



Health & Safety Policy

Policy No. 46

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People Area	Health and Safety Policy
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1. Policy

1.1 Specific Obligations

Cleveland Fire Authority (the Authority) recognises its duties under the Health & Safety at Work Act 1974 (the Act) and the Regulations made under it.

The Authority also recognises its duty to comply with the above legislation and accepts its responsibilities for the health, safety, and welfare at work of all its employees, and others who may be affected by their operations and activities.

It is the aim of the Authority to meet those legal obligations by conducting its business in a safe and healthy working environment. In addition, it also aims to promote a positive health and safety culture, achieved by the suitable and sufficient management of risk.

The Authority, The Chief Fire Officer and the Executive Leadership Team consider it to be a binding commitment that health and safety will rank as a prominent, permanent, and integral feature of all Authority activities.

Our objective is not just to meet our legislative duties, but through a programme of education, training and committed safety management at all levels, we will strive to continuously improve our performance, thus reducing risk to the lowest levels, eliminating, or reducing injury and loss events.

1.2 Policy Objectives

The objectives of this policy reflect the Authority's vision as detailed in the [Corporate Plan](#), specific to the listed outcomes:

Corporate Goal: Professional, Proud, Passionate People

Corporate Outcome: A Safe Workforce, Safe Workplaces

People Outcome HS 1 – Legally Compliant

We will continue to be compliant with all health and safety statutory and legal duties and responsibilities.

People Outcome HS 2 – Competence

We will have a workforce that is competent to carry out their health and safety responsibilities.

People Outcome HS 3 – Culture

We will have a positive health and safety culture, where staff understand their responsibilities and are comfortable to report concerns and managers lead by example, taking action where necessary.

People Outcome HS 4 – Communications

We will have a work environment that enables effective and open communications with staff.

People Outcome HS 5 – Controls

We will have a workplace where risks are controlled.

People Outcome HS 6 – Workforce Health and Safety

We will maintain our focus on workplace, workforce and individual wellbeing. Our ultimate aim is to create a healthy and safe working environment.

Achievement of the Health & Safety Policy objectives are essential in ensuring the achievement of wider corporate objectives that are detailed in our Community Risk Management Plan.

1.3 Policy Category

This policy is categorised as '**Strategic**' within the policy Framework.

1.4 Scope

This policy applies to all employees, managers and elected members and covers both strategic and operational matters within the organisation

1.5 Statement of Intent

The Authority will comply with all statutory requirements and ensure that "so far as is reasonably practicable" safe systems of work are in place.

In addition, it will also provide the necessary resources to implement the requirements of the Act and in particular to:

- i) The assessment and control of risks to which employees and others (including members of the public) are exposed as a result of its activities
- ii) Establish and maintain safe systems of work
- iii) Ensure the safe provision, use and maintenance of plant and equipment
- iv) Establish safe arrangements for use, manual handling, transport and storage of articles and substances used by the Authority
- v) Provide information, training, and supervision to ensure employees can carry out their duties in a safe manner
- vi) Maintain safe access and egress from places of work
- vii) Monitor and manage the working environment to support the health and welfare of staff
- viii) Provide adequate arrangements and facilities to enable staff and their representatives to raise issues regarding their health, safety, and welfare
- ix) Maintain a system of audit and review to quality assure and continually improve our safety management processes
- x) Provide an Occupational Health Scheme which will be available to all members of staff

Chairman..... Date

Councillor Paul Kirton on behalf of CLEVELAND FIRE AUTHORITY

2. Organisation, Arrangements and Responsibilities

2.1 Organisation & Responsibilities

Every individual member of staff within the Authority has a duty to take reasonable care for the health and safety of themselves and of others who may be affected by their acts or omissions at work. The aim of this policy document is to highlight to staff at all levels their responsibilities under the Health & Safety at Work Act 1974.

