

LEISURE & CULTURE DUNDEE

HEALTH & SAFETY POLICY AND MANAGEMENT FRAMEWORK

MANAGING DIRECTOR

***Updated
March 16***

FOREWARD

Leisure & Culture Dundee is committed to ensuring effective health and safety management and performance throughout all service areas, and requires that health and safety matters be given appropriate consideration with equal status to other service demands. This revised Health & Safety Policy represents the continuing commitment by Leisure & Culture Dundee to improve standards of health and safety, throughout its operation. It requires action at all levels within the organisation.

Everyone employed by the organisation shares the responsibility for maintaining high standards of Health and Safety within their own working environment, and managers have responsibility for promoting a positive health and safety culture amongst employees.

This document, which has been approved by the Leisure & Culture Dundee Health & Safety Management Group, will be central to the management of health, safety and welfare within the organisation. It requires the support and commitment of us all to achieve the benefits to be derived from good health and safety practice. To this end I commend this document to you.

Stewart Murdoch

Managing Director

Leisure & Culture Dundee

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procedures and guidance or to make reference to other guidance documents that are relevant to the service area for the management of health and safety.

Section 1

DOCUMENT CONTROL

The most current version of this Policy is now stored on LiveLink and is on the L&CD Intranet, under Health & Safety, Hard copies will be distributed to all staff bases and filed in the Employee Information Folder. A copy will also be kept in the organisation's Health & Safety Toolkit. Trustees will have access to the document on the GoogleDrive.

Document Responsibility		
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INTRODUCTION

Leisure & Culture Dundee is fully committed to achieving high standards of performance in safeguarding the health and safety of employees and minimising risks to the public. To manage health and safety in an efficient and effective manner, a sound set of management arrangements is required to successfully control health and safety risks.

This document is the organisation's Health and Safety Policy and Management Framework detailing how health and safety will be effectively managed. This framework documents key health and safety responsibilities and reflects the arrangements for the organisation and each service area. Sections 9 and 10 of this document have been completed by each service area. Section 9 may relate to the whole service area or it can be completed for particular sites within the service area. The completed document will be shared and brought to the attention of employees.

Section 2

GENERAL HEALTH & SAFETY POLICY STATEMENT

Leisure & Culture Dundee is committed to ensuring effective health and safety management and performance throughout all service areas, and requires that health and safety matters be given appropriate consideration with equal status to other service demands.

The organisation recognises its responsibilities for the health, safety and welfare at work of its employees, and the health and safety of others who may be affected by the organisation's work activities. The organisation also recognises the valuable role of Trade Unions in representing their members' interests and the statutory rights afforded to Safety Representatives.

All employees are responsible for taking reasonable care for their own health and safety, and for the health and safety of others who may be affected by their acts or omissions. Employees must carry out their work as trained, and in accordance with the instructions they receive to enable them to work safely. Employees must co-operate with the organisation in complying with any statutory requirement. They must report any work situation that it is reasonable for them to consider as an immediate and serious risk to health and safety, and must notify any perceived shortcomings in health and safety arrangements to line management even when no immediate danger exists.

Successful health and safety management with high standards of health and safety performance are inseparable from efficient management practice and high quality service delivery.

Effective health and safety management will be achieved by:

1. Recognising that legal requirements are a minimum standard which should, so far as reasonably practicable, be exceeded.
2. The provision and maintenance of plant, equipment and systems of work, which are safe, and without risk to health.
3. Arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transportation of articles and substances.
4. The provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of employees.
5. Planning for health and safety including the setting of realistic short and long term objectives, deciding priorities and establishing suitable performance standards.
6. Monitoring and reviewing performance on a regular basis to ensure compliance with the relevant standards.
7. Allocating appropriate resources for implementation of the organisation's Health & Safety Policy.
8. The maintenance of any place of work, and means of access or egress under the organisation's control in a condition that is safe and without risk to health.

9. In conjunction with Leisure & Culture Dundee's landlord Dundee City Council (City Development), the provision and maintenance of a working environment for employees that is safe, without risks to health, and adequate as regards facilities and arrangements for welfare at work.
10. Identifying and, so far as is reasonably practicable, avoiding or eliminating work-related hazards, and thereafter assessing and suitably controlling any residual risks.

Stewart Murdoch
Managing Director
November 2015

Section 3

HEALTH AND SAFETY MANAGEMENT SYSTEM

The key elements of the Health & Safety Management System are detailed in figure 1.

