



DRAFT

# Health & Safety Policy

## Organisation & Responsibilities

<i>Adoption date</i>	<i>Council Minute ref</i>
<i>Review date</i>	

## **Arun District Council Health and Safety Policy – Organisation and Responsibilities**

*Arun District Council's Health and Safety Policy is divided into three sections. The first is the **Health and Safety Policy Statement** of commitment which is signed and dated by the Chief Executive. This document is placed at the staff entrance to each operational ADC building and is on the Intranet. This document expresses the overall aims and commitment of the organisation to health and safety. The **Organisation & Responsibilities Section (this section)** sets out the relevant health and safety responsibilities for all persons undertaking work activities for Arun District Council. Detailed information about employee roles and responsibilities may also be included in job descriptions. The third section includes all the Council's **Health and Safety Procedures**.*

**No Director, Manager, or employee of Arun District Council may undertake or authorise any activity which places employees, or others, in danger, or is in breach of legal requirements with respect to health and safety.**

## ARUN DISTRICT COUNCIL STRUCTURE

	CORPORATE SUPPORT			PLACE			SERVICES		
	Nigel Lynn			Karl Roberts			Philippa Dart		
PA	Gemma Stubbs, Shirley Zeman,			Sue Bowley, Carolyn Nysingh			Helen Perry, Emma Strudwick		
Contact	Ext 37707/37601			Ext 37533/37778			Ext 37801/37701		
Group	Group Head of Policy	Group Head of Council Advice & Monitoring Officer	Group Head of Corporate Support	Group Head of Planning	Group Head of Technical Services	Group Head of Economy	Group Head of Community Wellbeing	Group Head of Residential Services	Group Head of Neighbourhood Services
Name	Jackie Follis	Liz Fatcher	Alan Peach	Neil Crowther	Nat Slade	Denise Vine	Robin Wickham	Satnam Kaur	Joe Russell-Wells
Contact	Ext 37580	Ext 37610	Ext 37558	Ext 37839	Ext 37683	Ext 37846	Ext 37835	Ext 37718	Ext 37914
Service Areas	<ul style="list-style-type: none"> <li>Corporate Policy</li> <li>Corporate Performance</li> <li>Communications, web management, marketing</li> <li>National Partnerships</li> <li>Local partner liaison</li> <li>Scrutiny Support</li> <li>Postal Services</li> <li>Design</li> <li>Print</li> <li>Elections</li> </ul>	<ul style="list-style-type: none"> <li>Information Management and support – FOI, Data Protection, Customers of Concern, Official Complaints</li> <li>Legal advice to the Council</li> <li>Monitoring Officer</li> <li>Standards Committee</li> <li>Committee Services</li> </ul>	<ul style="list-style-type: none"> <li>Finance</li> <li>Audit</li> <li>Procurement</li> <li>S151 Officer</li> <li>Payroll</li> <li>Human Resources</li> <li>Legal Services</li> <li>ICT and Service Improvement</li> </ul>	<ul style="list-style-type: none"> <li>Development Control</li> <li>Local Plan &amp; Policy</li> </ul>	<ul style="list-style-type: none"> <li>Street name &amp; Numbering</li> <li>Local Land Charges</li> <li>Engineering</li> <li>Property &amp; Estates</li> <li>Facilities</li> <li>Environmental Health</li> <li>Private Sector Housing</li> <li>Building Control</li> </ul>	<ul style="list-style-type: none"> <li>Economic Policy &amp; Research</li> <li>Town Centre Management</li> <li>Business Development</li> <li>Economic Partnerships</li> <li>Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Leisure Foreshores</li> <li>Wellbeing</li> <li>Voluntary &amp; Community Sector &amp; Citizens Advice</li> <li>Youth