CAERPHILLY COUNTY BOROUGH COUNCIL

CORPORATE HEALTH AND SAFETY POLICY

Issue 2

Corporate Health and Safety Unit document Reference Number: CHSU 1

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NOTE

Wherever the designation Manager is used throughout this policy, it is taken to mean Head of Service, Head Teacher, Line Manager, Supervisor, and Officer in Charge or anyone who has a responsibility for employees through their work.

1. INTRODUCTION

1.1. This policy sets out the Authority's approach to Health and Safety and arrangements and responsibilities for managing health and safety within Caerphilly County Borough Council.

2. POLICY STATEMENT

- 2.1. The Chief Executive, Authority's Corporate Management Team and Cabinet Members acknowledge their statutory and moral obligations to ensure the continued health and safety of employees whilst at work, and of others who may be involved in or affected by the Authority's activities.
- 2.2. Health and safety considerations are recognised as an integral part of the Authority's activities and are a prime responsibility of its Directors, Managers and Members. As such, the Cabinet and Corporate Management Team are committed to the responsible management of health and safety throughout the Authority's activities and fields of operation.
- 2.3. In order to carry out this commitment the Authority will:
 - 2.3.1 Meet the requirements of health and safety legislation and, where possible, seek to be an exemplar of health and safety performance.
 - 2.3.2 Meet the requirements of the Government's Revitalising Health and Safety Agenda, by ensuring that targets as set out in the 'Revitalising Health and Safety Strategy Statement' released by the Health and Safety Commission, are met.
 - 2.3.3 Identify the health and safety hazards arising from the Authority's activities and assess and sensibly manage the associated risks.
 - 2.3.4 Endeavour to improve health and safety performance, in a costeffective manner, so that instances of work-related ill health and injuries are reduced.
 - 2.3.5 Ensure that Members, employees, unions and management are consulted on health and safety issues, are involved in the health and safety management system and are provided with appropriate direction, education, training and supervision to enable them to meet their obligations to work safely and with due regard for the health and safety of others.
 - 2.3.6 Have suitable and sufficient operating policies, procedures, programmes, arrangements, guidance and resources to ensure continuous improvement in health and safety standards.

- 2.3.7 Require contractors to demonstrate the same level of competence, implementation and commitment to continuous improvement in health and safety performance.
- 2.4. The Authority will implement this policy through:
 - 2.4.1 Health and safety controls achieved through the implementation of management systems based on recognised safety management system HSG65.
 - 2.4.2 Frequent, structured health and safety audits and monitoring of performance against agreed targets and objectives within a continuous improvement programme.
 - 2.4.3 Provision of competent health and safety advice and support through a Corporate Health and Safety Unit, Directorate Health and Safety Officers, and an Occupational Health Service.
 - 2.4.4 Provision of funds and resources to ensure proper implementation of this policy.

Signed	Date
Chief Executive	· · · · · · · · · · · · · · · · · · ·

3. SCOPE

- 3.1. This policy has been agreed with the Trade Unions and applies to all employees.
- 3.2. This policy will be reviewed at least every 2 years to ensure it is in line with current legislation and remains current.
- 3.3. The effective date of issue 2 of this policy is:

4. ROLES AND RESPONSIBILITIES

Please note: All employees have a legal responsibility to comply with health and safety law and the provisions of this policy. Failure to do so could result in personal and/or corporate liability.

The Authority's structure and employees' roles and responsibilities are contained within organisation charts and job descriptions, which are held by Personnel Services.

This section provides information on health and safety related responsibility and links to health and safety specific organisational charts, as well as details of specific roles and responsibilities assigned to individuals and groups within the Authority.

4.1 Health and Safety Assistance

Competent persons have been appointed to assist the Authority in meeting its health and safety responsibilities. These people have sufficient knowledge and expertise to ensure that the appropriate policies and management arrangements are in place to meet statutory requirements.

This team of people are split into Directorate Health and Safety Teams and a Corporate Health and Safety Unit. Some Directorates also have supporting Health and Safety Officers with a specific remit for a particular Service Area.

An independent Corporate Health and Safety Unit exists at the centre of the organisation and is headed by the Health and Safety Manager who acts as the 'competent person' for the Authority for health and safety. The Corporate Health and Safety Manager reports to the Head of Workforce and Development. The role of the Unit is to act as a corporate focal point and to lead on the development and implementation of corporate policy, co-ordination, setting of standards, monitoring and auditing. The structure of the Unit can be found in the Health and Safety Organisational Structure document.

