



BELFAST CITY COUNCIL CODE OF PRACTICE

HEALTH AND SAFETY RESPONSIBILITIES

DATED JUNE 2014 (DRAFT)

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1.0 INTRODUCTION

This Code of Practice sets out the key roles and responsibilities for delivering on the Council's statutory health and safety obligations and the commitments contained within the Council's Health and Safety Policy.

This document also demonstrates the Council's commitment to the key principles of strong and active leadership from the top and worker involvement, as promoted by the Health and Safety Executive and the Institute for Directors. The Council recognises that health and safety is the responsibility of everyone and, whilst commitment and support from the highest levels of the organisation is essential, it cannot be fully effective unless all line managers and employees accept, and meet, their individual responsibilities.

The Council also recognises its potential liabilities under the Corporate Manslaughter and Corporate Homicide Act 2007 and the need to have robust management arrangements in place.

The Council may be found guilty of the Corporate Manslaughter offence if the way in which its activities are managed or organised (by senior management) causes a person's death and amounts to a gross breach of a relevant duty of care owed by the organisation to the deceased. The maximum penalty is an unlimited fine and the court can additionally make a publicity order requiring the organisation to publish details of its conviction and fine.

Individuals may also be held personally liable under the Health and Safety at Work (NI) Order 1978 if a health and safety offence is committed with their consent or connivance of, or is attributable to any neglect on their part (article 34a) and are also potentially liable for other related offences such as the common law offence of gross negligence manslaughter if their own grossly negligent behaviour causes death.

2.0 SCOPE

This Code of Practice applies to the Councillors and all employees of Belfast City Council.

3.0 REFERENCES

The Health and Safety at Work (NI) Order 1978

The Management of Health and Safety at Work Regulations (NI) 2000

The Corporate Manslaughter and Corporate Homicide Act 2007

The Safety Representatives and Safety Committees Regulations (Northern Ireland) 1979

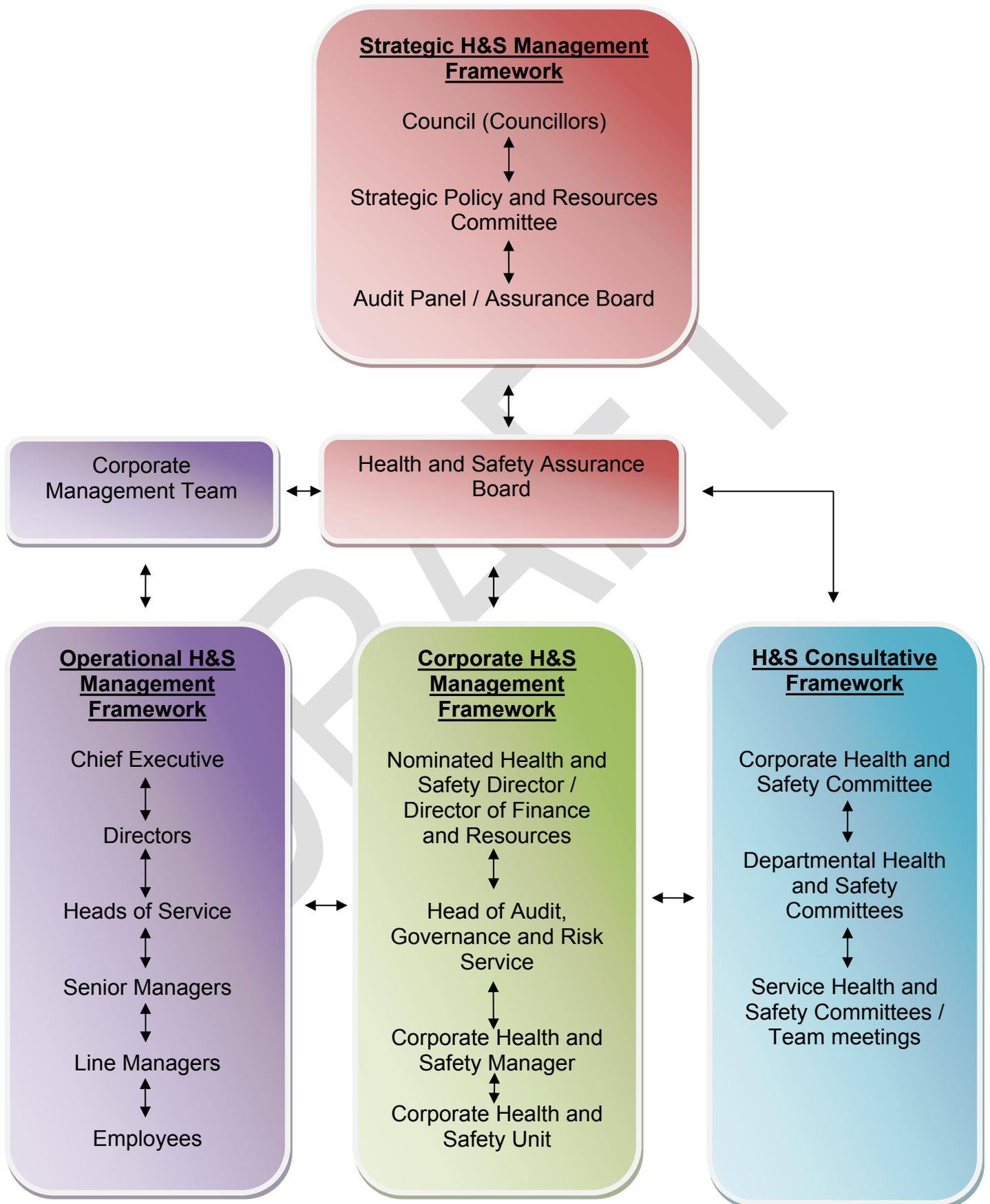
The Health and Safety (Consultation with Employees) Regulations (Northern Ireland) 1996