Council</li> <li>Safeguarding</li> <li>Activities for the Elderly</li> <li>Think Family</li> <li>Telecare (Lifeline)</li> <li>Community Safety (inc ASB)</li> </ul>	<ul style="list-style-type: none"> <li>Strategy &amp; Enabling</li> <li>Registered providers and social landlords</li> <li>Homelessness</li> <li>Housing and HRA</li> <li>Revenues &amp; Benefits</li> </ul>	<ul style="list-style-type: none"> <li>Car Parking</li> <li>Parks</li> <li>Cleansing</li> <li>Cemeteries</li> <li>Emergency Planning</li> <li>Trees and maintenance team</li> <li>Customer Services</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">H &amp; S main activities</p>	<ul style="list-style-type: none"> <li>Mainly office based</li> <li>Lone working canvassers</li> <li>External events re: elections.</li> <li>COSHH</li> <li>Use of equipment</li> <li>Suspicious packages</li> <li>Use of own vehicles</li> <li>Manual Handling</li> <li>Out of hours evacuation</li> </ul>	<ul style="list-style-type: none"> <li>Mainly office based activities</li> <li>Out of hours evacuation</li> </ul>	<ul style="list-style-type: none"> <li>Mainly office based activities</li> <li>Procurement &amp; Provision of Occupational health services for ADC staff.</li> <li>Procurement and provision of wellbeing services for ADC staff</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Officer site inspections</li> <li>Lone working</li> <li>Use of own vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Officer site inspections</li> <li>Lone working</li> <li>Use of own vehicles</li> <li>Contractors</li> <li>Procurement</li> <li>Use of plant and equipment</li> <li>Workplace transport</li> <li>Lone working</li> <li>Potentially aggressive customers</li> <li>Thorough Examination re Pressure equipment, Lifts, Lifting equipment re FLT, mechanical and electrical.</li> <li>Landlords H &amp; S responsibilities re legionella, Asbestos,</li> <li>Infectious disease</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Lone working</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Use of own vehicles</li> <li>Lone working</li> <li>Potentially aggressive customers</li> <li>First Aid (Foreshores)</li> <li>Use of plant and equipment</li> <li>Contractors</li> <li>Procurement</li> <li>Workplace Transport, ATV;s</li> <li>Officer site inspections</li> <li>Homelessness outreach home visits</li> <li>Transportation of clients in own vehicles</li> <li>Naxolene Pens</li> <li>Infectious disease</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Officer site inspections</li> <li>Use of own vehicles</li> <li>Contractors</li> <li>Procurement</li> <li>Workplace transport</li> <li>Lone working</li> <li>Potentially aggressive customers</li> <li>Contractors</li> <li>Use of plant and equipment</li> <li>Thorough Examination re Pressure equipment, Lifts, mechanical and electrical.</li> <li>Landlords H &amp; S duties re legionella, asbestos.</li> <li>Infectious disease</li> <li>Debt Collection</li> </ul>	<ul style="list-style-type: none"> <li>Office based activities</li> <li>Officer site monitoring &amp; inspections</li> <li>Use of own vehicles</li> <li>Management and use of leased vehicles</li> <li>Contractors</li> <li>Procurement</li> <li>Use of plant and equipment</li> <li>Workplace transport</li> <li>Lone working</li> <li>Potentially aggressive customers</li> <li>Thorough Examination re Pressure equipment, Lifts, mechanical and electrical</li> <li>Infectious disease</li> <li>Working at height</li> </ul>
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## **Chief Executive**