Directorate Health and Safety support requirements reflect the Directorate workload and level of risk. The arrangements for each Directorate are slightly different and can be found in the <u>Health and Safety Organisational Structure document.</u> All Directorate Health and Safety Personnel have reporting links into their Directorate Management Team, who are responsible for highlighting their

advisory needs and implementing the required resources to meet these needs, therefore the Directorate structures may be added to with extra officers or administration requirements as deemed necessary.

Further information on the roles and responsibilities of Corporate and Directorate Health and Safety Officers can be found below.

4.2 Elected Members will:

- 4.2.1 Have an understanding of the main provisions of applicable health and safety legislation, and in particular the requirements of the Health and Safety at Work etc. Act 1974.
- 4.2.2 Be aware of their responsibilities under legislation and industry specific guidance.
- 4.2.3 Allocate the necessary resources to ensure implementation and adherence to policies.
- 4.2.4 Ensure that you are aware of the Authority's arrangements for maintaining an appropriate level of professional health and safety advice and ensure that sufficient resources are provided for successful health and safety management.
- 4.2.5 Nominate individual members to sit on, chair and vice chair the Corporate Health and Safety Committee.
- 4.2.6 Ensure that the standards and profile provided to other members' functions are applied to health and safety management.
- 4.2.7 Ensure that health and safety is integrated into the culture of the organisation.
- 4.2.8 Promote and encourage a safe working culture and ensure behaviour is led by example.

4.3 The Chief Executive will:

- 4.3.1 Assume ultimate responsibility for the health and safety activities of the Authority.
- 4.3.2 Be ultimately responsible for ensuring compliance with this policy within Caerphilly County Borough Council.
- 4.3.3 Have an understanding of the main provisions of applicable health and safety legislation, and in particular the requirements of the Health and Safety at Work etc. Act 1974.
- 4.3.4 Ensure the implementation of an appropriate management system to ensure continued protection of individuals' health and safety and compliance with applicable legislation.

- 4.3.5 Allocate the necessary resources to ensure implementation of and adherence to policies.
- 4.3.6 Review the safety management performance of Directors and Management.
- 4.3.7 Ensure that the organisational structure is appropriate to manage the health and safety affairs of the Authority.
- 4.3.8 Support the Corporate Health and Safety Unit, Managers, Directors and others in policy setting and monitoring the effectiveness of the health and safety management systems.
- 4.3.9 Ensure that the standards and profile provided to other management functions are applied to health and safety management.
- 4.3.10 Ensure that health and safety is integrated into the management structure.
- 4.3.11 Promote and encourage a safe working culture and ensure behaviour is led by example.
- 4.3.12 Promote and encourage a safe working culture and ensure behaviour is led by example.

4.4 Directors will:

- 4.4.1 Understand and comply with the main requirements of statutory health and safety legislation applicable to their areas of control.
- 4.4.2 Ensure effective implementation of the Authority's Health and Safety Policies, Management Arrangements and Procedures within their Directorates.
- 4.4.3 Ensure that health and safety is integrated into the Directorate management structure and is promoted as a vital component of service delivery.
- 4.4.4 Ensure adequate training, information, instruction and supervision of Assistant Directors/Heads of Service and employees is available to allow work to be safely managed.
- 4.4.5 Promote health and safety and encourage a safe working culture and behaviour through leading by example.
- 4.4.6 Bring to the attention of the Corporate Management Team, Corporate Health and Safety Unit, Directorate Health and Safety Officers and/or Occupational Health any health and safety issues that require their attention and advice to rectify.
- 4.4.7 Ensure a safe working environment is maintained.

- 4.4.8 Ensure adequate resources are available within their service area to ensure continued improvement in health and safety.
- 4.4.9 Where appropriate (recognising the different Directorate structures) ensure adequate competent persons are appointed within Directorates to facilitate health and safety advice, guidance and support.

