REPORT OF PERSONNEL MANAGER

SUBJECT: REVISION OF THE HEALTH AND SAFETY POLICY

Purpose of the Report

This report seeks approval of the revised Health and Safety policy of the Authority.

Introduction

The most recent version of the Health and Safety Policy was adopted in March 2015 and in accordance with good practice the Authority, under the guidance of the Health and Safety Group has been undertaking work to revise the policy. In particular, the policy better integrates our developments in visitor safety work.

The Policy is based on the following key policy areas:

1. Planning: Setting the Direction

2. Doing: Ensuring we deliver

3. Checking: Knowing our performance

4. Acting: Improving our performance

A copy of the draft revised policy is included as Annex A.

The revised policy was developed in consultation with the Health and Safety Group, which is a representative group, and with input from staff working on the visitor safety development group.

Staff have been involved via their H and S reps and also via the Staff Representative Group.

The draft policy was considered by Employee Forum in October and the comments arising have been incorporated.

Financial Considerations

Budgetary and roles/responsibility resources are in place at management and day to day level to integrate healthy and safe working, including training and access to specialist external advice as needed.

<u>Risk Considerations</u>

There is the potential for health, financial, legal and reputational impact arising from the effectiveness of H and S management within the work of the Authority, in relation to staff and others affected by the Authority's activities. A clear policy and strong and active leadership is part of managing the risks.

<u>Compliance</u>

The Authority maintains awareness of relevant legislation and case law and the H and S group consider any issues arising.

<u>Human Rights/Equality issues</u>

H and S considerations align with individual rights to a level of safety and access opportunities that is reasonably practicable.

<u>Biodiversity implications/Sustainability appraisal</u>

The Authority's managers are aware that there is a balance to consider when achieving outcomes for conservation and understanding whilst maintaining safety. Good safety practices eg waste, chemicals, protects the environment.

<u>Welsh Language statement</u>

There are no relevant Welsh Language considerations.

Recommendation

Members are asked to consider and approve the Health and Safety Policy.

Author: June Skilton Personnel Manager

Consultees: Leadership Team, H and S Group, Employee Forum

Pembrokeshire Coast National Park Authority

Health and Safety Policy and Arrangements

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General policy statement

1. Planning: Setting the Direction

2. Doing: Ensuring we deliver

3. Checking: Knowing our performance

4. Acting: Improving our performance

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.

Gwyneth Hayward
Chair of the Authority
Date **********

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, visitors 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. We are facing a time of change, however, even as we face a number of different challenges we cannot reduce our commitment to keeping safety, health and wellbeing high on our agenda.

This Policy will be kept under review, so please pass any comments to me or your Team Leader.

Tegryn Jones
Chief Executive
Date ****************

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.

The Authority's Health and Safety systems will be underpinned by undertaking risk assessments for all significant hazards in line with Health and Safety Executive (HSE) guidance and the principles of Visitor Safety as outlined by the Visitor Safety in the Countryside Group (VSCG).

Monitoring will be undertaken regularly where necessary to ensure that suitable and sufficient controls are in place to control risk. This monitoring will be 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.

Visitor Safety principles are set out in the following publications –

- Managing Visitor Safety In The Countryside – Principles and Practice 2011
- Managing Visitor safety in the Historic Built Environment – Principles and Practice 2015.

VSCG Guidelines and Principles have been endorsed by the Health and Safety Executive.

Leadership team 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, volunteers, visitors, contractors or other members of the public are injured or have their health damaged as a result of our business activity.

The Authority recognises the primary importance of health and safety whilst also recognising there is a balance between risk and the benefit of the work undertaken by its employees and the immense benefit enjoyed by visitors to its properties. In addition the Authority also recognises the importance of balancing safety with both conservation and access. To achieve this balance we also recognise the need to understand our visitors whilst also recognising that safety is a shared responsibility between the authority and the individual visitor.

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 Leadership Team 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;
- defining clearly the role of Health and Safety representatives and encouraging strong worker involvement; and
- identifying an individual advocate and lead for all aspects of Visitor Safety as part of the Health and Safety Group.

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) Leadership Team and Directors
It is the responsibility of the Leadership Team and Directors to ensure that:
- business is planned and delivered in an organised, responsible and safe manner;
- Employee and public risk is prioritised and monitored, with public risk balanced with benefit, conservation and access
- 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;
- site managers must ensure adequate arrangements are in place to ensure visitor safety to all sites owned or managed by the Authority and to ensure adequate arrangements are in place to control risk when organising events and activities attended by employees and / or the public
- monitor the effectiveness of these 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, their colleagues' and the public's 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 and the public 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, 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 Health and Safety Group:
- monitor and review health and safety performance in all areas;
- monitor and review visitor health and safety to our owned/managed sites.
- monitor and review the framework for managing health and safety;
- report issues and recommendations to Leadership Team;
- 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.

There is an important balance between risk management and the benefits derived from taking part in activities and visiting special places and sites. It is important to balance the need for a safe environment with issues related to conservation (such as with historical sites) and access. Visitor experience should always be considered when making any decision concerning risk management.

Risk management is about identifying significant risks and taking practical action to reduce them, where appropriate. 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 periodic planning and reporting cycle, based on consideration of evidence, however the Authority will also respond to unforeseen events that arise and will adapt its risk management as and when changes occur.

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 or the public. 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. Risk assessments should be carried out with respect to employee activity but also in respect to visitor safety at its sites.

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 identifying, procuring and maintaining the resources needed to support its commitment to health, safety and wellbeing and be fit for purpose - to include staffing levels and staff competence, staff wellbeing, premises, equipment, machinery, vehicles, etc
Managers will monitor staffing levels, workloads and the competence of staff for the duties asked of them and are supported by budget provision and processes 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
- sickness absence recording
- visitor incident monitoring

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, Visitor Safety 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 and participation in 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 perfomance and activity information.
Health and Safety performance is scrutinised by the Audit and Corporate Services Review Committee, who report to the National Park Authority.

Employee Forum 3 October 2018
Approved Personnel Committee xxxx
Endorsed NPA xxxx