

## Safety, Health & Wellbeing Policy Section 2 – Organisation

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## 1. Policy Documents

Matters relating to health, safety or wellbeing may be referred to in these documents as generally 'health & safety' or just 'safety' but should be viewed in the broader context of Safety, Health & Wellbeing (SHAW).

[SHAW01 – General Statement of Policy](#) is signed by the Chief Executive and the Leader of the Council to demonstrate the council's commitment to safety, health & wellbeing.

This document, SHAW02 - Organisation, sets out the organisational structure of Suffolk County Council (SCC) and defines the various roles and responsibilities regarding safety, health & wellbeing.

[SHAW03 – Arrangements](#) sets out our arrangements for how we manage safety, health & wellbeing within SCC.

A suite of supporting documents numbered SHAW11, SHAW12, SHAW13... etc. sets out the corporate standards for managing various specific hazards.

Depending on the level of risk identified, directorates may supplement these documents with more detailed arrangements of their own although common standards are recommended wherever possible.

Together, this suite of documents (SHAW01, SHAW02, SHAW03 and SHAW11, SHAW12 ... etc.) make up the council's health & safety policy, as defined by the Health & Safety at Work etc. Act 1974.

Directorates will be audited against these standards to ensure compliance.

## 2. Organising

[Appendix 1](#) shows a simplified organisation chart and the various meetings at which safety, health & wellbeing are featured and identifies those who are regarded as Leaders or Managers within the meaning of HSG65 (Managing for Health & Safety).

### 2.1. Leaders

**Leaders** includes: Members of the Cabinet, the Chief Executive, Corporate Leadership Team (CLT) the SHAW Board and the Head of Health & Safety, supported by the Health & Safety Advisers Group (HSAG).

The key **tasks** of the leaders include:

- making SHAW policy;
- establishing strategies to implement policy and integrating these into general business activity;
- specifying a structure for planning, measuring, reviewing and auditing SHAW policy;
- specifying a structure for implementing policy and supporting plans;

- agreeing plans for improvement and reviewing progress to develop both the health & safety management system and the policy;
- pursuing SHAW objectives with evident sincerity and commitment;
- producing detailed plans to achieve corporate SHAW objectives;
- keeping up to date with changes in health & safety legislation, standards and good practice.

Resulting in:

- a written statement of general health & safety policy (HS01) which is signed by the Chief Executive and Leader of the Council to show senior management commitment to safety, health & wellbeing;
- a written statement of the organisation (this document, HS02) which shows how we organise ourselves and how safety, health & wellbeing fits into the organisational structure;
- a written statement of arrangements (HS03) which details how we implement safety, health & wellbeing through planning, monitoring, measuring, reviewing and auditing;
- SHAW policies, procedures and guidance (referred to as 'strategy statements' in HSG65) - topical policies (HS11, HS12... etc.) outlining specific requirements for controlling particular hazards;
- procedures, guidance, management plans and 'toolkits', to enable managers and staff to fulfil the requirements of the policies;
- a SHAW strategy to drive forward positive change and continuous improvement.

## **2.2. Managers**

**Managers including:** Assistant Directors, Line Managers, and Supervisors.

**The key tasks for managers are:**

- establishing management arrangements, risk control systems and workplace precautions together with associated performance standards;
- ensuring the participation and involvement of employees and their representatives;
- keeping up to date with changes in SHAW policies and procedures and with management practices relevant to the organisation;
- implementation of operational plans, management arrangements, risk control systems, workplace precautions and performance standards;
- provision of necessary physical and human resources and relevant information;
- provision of timely feedback on performance including successes and failures and any deficiencies in plans, arrangements, systems or precautions;

- ensuring communication and participation at all levels in SHAW activities.

Resulting in:

- SHAW action plans which identify specific SHAW objectives to be achieved within fixed time periods;
- safe and healthy delivery of services;
- services which do not create risks to others.

### 3. Roles and Responsibilities

#### 3.1. Leaders:

**Members of the Cabinet and other elected members** have strategic responsibility for setting the health & safety direction and policy for the council. The Cabinet has appointed a councillor with the specific remit of promoting health & safety in line with this policy. The appointed councillor acts as the health & safety champion for cabinet and council and as the vice-chair of the SHAW Board. Currently the appointed councillor is Cllr Matthew Hicks.

Members of the Cabinet and other councillors shall:

- ensure that there is strategic direction and that suitable resources are available to discharge the council's health & safety responsibilities;
- monitor, via reports, the overall performance of the council's health & safety strategy and annual action plan;
- ensure effective strategic health & safety governance is provided.

