



**CORPORATE HEALTH AND SAFETY
AT WORK POLICY**

February 2021

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**KIRKLEES COUNCIL
CORPORATE HEALTH AND SAFETY AT WORK POLICY**

Part 1

1.1 POLICY STATEMENT

Kirklees Council is committed to ensuring the health, safety and wellbeing of all its employees and other persons who may be affected by its activities.

The Council recognises that continual improvements in health and safety performance are achieved primarily through the identification, assessment and management of risk and that this not only reduces accidents and ill-health at work but also contributes to the health and wellbeing of local communities as well as the protection of the environment and local economy.

It is the policy of the Council to ensure so far as reasonably practicable:

- The provision and maintenance of safe plant, equipment and systems of work.
- Adequate arrangements for the safe use and handling, storage and transport of articles and substances.
- The provision of appropriate health and safety information, instruction, training and supervision.
- The provision and maintenance of a safe working environment, including safe access and egress as well as adequate arrangements for welfare.

To assist the Council in discharging its statutory health and safety responsibilities, the Council has a team of Safety Advisors to provide competent health and safety advice.

The Council is committed to promoting a positive health and safety culture. This, together with good health and safety management, will help reduce injury and loss, help promote wellbeing across the workforce and help to protect all who are affected by the Council's services.

The Council recognises that in order for this policy to work it must have the full support and co-operation of all employees in making the workplace a safer place for all. The Council expects and encourages similar support from contractors, partners and volunteers and co-operation from clients, service users and visitors who use our services, facilities or premises.

The Council will regularly monitor and review the effectiveness of this policy.

Signed:



Leader of the Council

Signed:



Chief Executive

Date: 1 February 2021

Date: 1 February 2021

THINK SAFETY – PLAN SAFETY – WORK SAFELY

1.2 Objectives

The Council's objectives are:

- To ensure as far as is reasonably practicable the health, safety and welfare of employees.
- To ensure all employees are informed of their health and safety responsibilities for ensuring their own safety and that of others.
- To provide appropriate occupational health surveillance and support to employees who require it.
- To strive to continually reduce work-related accidents, work-related ill health and the dangers posed by threats of violence at work.
- To consult with employees' representatives on matters affecting health and safety using established forums e.g. Service Health and Safety Committees or Employee Liaison Group meetings and support employee involvement.
- To ensure all contractors, partners etc. appointed to deliver council services have adequate health and safety management arrangements in place.
- To make arrangements for effective co-ordination and co-operation with others where Council employees share premises and facilities in multi-occupied buildings and/or jointly deliver services.
- To provide adequate resources to implement this policy.
- To identify a member of the Executive Team to champion health and safety risk management issues.
- To ensure health and safety has equal ranking with other management responsibilities and is a core management function and considered in business decisions.
- To provide access to competent health and safety advice from Safety Advisors based in the Corporate Safety Unit.
- To monitor and report on the Council's health and safety performance.

Part 2 ORGANISATIONAL STRUCTURE, ROLES AND RESPONSIBILITIES

To ensure that this Policy is effectively implemented throughout the Council, the health and safety responsibilities of management, employees and key stakeholders are specified in this section. The responsibilities and arrangements within the Council Policy should be adopted in the Directorate/Service specific policy statement. Alternatively, services may supplement this Policy with their own specific safety policies providing more detailed responsibilities and arrangements, depending on the size and structure of the respective Directorate/Service and the nature of the work activities and/or services provided.

Collective Responsibilities (See Appendix 1)

2.1 Members - Members of Cabinet and Elected Members

Members of Cabinet and Elected Members have responsibility for ensuring health and safety within the Council and shall:

- Ensure that suitable resources and strategic direction is provided to enable the Council to discharge its health and safety responsibilities.
- Ensure appropriate arrangements are in place to enable the effectiveness of this policy to be monitored on an on-going basis.

