

## G1.1 HEALTH AND SAFETY MANAGEMENT - ADVICE AND GUIDANCE

### INTRODUCTION

Health and safety management is a legal requirement. The UK health and safety enforcing authority, the Health and Safety Executive (HSE) focuses on how businesses and organisations manage health and safety. Effective health and safety management protects people, reduces loss and service disruption, and helps create a positive health and safety culture. If an accident or serious incident occurs, LCC management and staff should expect health and safety management systems and procedures to come under scrutiny.

### KEY ELEMENTS OF SUCCESSFUL HEALTH AND SAFETY MANAGEMENT



## **POLICY**

The organisation's health and safety policy should influence all activities, including the selection of people, equipment and the way work is done and services provided.

The health and safety policy 'statement' sets out an organisation's commitment to managing health and safety effectively. LCC's health and safety policy statement can be found [here](#).

## **ORGANISING**

To ensure the health and safety policy is effective, employees should be involved and committed. This is often referred to as a 'positive health and safety culture'. The four 'Cs' of positive health and safety culture are;

### **1 Competence**

The skills needed for particular roles / tasks must be assessed, and adequate instruction, information and training provided for employees, managers, supervisors and temporary staff. Those responsible for health and safety tasks where special expertise is called for, such as assessing risks, workplace inspections, checking method statements, monitoring contractors etc. must be adequately trained. Anyone involved in especially dangerous work (working at heights, driving vehicles, using machinery etc.) must have the necessary training, experience and other qualities to carry out the work safely. Competency requirements are in place for every role within LCC. The 'competency framework' sets out training / courses required to achieve appropriate levels of competence.

Details regarding training offered by LCC can be found within the Corporate Health and Safety training programme [here](#).

### **2 Control**

Managers and supervisors must understand their responsibilities, and be given the time and resources to carry them out. Management at all levels should demonstrate a clear commitment to health and safety, i.e. leading by example and providing clear direction. Those working for LCC must know what is expected of them, and how they will be held accountable; therefore, realistic objectives should be set.

### **3 Co-operation**

Employees and / or their representatives must be consulted on health and safety issues and involved in planning and reviewing performance, written procedures and problem solving. LCC managers should co-ordinate and co-operate with contractors under their control, by making sure their activities do not place LCC employees or others at unacceptable levels of risk.

### **4 Communication**

LCC will ensure that employees, contractors and others are provided with information about the risks and control measures in relation to their work, and the work of others, should they be affected by it. Health and safety should be discussed regularly and every opportunity taken to be 'visible' on health and safety issues. Contractors must be provided with information on hazards likely to affect them, e.g. the location of any asbestos containing materials, etc.

## PLANNING AND IMPLEMENTING

Planning and implementing involves:

- Assessing and controlling risks and complying with health and safety laws
- Agreeing health and safety targets with managers and supervisors;
- Purchasing equipment and services which takes health and safety into account;
- Dealing with serious and imminent danger;
- Assessing, co-operating with, and monitoring contractors;
- Setting standards against which health and safety performance can be measured.

## MEASURING PERFORMANCE

As with finance and service delivery, health and safety performance must be measured to establish how successful current arrangements are. Health and safety monitoring can be described as 'active' or 'reactive'.

### 1 Active Monitoring

This takes place **before** things 'go wrong', and involves regular inspection and checking, to ensure that standards are being implemented and risk controls are working. Managers and supervisors should continuously monitor standards on an informal basis whilst doing their everyday work. In addition, the standards should be formally monitored on a regular basis and records kept. The important 'risk control measures' are set out in risk assessments and will form the basis of an active monitoring checklist.

### 2 Reactive Monitoring

This takes place **after** things 'go wrong', and involves learning from experiences, whether they have resulted in injuries and illness, property damage or near misses. Serious events / accidents, (as well as those with the potential for serious harm) must be closely scrutinised. Both require an understanding of the immediate and the underlying causes. Investigate and record what happened; find out why and, where possible, take remedial action, including revisions of risk assessments, organisational and policy changes. The LCC system of accident reporting is detailed in G4.

## REVIEWING PERFORMANCE

Monitoring provides information / details that should be used as part of a health and safety performance 'review' and can help to determine how performance can be improved. Audits, undertaken by the [Corporate Health and Safety team](#), complement existing monitoring activities. LCC managers should take audit findings / recommendations into account, making changes and involving staff accordingly; this way realistic health and safety objectives can be achieved.