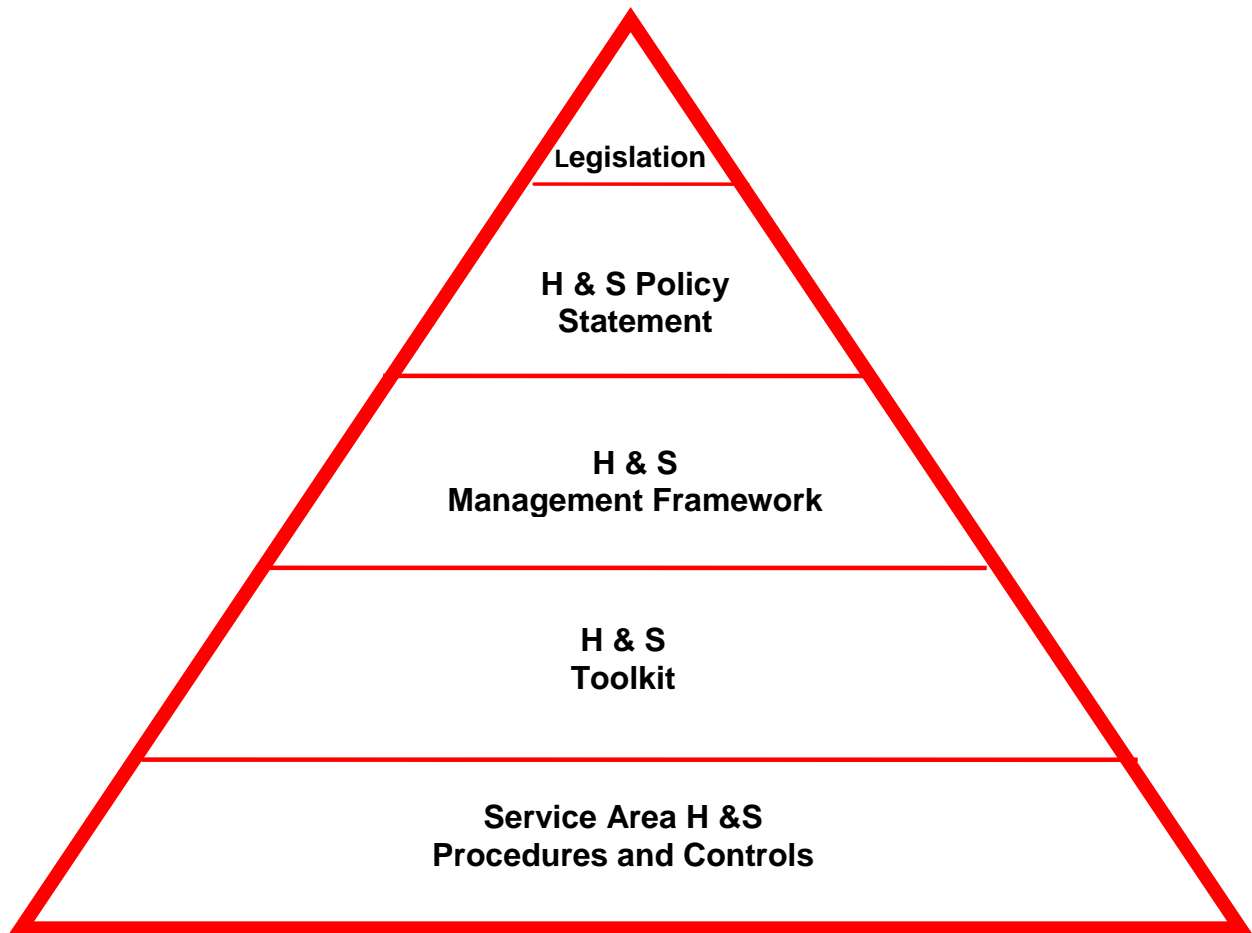


Fig. 1 Health & Safety Management System

The Key Elements of the Health & Safety Management System

Legislation

The health & safety management system model (Figure 1) is represented by the above triangle. At the top of the triangle is health & safety legislation which sets the legal minimum health & safety standard for the organisation, to follow. When new legislation is enacted or an amendment is made to current health and safety legislation, the relevant part of the management system will be reviewed. The necessary changes will be made to the Health & Safety Toolkit and where necessary existing controls and procedures will require to be revised at service level. The Health & Safety Toolkit will be reviewed on an annual basis. This will enable the organisation to comply with current legislation.

General Policy Statement

The Policy Statement is driven by legislation and supported by the commitment of the Board of Trustees, the Managing Director, Heads of Service, Senior Managers and employees to protect anyone from being injured or harmed as a result of the organisation's work activities.

The Health & Safety Policy Statement comprises of the Health & Safety vision and its commitment to encourage safe and healthy behaviour by all employees to uphold its social and moral responsibility by promoting good Management of Health & Safety. Employees will receive appropriate health & safety training and access to the Policy Statement and the Health & Safety Management Framework, will be provided through the organisation's Intranet and the Health & Safety Toolkit. Employees with no electronic access to the document will also be provided with access to the policy, by their supervisor / line manager.