2.2 Executive Team (Chief Executive and Strategic Directors)

The Chief Executive has ultimate responsibility for health and safety throughout the Council and leads in setting corporate policy and strategic direction. In practice this is achieved by the 'Executive Team' collectively:

- Ensuring that the objectives of the health and safety policy are achieved as far as is reasonably practicable.
- Ensuring adequate financial and management resources are made available to implement this policy.
- Appointing a member of the Executive Team to champion health and safety risk management issues.
- Ensuring health and safety is an integral part and a key objective within the overall management culture of the Council.
- Ensuring health and safety risks are minimised as far as is reasonably practicable and robust health and safety management systems, arrangements and organisation exist in each Directorate.
- Ensuring Strategic Directors are aware of their responsibilities in this health and safety policy and are held accountable for compliance within their respective Directorate portfolio.
- Appointing competent Safety Advisors to assist the Council to meet its health and safety responsibilities.
- Creating the organisational structure in the Council through which the policy will be implemented, delegating operational responsibility for implementation of the policy to each Service Director.

2.3 Kirklees Leadership Team

The Kirklees Leadership Team consists of the Chief Executive, Strategic Directors, Service Directors and Heads of Service who are collectively and individually responsible for ensuring the Council discharges its health and safety responsibilities. Collectively this includes:

- Promoting a positive safety culture by providing visible leadership on health and safety in the Council and making sure their actions and decisions reflect the commitment set out in the policy statement.
- Achieving the objectives outlined in this policy and ensuring it is consistently implemented across the Council.
- Supporting the Chief Executive and the Executive Team champion for health and safety risk management issues.
- Giving due consideration to health and safety when developing policies and strategies.
- Monitoring the Council's corporate health and safety performance and endorsing corporate health and safety strategies and action plans

2.4 Directorate/Service Leadership/Management teams

These teams or team leaders are responsible for:

- Ensuring health and safety management is an integral part of all Directorate/Service management plans, strategies and activities.
- Ensuring with the support of the Corporate Safety Unit that applicable health and safety policies and arrangements are effectively implemented across the Directorate/service.
- Ensuring adequate resources are made available for the effective implementation of health and safety policies and arrangements including those required for the provision of equipment, adequate training and the maintenance of assets (premises, facilities and equipment).
- Receiving for consideration reports on health and safety performance to monitor progress against health and safety objectives in any business or action plans and priorities for the year ahead.
- Keeping up to date with relevant health and safety risk management issues which may impact on the areas of service.

- Appointing a health and safety 'lead' and setting up a health and safety strategy group if appropriate.

2.5 Health and Safety Oversight Board

The Health and Safety Oversight Board comprises of Heads of Service, the Principal Health and Safety Advisor and the Chair; a Strategic Director. The board is responsible for:

- Reviewing, monitoring and making recommendations to the Executive Team on the Council's health and safety risk management systems and policies to ensure that the organisation has clearly set out its commitments to manage health and safety matters effectively.
- Monitoring the organisation's compliance with health and safety policies and applicable law and assessing the impact of emerging legislation.
- Seeking assurance that the organisation is effectively structured to manage health and safety risks, including having competent workers, adequate communication procedures and proper documentation.
- Making recommendations to the Executive Team regarding the appropriateness of resources available for the management of health and safety.
- Any other duties and responsibilities which have been assigned to it from time to time by the Executive Team.

Individual Responsibilities

2.6 Chief Executive

The Chief Executive has the overall personal responsibility for the effective leadership of health and safety in the Council. The Chief Executive is responsible for;

- Ensuring that the corporate health and safety policy and procedures are an integral part of the Council's culture, values and performance targets
- Providing effective leadership to Strategic Directors by agreeing targets and reviewing targets for achieving improvements in health and safety
- Ensuring adequate resources are made available to achieve high standards of health and safety.
- Monitoring and reviewing health and safety performance by receiving both specific (incident led) and routine reports.

2.7 Strategic Directors

All Directors are responsible for the effective leadership of health and safety within their respective Directorates and/or sphere of influence. Strategic Directors are responsible for:

- Ensuring that this health and safety policy is an integral part of their directorate's culture, values and performance standards.
- Ensuring that responsibilities for health and safety are clear within directorate management structures and are communicated to all staff.
- Providing visible leadership on health and safety to senior managers by setting and reviewing targets for improvements in health and safety.
- Ensuring adequate resources are made available within their Directorate for health and safety.