2.2 Cleveland Fire Authority Members Responsibilities

Individual members of Cleveland Fire Authority, and collectively as a group are responsible for:

- Ensuring that the Authority has a Health and Safety Policy which meets all relevant statutory requirements
- Accepting responsibility for the provision of adequate funding to enable the Authority to fulfil its statutory health and safety duties
- Delegating professional responsibility to its Officers who will ensure that assessments are made in pursuit of safe systems of work, complemented by the provision of safe places of work for all staff and others who may be affected by the Authority's actions

2.3 The Chief Fire Officers Responsibilities

The Chief Fire Officer has the overall responsibility for the implementation of the Authority's Health and Safety Policy including reference to the following key responsibilities:

- To lead and set a personal example
- To provide and maintain within the organisation, a management structure to efficiently implement and manage the Safety Policy
- To monitor the administration of the policy, appoint a Director with a health and safety reference (Director of Community Protection) and a Competent Person(s) (Health & Safety Manager) to advise him and provide functional safety management on a daily basis
- To ensure that sufficient funds are available to meet the requirements of managing safety successfully
- To advise the Authority of the development and priorities of health and safety matters, particularly with regard to the allocation of the necessary resources, preventative measures taken and any other issues relevant to the safety of staff or those who may be affected by the Authority's operations

2.4 Executive Leadership Team Responsibilities

- The Executive Leadership Team (ELT) accepts formally and publicly its collective role in providing health and safety leadership within the Authority
- Each member of ELT accepts their individual role in providing health and safety leadership within the Authority
- ELT will ensure that all ELT decisions reflect health and safety intentions, as articulated within this Safety Policy document

- ELT recognises its role in engaging the active participation of its staff and their representatives in improving health and safety
- ELT will ensure that it is kept informed of and alert to, relevant health and safety risk management issues. This is achieved by the appointment of the Senior Head of Operations as having the lead with the health and safety reference and a specific remit to ensure that health and safety risk management issues are properly addressed at the corporate level
- The appointed Director of Community Protection in conjunction with the Senior Head of Operations will ensure that ELT's corporate level health and safety responsibilities are discharged, and a safety culture is promoted across the organisation

2.5 Head of Operational Policy and Planning Responsibilities

The Head of Operational Policy & Planning (The "Competent Person" under the Management of Health & Safety Regulations 1999) shall provide a comprehensive advisory service to the Chief Fire Officer and the Executive Leadership Team; where necessary, liaising with the Area Manager Senior Head of Operations with particular reference for Health and Safety, and on matters relating to Safety Management.

- Ensuring that the Authority complies with all legislation relating to the health, safety and welfare of its employees and other persons who may be affected by its actions
- Preparing, implementing and reviewing when appropriate, the Authority's Health and Safety Policy
- Ensuring that any problems or constraints preventing full implementation of the Authority's safety policy, organisation or arrangements are brought to the attention of ELT without delay
- Ensuring that "suitable and sufficient" assessment of the risks to staff are undertaken and that appropriate controls are implemented to manage those risks identified in the process
- The provision of advice, guidance and support in the identification, development and delivery of health and safety training
- Ensuring that safe systems of work are fully documented, and that appropriate guidance is issued where necessary
- Advising on the health and safety requirements for the provision of equipment, PPE and work clothing
- Ensuring that regular inspection, monitoring, auditing and reviews are undertaken to ensure that any shortfalls in our safety systems can be identified, remedied and improvements can be made in light of new information or feedback from staff
- Investigating the cause of any complaints or concerns regarding the arrangements for ensuring the health and safety of all staff
- Investigating the cause of any injury or loss events and ensuring that appropriate action is taken to prevent future re-occurrence
- Consultation with the Safety Representatives in the making and maintenance of arrangements which will enable the Authority and its staff to co-operate effectively in promoting and developing measures to ensure the health and safety at work of all employees

- Managing and Chairing the Health and Safety Sub-committee
- Liaising with the Enforcing Authorities on issues of health and safety
- Collating and monitoring accident statistics and preparing reports as required
- The provision of advice to all staff on issues affecting their health, safety and welfare
- The provision of advice regarding any aspect of the Authority's work which may impact upon the Environment

2.6 Health and Safety Department Responsibilities

Health and Safety Manager

The Health & Safety Manager will oversee the Health and Safety Delivery Plan and provide timely updates to the Health & Safety Committee.