Health and Safety Management Framework

The Health and Safety Framework is based upon the Health & Safety Executive's model for Successful Health & Safety Management. The Framework provides the leadership and the management structure for effectively controlling and managing health and safety risks. The framework is designed to provide risk controls that are proportionate to the level of risk, without the elimination of risk at all cost. The framework addresses organisational arrangements and operational plans to manage health and safety risks through the provision of competent employees and committed management. Health and safety performance will be monitored and elements audited to review processes and procedures, based upon those findings.

Chief Officer for Health & Safety

The Head of Support Services has been designated by the Managing Director as the Chief Officer for Health & Safety, having responsibility for the development of corporate health, safety and welfare policies, and for co-ordinating corporate monitoring of Health & Safety Policy implementation and performance. The Chief Officer for Health and Safety will ensure that health and safety remains an active issue by submitting regular reports for the consideration of Leisure & Culture Dundee Health and Safety Management Group, and is an active member of the Health & Safety Management Group.

Health & Safety Toolkit

The Health & Safety Toolkit is an integral component of the health and safety management systems, as it provides an extensive range of organisation approved guidance to enable service areas to manage health and safety issues in a consistent manner throughout the organisation. The guidance and procedures in the document are also support by health and safety training for key procedures; whilst on other occasions training and organisational arrangements for compliance with those standards is to be provided at service level. The Leisure & Culture Dundee Health and Safety Toolkit has been derived from the Dundee City Council Health and Safety Toolkit. Any amendments arising from the annual review of the DCC Toolkit will be reflected in the organisation's Toolkit, as appropriate.

Service Area Health and Safety Arrangements

The procedures required to deliver the organisation's Health and Safety Policy cannot all be provided from the centre of the organisation, as local organisational arrangements and procedures need to be devised at a service level to ensure that they concur with other business management procedures. Risks are best managed and controlled by those who create the risks, therefore local arrangements need to be devised and recorded to enable the effective management of health and safety.

Procedures require to be developed at a service level to detail the local arrangements for, risk assessment procedures; risk assessment approval and reviews; the management of risk controls; the identification and control of occupational health risks, induction training; training in risk controls; the maintenance of training records; health and safety supervision of employees; the reporting of incidents; incident investigation arrangements; health and safety inspections; maintenance of work equipment; health and safety monitoring; first-aid arrangements; health and safety consultations with employees; health and safety communications; and fire safety arrangements. The local arrangements to address these matters are to be incorporated into Section 9 of this document "Service Area Health & Safety Arrangements". The Service Area Health & Safety Arrangements provide a structure to implement the Health and Safety Policy and must be completed and embellished to detail the specific arrangements required by service area management to implement the Policy. The contents of this Policy and the Service Area Health & Safety Arrangements must be brought to the attention of employees by their Head of Service and made readily available in each location.

Service Area Health and Safety Procedures & Guidance

Service areas will have their own internal operational procedures and guidance documents for assisting in the effective management of health and safety. Section 10 of this document has intentionally been left blank to enable service area procedures to be either recorded here or to enable reference to be made to other guidance documents that are relevant to the service area for the management of health and safety. Section 10 may refer to service area procedures and documents that are recorded elsewhere.

Section 4

HEALTH AND SAFETY MANAGEMENT FRAMEWORK

The Plan, Do, Check, Act approach

The HSE has moved away from using the POPMAR (Policy, Organising, Planning, Measuring performance, Auditing and Review) model of managing health and safety to a 'Plan, Do, Check, Act' approach.

The move towards Plan, Do, Check, Act achieves a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.

The high-level descriptions may vary, depending on the industry or sector you are working in, but a summary of the actions involved in delivering effective arrangements and how they are frequently described is given in Table 1, under the headings of Plan, Do, Check, Act.

Table 1 The read-across between Plan, Do, Check, Act and other management systems

Plan, Do, Check, Act	Conventional health and safety management	Process safety
Plan	Determine your policy/Plan for implementation	Define and communicate acceptable performance and resources needed
Do	Profile risks/Organise for health and safety/Implement your plan	Identify and assess risks/Identify controls/Record and maintain process safety knowledge
		Implement and manage control measures
Check	Measure performance (monitor before events, investigate after events)	Measure and review performance/Learn from measurements and findings of investigations
Act	Review performance/Act on lessons learned	

Plan

- Think about where you are now and where you need to be.
- Say what you want to achieve, who will be responsible for what, how you will achieve your aims, and how you will measure your success. You may need to write down the policy and your plan to deliver it.