2.8 Service Directors

Service Directors are individually responsible for the effective implementation of the Corporate Health and Safety at Work Policy in areas under their control. They are responsible for the day to day operation of all health and safety systems and procedures within their respective service areas. This includes:

- Demonstrating clear commitment to achieving high standards of health and safety management through positive leadership on health and safety issues.
- Ensuring that the health and safety policy and procedures are an integral part of the culture, values and performance standards in their service areas.
- Ensuring that responsibilities for health and safety are clear within their service area management structures and are communicated effectively.
- Nominating a senior manager to act as health and safety 'Champion' and be the point of contact and co-ordinator for health and safety matters in the Service (Note: *This person(s) does not relieve any manager or employee of their health and safety responsibilities*).
- Promoting a safety culture by encouraging the participation and involvement of all employees in health and safety matters.
- Providing visible leadership on health and safety to service managers and senior managers by setting and reviewing targets for achieving improvements in health and safety, and contribute to ensuring effective performance in relation to health and safety within the directorate by:
 - overseeing the implementation of corporate strategies, directorate health and service-based safety action plans and monitoring implementation at their management team.
 - reviewing both specific (e.g. accident led) and routine reports on health and safety.

- keeping health and safety performance under review in their respective management teams and play a full and active part in the review process at directorate and service management team meetings.
- Ensuring arrangements are in place for consultation between management and safety representatives (ideally through health and safety committees or employee liaison group meetings).
- Ensure adequate resources are made available to achieve the standards and objectives of the Council's Corporate Health and Safety at Work Policy.
- Ensuring all staff receive adequate training, instruction and supervision to enable them to carry out their responsibilities and work safely.
- Ensuring buildings occupied by Council employees are used safely and appropriate arrangements are in place to secure the health, safety and wellbeing of all employees.
- Ensuring, via their respective management teams, that risk assessments relevant to the significant risks within their Service area have been undertaken identifying adequate control measures and that these are recorded and reviewed as necessary.

2.9 Heads of Service

Heads of Service are responsible for;

- Securing competence, by ensuring employees are provided with the necessary health and safety information, instruction, training and supervision. This will include systems which will identify health and safety training needs arising from recruitment, staff changes or changes in procedures, systems of work, introduction of new equipment or legislation etc.
- Putting adequate arrangements in place to appoint competent contractors in order to ensure that all health and safety risks are managed as far as is reasonably practicable before the contract commences.
- Ensuring the provision of an appropriate programme of health surveillance and protection to eliminate or control risks and prevent accidents and ill health.
- Detailing the arrangements for consultation between management and safety representatives (ideally through health and safety committees or employee liaison group meetings).
- Ensuring that health, safety and welfare responsibilities are clearly and logically delegated to successive levels of management who are sufficiently senior and competent to discharge them.
- Being responsible for and taking the lead in the planning, implementation, monitoring and review of measures to control risk arising from the activities of the Service and ensuring the allocation of sufficient resources as necessary.
- Ensuring they are advised of any accidents, incidents and safety issues occurring in their areas of responsibility.

- Ensuring suitable and sufficient risk assessments have been carried out for their areas of responsibility. These should be recorded, shared with all relevant staff and reviewed at least annually (or sooner if there is a significant change) and modified as necessary.
- Ensuring the risks associated with employees working mobile and agile e.g. lone working, peripatetic working, remote working etc., are identified, assessed and managed.
- Ensuring the risks associated with the use of the premises by employees or other persons e.g. visitors, contractors etc., are identified, assessed and managed.
- Ensuring health and safety is effectively managed within the premises, whole or part of (in the case of multi-occupancy buildings) which the Service occupy e.g. appointing persons to undertake occupier building-related responsibilities e.g. fire drills, fire risk assessment, etc.
- Ensuring arrangements are in place where work locations may be in shared occupation or where services are delivered in partnership to ensure both the co-operation in and co-ordination of matters relating to the management of health, safety and welfare.

Note – In multi-occupancy sites ensuring co-operation and co-ordination of health and safety arrangements between all parties may involve the setting up and attendance of a building user group.

In addition to the above responsibilities, the **Head of Service, Capital Delivery and Facilities Management** will be responsible for building-related health and safety issues in each premise and general health and safety matters in communal areas. The post holder is responsible for:

- In conjunction with Heads of Service ensuring a suitable number of assistants, sufficient e.g. Fire Wardens for the size and occupancy of premises to undertake operational duties.
- Maintaining arrangements to manage any asbestos present in the building.
- Maintaining arrangements to manage any legionella risk in the building.
- Ensuring the fire risk assessment for the premises is reviewed on an annual basis.
- Ensuring emergency procedures are developed and periodically tested in accordance with safety guidance.
- Ensuring the health and safety standards in communal areas is monitored through workplace inspections and ensure any actions taken to improve health and safety are implemented.

