These policies therefore set out the minimum knowledge needed to meet legal and corporate compliance. They are written by the Corporate Health, Safety and Wellbeing Manager and Directorate Health and Safety staff.

Where necessary, these policies are supported by guidance documents, procedures, arrangements and template forms. As necessary, consultation is sought with HR, Trade Union appointed Safety Representatives, managers, occupational health, and service areas where technical advice/assistance/implementation is required (for example, managing asbestos).

The policies are written for the main individual health and safety topic areas, such as, risk assessment, personal safety, the safe management of contractors, and manual handling). They are reviewed on a 3-yearly rolling programme unless there has been a change in legislation or HSE/ industry guidance.

These corporate policies apply to all Directorates. Directorate specific policies will only be developed if a health and safety issue is pertinent to a specific Directorates activity.

3.2 Directorate Arrangements

Each Directorate has specific health and safety arrangements, which are referred to as Appendix 1 of this policy. These Directorate arrangements supplement this Policy and the topic-based corporate health and safety policies by adding Directorate specific procedures, documents and arrangements that are relevant to health and safety management within that specific Directorate.

Service area, teams and divisions within the Directorate may also have their own specific health and safety arrangements, procedures and documents, which are pertinent to them.

3.3 Health and Safety Standards and Targets

The Strategic Directors will review progress of the delivery of health and safety objectives set out in this policy annually. The Corporate Health, Safety and Wellbeing Manager and Directorate Health and Safety Officers will provide professional advice to ensure that the objectives being set are effective, achievable and appropriate to the risk levels within the Directorates.

The Chief Executive and Strategic Directors will use the Corporate and Directorate Annual Health and Safety Reports together with the Corporate Health, Safety and Wellbeing Manager to assess how Directorates are meeting their devolved health and safety obligations. Progress reports are required to ensure that the health and safety objectives are being met.

3.4 Effective Communication Channels

Communication channels for the exchange of health and safety knowledge and information should be formalised and structured and delivered in a range of formats (for example, verbal, paper copy, or electronic). These channels should include:

- ◆ Corporate health and safety policies and procedures
- ◆ Directorate Statement of Local Health and Safety Intent
- ◆ Specific Directorate procedures, arrangements and guidance
- ◆ New starter induction
- ◆ Health and Safety committees
- ◆ Management team meetings
- ◆ Health and Safety training and development
- ◆ Staff meetings/briefings
- ◆ Appraisals – annual and 6 monthly.
- ◆ 1:1's or supervisions
- ◆ Health and safety updates which are circulated via bulletins, emails, intranet and Children Services Handbook

Bottom up feedback on health and safety issues must be valued and staff should be given the opportunity to contribute to this process. Health and safety should be a standard agenda item at all team meetings.

The health and safety law poster will be displayed at access points within all of WCC workplaces.

The WCC health and safety policy statement will be displayed within Shire Hall. A copy of this policy will be available electronically on the intranet under 'health and safety'. As part of the new starters' induction, managers will ensure they are aware of this health and safety policy, risk assessments, control measures and arrangements that apply to their activity/ process/ or operation.

4. MEASURING PERFORMANCE

The content of this policy and its effectiveness in terms of health and safety performance will be the subject of a three-year review unless significant changes occur. The achievements of Directorates will be assessed against their previously identified objectives and priorities. Monitoring will take place both corporately and within each Directorate.

4.1 Proactive and reactive measures of performance

At a corporate level the Corporate Health, Safety and Wellbeing Manager will report to the Chief Executive via the Corporate Champion. At WCC we will measure health and safety performance using both proactive and reactive measures. They are as follows:

Proactive measures of performance:

- Corporate health and safety targets
- Directorate health and safety action plans.
- Record of workplace inspections (undertaken at set intervals).
- Cross-directorate auditing.
- All projects to consider health and safety in the planning phase.
- Health and safety is a standing item on team meetings
- Frequency of safety committee meetings.
- The frequency of, and attendance at, safety meeting.
- Actions as identified at committee meetings and safety meetings, being undertaken.
- The results of investigations by Trade Union appointed safety representatives.

Reactive measures of performance:

- The number of accidents, incidents, near misses, lost time incidents, F2508 reportable incidents, and occupational ill health reports.
- Sickness absence.
- Number of occupational health referrals.
- The number of civil claims made against WCC.

The above measures are monitored by health and safety officers, HR, and insurance who then advise managers on the required remedial actions. This will ensure continual improvements within WCC's occupational health and safety management system.

5. AUDITING

Auditing is the structured process of collecting independent information on the efficiency, effectiveness and reliability of the total health and safety management system and drawing up plans for corrective action.

5.1 WCC Health and safety auditing

Within WCC this is undertaken by the Directorate Health and Safety Officers, who carry out cross-directorate bi-annual audits.

These audits will review and establish whether there are:

- Appropriate management arrangements in place
- Adequate risk control systems/strategies in place for the hazards associated with the County Councils undertaking
- Appropriate workplace precautions and welfare facilities are in place.

Areas requiring action will be identified and implemented.

This cross-directorate auditing process is to be supported by a corporate auditing policy. As one of the main methods for making sure that each topic-based policy is effective is the audit process, this audit policy will therefore specify the parameters of the audit process which will enable areas for improvements to be identified and continually improved.

In addition internal audit addresses areas of health and safety as part of corporate governance assurance.

Other auditing regimes from Central Government agencies which include health and safety are also undertaken corporately or within Directorates.

6. REVIEWING PERFORMANCE

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

Monitoring the requirements of this policy will be carried out by Directorate managers and Health and Safety staff to establish whether:

- Legal compliance is being achieved
- WCC best practice is being achieved
- Health and safety responsibilities are being properly identified and discharged correctly
- Directorate management teams are accepting and dealing effectively with their devolved health and safety obligations
- Corporate health and safety arrangements, procedures and policies are being applied and adhered to
- Risk assessments are being developed, monitored and reviewed
- Employees are aware of, and comply with, health and safety requirements, and carry out their duties safely in line with best practice
- Accident trends are showing a continuous improvement
- All employees and supervisors are receiving appropriate health and safety training and development
- All employees receive health and safety induction