**The Chief Executive (CE)** has overall responsibility for ensuring that the council's health & safety policy is implemented effectively by the corporate directors and appoints a lead to champion health & safety within the Corporate Leadership Team (CLT) and to chair the SHAW Board. Currently this is Mark Hardingham, Chief Fire Officer and Director of Fire & Public Safety.

**Corporate Leadership Team (CLT)** shall:

- provide strategic direction;
- ensure that robust health & safety management systems, arrangements and organisation exists in each directorate;
- provide support to help the CE meet their safety responsibilities for the Council as a whole;
- take overall responsibility for the council's SHAW performance and in particular is required to ensure that:
  - decision-making is in line with county council policy and procedures for health & safety and any statutory provisions set out in legislation;
  - health & safety performance is continually reviewed;

- suitable action plans for improving safety, health & wellbeing are developed and implemented;
- The Performance and Development Review framework is used to measure the performance of corporate directors against health & safety targets and objectives.

**Directors shall:**

- appoint a member of their DMT to lead on matters of safety, health & wellbeing within their directorate; chair their directorate SHAW Steering Group; and ensure within their directorate:
  - adequate SHAW provision is in place;
  - this policy is implemented;
  - a SHAW action plan is developed and implemented for the continuous improvement in SHAW standards.
- ensure that health, safety and wellbeing is discussed as an integral part of their duties either in 'back to the floor' and / or other staff engagement events.

**Safety, Health and Wellbeing (SHAW) Board shall:**

- set the strategic direction of the organisation and review the strategy in the light of change;
- agree goals and measure performance against the KPI's detailed in the SHAW Strategy;
- demonstrate visible commitment to improvement and leadership by championing health, safety and wellbeing outside of the board meeting and leading by example;
- endorse and ratify new policies and changes to existing policies;
- Oversee and review the measures taken to ensure that the health, safety and wellbeing of staff and those affected by our activities is in accordance with Section 2(7) of the Health & Safety at Work etc. Act 1974;
- advise CLT on the development and implementation of the council's SHAW Strategy;
- provide a forum for trade union safety representative involvement in, and consultation on, the management of health, safety and wellbeing within the council;
- monitor progress towards meeting the aims of the council's health & safety policy and the implementation of the SCC SHAW Strategy;
- consider any safety, health & wellbeing issues brought to its attention by board members or by health & safety advisors, and to ensure lessons are learned from incidents that have occurred within SCC and nationally;
- consider reports, information and new legislation from the Health & Safety Executive and local enforcement officers and makes appropriate recommendations to CLT and/or SCC health & safety groups;

- promote co-operation, information sharing and learning across the directorates on all matters relating to health, safety and welfare at work;
- receive regular progress reports and recommendations from working groups established by the SHAW Board and other bodies to address specific health & safety issues;
- report progress and issues to CLT (through its SHAW champion) and Cabinet (through its SHAW champion);
- Submit an annual report on all aspects of safety, health & wellbeing to CLT and Cabinet. This will include data on performance and lessons learned in the preceding year and an action plan for the following year;
- Escalate matters to CLT if the board feels that a decision is required from CLT.

The terms of reference of the SHAW Board are published on [mySCC](#).

**Head of Health & Safety:**

- is responsible for the professional advice provided to the SHAW Board and to CLT;
- ensures that systems are in place to monitor directorate's compliance with corporate policy;
- reports to the SHAW Board;
- manages the team of corporate health & safety advisers;
- Establishes management systems at corporate level that will assist each directorate in delivering the required safe system of work.

**Health & Safety Advisers Group (HSAG):**

The HSAG consists of corporate and directorate H&S advisers and safety officers from SCC's wholly owned companies. It is chaired by the Head of Health & Safety.

Its main purposes are to:

- provide tactical support to the SHAW Board;
- facilitate the recommendations of the SHAW Board;
- prepare draft policies for the SHAW Board;
- monitor and review policies and guidance to ensure they are kept up to date with current legislation and best practice;
- share expertise and best practice between the directorates;
- Provide an alternative means to the management structure of cascading information to and from SHAW Board and the directorates.