The Chief Executive has final and overall responsibility for health and safety matters within the Organisation and will:

- Take a leadership role on health and safety matters by setting a good example and acting promptly where deficiencies are identified.
- Allocate adequate resources to implement the Health and Safety Policy and management system.
- Ensure that Corporate Management Team meeting agendas include regular updates and reports from CMT, SMT, Corporate Health and Safety and Unison Staff Safety Panel and that CMT's responsibilities are fulfilled.
- Ensure that managers and supervisory staff are aware of the importance of enforcing health and safety rules and leading by example by following the rules themselves.

## **Council Portfolio Holder for Technical Services Group**

- Elected to champion health and safety management issues at Council Member level.
- To receive regular health and safety training commensurate with their position.
- Receive regular update briefings on new and changed legal requirements and other external developments and ensuring that action is initiated to make any necessary internal changes.
- Encourage Members to use and follow Corporate Health and Safety Policies and Procedures including the Councillor's Guide to Personal Safety.

## **Directors (Corporate Support, Place, Services.)**

- Ensure that Group Heads have the staff, competence, resources and training to enable them to fulfil their role.
- Keep the Chief Executive, CMT and Group Heads informed of:
  - any proposed changes to the premises, activities or management structure.
  - any new hazards not already identified within Risk Assessments which have been brought to their attention.
  - any visits by, or correspondence with, enforcing authorities.
  - any difficulties or delays in implementing advice provided by Corporate Health and Safety.
- Ensure that for equipment or materials purchased from outside the EU, where Arun District Council is the 'importer', arrangements are made to ensure that EU product safety legislation and material labelling requirements are met. This should be implemented through an effective Procurement Policy.
- Directorates where work involved with contract installation, maintenance and repair works on ADC or customer sites are also responsible for the following:
  - Produce a Construction Phase Plan, Risk Assessments and Method Statements to cover the work of engineers on site.
  - Formally review the quality and safety of workmanship by employees and Sub-Contractors, both during the work activity and by review of the completed work, reporting the outcome to the Chief Executive and CMT.
  - Ensure that information is obtained from the Client and/or from site visits to identify site hazards and that the necessary precautions are incorporated into the method statement before the work commences.
  - Ensure that any design and specification work carried out by the ADC considers the safety of those using and maintaining the installation and that information is provided to the Client, to assist them in managing it safely on an ongoing basis.
  - Check that the Clients are aware of their duties under the Construction (Design and Management) Regulations prior to starting work and where the work involves more than one Contractor; obtain the details of the appointed Principal Contractor and Principal Designer.
  - Ensure that workers have access to welfare facilities when undertaking site work.

- Ensure that reasonable steps have been taken to secure the site from unauthorised entry, as appropriate.
- Encourage Members to follow Corporate Health and Safety Policies and Procedures including the Councillor's Guide to Personal Safety.

**The Corporate Management Team (CMT) is responsible for:**

- Demonstrating leadership on health and safety matters always both as a group and as individuals.
- Appointing a 'Health and Safety Director' to oversee fulfilment of the Council's health and safety responsibilities as listed below.
- Revising the Health and Safety Policy at least bi-annually, on the advice of Corporate Health and Safety / Staff Health and Safety Panel / Designated Portfolio Holder for Health and Safety.
- Agreeing health and safety targets and objectives for the organisation and monitoring their implementation as proposed by the Staff Health and Safety Panel.
- Reviewing health and safety performance annually by receiving reports of the agreed performance measures.
- Receiving investigation reports of serious incidents/work related ill health and accidents and incidents to employees, consultants, visitors and members of the public through activities carried out on Arun District Council land and property and responding effectively to those reports.
- Reviewing the effectiveness of measures to consult with and involve the workforce in health and safety.
- Considering the health and safety implications of introducing new processes, new working practices, new personnel or other significant business change, at the planning stage and taking the action necessary to mitigate any increased risk including Stress Risk Assessments where appropriate.
- Ensuring that no significant changes to the business are introduced without dedicating sufficient resources for health and safety purposes and managing the change effectively.
- Ensuring that there are arrangements in place for CMT to receive reports on the impact on health and safety performance following the introduction of significant changes.
- Ensuring that the Arun District Council has access to competent advice on health, safety and fire safety matters including access to specialist advisors where necessary.
- Considering health and safety needs when deciding senior management appointments.
- Receiving regular update briefings on new and changed legal requirements and other external developments and ensuring that action is initiated to make any necessary internal changes.

**Senior Management Team is responsible for;**

Health and Safety is to be included as a standing agenda item. This forum is to be used to highlight and resolve any non-compliance with the Council's Health and Safety Policy and procedures.

**Group Heads**

- Responsible for the day to day management and legislative compliance of health and safety. This role is supported by Corporate Health and Safety and Environmental Health Team Leader.
- Ensure that Construction Phase Plan, Risk Assessments and Method Statements are produced.
- Ensure that Service Area Managers within their group have the staff, competence, resources and training to enable them to fulfil their role as detailed below.
- The Health and Safety Policy and associated documents are communicated and implemented within the service areas within their groups.

- Risk Assessments are undertaken, and work procedures incorporate appropriate risk control measures.
- Ensure that Risk Assessments have considered the need to provide ongoing health surveillance to employees. Where necessary implement a program covering audiometry, vibration white finger screening, lead in blood monitoring, dermatitis, fitness to drive etc. Inform HR who arrange for the program to be arranged through an independent occupational health provider.
- Ensure that the results of Risk Assessments are communicated to all concerned including Contractors or non – Council staff.
- Team meetings include health and safety issues.