- Decide how you will measure performance. Think about ways to do this that go beyond looking at accident figures; look for leading indicators as well as lagging indicators. These are also called active and reactive indicators..
- Consider fire and other emergencies. Co-operate with anyone who shares your workplace and co-ordinate plans with them.
- Remember to plan for changes and identify any specific legal requirements that apply to you.

Do

- **Identify your risk profile**
 - Assess the risks, identify what could cause harm in the workplace, who it could harm and how, and what you will do to manage the risk.
 - Decide what the priorities are and identify the biggest risks.
- **Organise your activities to deliver your plan**
In particular, aim to:
 - Involve workers and communicate, so that everyone is clear on what is needed and can discuss issues – develop positive attitudes and behaviours.
 - Provide adequate resources, including competent advice where needed.
- **Implement your plan**
 - Decide on the preventive and protective measures needed and put them in place.
 - Provide the right tools and equipment to do the job and keep them maintained.
 - Train and instruct, to ensure everyone is competent to carry out their work.
 - Supervise to make sure that arrangements are followed.

Check

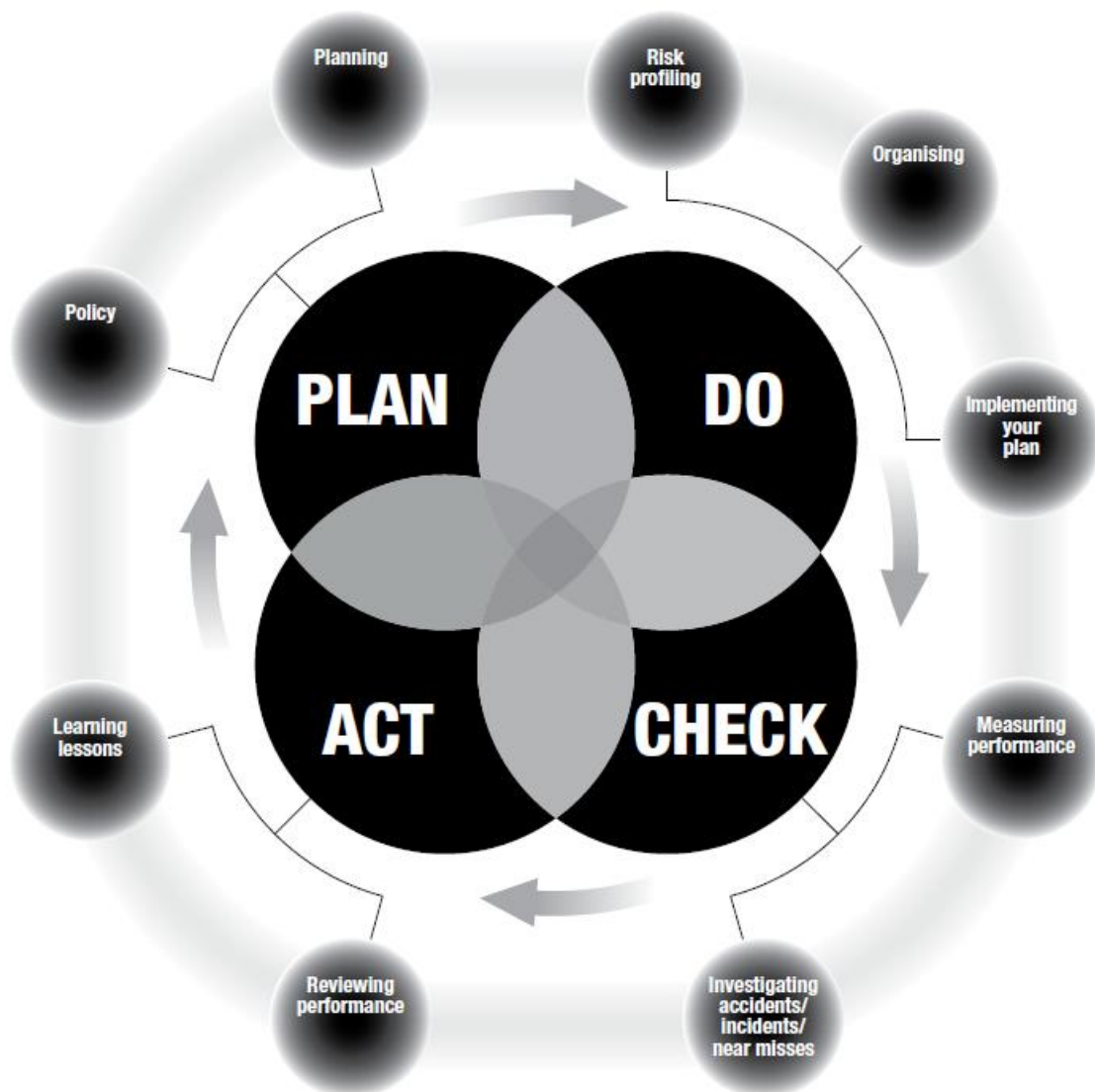
- **Measure your performance**
 - Make sure that your plan has been implemented – ‘paperwork’ on its own is not a good performance measure.
 - Assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal audits may be useful.
- **Investigate the causes of accidents, incidents or near misses**