Note for Buildings in the corporate landlord portfolio - arrangements are in place for building maintenance, cleaning and the inspection and testing of equipment deemed to be integral to the use of the building for example boiler checks, fire equipment and lifts. Any equipment owned by the service remains the responsibility of the service regarding inspection and testing.

The approach of the Corporate Landlord Unit is to provide buildings that are safe to occupy. Occupiers (i.e. services) are responsible for ensuring adequate and appropriate arrangements are in place to ensure buildings and premises are used and occupied safely.

2.10 Managers and Supervisors

Employees who line-manage or supervise others, e.g. Line Managers, Team Leaders and Supervisors and including senior managers are responsible for the health, safety and welfare of employees and other people affected by the activities over which they have day to day control. Managers and supervisors shall ensure that:

- Corporate, Service and local safety policies, guidance and procedures and management arrangements are effectively implemented in the area/activity under their control.
- A safe working environment is maintained as far as is reasonably practicable that is without risk to health and that all buildings/workplaces provided are used safely.
- Suitable and sufficient risk assessments are carried out that identifies work-related hazards and arrangements are put in place to manage any residual risks. This includes planning and monitoring.
- All employees under their control are competent i.e. have adequate skills, knowledge and experience to undertake their tasks and are provided with adequate health and safety training, instruction, information and supervision. This will include ensuring health and safety training is considered as part of the bi-annual employee appraisal process.
- Any equipment (including PPE) provided is suitable for the purpose, affords protection against the risks identified in the risk assessments and is maintained in a safe and serviceable condition meeting statutory provisions where required.
- All employees under their control are aware of and fully understand health and safety policies, procedures and guidance relating to their work activity and working environment, and emergency procedures wherever they may be working.
- Occupational health surveillance and support is provided to employees where necessary including emotional support for victims of incidents or threats of work-related violence.
- All work-related accidents/incidents and near misses that cause or have the potential to cause injury or illness are reported and investigated in line with Council procedures, and take any necessary steps to prevent a recurrence. This also applies to acts or threats of physical violence or verbal abuse. In addition they will co-operate fully, (in liaison with the Corporate safety unit), with the enforcing authorities and their inspectors in relation to any enquiries and investigations.
- All employees know the importance and understand the mechanism for reporting incidents of any nature occurring due to work activities and/or any hazardous situations or sub-standard conditions.
- Support safety representatives in the delivery of their functions and duties.

2.11 **Employees** (this includes trainees, volunteers and agency workers, etc.)

All employees have health and safety responsibilities. These are:

- To take reasonable care of their own health and safety at all times whilst at work.
- To consider the health, safety and welfare of others persons who may be affected by their acts or omissions at work.
- To work in accordance with the information, instruction and training provided and use any equipment in accordance with training or instructions given.
- To follow control measures identified in the risk assessments provided on their work activities as these will reduce the risk of injury and/or work-related ill health.
- To refrain from intentionally misusing or recklessly interfering with anything that has been provided for health and safety reasons.
- To use personal protective equipment supplied as required by statute, policy or risk assessment.
- To promptly report any hazardous defects in plant or equipment, any hazardous situations or substandard conditions or any shortcoming in the existing safety arrangements to a responsible person, i.e. line manager, without delay.
- To report **all** accidents/incidents and near issues to management and seek first aid treatment for any injury sustained at work. This means accidents resulting in injury, those that could have resulted in injury and violent incidents, either physical or verbal.
- To co-operate in joint consultations on health and safety matters.
- To cease any work activity where it is believed there may be serious or imminent danger to themselves or others.
- To be aware of all policies, procedures and guidance relating to their work activity and working environment and emergency procedures wherever they may be working.
- To co-operate, so far as is necessary, to enable the Council to fulfil any duty or comply with any requirements of current or future legislation.

It is vitally important that employees' contributions to health and safety are recognised and acted upon where it is reasonably practicable to do so. Employees are actively encouraged to participate in the risk assessment process for their work area/activities.

2.12 **Clients, Service Users and Members of the Public**

- Clients, service users and members of the public are requested to co-operate with all health and safety arrangements to protect them and the people who are providing them with a service.