4.5 Heads of Service / Assistant Directors and Managers will:

- 4.5.1 Ensure that employees, contractors and visitors under their control are aware of relevant health and safety policies and procedures.
- 4.5.2 Understand and comply with the main requirements of statutory health and safety legislation applicable to their Service Areas.
- 4.5.3 Monitor the workplace to ensure safe conditions are maintained.
- 4.5.4 Ensure effective implementation of this policy, other health and safety policies, procedures and guidance. This will require incorporating health and safety into service improvement plans and/or setting service area health and safety performance.
- 4.5.5 Ensure completion of suitable and sufficient risk assessments as required within service areas.
- 4.5.6 Ensure that buildings, equipment, plant and substances used are suitable for the task for which they are provided and used, and are kept in good working condition, including being regularly inspected, maintained and serviced as applicable.
- 4.5.7 Ensure and monitor that adequate training, information, instruction and supervision of employees is provided, to ensure that work is undertaken safely.
- 4.5.8 Promote health and safety and encourage a safe working culture and behaviour through leading by example.
- 4.5.9 Bring to the attention of the Director, Corporate Health and Safety Unit, Directorate Health and Safety Officers and/or Occupational Health any health and safety issues that require their attention and advice to rectify.
- 4.5.10 Maintain a safe working environment and safe access to and from the workplace.
- 4.5.11 Take immediate and appropriate action to investigate and rectify any risks to health and safety arising from work activities.
- 4.5.12 Ensure that where they have specific responsibilities they discharge them appropriately:

4.5.12.1 The Head of Procurement will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.1.1 Ensure that goods and services are purchased according to the Authority's purchasing policy and procedures, recognising the requirements of statutory legislation towards hazardous substances, product safety and management of contractors.
- 4.5.12.1.2 Accurately communicate to suppliers the Authority's requirements for materials and services, as described on purchase requisitions and/or specifications.
- 4.5.12.1.3 Ensure processes are in place to appoint competent (CCBC vetted) contractors when tenders are appointed via Procurement.

4.5.12.2 The Building Consultancy Manager will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.2.1 Ensure that all agreed Authority properties are compliant with the minimum statutory maintenance requirements as set out in the *Statutory Inspection and Testing of Corporate Property: Terms of Reference for Building Consultancy* document.
- 4.5.12.2.2 Ensure that appropriate records and certificates of statutory inspection and testing are kept.

4.5.12.3 The Head of Workforce and Organisational Development will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.3.1 Ensure that competent person(s) are available and employed within the Corporate Health and Safety Unit and in operational areas under their control.
- 4.5.12.3.2 Ensure a strategic approach to health and safety occurs within the Authority and that consultation and close working exists between the Corporate Health and Safety Unit, Directorate Health and Safety Officers and Occupational Health.

4.5.12.4 The Head of Corporate Finance will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.4.1 Ensure corporate insurance policies are in place to cover legal requirements e.g. Employee liability, Public liability, Authority vehicle cover.
- 4.5.12.4.2 Ensure that adequate systems and resources are in place to deal with liability claims relating to health and safety.

4.5.12.5 The Fleet Manager and Managers with responsibility for vehicles will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.5.1 Ensure that Authority vehicles are subject to a system of regular maintenance, servicing and statutory inspections where appropriate.
- 4.5.12.5.2 Ensure that the management of occupational road risk is integrated into the section's activities.

4.5.12.6 Building Managers with responsibility for premises will:

In addition to the responsibilities in section 4.5.1-4.5.12 above:

- 4.5.12.6.1 Ensure that appropriate records and certificates of statutory inspection and testing are received and kept.
- 4.5.12.6.2 Ensure that corporate polices and management arrangements and guidance regarding building management are adhered to.

4.6 The Corporate Health and Safety Unit will:

- 4.6.1 Ensure that this policy is reviewed at least every two years to ensure it is in line with current legislation.
- 4.6.2 Develop corporate management arrangements and policy documents, guidance and procedures relating to health and safety legislation, relevant British Standards, and best practice guidance as applicable to the Authority.
- 4.6.3 Provide advice and information on legislation or guidance relating to this policy or health and safety legislation.
- 4.6.4 Ensure liaison exists between the Corporate Health and Safety Unit, Directorate Health and Safety Officers, Personnel, Occupational Health and Risk Management in ensuring a joint approach to the physical, mental and social well being of employees in all occupations.