### **Service Area Managers**

- Take a leadership role on health and safety matters by setting a good example and acting promptly where deficiencies are identified.
- Consult with employees on health and safety matters during team meetings.
- Plan the work of staff to avoid dangerously excessive working or driving hours and to ensure compliance with the Working Time Regulations.
- In the selection of employees, consider the health and safety competence requirements on and fitness for work.
- Provide appropriate skills/health and safety training to employees on starting employment and when their job role or work activities change, reviewing training needs at induction and during annual appraisals.
- To ensure that HR are provided with appropriate details so that training records can be recorded centrally and monitored.
- Ensure that staff are only given tasks for which they are competent, and that adequate staffing is provided for the safe completion of tasks.
- Retain training records for all skills and health and safety training undertaken by the Council for employees. See [www.hse.gov.uk/ubns/indg345.pdf](http://www.hse.gov.uk/ubns/indg345.pdf)
- Ensure employees (Contractors and Sub-Contractors) are sufficiently supervised and monitored to the extent that this is practicable and necessary having regard to the work activities and the competence of the workforce.
- In the purchase of equipment and materials, ensure that the safety requirements are met and that relevant information such as instructions and safety data sheets, are supplied.
- Ensure that work equipment, vehicles and personal protective equipment are suitable for purpose, supplied where necessary and properly maintained. This includes office furniture and equipment.
- Only select construction and maintenance Contractors who have demonstrated their competence and resourcing to undertake the work safely and ensure that Contractors receive and are requested to provide, adequate information for them to carry out their work safely and without adversely affecting others.
- Ensure that Risk Assessments are undertaken to cover the work activities undertaken by the service as detailed on the ADC Structure Plan attached showing the main work activities undertaken by each service.
- This should include Risk Assessments for the general hazards already identified in the Health and Safety Procedures section of the Council's Health & Safety Policy.
- Ensure where necessary that Risk Assessments are undertaken to cover less commonly required specific Risk Assessments such as work with lead, radiation hazards, work with asbestos, vibration, lifting operations, legionella assessments.
- Through Risk Assessments consider the need to provide ongoing health surveillance to employees and implement a program covering audiometry, vibration white finger, lead in blood, dermatitis, fitness to drive etc. Inform HR of the findings of the risk assessment who will arrange for the program to be provided by an independent occupational health provider.

- Ensure that Risk Assessments are acted upon and that the results are shared with employees undertaking those activities.
- Investigate accidents and arrange for Accident and Incident Reports to be made to Corporate Health and Safety.
- Co-operate with any accident or incident investigation undertaken by Corporate Health and Safety.
- Notify Corporate Health and Safety of any inspection or request for information from a Health and Safety regulator.

### **Corporate Health and Safety**

The Environmental Health Team within Technical Services work jointly to fulfil the Corporate Health and Safety Role including the role of Competent Person for the Council providing advice and guidance on issues relating to health and safety.

- Senior Environmental Health Officer and Group Head of Technical Services to attend quarterly Staff Health and Safety Panel Meetings.
- Produce and maintain Fire Evacuation Policy and Procedures in liaison with Facilities for Arun Civic Centre and Bognor Regis Town Hall and Phoenix House.
- Liaise with Human Resources in managing the appointment and selection of First Aiders and assisting First Aiders in undertaking their role.
- Liaise with Human Resources in contributing to staff induction training on health and safety.
- Arrange for all staff to receive training in how to undertake workstation assessments.
- Advise Service Area Managers on workstation assessments as necessary and make recommendations where office furniture and equipment are necessary.
- Arrange for quarterly Staff Health and Safety Panel meetings to be held.
- Review this Policy frequently where appropriate e.g. as a result of changes within the organisation, the work activities or legislation and guidance.
- Review the health and safety standards and practices of the Council on an ongoing basis and bring any significant concerns to the attention of the Group Head of Technical Services.
- Investigate serious accidents, incidents and cases of ill health to employees, Contractors, and visitors using Arun District Council property or land or activities undertaken by Arun District Council.
- Investigate accidents, incidents and work-related ill health issues which caused or had the potential to cause serious injury or ill health.
- Report to the Staff Health and Safety Panel on any accidents and incident reports including concerns that Corporate Health and Safety are unable to resolve.
- Ensure that statutory reports are made for serious incidents in accordance with the *Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)*
- Ensure that there is an effective mechanism for consulting with employees on health and safety matters.

