

## REPORT OF CHIEF EXECUTIVE

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### **SUBJECT: REVISED HEALTH AND SAFETY POLICY**

#### Purpose of Report

Members are asked to endorse the revised Health and Safety Policy as approved by Personnel Committee.

#### Introduction/Background

The Authority, along with all bodies, is required to publish a Health and Safety (H and S) policy. The current policy was approved in 2005 with updates several times since then.

Reviewing the policy means that it better embeds current management and scrutiny processes and takes account of up to date guidance from the Health and Safety Executive (HSE).

The policy was approved by Personnel Committee at its meeting on 4<sup>th</sup> March. In view of the significance of Health and Safety management and responsibilities, the policy is presented for further endorsement.

#### Comparisons

A benchmarking exercise has been undertaken as regards the policies of other NPAs and Pembrokeshire County Council. Good practice from the HSE guidance has been incorporated.

#### Options

The HSE publication 'Successful Health and Safety Management' sets out a cyclical process: 'plan, do, check, act', and this has been adopted in the revised policy. This ensures that there is demonstrable senior leadership and accountability for H and S management, and an emphasis on the effective and timely scrutiny of H and S performance.

It is critical that such a policy sets out clearly the roles and responsibilities for staff at all levels in the organisation in maintaining safe working. Initiated by H and S Group, the revised policy has also been considered by Leadership Team, Staff Representatives Group and Employee Forum

#### Financial considerations

It is the responsibility of the Chief Executive to ensure that H and S management is adequately resourced. The provision of H and S advice was reviewed in 2014 and resources allocated. This policy should not require any resources beyond those budgeted.

### Risk considerations

The risks of a major safety incident or health issue feature in the Authority's risk register. This revised policy provides the Authority with evidence of its commitment to H and S and how it manages it.

### Compliance

The policy complies with the legal requirement to have a Health and Safety policy.

### Human Rights/Equality issues

The employers legal duty under the Health and Safety at Work Act 1974 is all-encompassing: "It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees". In order to do so, we take account of the different needs of people within groups with protected characteristics.

### Biodiversity implications/Sustainability appraisal

The effective management of health and safety contributes towards sustainable communities.

### Welsh Language statement

N/A

### Recommendation

Members are asked to endorse the revised Health and Safety Policy recently approved by Personnel Committee.

### Background Documents

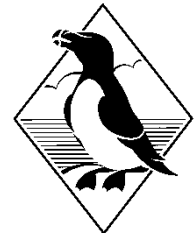
Anything published previously in relation to this report (e.g. previous reports to Authority/Committee, consultation reports, etc.)

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*Consultees: H and S Group, Staff Representatives Group, Leadership Team, Employee Forum*

# **Pembrokeshire Coast National Park Authority**



## **Health and Safety Policy and Arrangements**

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### **A Message from the Chair of the Authority**

Health and safety is our highest priority – we care about our staff, visitors, customers, partners and others. Our commitment to safety, health and wellbeing along with safeguarding (covered in other documents) helps to protect people from harm and positively promote good health.

We want our National Park to be a place where people can live, work and visit in safety, where they can engage with this special place in many ways and do so expecting a reasonable and appropriate level of care by the Authority.

All Members have a role to play in directing the management of appropriate health and safety standards and I endorse this policy statement on their behalf.

Mike James  
Chair of the Authority  
Date 25th March 2015

## **A Message from the Chief Executive**

I am proud of the hard work and commitment of our staff and appreciate how their skills and competence contribute to the National Park and to the management of the organisation.

The health and safety of our employees and all others affected by our work is a legal duty and good business sense – however, it is more than that, it is part of our ethos that people can benefit from and enjoy this special place in ways that are challenging and rewarding – and above all good for us. Safety, health and wellbeing are key to this.

As Chief Executive, I endorse this statement of Pembrokeshire Coast National Park Authority's policy on health and safety, which provides a framework through which we can continue to demonstrate this commitment.