- 4.6.5 Implement a management system based on HSG 65, 'Successful Health and Safety Management', to ensure the effective management of health and safety throughout the Authority.
- 4.6.6 Audit compliance with this policy, other health and safety policies and corporate health and safety management arrangements.
- 4.6.7 Monitor the effective implementation of the Corporate Policy, Corporate Management Arrangements and Directorate Arrangements

4.7 The Directorate Health and Safety Officers will:

- 4.7.1 Work with Corporate Health and Safety Unit, Occupational Health and Directorate Managers to ensure the effective implementation of this policy and other relevant health and safety policies and corporate management arrangements.
- 4.7.2 Ensure that any necessary Directorate arrangements are developed in accordance with this Corporate Health and Safety Policy and the corporate health and safety management arrangements.
- 4.7.3 Provide Directorate specific advice, support and guidance to ensure compliance with health and safety law.
- 4.7.4 Ensure the communication of the Corporate Policy, Corporate Arrangements and Directorate Arrangements to all relevant employees.
- 4.7.5 Monitor compliance with Corporate Policies, Management arrangements and procedures, and Directorate Arrangements within their own Directorate.

4.8 The Occupational Health Unit will:

- 4.8.1 Ensure liaison exists between the Corporate Health and Safety Unit, Directorate Health and Safety Officers and Occupational Health in ensuring a joint approach to the physical, mental and social well being of employees in all occupations.
- 4.8.2 Provide a corporate resource to undertake health surveillance as necessary.
- 4.8.3 Provide specific advice, support and guidance on occupational health issues across the Authority.

4.9 Employees will:

- 4.9.1 Take care of their own health and safety whilst at work.
- 4.9.2 Consider, whilst at work, the health and safety of others who may be affected by their acts or omissions.

- 4.9.3 Work in accordance with the information, instruction and training provided.
- 4.9.4 Refrain from intentionally misusing or recklessly interfering with anything provided in the interests of health and safety.
- 4.9.5 Report any hazardous defects in plant, equipment, or shortcomings in existing safety arrangements, or the unsafe activities of work colleagues or contractors, to their Line Manager and/or Health and Safety Officer without delay.
- 4.9.6 Not undertake any task for which authorisation and/or training has not been given.
- 4.9.7 Not participate in horseplay, or initiate types of activities that can lead to accidents, and deter others from doing so.

5 HEALTH AND SAFETY ARRANGEMENTS

5.1 Document arrangements:

The Authority's Corporate Management Team recognises the need to plan health and safety controls within the organisation's activities. There are therefore the following levels of health and safety documentation within the Authority in addition to the Corporate Health and Safety Policy. These include:

- Corporate Health and Safety Policies and Corporate Management Arrangements on specific issues (see Corporate Management Arrangement document)
- Corporate Guidance on specific issues (guidance sets out best practice and gives guidance on managing health and safety issues)
- Corporate Information Sheets summarise a change in legislation or give a brief outline on an issue.
- Directorate specific arrangements set out the Directorates' arrangements for complying with a Corporate Health and Safety Policy.
- Risk Assessments and Safe Systems of Work.

Corporate Documents are available on the Authority's intranet site and are available via line management and/or Health and Safety Officers where appropriate. Directorate arrangements will be in place to ensure effective communication of health and safety policies, guidance and arrangements occurs to all levels of staff as appropriate, and are available from your Manager.

Managers need to ensure that the requirements of the Corporate and Directorate documents are transferred into working practices and are contained within their local working arrangements.

5.2 Health and Safety Policies and Arrangements

Managers must have a basic knowledge of all health and safety legislative requirements relevant to the work activities undertaken within their work area, service area, by their employees and involving contractors they appoint, and ensure that detailed knowledge and understanding is gained of specific regulations (or parts thereof), which apply to their areas of responsibility. The following sections highlight topics that commonly apply to the Authority's activities.

- 5.2.1 The Authority has a Corporate Policy (and in some cases Directorate and/or Local Arrangements) on the following topics:
 - Asbestos Management
 - Contractor Selection, Management and Monitoring
 - Display Screen Equipment
 - Fire Safety
 - First Aid
 - Latex
 - Lone Working
 - Manual Handling
 - Risk Assessment
 - Stress at Work
 - Violence at Work
 - Mobile Phones and Driving
 - Control of Substances Hazardous to Health (COSHH)
 - Personal Protective Equipment
 - Accident Reporting and Investigation
 - Working from Home
 - Noise
 - Vibration

A copy of all Corporate Policies can be viewed on the Authority's Intranet or obtained from your Manager and/or any Health and Safety Officer.