### **All employees, volunteers and contractors and partners.**

All employees, volunteers, Contractors and partners must take care of themselves and others affected by their work and are expected to:

- Familiarise themselves with this Health and Safety Policy and Risk Assessments (where relevant, Method Statements, Construction Phase Plans etc.) relevant to their work activities, comply with the requirements set out and raise any shortfalls in the content with their supervisor.
- Follow the health and safety rules and their training for the work activity and the particular location.
- Know the emergency procedures for the location at which they are working

- Use vehicles, equipment, materials or substances in accordance with information, instruction and training provided by the Council
- Not use defective equipment or misuse equipment
- Wear personal protective equipment issued appropriate to the job they are doing
- Look after personal protective equipment and report loss or damage to their supervisor
- Report any safety problems, accidents or near misses to their supervisor
- Not work under the influence of alcohol or drugs.

### **Human Resources (HR)**

- Retain training records for all skills and health and safety training undertaken by the Council for employees. See [www.hse.gov.uk/ubns/indg345.pdf](http://www.hse.gov.uk/ubns/indg345.pdf)
- Arrange and co-ordinate Corporate Health and Safety Induction Training with assistance from Corporate Health and Safety within Environmental Health Service.
- Maintain arrangements for providing eye and eyesight tests for regular users of display screen equipment and ensure that relevant employees are made aware of these arrangements.
- Ensure that management practices are consistent with statutory requirements in relation to working hours, employment of children, young persons, pregnant employees, and new mothers at work.
- In liaison with the Corporate Health and Safety representative in Environmental Health, ensure that Risk Assessments are undertaken for work undertaken by new and expectant mothers.

#### Health Surveillance

- As instructed by the Service Area Manager and /or via Risk Assessments, to arrange for ongoing health surveillance for employees who are exposed to noise or vibration, ionizing radiation, solvents, fumes, dusts, biological agents and other substances hazardous to health or work in compressed air. Health surveillance will be carried out by our Occupational Health provider and where appropriate, records will be retained by the HR Department for a period of up to 40 years.
- HR will employ the services of an independent Occupational Health provider for the purposes of pre-employment health checks once an offer of employment has been made. The pre-employment health check will help determine whether adjustments are required in order for the candidate to undertake the role and /or for certain jobs, the candidates fitness to undertake the role i.e. roles requiring the use of heavy machinery, driving etc. As the employer we do not have access to medical information other than the report provided by Occupational Health. If an individual has an injury or illness which appears to be work related, affects their work, or is made worse by work, we seek a medical opinion to assist us in evaluating the problem and identifying any practical changes we can make to assist the individual in safely continuing to do their job. It is usually most effective to refer the individual to an Occupational Health Doctor rather than relying on GP's information where the GP may not understand the nature of the work.
- Report to Corporate Health and Safety any health and safety concerns which HR are not able to resolve.

### **Payroll**

Payroll will carry out a check of the driving licence of all staff at the commencement of their employment for those that drive on Council business and the insurance arrangements for private cars used on ADC premises. Any subsequent changes will be confirmed by declaration to Service Area Managers when employees submit their mileage claims.

### **Employee health and wellbeing.**

The person with overall responsibility for employee health and wellbeing is the Group Head of Corporate Support with assistance from the Group Head of Community Wellbeing.

Employees are offered free Freedom Leisure Centre Membership in Arun Wellbeing MOT's and Activity Classes. Details of promotional activities and services can be found on the Intranet in the 'Staff Zone'.

### **Insurance Officer**

- Arrange and maintain a policy of employer's liability insurance and that a current certificate of insurance is displayed or otherwise made available to all employees.
- Arrange and maintain a policy of motor insurance for all motor vehicles owned, leased or hired by the Council for use in its business.

### **Unison Staff Consultation Panel**

The Staff Consultation Panel is made up of a selection of Councillors, Managers representing the Employers side at Arun DC and members from the UNISON Executive Committee. The Unison Staff Consultation Panel is the forum that deal with a variety of topics which relate to and affect staff at Arun, including health and safety, and report to Full Council where necessary. Meeting notes are available for all staff to view on SharePoint.