I ask all staff to familiarise themselves with this policy and to continue to work together in its aims. These are difficult times, as we make our way through budget cuts and possible changes in governance, however in difficult times it is even more important than ever that we keep safety, health and wellbeing high on our agenda.

This Policy will be kept under review, so please pass any comments to me or your Head of Service.

Tegryn Jones  
Chief Executive  
Date 25th March 2015

## **General Policy Statement**

Pembrokeshire Coast National Park Authority fully supports the aims of the Health and Safety at Work etc Act 1974, and all other relevant health and safety law. As a minimum standard the Authority will achieve full compliance with all appropriate legislation.

More than this, the Authority is committed to achieve on-going, continuous improvement in its health and safety performance and the elimination, or reduction, of risk, so far as is reasonably practicable. This will be underpinned by undertaking risk assessments for all significant hazards, and monitoring to ensure that suitable and sufficient controls are in place and maintained appropriately.

The Authority will follow the principles set out in the Health & Safety Executive's (HSE) publication, *Successful Health & Safety Management (HS(G)65)* which is based on a 'plan, do, check, act' cyclical process.

The Core Management Team (CMT) will ensure that appropriate resources and a management framework are in place to support effective Health and Safety (H and S) management. H and S must have senior commitment and be integrated as a core management activity.

The Authority recognises that it has a responsibility to ensure the health, safety and welfare of all its employees and is committed to supporting continuous and sustainable improvement in the health and wellbeing of its employees.

Our aim is to ensure that no employees, customers, contractors or members of the public are injured or have their health damaged as a result of our business activity.

Note: this policy is supplemented by policy and guidance on specific matters.

## **1. Planning for Health and Safety: Setting the Direction**

A healthy and safe organisation will not happen if left to chance: the direction and commitment needs to be embedded across and up and down the Authority, with strong leadership supported by clearly defined roles and responsibilities. The Authority aims for good worker involvement and a culture of positive attitudes. The focus is on managing significant risk.

This section covers:

- 1.1 Ensuring leadership
- 1.2 Defining Roles and Responsibilities
- 1.3 Involving workers
- 1.4 Managing Risk
- 1.5 Establishing Positive Attitudes and behaviours

## 1.1 Ensuring Leadership

The Authority secures effective leadership on health and safety by:

- the Chief Executive being a member of Health and Safety Group;
- linking health and safety with corporate governance/ risk management and with environmental risk;
- reporting minutes of Health and Safety Group to CMT and Audit and Corporate Services Review Committee (or as appropriate) quarterly;
- annual action planning and target setting;
- reporting fully to members on health and safety performance annually (Audit and Corporate Services Committee or as appropriate);
- establishing and monitoring effective management behaviours and performance;
- nomination of representatives to the Health and Safety Group by the Chief Executive and Directors; and
- defining clearly the role of Health and Safety representatives and encouraging strong worker involvement.

## 1.2 Defining Roles and Responsibilities

### a) The National Park Authority (NPA)

In law, health and safety responsibility ultimately lies with the Authority as the employer. This responsibility cannot be delegated but Authority staff are given duties to enable the employer to meet its obligations.

There is a collective responsibility on Members to provide leadership and direction, which means that all Members have a responsibility for ensuring health and safety within the Authority.

Members must take account of health and safety in decision-making and pay due attention to action planning, scrutiny and review.

### b) The Chief Executive (National Park Officer)

The Chief Executive is the Head of Paid Service and is responsible for ensuring that systems are in place and are effective to ensure that health and safety is managed suitably throughout the organisation. This includes providing adequate resources for this purpose.

The Chief Executive also has management responsibilities for defined teams/services.