Act

- **Review your performance**
 - Learn from accidents and incidents, ill-health data, errors and relevant experience, including from other organisations.
 - Revisit plans, policy documents and risk assessments to see if they need updating.
- **Take action on lessons learned, including from audit and inspection reports**

Figure 1 The Plan, Do, Check, Act cycle

Plan, Do, Check, Act should not be seen as a once-and-for-all action:



You may need to go round the cycle more than once, particularly when:

- starting out;
- developing a new process, product or service; or
- implementing any change.

This Framework documents the key elements for the effective management of Health & Safety throughout the organisation which is to be replicated in each service area.

The Managing Director will nominate a member of the Senior Management Team to facilitate implementation of relevant parts of the Health and Safety Framework, within Leisure & Culture Dundee. The nominated Manager will be supported by the Dundee City Council Health & Safety Co-ordinator through the Health & Safety Management Group, to ensure that they can fully address their responsibilities. The content of the Framework will be further developed and reviewed as necessary.

Once the Health & Safety Management Framework is established, service areas will be audited to evaluate their conformance with the Framework.

Health & Safety Management Group

The purpose of the Group will be to:-

- (a) Ensure a consistent approach to compliance with Leisure & Culture Dundee policies
- (b) Focus upon each element of the Health & Safety Management Framework
- (c) Deal with organisation health and safety issues referred to the Group.
- (d) Brief service areas on guidance being prepared and provide support with regard to the implementation of health and safety guidance.
- (e) Develop solutions to improving health and safety performance throughout the organisation.
- (f) Act as a consultative group regarding proposed changes or improvements in health and safety procedures/guidance.
- (g) Assist in the monitoring of health and safety performance.

The Leisure & Culture Dundee Health and Safety Management Group will meet six times per year, with written briefings in-between meetings, if required.

Corporate Health & Safety Guidance

The Head of Support Services will adapt the DCC Health and Safety Toolkit as appropriate for the organisation. The Health & Safety Toolkit is designed to provide consistency and set minimum requirements necessary to comply with specific health & safety legislation. Organisation procedures will be developed in consultation with the DCC Health & Safety Section and Heads of Service to detail responsibilities for managers and employees to enable health and safety procedures to be developed and implemented. Suitable and sufficient training will be provided to managers/employees to ensure that they can carry out these responsibilities. The DCC Health & Safety Section and QLM, the organisation's external health and safety consultant, will provide additional assistance, support and guidance to address health and safety matters that are specific to the organisation.

Health & Safety Consultations

Leisure & Culture Dundee will consult trade union safety representatives and representatives of employee safety, with regard to the measures taken to ensure health and safety at work, and compliance with the organisation's Health & Safety Policy. Formal consultation will take place at regular intervals through the Strategic Trade Union/Management Meetings. Service area Health & Safety Committees shall be formed as appropriate and in line with DCC guidance on Health & Safety Committees and Regulation 9 of the Safety Representatives and Safety Committees Regulations 1977. A member of the DCC Health & Safety Section will be invited to attend each service area Health & Safety Committee meeting. Service area Health and Safety Committees will meet at least twice per year.

Safety Representatives have the right to be consulted in good time with regard to: the introduction of any measure at the workplace that may affect the health and safety of employees; arrangements for appointing competent persons; any health and safety information required to be provided to employees; the planning and organisation of health and safety training to employees and the consequences of the introduction of new technology; the review of risk assessments.

Appropriate facilities and assistance will be extended to recognised safety representatives as may be reasonably required to carry out their functions. This shall include allowing access to relevant health and safety documentation and publications held by service areas.

Management shall encourage recognised safety representatives to carry out workplace inspections at agreed intervals (normally not more than once every three months) and will co-operate in accident investigations. The DCC Health & Safety Section will also offer training to enable safety representatives and representatives of employee safety to fulfil their roles.

Section 5

ORGANISATION AND RESPONSIBILITIES

Board of Trustees

Leisure & Culture Dundee regards health and safety to be the responsibility of everyone within the organisation and recognises that Trustees have duties and responsibilities to comply with this policy.