### **Staff Health & Safety Panel**

The general remit of the Panel is to review and discuss health and safety policy, organisation, arrangements and practices of the Council within the scope of Section 2 (7) of the Health & Safety at Work etc. Act 1974 and related legislation, regulations and guidance made thereunder. Meeting notes are available for all staff to view on SharePoint.

### **Safety Representatives and Representatives of Employee Safety**

Representatives as appointed through the recognised Trade Union or elected by employees are responsible for assisting the employer in consulting staff and representing their colleagues.

- They assist in health and safety monitoring by proactively advising managers and staff of concerns regarding day to day issues.
- Their functions are described in legislation but they do not have responsibility for health and safety. However, once appointed they are responsible for consultation with colleagues and attending safety meetings.

### **Health and Safety Management and maintenance of land and property**

Arun District Council is responsible for the management and maintenance of land and property assets throughout the District and complying the relevant health and safety legislation. A brief description of their health and safety responsibilities is provided below, further detail on how this is managed is provided in the 'Procedures Section of this Policy.

**Property, Estates and Facilities** have overall health and safety responsibility for operational buildings such as Arun Civic Centre, Phoenix House, Hotham Park Lodge, The Carriage Yard, Bognor Town Hall. This includes responsibilities for the repair and maintenance of the building and installed systems such as the alarm systems, maintenance of lifts etc. through the use of their own Officers and the use of Contractors. The team also deal with assets that we rent and those that are leased by ADC including commercial premises where we have landlord duties. They are responsible for the maintenance and repair of properties and their landlord duties and other statutory duties including the management of legionella and asbestos and Written Scheme of Examination for the main safety hazards of lifting equipment or pressure systems. Any shared responsibilities for the buildings is with tenants or other ADC services and agreed through the use of a 'Shared Responsibilities' document for each building.

**Residential Services and HRA** have overall health and safety responsibility for residential property that is owned, leased, managed and rented including sheltered housing, bed and breakfast accommodation and emergency temporary accommodation. They are responsible for

the maintenance and repair of properties and their landlord duties and other statutory duties including the management of legionella and asbestos and Written Scheme of Examination for the main safety hazards of lifting equipment or pressure systems. They use partner organisations, Contractors and services provided in house through Neighbourhood Services, Parks and Greenspaces.

**Neighbourhood Services** are responsible for a number of high profile front line services including parks, cemeteries, play areas, cleansing (refuse collections, street cleansing, and public conveniences) and car parks, with wide ranging health and safety responsibilities. This includes delivery of services 'in house' for example through the Tree and Maintenance Team who deal with arboricultural work, as well as repairs and maintenance and coastal defence work.

A number of services are delivered through high value external service contracts such as the Combined Cleaning Services Contract and Greenspace Management Contract. Ensuring that these contracts are appropriately reviewed and audited in terms of health and safety compliance and operational best practice is a key function of the service.

Neighbourhood Services are also responsible for leading on specific high profile projects such as the Littlehampton Leisure Centre and other public realm projects. The Emergency Planning function also sits with the Neighbourhoods Group.

In-house responsibilities include; workplace transport, working at height, Written Schemes of Examination for lifting and mechanical equipment. The Tree and Maintenance Team are also responsible for the day to day operational management and safe use of Hotham Park Carriage Yard.

**Community Wellbeing** oversee community safety and wellbeing services. It has Contract management responsibility for the leisure centres operated by Freedom Leisure and direct responsibility for the management of the promenades which includes providing first aid to members of the public by Foreshore Officers and the RNLI as part of a Lifeguarding Services Contract. Other responsibilities include workplace transport and the use of plant and equipment. Community Wellbeing is supported by Parks and Greenspace, Housing Services, Engineers and other Contractors and partners.

### **Monitoring, Auditing and Reviews**

Proactive measurement of our performance against health and safety standards will be undertaken through:

- Formal review of performance against the Health and Safety Policy requirements relating to Risk Assessment.
- Directors, Group Heads and Service Area Heads have health and safety performance objectives based on the Council's health and safety objectives. Progress towards individual objectives is measured as part of our staff appraisals.
- Monitoring of progress against action plans by the Staff Health and Safety Panel.