2.13 Corporate Safety Unit

The Corporate Safety Unit will ensure the provision of specialist advice and guidance throughout the Council on all health and safety matters. Competent Safety Advisors in the Corporate Safety shall:

- Provide advice, support and guidance to management including on the development of health and safety policies, guidance and procedures.
- Advise on the interpretation of current and proposed legal requirements concerning health, safety and welfare and liaise with management on how to put these requirements into practice.
- Assist managers to investigate accidents where a RIDDOR reportable major injury condition has been sustained and/or a reportable dangerous occurrence has occurred.
- Provide advice to meetings of safety committees and other health and safety forums.
- Liaise with in-house services and Enforcement Agencies as and when appropriate on behalf of the Council.
- Support Service Directors to monitor health and safety performance which includes providing collated accident/incident statistics at regular intervals.
- Advise and assist where necessary in carrying out risk assessment.
- Keep up to date with health and safety legislation and maintain best practice knowledge.
- Monitor the Council's health and safety performance by undertaking a programme of inspections and audits as well as maintaining the corporate incident database.
- Prepare bi-annual health and safety performance management report as part of the Councils Corporate performance arrangements.
- Assist with identifying health and safety training needs and/or sourcing, including liaising with external training providers, and delivering bespoke in-house courses where appropriate.

2.14 Occupational Health (Employee Healthcare)

The Employee Healthcare Service will:

- Support managers to promote a state of wellbeing which allows an employee to flourish and achieve their full potential for the benefit of themselves and Kirklees Council
- Provide guidance to the employer and appointed Health and Safety committees on current or change in legislation
- Ensure that advice is provided by appropriately qualified and competent professionals
- Develop and maintain inclusive and robust policies that are fit for purpose in all areas

of the business (attendance , return to work , ill health retirement)

- Promote proactive and preventative healthcare initiatives, raising awareness of potential Occupational Health hazards
- Encourage and support Services in developing strategies, in line with corporate policy, which use innovative ways of improving health and wellbeing
- Work in partnership with key stakeholders, sharing best practice and ensuring compliance with statutory provision
- Support managers with risk assessment to either, eliminate and/or minimise and control the effects of identifiable risks to health in accordance with current legislation
- Deliver timely health surveillance programmes that enable the Council to meet legal Health and Safety obligations
- Provide advice to managers on specialist workplace adjustments for employees who experience health-related issues which have the potential to impact on regular and effective service and/or ability to carry out the duties of the role

2.15 Trade Unions

The Council recognises the importance of employee involvement in health and safety matters.

- The recognised Trade Unions and Staff Associations may appoint Safety Representatives to consult with management on health and safety matters and carry out health and safety duties as identified in current legislation.

2.16 Service-based Competent Persons

- Services may appoint persons to assist and advise managers on health and safety. Employees appointed to this position will have had additional training unless they already have sufficient knowledge experience and awareness of health and safety issues.
- The appointment of any such persons does not relieve any manager of his or her statutory health and safety responsibilities.

Part 3 **ARRANGEMENTS** (for managing health and safety)

This section provides an outline of the general corporate arrangements for health and safety within the Council.

3.1 **Supplementary Policy, Guidance and Advice**

This policy is supported by a number of supplementary policies, guidance and procedures, which address specific health and safety issues or topics. These tend to be structured on 3 levels.

First level - Corporate: Corporate health and safety documents are generally in the form of policies and guidance notes. They provide valuable information, set out the Council's position, identify the roles and responsibilities of managers, key persons and employees and advise on what action must be taken to ensure that the Council meets the minimum requirements of health and safety legislation.

All corporate health and safety documentation is available on the Council's intranet site.

Second level - Service: Service level documentation may take the form of policies, guidance and procedures, which are specific to managers and employees working in that Service. Where these supplement corporate policy, guidance or procedures they must at least meet or improve the standards recommended in the corporate documents.

Third level - Local: Local procedures and guidance cover any health and safety arrangements specific to a site, team or work activity.

3.2 **Consultation**

The Council will consult with recognised trade unions and employees' representatives on the appointment of Safety Representatives and the formulation of Safety Committees.

Such consultation will take place, where practicable, using existing procedures and in good time, so as to ensure effective consultation on matters which affect Council employees.

The Council also recognises employees not represented by appointed Safety Representatives. These employees have rights to consultation with employers under the Health and Safety (Consultation with Employees) Regulations 1996.