Institute of Directors / Health and Safety Executive - Leading Health and Safety at Work
IOSH Think about health and safety – what elected members need to know

4.0 ARRANGEMENTS

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4.1 Belfast City Council Health and Safety Organisation Structure



4.2 Strategic Health and Safety Management Responsibilities

4.2.1 Councillors:

As a Member of the Council, a Councillor represents the interests of Belfast as a whole, taking decisions on Council policies and services provided by the Council and representing the Council on outside organisations.

Although operational decisions and administrative arrangements are often delegated to officers, councillors need to be aware that those decisions for which they are responsible relating to health and safety need to be considered in the context of legal requirements and risk. Thus relevant policy and expenditure decisions need to be reflective of the legal duties to which the Council is subject.

4.2.2 Strategic Policy and Resources Committee:

The Strategic Policy and Resources Committee is the Council's main instrument of policy and is responsible for ensuring that the organisational, business, management and employee policies and procedures of the Council are such as to make the most efficient contribution to achieving the Council's objectives and shall keep these under review in light of changing circumstances.

The Health and Safety Assurance Board will submit all health and safety policy proposals to the Strategic Policy and Resources Committee for approval.

4.2.3 Audit Panel and Assurance Board:

The purpose of Belfast City Council's Audit Panel is to provide independent assurance on the effective operation of the Council Health and Safety Policy, the adequacy of the Council's risk management framework and the associated control environment. Health and Safety is one of the Council's significant corporate risks. The Audit Panel reports to the Council's Strategic Policy and Resources Committee.

The Audit Panel has responsibility for overseeing the Council's risk, control and governance arrangements for health and safety. In undertaking this function, the Audit Panel will provide

independent scrutiny of the Council's health and safety performance as reported to them quarterly by the Corporate Health and Safety Manager.

The Assurance Board will serve as a support to the Audit Panel in the discharge of its responsibilities by monitoring and reviewing both the health and safety risk, control and governance processes which have been established by the Council and the associated assurance processes.

4.2.4 Health and Safety Assurance Board:

The purpose of Belfast City Council's Health and Safety Assurance Board is to provide senior management assurance to the Chief Executive on the Council's health and safety risk, control and governance arrangements. The Board will be chaired by the Nominated Health and Safety Director.

A full list of the Health and Safety Assurance Board's responsibilities are including within its Terms of Reference in Appendix 2.

4.3 Corporate Health and Safety Management Responsibilities

4.3.1 Nominated Health and Safety Director:

The primary responsibility of the Nominated Health and Safety Director is to 'champion' health and safety within the Corporate Management Team and ensure its strategic importance is understood. The Nominated Health and Safety Director is the Director of Finance and Resources.

They will also ensure that the Corporate Health and Safety Manager has an effective and adequately resourced health and safety strategy and service in place which meets the needs of the Council and is aligned with the Council's Health and Safety Policy and risk priorities.

The Nominated Health and Safety Director will be supported in achieving these responsibilities by the Head of Audit, Governance and Risk Services.