The Managing Director will ensure that:

- The organisation's Health & Safety Policy is reviewed annually by the Head of Support Services in consultation with Heads of Service, DCC Health & Safety Section, QLM, Trade Unions and representatives of employee safety.
- The Health & Safety Management Framework will be approved by the organisation's Health and Safety Management Group, and made available to all employees. The Health and Safety Policy will contain a Policy Statement to reflect the Managing Director's personal commitment to Health and Safety.
- Sufficient competent resources are provided to ensure that the organisation can comply with its Health and Safety Policy and legislative requirements.
- The Health & Safety Management Framework clearly defines accountabilities and responsibilities for the Management of Health and Safety by the Managing Director, Heads of Service, Senior Managers, the L&CD Health and Safety Management Group and Employees.
- The L&CD Health and Safety Action Plan sets priority targets, approved by the Health and Safety Management Group and Senior Management Team and that those targets are monitored and reviewed with reports being provided to the Health and Safety Management Group and the Senior Management Team on a regular basis to ensure the objectives remain current and are delivered on schedule
- A process is in place for all Services to share lessons learnt from accident and or incident investigations

Heads of Service

The Heads of Service have prime responsibility for implementing the Health & Safety Policy Statement, allocating resources and maintaining the effectiveness of the Health & Safety Management System. The Heads of Service are responsible for:

- Approving the Service Area Health & Safety Arrangements (Section 9) to enable the Health and Safety Management Framework to be implemented within their service area;
- Reviewing the Service Area Health & Safety Arrangements (Section 9) on an annual basis, and bringing reviews to the attention of employees;
- Ensuring that the actions detailed in the Leisure & Culture Dundee Health and Safety Plan 2015-20 are addressed at a service level;
- Enabling adequate resources to be allocated for identifying and assessing health and safety risks;

- Ensuring that a service area health and safety meeting is held at least twice per year;
- Ensuring that employees have received appropriate health and safety information and training to undertake work activities with due regard to the level of risk exposure;
- Ensuring that appropriate resources have been allocated to maintain work equipment in good repair, an efficient state and effective working order.
- Appointing a health & safety co-ordinator to represent their service at the Health & Safety Management Group;
- Setting performance standards in order to monitor the effective implementation of the Health and Safety Policy for their Service area;
- Ensuring there are adequate arrangements for distributing and communicating health, safety and welfare policy and information throughout their service area;
- Ensuring that effective procedures and arrangements are in place to produce safe systems of work required following risk assessments;
- Ensuring that adequate health and safety records are maintained throughout the service area including:
 - i. Copies of risk assessments and inspections undertaken.
 - ii. Information and safety instructions/procedures relating to particular hazards and any formal procedures issued.
 - iii. Health and Safety training undertaken (including first aid).
 - iv. Up-to-date list of any accredited safety representatives and their designated areas of operation.
 - v. Statutory certificates of serviceability for work equipment and fixed equipment forming part of the building structure as required
- Determining priorities for the implementation of health and safety improvements and organising the necessary resources;
- Consulting with employees on all relevant health and safety matters;
- Ensuring, in conjunction with the Employee Support Team, that a suitable health and safety training programme is provided for the service area.
- Ensuring that adequate procedures are established to monitor the implementation of the health and safety policy within the service areas;
- Discharging any other appropriate health and safety duties assigned to them by the managers.

Building Managers

In a managerial role, the Building Manager is responsible for ensuring that the Health and Safety Policy is adhered to within the building.

In particular Building Managers are responsible for:

- (a) Ensuring that all employees under their control undertake work activities in such a manner to avoid, so far as is reasonably practicable, risk to the health or safety of employees, or any other person who may be affected by the undertaking;
- (b) Ensuring that all employees are provided with suitable instruction, information and training in relation to the local arrangements for the management of health and safety;
- (c) Ensuring that Section 9 and 10 of this policy are brought to the attention of all employees who have a base within the building;
- (d) Ensuring that all necessary risk assessments have been carried out and that completed assessments and approved controls are to be readily available to the relevant employees;
- (e) Ensuring that appropriate arrangements are established to enable risk assessments are kept under review;
- (f) Nominating specific employees to be responsible for undertaking specific health and safety tasks and ensuring that all employees are aware of such delegations;
- (g) Ensuring that all property defects and unsafe conditions relating to the building/structure, which are considered to present a health and safety risk are reported to City Development as early as possible;
- (h) Informing City Development of any potentially unsafe construction activities or practices arising from the work of construction or maintenance contractors, appointed by DCC that may endanger the health or safety of employees or members of the public;
- (i) Consulting with safety representatives or representatives of employee safety on matters which arise relating to the health, safety or welfare of employees with a base within the building;
- (j) Affording reasonable facilities for safety representatives in order that they may fulfil their functions in accordance with the Safety Representatives and Safety Committees Regulations 1977 and Health and Safety (Consultation with Employees) Regulations 1996.
- (k) Ensuring that where the workplace and/or work activities are shared either between disciplines, with another service or another employer, whether permanently or temporarily, that suitable arrangements will be adopted to enable compliance with health and safety requirements;
- (l) Ensuring that local arrangements are made to co-ordinate the work activities of the service area with employees from external agencies such as cleaners, service providers or contractors in order to minimise the risks to the health and safety of everyone;