HSAG terms of reference are published on [mySCC](#)

**Health & Safety Advisers shall:**

- assist in promoting a positive health & safety culture;
- provide professional advice to directorates;

- assist the Head of Health & Safety in writing policy documents and guidance;
- carry out monitoring to determine directorates' compliance with corporate policy;
- monitor incident data and trends;
- assist directors to measure performance against key performance indicators;
- support directorates to implement their health & safety action plans;
- assist directorates in writing directorate instructions and guidance;
- assist with serious incident investigation;
- promote and maintain high standards of health, safety and welfare at work for all employees of the county council;
- support the safety and wellbeing interests of councillors;
- assist directors to develop management systems at service level, developed from the corporate standards and recognised good practice, which will establish the required safe system of work;
- maintain high standards of competence through continuous professional development, training and networking with other professionals;
- assist with providing cover for each other during absence, to ensure continuity of health & safety advice within the directorates;
- assist directors to produce and maintain corporate SHAW policies and procedures in line with the corporate SHAW action plan;
- refer issues to Head of Health and Safety as required for corporate ownership and support;
- facilitate "task and finish working groups" established by the SHAW Board;
- Take a full and active role in the Health & Safety Advisers Group.

**Trades Union Safety Representatives:**

- participate in and contribute to SHAW Board and Directorate Steering groups (relevant to their TU);
- represent employees in discussions with the employer on safety, health & wellbeing;
- represent their members in discussions with HSE or other enforcing authorities;
- investigate hazards and dangerous occurrences;
- investigate complaints;
- attend relevant training and CPD to ensure their knowledge and competence levels are appropriate to their role and tasks;
- carry out inspections of the workplace and inspect relevant documents;
- contribute to the development or amendment of policy and guidance where appropriate;
- participate and contribute to working groups and task and finish groups where appropriate, ensuring the views of their members are represented.

### **3.2. Managers:**

**Directorate Management Teams (DMTs)** shall:

- set the direction for their respective SHAW Steering Groups;
- receive quarterly updates against KPI targets;
- agree the directorate action plan and
- Receive an annual report from the SHAW Steering Group.

**Directorate SHAW Steering Groups:**

Each directorate should set up a SHAW Steering group which will:

- be chaired by the director or the SHAW lead AD;
- develop a directorate SHAW action plan;
- ensure compliance with the corporate strategy and policies;
- monitor health & safety performance standards within their directorates;
- report to the SHAW Board;
- Operate in accordance with the generic terms of reference for steering groups which is, published on [mySCC](#).

**Assistant Directors** must ensure that:

- ensure that arrangements are in place to manage safety, health & wellbeing within their divisions;
- ensure that arrangements are in place to carry out risk assessments to determine the significant risks within their divisions;
- ensure that adequate resources are made available to implement control measures, commensurate with the level of risk identified;
- set a good example and
- maintain a good profile for safety, health & wellbeing in their division;
- ensure their divisions are able to promote management control, co-operation, communication and competence;
- use the Performance and Development Review framework to measure the performance of their senior managers against SHAW targets and objectives;
- ensure effective proactive and reactive monitoring of safety, health & wellbeing at all management levels;
- measure and review directorate performance against indicators, targets and their directorate SHAW action plan;
- comply with the directorate's SHAW audit programme and monitor the progress of remedial actions;
- take responsibility for ensuring that this policy is implemented and managed effectively within their service;

- Ensure that partnerships, joint ventures and other service delivery agencies they employ have health & safety management arrangements that enable them to comply with the council's standards.

**Line Managers** must ensure that:

- hazards in the workplace are identified and controlled;
- risk assessments(s) are carried by a competent person and those with significant risks are documented;
- risk assessments are regularly reviewed, and in addition when there has been a significant change in the workplace or work equipment, or after a significant incident or near miss;
- the results of risk assessments are communicated to employees in an appropriate and timely manner;
- safe systems of work are developed and implemented for those risk assessments for activities where national guidance or recognised good practice is not available;
- training is provided where necessary to support employees and managers to a competent standard;
- the significant findings of risk assessments are recorded and shared;
- incidents involving injuries or near misses are recorded and, where necessary, investigated;
- Health, safety and wellbeing is discussed and included in team meetings, PDRs, and staff or team discussions.

### **3.3. Staff**

**Staff** must:

- take care of their own safety, health & wellbeing and that of others who may be affected by what they do, or fail to do, at work;
- co-operate with their line manager on matters of safety, health & wellbeing;
- follow safe systems of work;
- undertake SHAW training required of them;
- report any concerns or hazards to their line manager promptly;
- report incidents and near misses to their line manager / supervisor;
- report any changes to personal circumstances that may affect their ability to work safely;
- inform their line manager / supervisor of potential SHAW training needs;
- attend SHAW training agreed with line manager / supervisor and tell their manager when training may be required or refreshed.

#### 4. Document Control

<b>Name</b>	<b>Comment</b>	<b>Date</b>	<b>Version No.</b>
CHSMB	Approved	Apr 11	1.0
SHAW Board	Approved update	Jan 14	2.0
SHAW Board	Approved	22 Feb 16	3.0
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SHAW Board	Approval	28 Feb 19	4.0