Other responsibilities include:

- Develop, implement, and monitor the Brigade's Health and Safety Strategy and action plans
- Manage all litigation and advise Head of Operational Policy & Planning and ELT on financial / legislative implications
- Support the Chair of the Health and Safety Sub-committee in discharging corporate improvements and liaising with the representative bodies
- Identify the Health & Safety training requirements for all Brigade employees
- Liaise with the Estates Department to ensure potential hazards at properties are resolved quickly and audit the use of contractors and ensure they complete all works using the agreed safety precautions
- In consultation with the Head of Operational Policy & Planning prioritisation of any remedial work identified and the formulation of action plans were required to meet Health & Safety needs
- Ensure department Business Continuity Plans are tested and reviewed in line with the Business Continuity Testing and Audit Procedure
- Ensure that Equality Impact Assessments are produced and kept up to date throughout the Health and Safety section

Audit & Compliance Manager

The Health & Safety Audit and Compliance Manager is responsible for the completion of the Organisational Assurance Audit to ensure compliance with all Health & Safety related legislation. They will also address any risk critical issues identified during the audit and provide timely updates to the Health & Safety Committee.

Other responsibilities include:

- Ensure compliance of the Brigade with Health & Safety legislation
- To monitor the outcomes of audits relating to Health & Safety
- Undertake activities that feed into the safety management planning process to contribute to continuous improvement
- To carry out research and analysis to facilitate the improvement of Health & Safety
- To provide advice and guidance on matters associated with Health & Safety

Members of the Health and Safety Department Collective Responsibilities

- Maintain regular and routine contact with line managers, undertaking such local visits and investigations and providing such support and guidance as circumstances demand
- Co-ordinate communications and meetings in respect of matters arising from the Authority's Health, Safety and Welfare Committee and maintain liaison with the employees' representatives on day- to-day Health, Safety and Welfare matters and developments
- Provide the formal link where necessary for progressing health, safety and welfare matters in general between management committees and groups
- Provide for the regular and routine examination of adverse occurrence reports and the preparation and analysis of statistical data for the attention of the Executive Leadership Team, and the Authority's Health, Safety and Welfare Committee
- Undertake and/or assist with the investigation of accidents and other adverse occurrences as deemed appropriate or following instruction from a member of the Executive Leadership Team
- Arrange and attend meetings of the Authority Health, Safety and Welfare Committee and arrange for the preparation and publication of notes of these meetings
- Attend meetings of other forums as required
- Provide professional advice to managers including Directors on all Health and Safety related matters and issues, producing reports when required
- Identify and advise on suitable and alternative courses of action in pursuit of best Health, Safety and Welfare practice and legislative compliance, in accordance with the requirements of Authority policies and procedures
- Contribute to the management of any Litigation (in conjunction with the Authority's insurers and legal representatives) arising from alleged breaches of both the statutory and common law duties of care
- Maintain effective arrangements for co-operation with all CFB stakeholders on all matters in relation to Health & Safety

2.7 Human Resources Manager Responsibilities

The Human Resources Manager will:

- Maintain in the Authority's personnel record files all information relevant to Health, Safety and Welfare accident records, occupational health reports and other pertinent details in respect of each individual employee in accordance with relevant Authority policies and statutory requirements
- Maintain up-to-date job descriptions and role maps with necessary references to the Health, Safety and Welfare roles and responsibilities associated with each post within the Authority
- Advise the Executive Leadership Team on the implementation of suitable measures to ensure compliance with all Health, Safety and Welfare statutory requirements related to contracts and conditions of employment
- Manage the provision of an occupational health advisory and support service that meets the needs of the Authority and its personnel
- Attend meetings of the Authority's Health, Safety and Sub-committee and provide such support as directed by the sub-committee Chair

2.8 Head of Learning and Development Responsibilities

The Head of Learning and Development will:

- Ensure the delivery of the Authority's Learning and Development Strategy and the workplace development Plan
- Ensure the management of the Operational Assurance Framework
- Ensure the management of the information received from the Operational Assurance Monitoring System is actioned
- Manage the provision of first aid arrangements appropriate to support the needs of the Authority
- Ensure the delivery of the Health & Safety training plan
- Deliver and maintain an effective audit program in line with the annual Training Plan
- Maintain an audit schedule to ensure currency of all Training Procedural notes
- Ensure all risk assessments and safe systems of work are in place within the training & assurance department

2.9 Fleet and Equipment Manager Responsibilities

The Fleet and Equipment Manager will:

- Ensure the specification and provision of operational and other work equipment including tools and appliances, which are safe for use in the context of the Authority's undertaking and meet legislative standards, ensuring appropriate risk assessments are provided

- Make available suitable Risk Profiles for the information of user management lines in their assessment of risk arising from the handling, use, storage and disposal of equipment and appliances
- In conjunction with the Supplies Manager, ensure that all personal protective clothing and equipment, including relevant aspects of uniform or corporate wear, meet all applicable British, European or other standards or requirements as necessary to meet the Authority's duties in compliance with current Health, Safety and Welfare legislation and best practice, including an accurate record detailing full history of the equipment from procurement to disposal
- Arrange and co-ordinate the routine preventive maintenance of operational and other equipment to a defined and targeted programme, with an accurate testing record that is made available on request by ELT and members of the Health and Safety team
- Arrange and co-ordinate the repair and replacement of operational and other equipment whose condition may present a risk to safety, health and welfare
- Maintain suitable facilities and safe working arrangements as necessary for the effective servicing and maintenance of Authority vehicles consistent with the manufacturers, guidance, legislation, and best practice
- Arrange and co-ordinate the provision of an emergency repair and recovery Service for Authority vehicles, making such arrangements as necessary to ensure the health, safety and welfare of technicians and other personnel called upon to undertake such work on the public highway and non-Authority premises
- Attend meetings of the Authority Health, Safety and Welfare Committee and provide such support as directed by that Committee's Chair
- Arrange and co-ordinate the routine servicing, maintenance, monitoring and testing of Authority vehicles, to a defined and targeted programme, to ensure their continuing optimum safe working and compliance with legislative requirements
- Specify and oversee arrangements in conjunction with the Learning and Development Manager for the provision of Emergency Fire Appliance Driver Training and refresher courses, other driving instruction, testing and in-house licensing for Authority personnel as appropriate to Authority needs
- Establish and manage policies and procedures relating to the management of driving risks and the competence of drivers of Authority vehicles or other vehicles on behalf of the Authority: Monitor and control compliance with respect to legislative requirements relating to the health, safety, and welfare of drivers and others who may be affected by their activities

2.10 Estates Manager Responsibilities

The Estates Manager will:

- Ensure the specification and provision of premises and utilities that are safe and without risks to the health of Authority personnel and others
- Arrange and co-ordinate the routine preventive maintenance of Authority premises and utilities to a defined and targeted programme

- Arrange and co-ordinate the provision of repair and replacement actions with respect to faults and damage occurring to premises and utilities which may present a risk to safety, health and welfare, prioritising these actions in relation to the significance of the risk presented
- Maintain a current list of contractors approved to undertake property- related works on behalf of the Authority and oversee all necessary actions to ensure the effective co-operation and co-ordination of health and safety responsibilities and actions between the contractors and Authority personnel. Ensure that all contractors supply the Authority with suitable and sufficient risk assessments and safe systems of work for all work to be completed on Authority premises, including copies of insurance documentation
- Ensure that there are suitable policies and procedures for the management of Asbestos and Legionella in line with legislative requirements
- Provide and maintain arrangements and records in respect of the routine examination and testing of heating and ventilation systems, lifting machines and related equipment, fixed electrical installations, portable electrical appliances and other equipment and facilities that is subject to legislative requirements in respect of examination and testing
- Attend meetings of the Authority Health and Safety Sub-committee and provide such support as directed by the sub-committee Chair
- Ensuring that the Authority's premises, plant, equipment, and systems of work are safe, and are suitably maintained
- Ensuring that appropriate systems of work exist for managing persons involved in contract work on Authority premises

2.11 Heads of Departments Responsibilities

All Heads of Department will:

- Take such actions as are necessary to ensure the implementation and enhancement within their domains of Authority policies and procedures relating to Health, Safety and Welfare
- Conduct an annual training needs analysis of their department and liaise with the Health and Safety team to ensure competency levels are maintained across all department members

Nominate sufficient individuals to:

- Provide formal representation to the Health and Safety Sub-committee on behalf of their department and act as the focal point for day-to-day Health, Safety and Welfare
- Deal with enquiries and communications both within and between their departments on any health and safety related matters
- Provide coordination and support amongst their line management colleagues regarding the implementation of this policy
- Maintain regular and effective liaison with recognised Trade Union Safety Representatives and Representatives of Employee Safety at local level to ensure cooperation and exchange of information on potential hazards, new risks, safe working instructions and arrangements and to promote a safety culture

- Co-ordinate local routines with respect to risk assessments, accident investigation reporting and recording, workplace inspections, health, safety and welfare training programme records and the progression of all other arrangements required under this policy
- Undertake or oversee the investigation, reporting and recording of accidents and other adverse occurrences as deemed appropriate within current Authority procedures
- Provide for effective consultation with Safety Representatives and Representatives of Employee Safety, as appropriate to their area of responsibility, in support of the activities and expectations of the Authority Health and Safety Sub-committee

2.12 District Managers Responsibilities

These Managers have the responsibility for the management of health and safety in their respective stations or areas of responsibility as assigned by their line manager.

District Managers will:

- Be accountable to their Line Manager for the day to day practical arrangements for health and safety management
- Utilise and liaise with the Health and Safety Section to ensure the health, safety and welfare of all their staff and to highlight any deficiencies identified in the safety management system
- In conjunction with their managers ensure that appropriate risk assessments have been undertaken to address the risks particular to the stations within their district
- Ensure that suitable levels of supervision are provided to manage the various tasks carried out in their areas of jurisdiction
- Ensure that all safety related information e.g., Risk assessments, Health and Safety Procedure Notes etc. are available and in date in their areas of responsibility and that all staff are aware of their content
- Lead by example on issues affecting safety and insist that safe systems of work are always adhered to
- Administer the implementation of this Safety Policy and delegate specific health and safety references to their staff
- Liaise with their managers on all elements of health and safety
- Identify health and safety learning and development needs within their station(s) or departments
- Ensure prompt investigation of any hazard, near miss or incident which occurs and initiate remedial action
- Monitor accident levels and reports
- Undertake health and safety inspections of their workplace with the appointed trade union safety representatives

- Review and action health and safety defects relating to premises, appliances, equipment, and the working environment
- Audit station personnel PPE logbooks
- Ensure all relevant station risk assessments are in place and up to date

2.13 Watch Manager Responsibilities

Watch Managers will:

- Be accountable to their District Manager for the implementation of the day to day practical application of safety arrangements
- Set a personal example and ensure that safe systems of work are applied and adhered to at all times
- Ensure that their staff receive the appropriate learning and development to support their role map and maintain competency in all elements of their work
- Ensure that their staff are adequately supervised at a level appropriate to the risks posed by the task
- Ensure that all staff implement the appropriate control measures (including PPE) identified in the risk assessment process at all times
- Ensure that the accident, near miss and cause for concern procedures are followed after all incidents at work and that the appropriate, and if necessary, the immediate remedial actions are instigated
- Act immediately on reports of defects in equipment, premises and vehicles. Ensure that appropriate remedial actions are taken if required
- Ensure that all staff including temporary and those detached in to cover deficiencies are fully aware of their health and safety responsibilities
- Ensure that before the commencement of any work by contractors on Authority premises the safety rules applicable to the premises are brought to the contractors' attention. Equally, ascertain from the contractor if their work will pose any risks to station staff and how those risks will be addressed
- Create and maintain TG20 risk assessments relevant to all watch training

2.14 Crew Manager Responsibilities

These managers have responsibility for the direct supervision of crews and other teams conducting tasks. Therefore, they play a key role in the maintenance of a successful health and safety management strategy.

Crew Managers will:

- Be accountable to their Watch Manager for the implementation of safe systems of work and other safety arrangements
- Set a personal example and ensure that safe systems of work are applied and adhered to at all times

- Ensure that all staff implement the appropriate control measures (including PPE) identified in the risk assessment process at all times
- Ensure that the Authority's accident, near miss and cause for concern procedures are followed after all incidents at work and that the appropriate and if necessary, the immediate remedial actions are instigated
- Manage the system for reporting defects and/or damage within the working environment and ensure so far as is reasonably practicable, that such defects and/or damage do not pose an undue risk to the health and safety of staff
- Create and maintain TG20 risk assessment relevant to all watch training

2.15 Responsibilities of all Employees

The main responsibilities for all employees are detailed below.

