## Introduction: Managers are required to deal with health and safety in the workplace and plan it into their daily routines. Specific guidance about work activities is available along with guides, codes of practice etc.

In order to manage health and safety, managers are required to:

* make arrangements to manage health and safety
* carry out risk assessments
* provide information, instruction and training to employees
* create emergency procedures
* obtain competent health and safety assistance
* co-operate with other employers at shared workplaces
* provide health surveillance where necessary.

**Scope:**Managers need to make sure all activities are considered and everyone affected is clear about what is expected of them and how to do their job safely.

When considering what activities take place and who may be affected managers need to consider and have knowledge of:

* All routine and non-routine activities.
* All workplaces and groups of staff i.e., lone workers, cleaners, night staff, contractors, agency staff, visitors, members of the public, clients, pupils and volunteers.

If KCC share a workplace with another employer KCC must co-operate with them, and co-ordinate the management of health and safety. Managers must inform them of any risks to their health and safety arising from our work. This will enable us both to meet our legal responsibilities.

**The why, what and how:**

Managers must ensure activities are properly thought out and that everyone is clear about what is expected of them and how to do their jobs safely.

To be able to manage health and safety managers need to make sure that those affected by their work are aware what risks are present and what they should be doing to control these risks to a reasonable level.

These reasonable measures must be preventative and protective and include:

* Ensuring everybody is aware of the risks they face, by carrying out risk assessments and providing all those affected with the latest, detailed information as required.
* Devising and providing details of safe methods of working and emergency procedures based upon the outcome of risk assessments.
* Ensuring those affected have the information, sensible level of instructions and are adequately trained to carry out the specific tasks to the level that is required.
* Monitoring and maintaining the control systems that have been put in place. This will involve monitoring and reviewing the systems to ensure they are working and making any necessary changes. Especially if staff have identified failings, have altered working practices or new risks have arisen.
* Providing health and safety assistance. Managers need to make sure they have access to competent advice. Please see guidance on KNet for further details on the Health & Safety Team and structure.
* Providing health surveillance where necessary. When hazards have been identified managers need to check whether the measures that have been put in place are protecting those affected as they should.  Health and Safety Advisers and Staff Care Services (Occupational Health) will be able to assist managers with assessments.

**Associated procedures and documentation:**Corporate policies and guidance can be found by visiting the Health & Safety pages on KNet and Kelsi for schools.

**Frequently Asked Questions:  
  
What is a risk assessment?**

A risk assessment is a careful examination of the significant hazards in the workplace that could cause harm to people. Once you have identified all the significant hazards you will then need to consider whether you have taken enough precautions or if you need to do more to prevent people from being harmed.  
  
**What’s the difference between a hazard and a risk?**

A hazard is anything with the potential to cause harm, e.g., electricity, working on ladders, chemicals etc.

A risk is the chance – high, medium or low – that somebody will be harmed by the hazard, e.g., the likelihood of somebody falling off a ladder or suffering an electric shock.  
 **When should managers carry out a risk assessment?**

Where no previous risk assessment has been undertaken for a task.

Complete your first or initial assessment of the total workplace. Keep a record of the main findings of the risk assessment and any training provided. You should update risk assessments when you feel they are no longer valid, i.e., the task has changed, new equipment is being used, the needs of the individual need to be considered further etc.

**Who should carry out a risk assessment?**

A competent person must carry out risk assessments.

A person shall be regarded as competent when they have sufficient training and experience or knowledge of the workplace and other qualities to enable them to undertake a risk assessment, i.e., an ability to make sound judgements and knowledge of the best way to reduce the risks identified.

Competence may be defined as a combination of knowledge, skills, experience and personal qualities.

Being aware of the activities conducted within your department and managing them safely should already be part of your daily management practices. The risk assessment process outlined in this procedure is a formal record of how you successfully manage these risks on a regular basis. You should feel confident and aware of the activities you and your staff undertake before carrying out a risk assessment. If you feel you or your staff require further training or advice, please contact a Health and Safety Adviser and/or Learning and Development.  
  
**How do I carry out a risk assessment – what do I need to do?**

The flow chart takes you through the stages of carrying out a risk assessment.

For examples of different risk assessment styles and forms please refer to the risk assessment procedure in KNet.

**What information and training must I provide for staff?**

**Information**

Managers must make sure employees and others affected by their activities are aware of the risks they face in the workplace and the control measures that have been put in place to manage these risks.

Managers need to make sure they communicate in a way that ensures all employees understand what is required of them. This means thinking about staff abilities and needs as well as those who may require an alternative format or more specific training to suit their individual needs.

Health and safety training must be provided to new employees as part of their induction. If the risks facing employees and associated parties change you must provide them with refresher training.

**Training**

In addition to constantly providing staff with the most up to date information, managers need to ensure they have provided those affected with the level of training necessary to enable them to work safely e.g., when allocating work to staff, managers must make sure that the demands of the task do not exceed their individual level of knowledge and capabilities.