4.3.2 Head of Audit, Governance and Risk Service:

The primary responsibility of the Head of Audit, Governance and Risk Service is to ensure that the Corporate Health and Safety Manager is delivering an effective corporate health and safety service that meets the needs of the Council in discharging its statutory obligations and that appropriate assurances are provided by the Corporate Health and Safety Manager to the Corporate Management Team, Health and Safety Assurance Board, Assurance Board and Audit Panel on health and safety risk management and performance across the Council.

They will also ensure that relevant health and safety issues are brought to the attention of the Director of Finance and Resources, the Chief Executive, the Audit Panel chair and relevant Senior Managers and Elected Members in a timely manner and that an independent review of Corporate Health and Safety is undertaken on a regular basis as part of the audit plan for significant Council risks.

4.3.3 Corporate Health and Safety Manager:

The primary responsibility of the Corporate Health and Safety Manager is for the development, delivery and review of an effective corporate health and safety policy, strategy,

management system and support service in line with relevant legislation, the statutory duty of care and the Council's risk priorities.

As part of their custodian role, they will also be required to co-ordinate a comprehensive health and safety assurance framework and provide regular assurance update reports to the Health and Safety Assurance Board and Audit Panel on how the Council's significant health and safety risks are being controlled and any significant non compliance issues.

4.3.4 The Corporate Health and Safety Unit:

The primary responsibility of the Corporate Health and Safety Unit is to provide advice and support to Council officers and departments on all aspects of health and safety provisions relating to Council employees and any other persons who may be affected by Council activities or premises.

They are also responsible for supporting the Corporate Health and Safety Manager in monitoring the application of the Council Health and Safety Policy and management arrangements across the Council and ensuring that the Council's significant health and safety risks are effectively controlled.

4.4 Operational Health and Safety Management Responsibilities

4.4.1 Corporate Management Team:

The Corporate Management Team is responsible for providing leadership and direction on health and safety matters to the Council's departments and officers. They will consider, approve and monitor implementation of corporate health and safety management systems and arrangements as recommended by the Health and Safety Assurance Board and Corporate Health and Safety Manager.

4.4.2 Chief Executive:

The Chief Executive has overall responsibility for the Council's compliance with the Health and Safety at Work (NI) Order 1978 and all relevant statutory provisions.

The Chief Executive has appointed a Health and Safety Assurance Board, a nominated Health and Safety Director and a Corporate Health and Safety Manager to support them in fulfilling this responsibility.

In addition to this, the Chief Executive has signed the Health and Safety Policy Statement clearly stating the Council's commitments to health and safety and has delegated responsibility for ensuring the achievement of these commitments to each department Director.

4.4.3 Directors:

The primary responsibility of the Council Directors is to be accountable to the Chief Executive for the implementation of the Council's Health and Safety Policy and associated health and safety management system arrangements within their department.

Directors are also responsible for ensuring that all significant health and safety risks within their department have been identified, are being effectively controlled and for providing appropriate assurance on this to the Health and Safety Assurance Board and Chief Executive.

It is important for Directors to be aware of their potential liabilities both as an individual and as the senior management team for the corporate body. These can be found in the Introduction Section 1.0.

Guidance on some of the actions which can be taken by Directors to provide effective leadership in health and safety is contained in Appendix 4.

4.4.4 Heads of Service and Senior Managers:

The primary responsibility of the Council's Heads of Service and Senior Managers is to be accountable to their Director for the implementation of the Council's Health and Safety Policy and associated health and safety management system arrangements within their Service, Sections and Units.

Heads of Service and Senior Managers are also responsible for ensuring that all significant health and safety risks within their areas have been identified, are being effectively controlled and for providing appropriate assurance on this to their Director.

It is important for Heads of Service and Senior Managers to be aware of their potential liabilities both as an individual and as the senior management team for the corporate body. These can be found in the Introduction Section 1.0.

Guidance on some of the actions which can be taken by Heads of Service and Senior Managers to provide effective leadership in health and safety is contained in Appendix 4.

4.4.5 Line Managers and Supervisors:

The primary responsibility for line managers and supervisors is to undertake the day to day practical responsibilities which will ensure the health, safety and welfare of Council employees and all those who may be affected by the Council's activities.