5.2.2 Accident Reporting and Investigation:

All accidents/incidents/near-misses/incidents of work related ill-health will be reported to the HSE as required in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. In addition all accidents/incidents/near-misses/incidents of work related ill health will be reported internally on the Authority's accident/incident reporting form.

Accidents/incidents/near-misses/incidents of work related ill-health will be investigated by the individual's Line Manager and where appropriate by the Directorate Health and Safety Officer and/or the Corporate Health and Safety

Unit. The purpose of accident/incident investigation is to address the underlying causes and not to apportion blame. Please check specific Corporate and Directorate Arrangements and Guidance for further Accident Reporting and Investigation information.

5.2.3 Musculoskeletal Disorders

Musculoskeletal Disorders (MSD's) - involve the muscles, tendons, joints and skeleton, particularly in the back, hands and arms – symptoms may be acute or chronic and can range from mild aches and pains to severe swelling and inflammation. This also includes Upper Limb Disorders (ULD), which is used as an umbrella term for a range of disorders of the hand, wrist, arm, shoulder and neck. It covers those conditions, with specific medical diagnoses (e.g. frozen shoulder, carpal tunnel syndrome), and other conditions (often called Repetative Strain Injury) where there is pain without specific symptoms.

The Authority recognises its responsibility to ensure all reasonably practicable precautions are taken to provide and maintain working conditions and systems of work that are safe and healthy. This is to be achieved via risk assessment resulting in recommended safe systems of work. Instances of MSD must be reported and investigated in line with the Accident reporting and investigation requirements above. Those individuals diagnosed with a MSD or a ULD must be referred to Occupational Health for advice and review.

5.2.4 Electrical Safety

All portable electrical appliances will be tested on a periodic basis dependant on their level of risk and records kept indicating the date of the last test and the date for the item's next test. Each item will be allocated a number and sticker giving details of when the test was carried out. Any equipment found to be unsafe or suspect will not be used until repaired or, if unable to be repaired, destroyed in such a way that it is unable to be reused. Periodic testing of portable appliances does not remove the need for vigilance and daily visual checks to be undertaken by the user of the appliance.

All premises of the Authority will undergo periodic fixed electrical testing every five years.

5.2.5 Events Safety

Corporate Guidance is available regarding event safety. All council run events will be organised and managed in accordance with this guidance and recommendations by the HSE.

The Corporate Health and Safety Unit will provide advice for key Corporate Events whilst the Directorate Health and Safety Officers will provide advice and guidance for Directorate organised events where requested.

It is the responsibility of the Event Organiser to ensure that all events organised by Caerphilly County Borough Council or which take place on the Authority's premises are risk assessed and organised in a safe manner.

Where Officers approve the use of the Authority's land for third parties to hold events, the Officer must ensure that there are arrangements in place within the third party organisation to ensure the health, safety and welfare of those who will be attending the event.

5.2.6 Personal Protective Equipment (PPE)

The Authority recognises that at times it will be necessary to control exposure to substances and hazards through providing Personal Protective Equipment, and will ensure that it complies with the Personal Protective Equipment at Work Regulations 1992.

Where it is not possible to eliminate the hazard by any other means personal protective equipment (PPE) will be issued as a last resort, in accordance with the hierarchy of control. Where PPE is specified it will be suitable for both the task and the user, and employees will receive instruction and training in its correct use. Where PPE is issued for use when carrying out tasks, it is the employee's responsibility to ensure it is properly used, to report any defects and obtain new as necessary from their line manager. No charge will be made for PPE used by employees within the course of the Authority's activities. Line Managers will ensure that PPE use is supervised and that suitable storage is provided

5.2.7 Management of Occupational Road Risk

The Authority is committed to ensuring the health and safety of its employees, clients and others during its use of vehicles. Vehicle use is a necessary part of the Authority's activities and ranges from refuse collection to transportation of school children or transport of employees between council premises.

The Authority has <u>policies</u> and procedures in place to ensure that vehicles and their use are appropriately managed, serviced and used.

5.2.8 Working at Height

The Authority acknowledges that during its activities working at height will occur. Any work from height will be risk assessed and carried out in accordance with the Work at Height Regulations 2005.