3.3 **Information, Instruction and Training**

The Council recognises the importance of having well informed competent employees in achieving a healthy and safe working environment. All employees will receive health and safety training as part of the induction programme on taking up employment. The safety training needs of all employees will be regularly assessed by their line manager/supervisor and where appropriate additional information, instruction and training will be provided with records kept. An assessment will be used to make an informed decision on the frequency of the need for refresher training.

3.4 Accident/Incident investigations and analysis

Investigations, reporting and recording of accidents, incidents and dangerous occurrences are to be carried out by the officers to whom such responsibilities have been delegated. These tasks are to be carried out within the timescales contained in statutory provisions and the Council's corporate guidance on such incidents. The level of management involvement in such incident investigation should be commensurate to the seriousness of the incident.

Statistical data arising as a result of accidents shall be prepared by the Corporate Safety Unit and presented to Service Directors, Heads of Service or similar post holders at agreed intervals.

3.5 Risk Assessments

Risk Assessments form the cornerstone of the Council's commitment to reduce work-related accidents and ill-health in the workplace. Service Directors, Heads of Service and similar post holders are responsible for ensuring that suitable and sufficient risk assessments of work activities either activity or task-based, including fire risk assessments, are carried out in their Service areas. These assessments should be reviewed periodically or if any of the circumstances significantly change. Following an accident, the risk assessment for that particular activity must be reviewed as a matter of course and a post-accident risk assessment completed.

3.6 Contractors and Partners

The Council will set standards and monitor the activities of contractors and partners to minimise the risk presented to employees and other persons affected by the work activity or area of service delivery.

All Services appointing contractors should ensure that the contractors' competency to undertake the appointed task has been checked. Where contractors are appointed by or on behalf of Services, appropriate arrangements must be in place to assess their health and safety management arrangements before work commences.

- **On-Site Communication**

Contract work involving occupied premises carries a dual responsibility. Employees/Project Managers organising such work should ensure there is effective liaison between the contractor and the nominated on-site representative of any workplaces affected. All parties involved should understand their responsibilities in relation to health and safety and adequate arrangements must be in place to protect the occupants and others who may be affected by the activities being undertaken.

- **Project Manager Responsibilities**

Project Managers must ensure that contractors are informed of any known health and safety risks which they may encounter during the course of the work, along with any arrangements in place to reduce the risks, e.g. fire procedures for the building, location of asbestos, etc.

3.7 Fire and Emergency Arrangements

- Fire and Emergency procedures are in place within the Council. Responsible persons within the context of the Regulatory Reform (Fire Safety) Order 2005 must have been identified and are responsible for managing the procedures in Council occupied premises. All means of escape, fire detection/alarm systems, and fire equipment will be fully maintained.
- Nominated site representatives will ensure regular periodic evacuation drills (at least twice a year) are carried out in all premises that they are responsible for. All persons with disabilities who use the building must be specifically catered for in relation to their evacuation procedures. All such evacuation drills are to be recorded in the building's Fire Log Book.

3.8 Fatal/Serious Incident Protocol

The Fatal/Serious Incident Protocol should be followed in the event of death or serious injury of someone to whom a relevant duty of care is owed.

3.9 Procedures for dealing with Health and Safety Concerns

Any employee with a concern about health and safety should initially refer the matter to his/her immediate supervisor or line manager who should provide a direct response to the employee. If the matter cannot be resolved at this level or the employee is dissatisfied with the outcome, then the matter may be raised with the Service Director or the Corporate Safety Unit, preferably in that order. Alternatively, the employee may wish to consult their workplace safety representative. The choice of approach rests with the individual employee.

3.10 Access to Occupational Health Support

A comprehensive Occupational Health Support Service is provided by Employee Healthcare. The ranges of services available include the following:

- Medical assessment.
- Emotional wellbeing support.
- Pre-placement screening.
- Periodic health screening.
- Health surveillance.
- Wellbeing and resilience building.
- Occupational health advice.

3.11 Trainees, Agency Workers and Seconded Workers

- The Council recognises its responsibilities both as sponsor and managing agent to all its trainees and agency workers and to those workers seconded to the Council or working under the direct or indirect control of the Council via a partnership or other such arrangement (seconded workers). Therefore trainees, agency workers and seconded workers will be afforded the same level of commitment to health and safety as any employee.