They need to take responsibility for ensuring that all hazards are identified within their area of control (including locations, equipment, people and tasks) and that these hazards are effectively controlled. This will require a thorough understanding and application of the risk assessment process and the provision of such information, training and supervision as to ensure that the controls are being implemented. Typical controls will include work

procedures, staff training, equipment checks and maintenance, surveys and assessments, monitoring systems, post incident investigations, communication and record keeping.

A full list of line management and supervisor responsibilities is contained in Appendix 1.

Guidance on some of the actions which can be taken by Line Managers and Supervisors to provide effective leadership in health and safety is contained in Appendix 4.

4.4.6 All employees:

All employees have the following health and safety responsibilities within the Council:

- To take reasonable care for the health and safety of themselves and of other persons who may be affected by what they do or do not do
- To co-operate with their line manager to ensure all legal, statutory and Council duties and requirements are complied with
- To correctly use work items provided by their line manager including personal protective equipment, in accordance with training or instruction
- To not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety or welfare
- To take responsibility for their own individual health and safety performance and to recognise their contribution to the Council's commitment to attaining the highest possible health and safety standards
- To familiarise themselves with the contents of the Council's Health and Safety Policy and all associated management arrangements that relate to their work.
- To undertake all health and safety training as required
- To report all accidents and dangerous occurrences immediately to line managers
- To seek first aid treatment for any injury sustained at work
- To report immediately to line managers any work situation which they consider represents a serious or imminent danger and draw attention to health and safety problems or deficiencies
- To seek clarification regarding health and safety issues where necessary and make any suggestions regarding safety improvements to their management

Disciplinary action may be initiated against any employee who knowingly violates or fails to implement safety procedures or fails to use personal protective equipment or safety equipment provided.

4.4.7 Clients, service users and members of the public

Clients, service users and members of the public are requested to co-operate with the health and safety arrangements put in place by Belfast City Council to protect them and the people who are providing a service for them.

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4.5 Consultative Health and Safety Management Responsibilities

4.5.1 Health and Safety Committees:

Health and Safety Committees are a significant part of the Council's health and safety organisational structure and are key to ensuring effective employer / employee consultation and communication on health and safety matters.

The Corporate / Departmental / Service Health and Safety Committees have the following health and safety responsibilities within the Council:

- To meet on a quarterly basis to ensure regular employer / employee consultation on health and safety matters
- To communicate the outcome of committee meetings and any relevant reports / documentation to all affected employees and management
- To review accident / incident statistics and suggest areas for improvement
- To review any accident investigations and any resulting recommendations or opportunities for improvement
- To review any new or amended legislation and its implications for the Council, department or service (as relevant)
- To review any new or amended policies and procedures and their implications for the Council, department or service (as relevant)
- To assess provision of any new equipment or processes with regard to health and safety issues
- To discuss employee safety issues and / or suggestions
- To monitor health and safety performance

(N.B. the terms of reference for the Corporate Health and Safety Committee are attached as Appendix 3)

4.5.2 Trade Union Health and Safety Representatives:

The nominated Trade Union Health and Safety Representatives have the following health and safety responsibilities within the Council:

- To attend relevant Corporate / Departmental / Service level health and safety committees to which they have been formally nominated as the trade union representative
- To circulate advance notice and post meeting minutes of such health and safety committee meetings to their membership
- When requested by management or members, to represent employees on specific matters which will affect their health, safety and welfare
- To investigate complaints by an employee they represent about their health, safety or welfare at work. In the first instance these should be addressed with line management before contacting the Corporate Health and Safety Unit.
- To investigate accidents, near misses and other potential hazards and dangerous occurrences in the workplace
- Following reasonable notification to local management, carry out local safety inspections
- To represent employees when they are consulted by HSENI Inspectors

In effect **everyone** has a duty to ensure the health and safety of themselves and others

5.0 RELATED DOCUMENTATION

Belfast City Council Health and Safety Policy

Belfast City Council Workplace Health and Safety Committees Guidance Note

6.0 AMENDMENT HISTORY

Version No.	Changes	Date
1	First Issue	
2	Original Guidance Note upgraded to a Code of Practice. Document extensively reviewed to reflect changes in Health and Safety governance arrangements for the Council and to support the revised Health and Safety Policy	May 14

Further Information and Advice

For further information and advice please contact the Corporate Health and Safety Unit

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Appendix 1: Full list of line manager and supervisor responsibilities

Line Managers and Supervisors have the following responsibilities within the Council:

- To implement the Council's Health and Safety Policy and associated management arrangements within their relevant areas of responsibility
- To ensure that suitable and sufficient risk assessments are undertaken, that all work related hazards are identified and are effectively controlled
- To develop (in consultation with the Corporate Health and Safety Unit and relevant Health and Safety Committees) local procedures and safe working practices in line with statutory obligations, corporate policies and local risk assessments
- To ensure that all staff are competent to undertake their health and safety responsibilities and work tasks safely, using the annual PDP process to identify and implement any training needs
- To encourage staff to discuss health and safety matters with them and to make suggestions for improving safety arrangements
- To ensure that relevant and suitable information, training and supervision is given to enable work to be carried out in healthy and safe conditions
- To ensure that all personnel are fully aware of all hazards to themselves, to other employees, to members of the public, and to anyone else who may be affected by what they do, or do not do
- To ensure that staff under their control perform their duties in a safe manner without danger to themselves, other employees or the general public
- To ensure that all accidents and incidents are reported and investigated in accordance with the Council's procedures and that any preventative measures are carried out promptly with appropriate feedback on the actions given to the staff concerned
- To ensure that the service's senior management is kept informed of safety performance within the unit
- To implement recommendations/action plans as identified from health and safety reviews and inspections on a prioritised and timely basis
- To ensure the provision of a safe, healthy place of work with safe means of access and egress and that adequate facilities and arrangements for welfare are in place
- To ensure that emergency arrangements are established and maintained to manage fire safety and first aid and that contingency plans exist to cope effectively with emergencies including fire, bomb alerts and serious injuries

- To ensure that staff know what to do in an emergency, including the nearest location where first aid / medical attention can be obtained
- To ensure that all plant used is safe, well maintained and that systems of work, so far as reasonably practical, are safe, without risks to health, and that all operations are subjected to continuous risk assessment
- To ensure that any materials, work equipment, protective clothing/equipment, etc. that is purchased, conforms to applicable standards where necessary, and is both made available and maintained as required
- To ensure that all equipment / tools required to do the job are available and in safe and good working order. Defects that could adversely affect the safety of employees should be dealt with immediately or reported to the relevant officer
- To ensure that any clothing or equipment issued to employees in the interest of their health and safety is used, kept in good order and repaired or replaced as necessary. Note that the purchase of health and safety materials (posters, PPE, etc.) is a line management responsibility and the Corporate Health and Safety Unit are available to advise as required
- To ensure that suitable arrangements are in place for the safe use in handling, storage and transportation of any articles and/or substances that may be hazardous to health, and that all such substances are assessed in accordance with the Control of Substances Hazardous to Health Regulations.
- To ensure that health and safety documentation such as the fire log, accident reports, dangerous occurrence reports, statements etc., are completed as required as per formal Council requirements
- To ensure that safety devices, where fitted, are checked, kept in working order and are used in the correct manner
- To ensure that any safety systems/procedures, such as permit to work systems, are strictly adhered to
- To ensure that all safety and fire arrangements are reviewed on a regular basis
- To ensure that self audits / safety inspections are carried out of premises, equipment and administrative arrangements on a regular basis
- To ensure that staff are advised of the contact details of their health and safety representatives and that the agendas and minutes of their relevant health and safety committees are published on notice boards
- To ensure the provision of facilities for Health & Safety Representatives and Safety Committees, and attendance as management representatives as appropriate

- To support the work of the Departmental and Service Level Health and Safety Committees (where relevant) in staff engagement on safety matters and promoting continuous improvement in safety standards
- To set a personal example to those under their control by fully complying with health and safety procedures, safe systems of work and risk assessments at all times and addressing any breaches immediately

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Appendix 2: Terms of Reference of Health and Safety Assurance Board



TERMS OF REFERENCE

HEALTH AND SAFETY ASSURANCE BOARD

DATED JUNE 2014

Purpose

The purpose of Belfast City Council's Health and Safety Assurance Board is to provide assurance at a senior management level to the Chief Executive on the Council's health and safety risk, control and governance arrangements.

This will enable the Council to fulfil the commitments of its Health and Safety Policy and in particular to progress the Council's corporate commitment to maintaining the highest possible standards of health and safety at all times for the protection of its employees and all those who use their services.

