

1. Introduction

CHSS acknowledges its statutory obligation to manage work in such a way as to minimise health & safety (H&S) risks to staff, volunteers, service users, shop customers and others who might be affected by its activities. This policy describes how CHSS organises and implements its management arrangements to support the achievement of the organisation's H&S aims and objectives. It also describes the responsibilities and mechanisms which will meet the relevant requirements and how the responsibilities cascade to within each Directorate.

This document is authorised by Chief Executive.

Review of this document is the responsibility of the Health, Safety & Environmental (HS&E) Group.

The review period for this policy document will be annually, from (October 2022).

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1.1 Policy objectives

The CHSS general statement of intent outlines the overarching principles applied to H&S management within the organisation. Below are the main policy objectives which support the implementation of the general statement of intent.

Policy	1	Develop a culture within CHSS which leads colleagues, volunteers and other persons undertaking work on behalf of CHSS to appreciate the need for good H&S standards; to act in a manner that does not endanger themselves or other people; to comply with the requirements of this policy.
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Organisation	1	Establish, develop and maintain systems for the dissemination of H&S information to all colleagues and volunteers.
	2	Provide adequate and competent supervision of all CHSS activities with regard to H&S
	3	Seek expert advice to determine H&S risks in relation to the working environment

Planning and implementation	1	Identify hazards and assess the risks to the H&S of colleagues and other persons, whether practices or conditions, and implement appropriate measures to eliminate or control such risks.
	2	Formulate a strategy to achieve tangible and progressive results to improve H&S performance throughout CHSS
	3	Interpret and adhere to the requirements of the Health and Safety at Work etc. Act 1974, other H&S legislation and other relevant Codes of Best Practice.
	4	Take account of identified risks when planning new developments, processes or systems of work.
	5	Prepare and implement a training programme for all colleagues and volunteers based on safe working methods and relevant statutory requirements
	6	Provide appropriate training for all colleagues and volunteers who undertake H&S responsibilities
	7	Provide and maintain appropriate business continuity emergency plans and procedures

Performance measurement	1	Report and investigate all accidents and incidents to establish the cause or causes and implement appropriate action to prevent a recurrence
	2	Establish and maintain records of accidents, incidents, injuries and known exposures to health risks at work.
	3	Develop and use statistical systems as a basis for monitoring and controlling performance and set objectives
	4	Measure H&S performance against agreed criteria

Audit and review	1	Audit and review performance accordance with a planned internal audit programme
	2	Review and, where necessary, revise the policy, organisation and arrangements and when such revisions are made, bring them to the attention of all colleagues, volunteers and other persons as necessary.

1.2 Responsibilities

1.2.1 Board of Trustees

The Board of Trustees has the responsibility of approving this policy and have legal responsibility for ensuring compliance with H&S legislation. Trustees have to have a proper understanding of such risks, the systems in place for managing risks and an appreciation of the causes of any failures. Trustees will:

- Visibly demonstrate leadership and champion the strategic importance of H&S that promotes, sets and enforces a positive H&S culture.
- Ensure that adequate resources are available to implement the H&S policy
- Consider and monitor the overall H&S performance, organisational trends and compliance with H&S legislation.
- Review reports on H&S provided

1.2.2 Chief Executive

Delegated responsibility is with the Chief Executive, who has overall operational responsibility for H&S. Practical day-to-day responsibility for ensuring this policy is put into practice is delegated to operational line managers in respect of areas under their management control, as detailed below.

1.2.3 Executive Team (Directors)

Directors are responsible for ensuring the H&S policy is implemented at strategic level and will:

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- Visibly demonstrate and champion the strategic importance of H&S via a leadership style that promotes, sets and enforces a positive health and safety culture.
- Set and monitor annual H&S objectives and targets
- Allocate of sufficient resources to implement the charity’s H&S policy
- Promote health, safety and wellbeing as a shared colleague and volunteer management objective.
- Inform the Board, Audit & Risk Committee (ARC) & Staff Governance Committee (SGC) and sub-groups of H&S issues, as appropriate.
- The SGC will be provided with and review written quarterly reports on Health and Safety including any reportable and other incidents.