It is advised that managers keep records of what information and training they have provided, to whom and when.

**Emergency procedures**

Managers need to think about emergency situations such as fire and bomb alerts. Written guidance will need to be in place detailing how employees and other affected will stop work and get to a safe place. Managers may require certain employees to carry out particular tasks in an emergency e.g., fire wardens. You must therefore make sure employees and others affected are competent to do what is required of them. Emergency co-ordinators must be made known to everyone.  
  
**What training is available for managers?**

There are a number of health and safety training courses available through Learning and Development or within your Directorate/service unit.

When individuals undergo their induction into KCC, an introduction to health and safety is covered. Following on from your induction your manager should identify both general and more specific health and safety training you require to do your job.

Some of the general health and safety training available includes:

• basic Health & Safety Awareness

• display screen equipment

• risk assessment

• manual handling

More specific health and safety training is available and you should speak to your line manager, a Health and Safety Adviser or Learning & Development for more details.

**Where can managers get health and safety help and advice?**

Health and safety advisers are available to assist managers with carrying out their responsibilities. Help is also available from a number of individuals or departments, including. Staff Care Services (Occupational Health), Infrastructure, Trade Unions. Your Health & Safety adviser will assist you and inform you if more specialist help is required.

**How can managers check that things are working well?**

**Health and Safety Audits**

A specific part of managing health and safety is to monitor the effectiveness of the control’s managers have developed and put in place. Put in another way this means carrying out a health and safety audit.

A health and safety audit checks you have:

* The policies and procedures managers need, that they are being used (rather than gathering dust in an office) and in practice they do the job they were designed to do. If failings are noted they must be addressed.
* Whether individuals have had adequate up-to-date training and that this is recorded, whether they have received all the information they need and are putting this into practice.
* The correct tools and equipment for the task, that it is being used, has been maintained, is being used correctly and that the required personal protective equipment (PPE) has been provided and is being used correctly.

**Health Surveillance**

Where significant hazards have been identified, managers must assess the risk to their employees and developed measures to reduce the risk.

However, we need to check whether the measures taken are protecting our employees as planned. Health surveillance will help managers do this and will alert them to any adverse effects on an employee’s health where risks are seen as significant.

Some examples of health surveillance include:

* employees exposed to high noise levels undergo hearing tests
* employees exposed to respirable dust undergoing lung function tests
* employees exposed to skin sensitisers undergoing regular skin tests
* employees exposed to vibration undergoing hand/arm vibration tests.

For more information on health surveillance contact a Health and Safety Adviser or Staff Care Services (Occupational Health).

**What are managers expected to demonstrate if they are audited?**

* Managers will be asked or should look for evidence that demonstrates the carrying out of health and safety responsibilities.
* The auditor looks at records of risk assessments, details of training programmes, copies of information distributed to employees.
* Auditors may want to talk to some of the employees and to inspect the workplace to see whether protective and preventative measures that have been devised are being operated and whether training has been effective.
* The auditor should check/will want to see, whether your procedures are being used and whether staff put into practice what they have learnt during training.

**Am I responsible for what happens to my team or clients and others? Can I be held accountable?**

The current legal framework covers all parties and means we have a shared responsibility for health and safety.

Each individual is required to play their part. Specific duties are placed on both individual employees and management. When these duties are examined, managers and employees will be required to show that they have been carried out.

When an accident/incident takes place the sequence of events leading up to, during and after the accident/incident will be closely investigated.

The investigation will involve looking at your safe systems of working, use of equipment, training of individuals involved etc., to try to work out what happened, why and what can be done to prevent it happening again.

During the investigation both management and individual responsibilities will also be looked at to see if they did or failed to do something that was required.

If the investigation reveals that either KCC or an individual directly contributed to the accident/incident by something they did or failed to do, then it is possible for KCC and/or the individual concerned to be held accountable.

**Surely contractors are responsible for what they do?**

Before a contractor is selected, they undergo a vetting process to consider their suitability to carry out the work.

When KCC employ a contractor to carry out work we enter into an agreement which sets out the specific arrangements for health and safety for both the contractor and KCC.

The contractor will be carrying out work on behalf of KCC and we therefore have a responsibility to ensure they do so in a safe manner as agreed.

While work is being undertaken there should be clear and effective communication between all affected parties. We are also required to monitor the progress and performance of the contractor while carrying out the work to ensure they are working safely and have taken all the appropriate measures.

**If an accident/incident happens, what do I do?**

When an accident/incident takes place the sequence of events leading up to, during and after the accident/incident must be investigated.

The investigation should involve looking at the safe systems of working, use of equipment, training of individuals involved etc., to try to work out what happened, why and what can be done to prevent it happening again.

If an accident or incident happens you should follow the guidance on KNet/Kelsi.