Composition

The Health and Safety Assurance Board will consist of the following members:

- Director of Finance and Resources (Chair)
- Head of Service Audit, Governance and Risk Services
- Director of Health and Environmental Services or nominee
- Director of Parks and Leisure or nominee
- Town Solicitor or nominee
- Corporate Health and Safety Manager

Chair Role and Responsibilities

The Health and Safety Assurance Board will be chaired by the Director of Finance and Resources. The primary role of the Chair is to co-ordinate the meeting and to ensure it is conducted properly in accordance with all relevant Council policies and procedures. However the Chair also maintains additional health and safety responsibilities as a member of the Health and Safety Assurance Board and as the Nominated Health and Safety Director for the Council.

Board Responsibilities

The Health and Safety Assurance Board has the following health and safety responsibilities within the Council:

- To consider the effectiveness of the Council's health and safety risk, control and governance arrangements based on the health and safety assurance, performance and activity reports tabled by the Corporate Health and Safety Manager
- To require action from relevant officers where there is evidence that risks, controls and governance arrangements are not being effectively managed within a service area
- To review the Council's health and safety risk register on a regular basis ensuring that all significant risks are considered at a strategic level and any matters for concern are brought to the attention of the Corporate Management Team and/or Committee as appropriate
- To review annually the health and safety policy statement and associated objectives and ensure they are aligned with the Council's risk priorities and statutory obligations
- To review health and safety performance regularly and agree quarterly performance management reports to the Audit Panel
- To recommend for approval new / revised health and safety policies, procedures and initiatives to the Corporate Management Team and Strategic Policy and Resources Committee as appropriate
- To agree the corporate health and safety unit annual workplan with the Corporate Health and Safety Manager
- To provide information and support to the Chief Executive and Corporate Management Team as required/appropriate on health and safety matters.
- To undertake an annual review of health and safety performance
- Call upon Council officers to attend as and when required

Reporting

A summary of the matters discussed and the reports reviewed at the Health and Safety Assurance Board will be provided to the Assurance Board and Audit Panel within the quarterly assurance report

Frequency of Meetings

The Health and Safety Assurance Board will meet as a minimum four times per year.

Minutes

All Health and Safety Assurance Board meetings should be minuted, including as a minimum the date, attendees, issues raised and decisions taken. The minutes should then be:

- Distributed to all Board members within 2 weeks
- Made available to all relevant Council officers
- Retained on file for a minimum of 3 years
- Confirmed for accuracy at the next subsequent meeting

Agenda

The Corporate Health and Safety Manager is responsible for ensuring that agendas are issued in advance of meetings. The following will be standing items on the Health and Safety Assurance Board:

- Apologies
- Minutes of last meeting
- Matters arising from previous meeting

- Corporate health and safety risk register
- Performance indicator results for previous quarter
- Corporate accident and incident statistics for previous quarter
- Results of audits and inspections for previous quarter
- Revisions to health and safety policies and procedures
- Revisions to health and safety legislation
- Summary of any statutory agency health and safety correspondence and/or enquiries during previous quarter
- Summary of the Corporate Health and Safety Unit activity for previous quarter
- Summary of any health and safety matters arising from employers and public liability proceedings during previous quarter
- Employee issues / suggestions escalated from Corporate Health and Safety Committee
- Draft quarterly assurance report to Audit Panel
- Any other business

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Appendix 3: Terms of Reference of Corporate Health and Safety Committee**BELFAST CITY COUNCIL TERMS OF REFERENCE****CORPORATE HEALTH AND SAFETY COMMITTEE****DATED DECEMBER 2013****Aims and objectives**

The aim of the Corporate Health and Safety Committee is to progress the Council's corporate commitment to providing a safe and healthy workplace by developing effective workplace health and safety communications and management.

The objectives are to:

- Provide a forum for effective communication between the Council's Corporate Health and Safety Unit, Health and Safety Assurance Board, Departmental Health and Safety Committees, Trade Unions and Employees with the aim of improving workplace health and safety.
- Promote a corporate approach to improving workplace health and safety, taking into account best practice, customer needs, legal requirements and workplace changes
- To evaluate and monitor workplace health and safety performance and effectiveness with the aim of promoting and maintaining continual improvement.