1.2.4 Nominated Senior Managers

Directors will determine staff within their Directorates who will have delegated responsibilities for H&S. These will normally be Heads of or Senior Managers; however, depending on Directorate structures and direct reporting arrangements, this may be subject to variation. Nominated Senior Managers are responsible for and take a lead in/to:

- Embed occupational health, safety and wellbeing as an integral part from strategic level through to operational delivery.
- Responsible for the implementation of H&S policy, procedures and guidance.
- Ensuring all places of work under their control are maintained in a condition that is safe and without risks to health, safety and wellbeing.
- Contribute to the development of the H&S action plan, setting of annual targets, measuring performance through senior management meetings.
- Ensuring effective discussion and communication of H&S issues and performance at H&S Groups and senior management meetings
- Responsible for the implementation of H&S policy arrangements and H&S within their Directorates at an operational level
- Ensuring key occupational H&S risks related to their teams’ work tasks are identified and eliminated, reduced or controlled.
- Ensuring proper control, including management, of contractors’ activities.
- Ensuring effective management of employee workload to ensure that an appropriate balance is struck between work and life outside
- Working with the H&S Lead to nominate responsible persons for delegated H&S duties, including a premises responsible person.
- Ensure mechanisms are in place in shared premises for the communication and co-ordination with defined roles responsibilities

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1.2.5 Managers

Managers shall be accountable to their Line Manager for the H&S management of the work activities within their responsibility. This includes:

- Assessing and being aware of the risks of the work under their control
- Ensuring valid risk assessments are available, and regularly reviewed, for activities undertaken by their teams and pertinent findings of risk assessments and any changes to work practices communicated to colleagues or volunteers.
- Responsible for ensuring that appropriate H&S arrangements are in place, ensuring that any H&S responsibilities delegated to colleagues or volunteers within their area are clearly identified, relayed and undertaken.
- Ensuring the provision of suitable information, instruction, training and line management of colleagues, volunteers and visitors under their control, taking into account the experience and skills of these people.
- Ensuring the safe handling and use of hazardous substances and the maintenance of safe plant, machinery and equipment.
- Encouraging each colleague and volunteer to co-operate in accident, incident and near miss prevention and to exercise personal responsibility so as to avoid accidents to themselves and others.
- Responsible for recording and investigating accidents, incidents and near misses to identify remedial actions and trends to prevent recurrence.
- Familiarising themselves with fire and emergency drills and escape routes
- Ensuring that they have appointed a suitable deputy to maintain appropriate supervision of the work under their control in their absence
- Motivating and empowering colleagues and volunteers to work in a safe and healthy manner in order to encourage a positive attitude towards health, safety and welfare in the workplace.
- Working with the H&S Lead to nominate responsible persons for delegated H&S duties in establishments. Ensure mechanisms are in place in shared premises for the communication and co-ordination with defined roles and responsibilities.
- Ensuring compliance with all relevant CHSS organisational policies and procedures

1.2.6 Colleagues and volunteers

All colleagues and volunteers have a legal responsibility to comply with the following:

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- To take care of their own H&S and that of others who may be affected by your actions at work
- You must cooperate with your employers and co-workers to help everyone meet their legal requirements
- If you have a specific queries/concern about H&S in your workplace, talk to your employer and/or Line Manager.

1.3 Nominated safety management responsibilities

The Director of People Driven Development and H&S Lead are responsible for:

- Keeping Directors informed of, and alerted to, significant H&S issues and initiatives that affect the organisation.
- Ensuring CHSS has access to appropriate sources of competent advice and resource
- Leading on the of annual review of H&S performance
- Provide up to date information on changes to legislation
- Co-ordinate, interpret and progress enquiries from enforcing authorities and support CHSS in addressing actions.
- Support proactive and reactive monitoring, analysis and evaluation of H&S performance to check compliance and identify remedial actions.
- Preparation of an annual H&S management report and action plan intended to ensure that safety standards are raised or maintained throughout the organisation
- Actively promote and develop a positive H&S culture within the organisation
- Responsible for the co-ordination of H&S activities across the organisation
- Reporting of reportable incidents or occurrences to the Health & Safety Executive (HSE) in line with guidance
- Maintaining and dissemination of H&S information across the organisation, as appropriate.