All Employees will:

- Take reasonable care for the health and safety of themselves and any others who may be affected by their work activities
- Accept and be fully conversant with the contents of this health and safety policy and all other directives, guidance or advice given by the Health & Safety section
- Ensure that safe systems of work are used at all times
- Use the correct equipment for the work in hand at all times
- Ensure that all equipment is used in accordance with the instruction and training received by the individual
- Report defects in premises, equipment, or vehicles as soon as possible via their line manager
- Report any accident or incident that may occur whether persons are injured or not
- Notify their Line Manager of any problems or constraints preventing the implementation/maintenance of the Authority's Safety Policy or Procedures
- Report immediately to their Line Manager all matters that are considered to be a health and safety hazard and where practicable to take steps to render the hazard safe as soon as possible
- Ensure that visitors to their place of work are not placed at risk by their actions
- Ensure when working off site that members of the general public are not placed at risk by their actions
- Co-operate fully with management to fulfil their responsibilities and duties under the Health and Safety at Work Act 1974
- Ensure that when carrying out any work all personal protective equipment and/or safety equipment provided to complete the task in a safe manner is utilised and ensure that all PPE is maintained in accordance with procedures

- Carry out any delegated health and safety duties in a proper efficient manner when required
- Take care not to intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety
- Keep welfare facilities in good order and not to abuse any of the facilities provided

2.16 The Role of the Safety Representatives

- Safety Representatives are entitled to inspect the workplace normally at three monthly intervals. Arrangements for the inspection of workplaces are set out in Health and Safety Procedure Note 14; Workplace Inspections, with Safety Representatives being provided the opportunity to take part in a joint inspection
- The report form for use during workplace inspections is set out in Health and Safety Procedure Note No 14
- The Authority recognises the benefits of employee workplace health and safety representatives, operating in partnership with management, are an important part of realising health, safety and welfare for all employees
- The Authority will make available the information necessary to enable the Safety Representatives to fulfil their functions, and to enable them to play an informed part in promoting health, safety, and welfare

2.17 Health and Safety Strategic Committee responsibilities

The functions of the Health and Safety Strategic Committee are:

- To develop, consult upon and implement health and safety policies, procedures and related strategies, and ensure that these documents are reviewed to ensure that they comply with relevant legislation and meet Cleveland Fire Brigade requirements
- To consider submissions by Trade Unions Representatives, Health and Safety advisors including submissions from the Health, Safety & Welfare Sub-committee
- To monitor the performance of the Health and Safety Sub-committee
- To consider findings from regulatory inspections/reports nationally pertinent to the Health, Safety and Welfare agenda to identify any learning opportunities for the organisation
- To receive, consider and act upon findings from any local inspections/audits (either internal or via external bodies) pertinent to the Health, Safety and Welfare agenda
- To consider and discuss National Guidelines for Fire and Rescue Services on health and safety management as they arise
- Consider any Health and Safety implications arising from National Operational Learning and Joint Operational Learning

- To promote a positive health & safety culture within the Brigade and beyond
- To produce an annual report for receipt by the Executive Leadership Team and Cleveland Fire Authority
- To consider issues of strategic nature arising from the regional Health and Safety Committee and the NFCC

2.18 Health and Safety Sub-Committee responsibilities

The Authority has established a local Health and Safety Committee, which meets bi-monthly. The Committee is made up of appropriate Authority Managers, and Safety Representatives of all Trades Unions within the Authority.

The responsibilities of the Committee are:

- To discuss safety related matters
- To study accident and other safety related statistics and trends, in order that corrective action may be recommended
- The examination of safety audits
- Consideration of reports and information provided by inspectors appointed under the Health and Safety at Work Act 1974
- Consideration of reports that safety representatives may wish to submit
- To assist in the development of safe systems of work
- To monitor the effectiveness of the content of safety training
- To consider the adequacy of health and safety communications and publicity in the workplace
- To provide a link with enforcing authorities

3. Training Risk Assessment

Cleveland Fire Brigade acknowledges the importance of realistic training in the development of competent operational personnel and takes account of instructions contained in National Operational Guidance (NOG).