Managers / Supervisors

Managers will be responsible for the day to day management of health and safety and are accountable for ensuring that:

- new employees receive health and safety induction upon arrival.
- employees receive appropriate health and safety training commensurate with the risks to which employees are exposed.
- risk assessments are undertaken, approved and are implemented as required
- health and safety risk controls are kept under review and are amended as appropriate
- health and safety incidents are investigated, to identify the underlying causes and to determine appropriate remedial measures to reduce the likelihood of recurrence
- supervision is undertaken periodically, to monitor the implementation of risk controls
- monitoring is undertaken on a regular basis to observe that health and safety rules and procedures are followed, with records being retained
- appropriate action is taken to address unsafe or uncontrolled hazards
- monitoring records are maintained
- identified proposed remedial measures following an accident are effectively implemented within the desired timescale

DCC Health & Safety Section

The DCC Health & Safety Co-ordinator is the named person to provide competent health and safety advice and assistance to the organisation and is supported by the DCC Corporate Health & Safety Team. They are also responsible for supporting and assisting the organisation to develop effective health and safety management systems to enable compliance with health and safety legislation. The DCC Health & Safety Section will also develop and provide corporate health and safety training to assist in the consistent application of legislative standards and to support particular procedures detailed in the Health and Safety Toolkit. The Section will also undertake Health and Safety auditing and compliance monitoring periodically, on request.

QLM (Quality Leisure Management)

QLM is Leisure & Culture Dundee's Health and Safety Consultant for Leisure and Sport Services. QLM are contracted to provide advice, guidance and support on health and safety matters across the Leisure and Sport Service Area. QLM's assessment service includes two audits per year, additional audits are available on request.

Employee Support Team

The staff in the Employee Support Team will make all notifications under the Reporting of Injuries Diseases and Dangerous Occurrence Regulations on behalf of Leisure & Culture Dundee.

Employees

All employees have an individual responsibility to take reasonable care for their own health and safety, and for the health and safety of others who may be affected by their acts or omissions. Employees must carry out their work as trained, and in accordance with the instructions they receive to enable them to work safely. Employees must co-operate with the organisation in complying with any statutory requirement. They must report any injuries, ill health, incidents, accidents, and any work situation that it is considered by them to be an immediate and serious risk to health and safety, and must notify any perceived shortcomings in health and safety arrangements to line management even when no immediate danger exists. Employees must co-operate with management and follow safe working procedures and make full use of all health and safety controls. If an employee perceives it is unsafe to proceed, then they should stop and seek guidance and assistance from their line manager/supervisor in the first instance, as they have a responsibility not to endanger themselves or others. Employees must not interfere with or misuse anything provided for health, safety and welfare purposes.

Contractors

Work performed on behalf of the organisation is as important as the work of the organisation. We will take all reasonable steps to ensure that contractors also work to high standards of health and safety. All tenders will be invited and contracts awarded in accordance with DCC's procurement procedures. The health and safety competence of contractors is to be evaluated prior to any appointment. DCC contractors are required to operate within or exceed DCC's existing standards for health and safety. The health and safety performance of contractors is to be monitored whilst undertaking work on behalf of the organisation. This role is undertaken by City Development staff who act as the "client" for Capital and Revenue building works and repairs and maintenance.

Section 6

PLANNING AND IMPLEMENTING HEALTH AND SAFETY

The organisation operates with an organisational Health & Safety Action Plan 2015-2020 which all service areas have adopted. Leisure and Sport have a Service Area Health & Safety Action Plan which is designed to implement the organisational Plan. These Action Plans are monitored on a 6 monthly basis to assess progress.

The management of health and safety risks is a senior management responsibility and each service area is responsible for identifying health and safety risks that arise from their work activities.

Each service area shall provide a clear written risk assessment strategy for undertaking risk assessments, and for implementing suitable and sufficient risk controls. All plans are to be kept under review, and should include details of how trade union safety representatives are to be consulted during the risk assessment process. The risk assessment process needs to be practical to take account of the views of employees and their safety representatives who will have a practical knowledge to contribute. Trade union safety representatives should also be consulted in the planning and review of risk assessments.