Composition

The Corporate Health and Safety Committee has been established in accordance with the Belfast City Council Guidance Note on Workplace Health and Safety Committees and will consist of the following members:

- Council's Nominated Health and Safety Director(Chair)
- Corporate Health and Safety Manager
- Head of Service Audit, Governance and Risk Services
- 1 x Trade Union Co-ordinator
- 1 x Management Representative (Parks & Leisure H&S Committee)
- 1 x Management Representative (Property & Projects H&S Committee)
- 1 x Management Representative (Development H&S Committee)
- 1 x Management Representative (Health & Environmental H&S Committee)
- 1 x Management Representative (Finance & Resources H&S Committee)
- 1 x Management Representative (Chief Executives H&S Committee)
- 2 x Trade Union Safety Representatives (GMB)
- 2 x Trade Union Safety Representatives (UNITE)
- 2 x Trade Union Safety Representatives (NIPSA)
- 2 x Trade Union Safety Representatives (SIPTU)

18 members in total**Chair Role and Responsibilities**

The Corporate Health and Safety Committee will be chaired by the Council's Nominated Health and Safety Director. The primary role of the Chair is to co-ordinate the meeting and to ensure it is conducted properly in accordance with all relevant Council policies and procedures.

The Chair may also act as the point of contact for ensuring committee recommendations are subject to appropriate approval before implementation.

Representative Roles and Responsibilities

Each member of the Corporate Health and Safety Committee is responsible for representing their particular department / trade union groups and for ensuring that committee meetings, activities and decisions are effectively communicated to same. This includes giving advance notice of meetings, so providing an opportunity to input to the agenda, and the posting / distribution of minutes ensuring due dissemination of information.

Authority

The Corporate Health and Safety Committee can apply agreed recommendations for improving safety communications and workplace health and safety in general. However, operational workplace arrangements remain the responsibility of relevant departmental management structures.

Frequency of Meetings

The Corporate Health and Safety Committee will be scheduled to meet on a quarterly basis however this does not preclude the convening of additional or postponing of scheduled meetings where circumstances necessitate.

Quorum

Whilst the Committee will not be a voting body, but will aim to reach decisions by consensus, there is a requirement to record quorum status, which will be achieved by attendance of 9 or more members. However, the meeting will only need to be quorate if significant decisions have to be made. Where agenda items only involve communications, initiation of consultation and/or discussion, the meeting can continue regardless of whether a quorum is present.

Minutes

All Corporate Health and Safety Committee meetings should be minuted, including as a minimum the date, attendees, issues raised and decisions taken. The minutes should then be:

- Distributed to all Committee members
- Made available to all relevant employees
- Retained on file for a minimum of 3 years
- Confirmed for accuracy at the next subsequent meeting

Agenda

The Corporate Health and Safety Manager is responsible for ensuring that agendas are issued at least one week in advance of meetings. The following will be standing items on the Corporate Health and Safety Committee:

- Accident / incident statistics
- New and/or amended policies and procedures
- New and/or changes to legislation
- Employee issues and/or suggestions
- Occupational health / employee counselling issues

Reporting

The Corporate Health and Safety Committee will report to the Health and Safety Assurance Board.