5.2.9 Work Equipment

Plant and equipment used will be suitable and sufficient for the purpose for which it will be used. All work equipment will comply with the Provision and Use of Work Equipment Regulations 1998 and where appropriate will comply with the relevant British Standards e.g. guarding of machinery.

All equipment will be maintained and inspected as per legal requirements e.g. lifting equipment, council vehicles.

5.2.10 Legionella

Arrangements are in place corporately via Building Consultancy for legionella risk assessments to be undertaken. In addition Service Level Agreements are in place between the building manager and Building Consultancy to undertake legionella control works that are required on an annual, 6-monthly or quarterly basis. Building Managers need to ensure that arrangements are in place for any monthly or weekly requirements.

5.2.11 New and Expectant Mothers

Expectant mothers are asked to notify their line manager as early as possible of their pregnancy. Once notified line managers must undertake a new and expectant mothers risk assessment and seek advice or guidance from their Directorate H&S Officer or Occupational Health if required.

5.2.12 Workplaces

Workplaces will be appropriate for the activity being undertaken and Building Managers will ensure the following where necessary (in accordance with the Workplace [Health, Safety and Welfare] Regulations 1992):

- Adequate ventilation
- A suitable workplace temperature (not below 16°c inside buildings)
- Suitable lighting
- o A suitable level of cleanliness
- Sufficient space
- Appropriate workstations
- o Suitable maintenance arrangements
- Appropriate, safe and secure doors, windows (glazing) and gates
- Suitable numbers of toilets and washing/changing facilities
- A suitable supply of clean, fresh drinking water
- Appropriate rest facilities

This list is not exhaustive. There may be other regulations that affect your activities and not all of the regulations listed above will always apply. If you are unsure or require further clarification please speak to your Directorate Health and Safety Officers or the Corporate Health and Safety Team

5.3 Consultation arrangements:

5.3.1 The Authority is committed to ensuring effective consultation with Managers, Employees, Unions and Elected Members on all health and safety issues, in accordance with the Safety Representatives and Safety Committees Regulations 1977 and the Health and Safety (Consultation with Employees) Regulations 1996.

Consultation is achieved through the Corporate Health and Safety Group, Corporate Health and Safety Committee, Union consultation meetings and any relevant Directorate arrangements.

A formal consultation arrangement is in place for Policy development and consultation, and full details of the consultation procedure can be viewed on the Intranet or obtained from your Manager and/or any Health and Safety Officer.

- 5.3.2 Links to the terms of reference/protocols for the various health and safety/consultation groups can be found below.
 - Corporate Health and Safety Committee
 - · Corporate Health and Safety Group
 - · Health and Safety Professionals
 - Union Consultation

5.4 Monitoring Arrangements:

The Authority monitors its health and safety performance in two different ways – active and reactive monitoring.

5.4.1 Active Monitoring

Active monitoring measures organisational progress in health and safety. It involves the inspection of systems and processes before something goes wrong in order to prevent future accident, injury, ill health or the breakdown of a system or process

Active monitoring on compliance with <u>Corporate Policies</u>, Management Arrangements and procedures is undertaken in Directorates by Directorate Health and Safety Officers as per their Directorate Arrangements, corporately through the completion of inspections and surveys and by the Corporate Health and Safety Unit as part of the audit programme (see 5.5 below)

5.4.2 Reactive Monitoring

Reactive monitoring monitors organisational failures. It looks at events after something has gone wrong to establish what happened and how it can be prevented in future e.g. investigating accidents/dangerous occurrences, reporting on accident statistics, collecting data on violent incidents etc.

5.5 Auditing

Formal health and safety audits are carried out by the Corporate Health and Safety Unit to ensure conformance with statutory requirements, compliance with corporate policies, corporate management arrangements, guidance documents and directorate arrangements, and improvement in health and safety standards.

Audits are undertaken in line with the <u>corporate audit procedure</u> document and involve the identification of areas of non-compliance, by Corporate Health and Safety Officers, via a written report to the manager. The manager must then return a completed action plan identifying what will be done to remedy the problems.

Quarterly reports are provided to each Directorate Management Team outlining the auditing activities that have been undertaken and highlighting where action plans have not been returned or where issues have found to be ongoing at re-audit.

Additionally, individual Directorates may have local auditing arrangements in place.