It is important to clarify and agree at the start of any contract or work experience, the practical arrangements for day to day supervision, direction and control of work. Risk assessments should consider where trainees, agency or seconded workers are at greater risk by virtue of their lack of knowledge and inexperience.

3.12 Visitors and the Public

- The Council will conduct its undertakings in such a way as to ensure, so far as is reasonably practicable, that members of the public are not endangered by work carried out by its employees, whether on the Council's premises or not.
- All reasonable action will be taken to ensure that visitors are accompanied in areas where risks are known to exist, or that visitors are made aware of such risks.

3.13 Volunteers

- The Council recognises its duty of care to protect volunteers from harm. Services will put in place local arrangements to assess the risks that a volunteer may encounter and identify the necessary steps needed to minimise them.

Part 4 MEASURING PERFORMANCE

4.1. Monitoring Health and Safety

Performance monitoring is a key part of the health and safety management function.

The primary aim of monitoring health and safety is to ensure that the standards achieved in the workplace conform to the objectives of the Corporate and Service Safety Policies, procedures etc.

Each Service will continually monitor health and safety performance by having clearly defined arrangements for collecting and evaluating accident statistics and carrying out health and safety self-audits, workplace inspections and health surveillance (where appropriate).

The Council has formulated a health and safety risk matrix, which identifies corporate responsibilities, risks, how the risks are discharged and mitigated. Risk Leads will update the risk matrix six monthly by indicating risk direction and highlighting any issues for escalation.

A health and safety oversight board has been established to enhance governance arrangements for health and safety. The board comprises of Heads of Service and is chaired by the Director with responsibility for health and safety at executive level.

A bi-annual health and safety performance management report is prepared, by the Corporate Safety Unit, as part of the Councils Corporate-performance arrangements.

4.2. Health and Safety Auditing

In addition to routine monitoring of health and safety performance, there is a need for a periodic audit to enable a deeper and more critical appraisal of all elements of health and safety management systems.

At different times and for different reasons, there will be a need to carry out an audit to:

- Determine whether health and safety management systems are capable of achieving the required standards of health and safety performance.
- Determine whether or not each Service (or part of it) is fulfilling all its obligations with regard to health and safety.
- Identify the strengths and weaknesses of the health and safety management systems.
- Identify if each Service (or part of it) is actually carrying out and achieving what it claims to do.

The Council recognises that auditing is an essential element of a health and safety management system. For health and safety auditing to be of value, senior management should be fully committed to the concept of auditing and to its effective implementation within the Council. This includes a commitment not to reject audit findings and recommendations without good reason and to take appropriate action within a reasonable time.

Part 5 **REVIEW**

This Policy will be reviewed, added to or modified periodically. The review shall consider the findings of audits, the individual performance of each Service and the Council as a whole and identify any action necessary to remedy any deficiencies.

The periodic review shall also provide an opportunity to take a forward look to:

- Impending new or revised legislation and approved codes of practice, etc.
- Improving the Council's pro-active approach to minimising risk.
- Anticipating organisational or operational changes such as the introduction of new technology, through appropriate changes to management systems and training, etc.
- Reviewing potential cost effective changes to minimise risk to people and improve business performance.

REMEMBER, SAFETY STARTS WITH YOU

MANAGEMENT STRUCTURE

Cabinet and Elected Members

Chief Executive

Executive Team

Strategic Director
Adults, Housing
& Health

Strategic Director
Children & Families

Strategic Director
Growth &
Regeneration

Strategic Director
Environment &
Climate Change

Strategic Director
Corporate Strategy
Commissioning &
Public Health

Service Director –
Adults Sufficiency

Service Director –
Child Protection &
Family Support

Service Director –
Housing

Service Director –
Environment

Service Director –
Strategy &
Innovation

Service Director –
Learning Disabilities
& Mental Health

Service Director –
Learning & Early
Support

Service Director –
Skills &
Regeneration

Service Director –
Highways &
Property

Service Director –
Governance &
Commissioning

Service Director –
Adults Social Care
Operation

Service Director –
Resources,
Improvement &
Partnerships

Service Director –
Development

Service Director –
Culture & Tourism

Service Director –
Finance

Service Director –
Customers &
Communities

Heads of Service

Kirklees
Leadership
Team