Reviews of risk assessments are to be submitted and recorded at the Health and Safety Management Group or service area Health and Safety Committees. Service areas will follow risk management principles in identifying occupational health and safety hazards, in order to pursue progressive improvements that will bring about a reduction in the frequency and severity of injury and ill-health incidents, and will reduce the likelihood and severity of accidents to employees and others affected by the organisation's work activities. A key aspect of risk control is ensuring that employees who are required to follow risk control procedures have received adequate instruction, information and training in the procedures to be followed. Service areas are to retain records that such information, instruction and training has been received and understood. Service management are to actively monitor implementation of risk controls which will reinforce compliance with risk control procedures.

Fundamental to such risk management is the need for hazard identification and appropriate risk assessment and control. The DCC Corporate Health & Safety Section will provide risk assessment training. Service areas shall ensure that sufficient trained personnel are involved in the risk assessment and control process that may be supported as necessary by staff in the DCC Health & Safety Section. Each service area is responsible for ensuring that all relevant health and safety risk assessments are completed and reviewed to identify and implement the necessary controls. Senior management must ensure that sufficient resources are allocated to this task, and all supplementary policies will contain a strategy statement detailing how the task of undertaking risk assessments is to be allocated. (Further advice on conducting specific risk assessments e.g. Fire, COSHH, Stress, DSE, Manual Handling etc. is contained in separate guidance). In all cases the hierarchy of risk control is to be adopted namely: eliminate the hazard at source; reduce the hazard at source; remove the person from the hazard; contain hazard by enclosure, reduce employee exposure; provide safe system of work; personal protective equipment.

DCC Health and Safety Officers are to be involved in undertaking risk assessments where specialist skills or knowledge or assistance is required and take a lead role for undertaking

vibration and noise risk assessments for Leisure & Culture Dundee. Each service area will however be responsible for identifying situations or work activities that may require such risk assessments. Service areas should seek specialist advice from the DCC Health & Safety Section or QLM when appropriate.

Heads of Service are responsible for ensuring that adequate resources are provided and that Appendix 1 (Risk Assessment Tracking Form) is completed for their service area. Heads of Service will thereafter be responsible for ensuring that the detailed arrangements are kept under regular review at least on an annual basis and for bringing those arrangements to the attention of employees.

Section 7

MONITORING AND REVIEWING PERFORMANCE

Managers and supervisors are required to undertake health and safety monitoring on a regular basis. Workplace activities are monitored to ensure that the risks are effectively controlled to prevent harm to people and damage to property. This monitoring is to include safety tours to observe work practice and the adherence to health and safety procedures and safe systems of work. Records of safety tours are to be retained for inspection. The focus of safety tours could be in relation to a particular activity or could be in relation to particular health and safety controls.

Arrangements will be made by service areas to undertake a formal health and safety inspections of the workplace using the organisation's inspection checklist. This is to be undertaken using the approved checklist, with the results of such inspections being retained to monitor progress over a period of time.

Service Areas are to ensure that all health and safety incidents, accidents and near misses are formally reported in accordance with the organisation's health and safety, incident reporting procedures. All significant health and safety incidents and significant near misses will be investigated by trained persons to enable the underlying and root causes, to be identified. Service area management will develop and implement improvement plans to prevent recurrence. Following any accident the current risk assessment must be reviewed. Where there are key learning points these will be shared across the organisation through the organisation's Health and Safety Management Group.

Service areas must actively monitor health and safety incidents that have occurred and examine whether the identified proposed remedial measures have been effectively implemented. This is a line management function for which supervisors and managers are accountable. Where remedial measures cannot be effectively implemented within the desired timescale then additional advice must be sought to secure an adequate temporary control until the approved remedial actions can be implemented.

Service areas are required to update their progress at implementing their responsibilities under the L&CD Health & Safety Plan 2015-2020. Progress reports are to be submitted to the Employee Support Section Leader who will produce an Annual Health & Safety Report.

The DCC Corporate Health and Safety Section will also undertake monitoring periodically to examine the management of particular areas of risk. Such exercises will be conducted with the support of L&CD and the findings will be reported to the Senior Management Team and the organisation's Health and Safety Management Group.

Section 8

AUDITING HEALTH AND SAFETY PERFORMANCE

Health and Safety audits will be undertaken by the DCC Health & Safety Section or QLM. An auditing programme will be developed and implemented that examines the key elements of the management system from policy through to workplace activities.

The auditing will take a variety of forms and on occasions will focus on a specific area of risk. Service areas will be required to provide a written response within 2 months of receiving an audit report, in the form of an action plan. The DCC Corporate Health and Safety Section will revisit within 6 months from date of receipt of the service area's action plan in relation to the audit, to evaluate progress.