### c) Core Management Team (CMT) and Directors

It is the responsibility of the Core Management Team and Directors to ensure that:

- business is planned and delivered in an organised, responsible and safe manner;
- risk is prioritised and monitored

- management of health and safety is a core management function which must be integrated into all other management policies and practices and holds equal importance with other aspects of business performance;
- they promote a positive health and safety culture throughout the organisation; and
- health and safety management is monitored and reviewed.

d) Managers, Team Leaders and supervisors

All levels of line management must:

- ensure that adequate arrangements are in place to control risk within their teams and daily work with reference to corporate and service policies, risk assessments and any specialist guidance relating to their work area;
- monitor the effectiveness of arrangements and report on any issues of concern that are beyond their role to resolve;
- establish and maintain plans and documentation as defined corporately
- promote a positive health and safety culture in their teams; and
- manage staff to ensure compliance and good practice.

e) All employees

Everyone must co-operate with line management in matters relating to health and safety and in the implementation of this policy.

Every employee has a duty in law to:

- take reasonable care of their own health and safety;
- take reasonable care for the health and safety of others who may be affected by their actions, this includes colleagues and the general public; and
- not to interfere with or misuse anything provided in the interests of health and safety.

The Authority expects all employees to safeguard their own and their colleagues' health, safety and wellbeing, taking particular account of the often autonomous nature of work undertaken and the personal responsibility attached. Employees must treat each other with dignity and respect.

All employees have a responsibility to report hazards and 'near miss' incidents; should it be necessary an employee raising an issue may be covered by the Whistleblowing Policy.

The Authority promotes and supports employees in sustaining healthy lifestyles.

f) The Personnel Manager:

- co-ordinates, monitors and reviews the Health and Safety function within the overall context of human resources management, in particular in chairing and advising the Health and Safety Group;
- Maintains and communicates policies, procedures and guidance;
- Advises or obtains appropriate advice on health and safety matters, legislation, guidance and good practice;
- Supports and promotes fitness for work;

- Oversees records and document management.

g) The Technical Officer

The Technical Officer in his role within the Park Delivery Department, carries out proactive monitoring as required, supporting the activities of field teams and the use of plant and machinery, and procures training and equipment to support safe working.

h) The Health and Safety Group:

- monitor and review health and safety performance in all areas;
- monitor and review the framework for managing health and safety;
- report issues and recommendations to CMT;
- report annually to Audit and Corporate Services Review Committee;
- review and advise on H and S policy, practice and standards across the Authority;
- monitor and advise on external trends and guidance;
- scrutinise health and safety activities such as monitoring, inspections and audits;
- carry out 'peer reviews' as requested;
- call other/operational/specialist staff to the meetings on an 'as needed basis'; and
- define and maintain a role standard for member-representatives on the group.

It is important to emphasise that responsibility for the management of health and safety and welfare issues lies with line managers at all levels in the Authority – it cannot in any way be regarded as the responsibility of someone else.

### 1.3 Involving Workers

The Authority encourages and supports worker involvement by:

- including health and safety on agenda for team meetings;
- providing accredited and bespoke training and “toolbox talks” as required;
- appropriate representation at Health and Safety Group, including union representation.

### 1.4 Managing Risk

*“We want to focus our attention on practical steps that protect people from real risks that can lead to injury and even death – we do not want to stop people from living their lives”*  
Health and Safety Executive

Risk management is about identifying significant risks and taking practical action to reduce them. Sensible health and safety risk management is not about:

- creating a totally risk-free society;
- generating useless paperwork;
- exaggerating or publicising trivial risks; or
- stopping important recreational and learning activities for people where the risks are managed.



Identifying priority risks is part of the annual planning and reporting cycle, based on consideration of evidence, however the Authority will also respond to unforeseen events that arise.

## **1.5 Establishing Positive Attitudes and Behaviours**

The Authority expects managers to promote a positive health and safety culture so that workers welcome health and safety provisions, embed them willingly and play an active role in reviewing and developing them. Managers must welcome and treat with respect issues and suggestions raised by staff. No judgement or blame is attached to incidents or issues unless there is negligence or misconduct.