The Brigade recognises it is necessary to expose operational personnel to risk on the training ground to prepare them for the hazards they may encounter while responding to incidents. It is committed to providing realistic initial, continuation and specific training that may expose operational personnel to an appropriate degree of controlled risk. This training may take place on Brigade premises or at an off-station venue. A training risk assessment is to be completed for all training scenarios and should be reviewed prior to and on completion of the training exercise.

3.1 Realistic Training and Development

Training should be based on potential scenarios likely to be encountered on the incident ground, as set out in National Operational Guidance. Realistic scenario-based training and development activities which expose people to an element of risk may be undertaken, provided:

- Any exposure to risk is essential to achieve clear and established learning outcomes
- The risk is not disproportionate to the benefits
- Effective supervision and safeguards are in place
- People are prepared for the planned exposure by virtue of previous training and development
- Effective briefing and debriefing arrangements are in place
- All training must be risk assessed by a competent person

3.2 Qualification Requirements

All personnel in a managerial capacity are required to hold a Health and Safety related qualification commensurate to their role. Departments heads are required to provide an annual training needs analysis to the Health and Safety Department detailing requirements within their respective departments. The Health & Safety team will then schedule the appropriate level of training for the relevant personnel.

4. Planning and Implementing for Health, Safety and Welfare

Planning is essential for the effective implementation of Health, Safety and Welfare procedures.

Good planning systems are concerned with the prevention of harm, loss, and failures by compliance with policy through identifying, eliminating, and controlling hazards and risks, which in turn is achieved by applying suitable risk control systems that ensure that employees are not harmed.

This policy is supported by the implementation of the Brigade's Health and Safety Strategy and Delivery Plan, including a wide range of procedures which support the Health & Safety Strategy.

There are no additional financial resource implications associated with this policy. Any resources required to develop the Health & Safety Strategy will be identified, reviewed, and managed through the Brigade's financial processes.

5. Measuring and Monitoring Performance

Measuring performance has become a standard mechanism across all our organisation's disciplines as part of the means by which we ensure our plans are progressing satisfactorily. Methods for measuring performance vary from judgments borne of informal direct observation to more formal schemes for the analysis of statistical data and report on progress against defined performance indicators.

The responsibility for day-to-day monitoring and measuring lies with line management.

The Health and Safety Department will report routinely to ELT and the Strategic Health and Safety Committee regarding performance, by way of records on accidents, violence to staff, near miss reports and cause for concern reports identifying any trends as appropriate.

Active and reactive monitoring techniques are used as a matter of routine to help gauge how effectively risks are being controlled and how well a positive Health, Safety and Welfare culture is being developed.

Where necessary remedial actions and interventions will be required in order that we may learn from our experience, enhance our systems and procedures, identify training needs and contribute to continuous and progressive improvement in performance.

Key health and safety indicators are established and provide a system of monitoring performance as part of the health and safety performance reviews.

6. Auditing and Reviewing

Formal audits that seek to measure performance overall against defined standards will be undertaken annually. The objective of an audit will be to establish whether the overall health and safety management system is efficient and effective.

The Health & Safety Audit and Compliance Manager will complete an organisational assurance audit to ensure compliance to all legislation, and to monitor, review and action any organisational practices to drive brigade wide improvement.

The results from the Brigades operational assurance process and peer reviews will help to inform any areas for future development.

The Health & Safety team will carry out regular reviews of health and safety documentation and procedures to ensure their currency.

The Health & Safety team will produce an annual report for submission to ELT and the Health Safety Committee and Sub-committee.

Changes to policy and procedure are communicated to all relevant personnel through the appropriate communication channels.

The Head of Operational Planning and Procedure will undertake a formal review of this policy annually in line with the policy framework.

7. Topic Specific Policies and Procedures

Overview

In recognition of the wide range of Health, Safety and Welfare legislation and the specific requirements arising from it, the Authority will from time to time introduce policies and procedures as appropriate to enable effective compliance measures to be developed and implemented.

These will primarily take the form of Health & Safety Procedure Notes brought under this Policy and may be produced by any recognised function within the Authority, subject to guidance provided as required by the Health & Safety team.

All new Health and Safety Procedure Notes will be subject to consultation with both management and employee representatives via the health safety and welfare committees' structure.