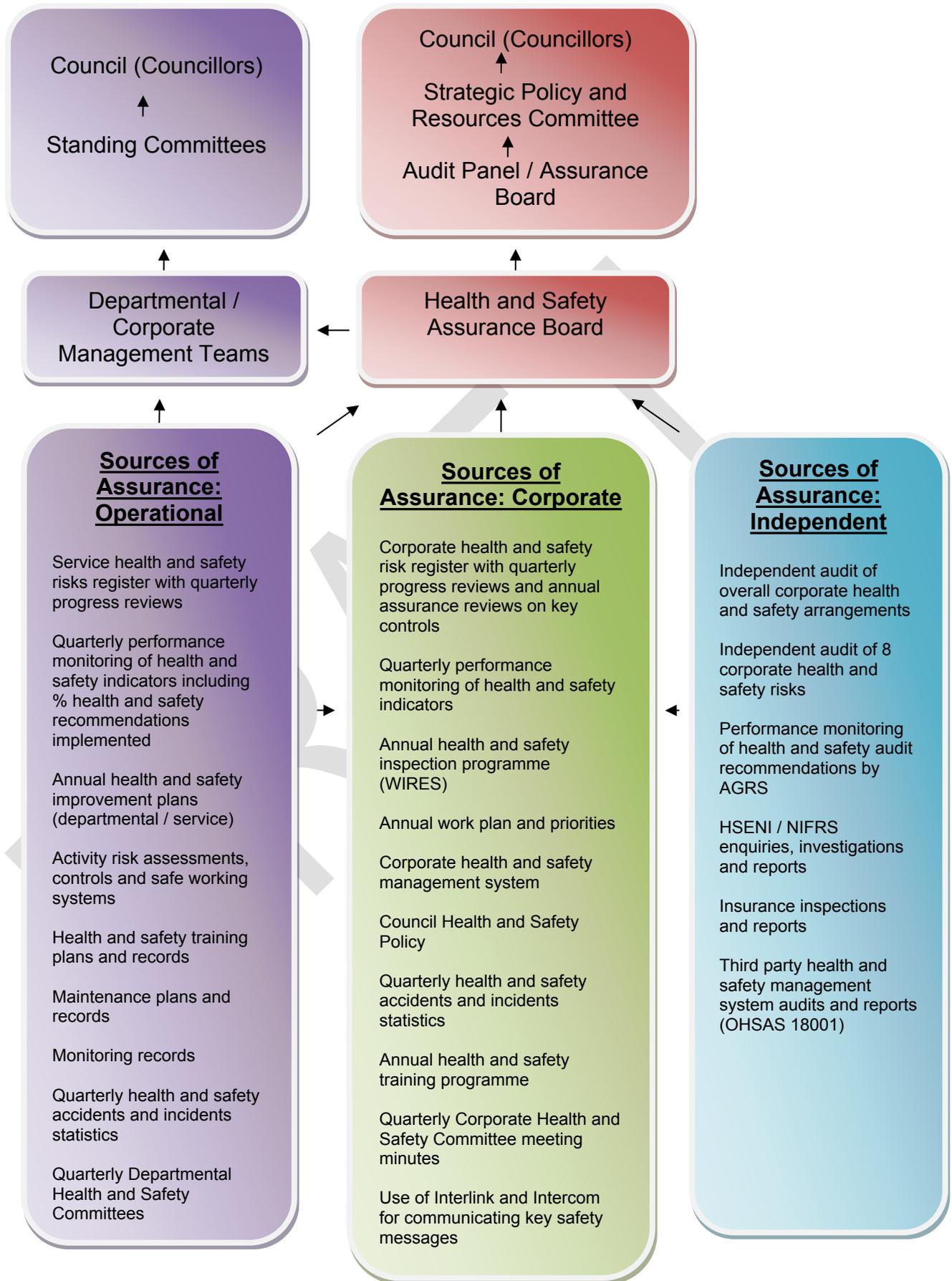
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Appendix 4: Examples of actions by Directors, Heads of Service, Managers and Supervisors to demonstrate health and safety leadership

- Develop a strong understanding of the health and safety hazards and risks within your sphere of control and the health and safety arrangements which are in place to manage them
- Develop a strong understanding of your statutory health and safety obligations and the Council's duty of care
- Recognise that your attitudes and decisions with regards to health and safety will impact on the behaviour and priorities of those below you in the organisational structure
- Set a personal example to those under your control by fully complying with health and safety procedures, safe systems of work and risk assessments at all times and addressing any breaches immediately
- Develop an open and honest communication environment, where staff and management understand that you want to know what is really happening, where the health and safety problems are and that you will work with them to find solutions.
- Ensure that health and safety is a standing agenda item at your management meetings and includes the bad news as well as the good news
- Set useful and meaningful health and safety performance indicators and improvement plans on an annual basis (as part of the business planning process) which support the control of the key health and safety risks within your function and drive continuous improvement
- Monitor health and safety performance regularly throughout your function and provide a quarterly summary of that review to your management and your departmental Health and Safety Committee
- Ensure that staff are held accountable for health and safety standards within their areas
- Ensure that all staff are competent to undertake their health and safety responsibilities and use the annual PDP process to identify and implement any training needs
- Ensure that the Council's Health and Safety Policy and relevant procedures are implemented by staff throughout the department
- Ensure that staff understand that there are adequate resources available to carry out work in a healthy and safe manner and that 'corner cutting' on health and safety standards will not be tolerated
- Undertake regular site visits that provide an opportunity to meet with the workforce to discuss health and safety and experience first hand the hazards and risks which they are exposed to and how they are managed
- Request regular assurances from staff with management responsibility that:

- all significant health and safety risks have been identified and are being controlled;
- the requirements of the Council Health and Safety Policy and all relevant procedures have been suitably communicated and implemented within the section;
- any health and safety documentation which has been developed within their sections has been submitted to the Corporate Health and Safety Manager and the Departmental Health and Safety Committee for comment and as a minimum meets the Council's statutory obligations and the requirements of any relevant corporate policies and procedures;
- staff are routinely involved and consulted on relevant health and safety matters in good time and that their views are considered and feedback is given.

Appendix 5: Health and Safety Assurance Framework



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