## **2. Doing: Ensuring we deliver**

This section sets out the arrangements that underpin the Authority's commitment to safe working, covering:

- 2.1 Controlling risk: overarching guidance
- 2.2 Assessing risk
- 2.3 Communicating
- 2.4 Competence
- 2.5 Being Well Resourced
- 2.6 Managing contractors

### **2.1 Controlling risk: overarching guidance**

The Authority provides overarching corporate guidance within which managers can deliver services and functions safely. This guidance is reviewed regularly and is co-ordinated and disseminated by the Personnel Manager on behalf of Core Management Team.

### **2.2 Assessing risk**

'Suitable and sufficient' risk assessments must be carried out. The purpose is to identify hazards, assess the probability that harm may arise from them and evaluate the effectiveness of control measures.

### **2.3 Communicating**

Health and Safety guidance is accessible to all staff in a 'public' folder on the network. Staff-related policies are available in the staff handbook on the network. Representatives on Health and Safety group have a role in communication. Health and Safety will be a standing item on team meeting agendas. The direct line manager is responsible for day to day communication.

### **2.4 Competence**

The Authority establishes competencies, ownership and control of health and safety management by:

- health and safety being part of day to day management;
- including health and safety accountability on manager's job descriptions;
- including health and safety on agendas for management and team meetings;
- training to defined standards across the management framework;
- providing guidance on specific issues;
- ensuring advice is available to managers via the Personnel Manager; and
- seeking regular advice and feedback from specialist advisers.

## **2.5 Being Well resourced**

The Authority is committed to procuring and maintaining its premises, equipment, machinery, vehicles, tools, Personal Protective Equipment, etc so they are fit for purpose.

Managers will monitor the competence of staff for the duties asked of them and are supported by training money and expert advice.

## **2.6 Managing contractors**

Both the Authority and the contractor have responsibilities under health and safety law. Everyone needs to take the right precautions to reduce the risks of workplace dangers to employees and the public.

The manager on behalf of the Authority should ensure that the following is carried out (may be in liaison with specialist adviser):

- the job is specified thoroughly, following the process to ensure they select a suitable contractor and brief them well;
- that construction projects comply with the Construction (Design and Management) regulations in the role of client/designer if applicable
- risks to our staff/public from the work of the contractor on our site are assessed and ensure that the contractor assesses the risks for the contracted work; agree all control measures before work starts; and
- manage and supervise the contract, maintain appropriate co-ordination with the contractor.

## **3. Checking: Knowing our performance**

The Authority is committed to maintaining and improving means to measure and report on how its health and safety performance rates against agreed standards in order to reveal when and where improvement is needed.

Performance is reported quarterly to CMT and annually to Committee

Monitoring:

Reactive systems which monitor accidents, ill health, incidents and similar, to include:

- incident and accident reporting and recording; and
- sickness absence recording

Active systems which monitor the effectiveness of management arrangements, risk control systems and workplace precautions. These include:

- safety visits and peer reviews;
- feedback from specialist advisers;
- Health and Safety Action Plan with targets and objectives focussed on risk priorities;
- Team safety plans;
- Health and safety performance indicators ; and
- Risk assessments and associated documentation appropriately stored, managed and monitored.

#### **4. Acting: Improving our performance**

The Authority expects senior managers to review performance, to ensure that we learn from events and to review and improve what we do as appropriate.

Learning can be gained from:

- benchmarking with national data and with relevant organisations;
- learning from investigations;
- reviewing HSE bulletins, guidance and resources;
- specialist advisers and consultants;
- membership of groups such as the Visitor Safety in the Countryside Group;
- partnerships; and
- professional and personal development.

#### **Scrutiny and Audit**

H and S management is monitored and reviewed by CMT and the Chief Executive and Directors, who receive regular incident reporting and quarterly and annual performance and activity information.

Health and Safety performance is scrutinised by the Audit and Corporate Services Review Committee, who report to the National Park Authority.

Approved Personnel Committee 4 March 2015  
Endorsed NPA XXX