1.3.1 HS&E Group and sub-group H&S staff representative responsibilities

H&S representatives: this policy uses the term 'H&S representative' to apply to colleagues or volunteers as members serving as part of the HS&E Group and sub-groups. HS&E Group safety representatives will:

- Be active in the promotion of a sensible, responsible and proportionate approach to H&S.
- Work jointly with line management in championing H&S in the workplace
- Attend and participate at relevant H&S sub-groups

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- Act as the H&S representative for their specified Directorate and ensure effective communication
- Ensure H&S activity and actions are carried through and communication to line and service management is effective
- Offer leadership to the H&S sub-groups to ensure they are able to operate effectively

Sub-groups H&S staff representative will:

- Be active in the promotion of a sensible, responsible and proportionate approach to H&S.
- Work jointly with line management in championing H&S in the workplace
- Attend and participate at relevant H&S sub-groups
- Act as the H&S staff representative for their specified work group area and ensure effective communication
- Be the H&S contact for frontline staff to ensure frontline staff issues are highlighted to the management
- Offer leadership to staff on H&S matters

1.3.2 Staff Consultative Committee (SCC)

SCC members will/are:

- Be consulted on H&S matters
- Responsible for sharing H&S information with the colleagues they represent
- Raise any H&S matters

Please see Appendix 1 for the H&S flowchart.

1.4 Safety arrangements

The CHSS H&S policy and its supporting organisation and arrangements are not static but respond to new legislation and problems identified by the inspection, monitoring and audit process. The aim of planning for H&S is to identify what is necessary to achieve effective control over the risks generated by CHSS activities. The process includes:

1. Identifying objectives which support the aim
2. Setting targets for their achievement
3. Establishing performance standards by which to measure their achievement

The planning process involves:

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1. Identifying hazards
 2. Assessing the risk
 3. Deciding priorities
 4. Deciding on suitable control measures
 5. Implementing and maintaining the control measures

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2. Organisational H&S risks

The HS&E Group is responsible for the analysis of CHSS-wide H&S risks. Actions from the safety objectives are cascaded to CHSS Directorate HS&E sub-groups. The analysis for the formulation of organisational H&S objectives is made from a variety of sources:

- Risk assessments
- Incidents
- Inspection results
- Retail quarterly H&S checks
- Actions (current and historic)
- Legal and other requirements
- H&S policy decisions
- Non-conformances
- Audit/assurance findings
- Typical significant hazards known to be present in the organisation

2.1 Operational risk assessments

2.1.1 Risk identification

It is the responsibility of Managers to ensure that formal, systematic risk assessments are made of all activities, of the equipment and materials used for those activities and of the locations where the activities are carried out in accordance with CHSS requirements and guidance. There are two types: generic risk assessment – task based colleague and volunteer activities; specific risk assessment – Control of Substances Hazardous to Health, Display Screen Equipment, First Aid, Manual Handling, Stress, Young Persons, New & Expectant Mothers, Noise, Vibration.

Identified risks will be dealt with sensibly, proportionately and responsibly in the development and implementation of safe systems of work with adequate controls. Risk assessment findings and their associated controls will be communicated to the relevant colleagues and volunteers using appropriate methods of informing, instructing and training.

Relevant professional support should be consulted before any high risk or complex activity is undertaken. The essential requirement is that at any time the Line Manager responsible for the work activity/area is able to demonstrate:

- A suitable and sufficient risk assessment has been carried out, in good time and for every stage, for all risks associated with their work.
- The necessary controls identified have been put in place

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- Effective communication of significant findings to those who may be affected by the activity
- Assessments are recorded and reviewed periodically and especially when the work changes
- Controls continue to be appropriate and in place

All those involved in the activity, including the Line Manager responsible for the workplace, will provide relevant information to inform the risk assessment process and will co-operate with those responsible to ensure appropriate controls are successfully implemented.

CHSS has a strategic and an operational risk register. The registers are co-ordinated by the Director of Finance & ICT and the Audit & Compliance Lead. Monitoring of the completion and sufficiency of risk assessments is a key role of the H&S Lead as part of the active monitoring process.

2.2 Management of change

Management of change is an important aspect of safety management. Change can introduce new hazards that could impact the appropriateness and effectiveness of any existing risk mitigation. Whenever a significant change is introduced to an existing system, such as a new operational requirement or a major reorganisation, and it is determined that the change may lead to a risk, the risk must be identified and then the change must be carefully managed in co-operation with the affected stakeholders.

CHSS procedures for hazard identification and risk assessment enable Managers to take into account changes or proposed changes in the organisation, its activities or materials prior to the introduction of such changes and to identify potential hazards that will ensure that there is no adverse effect on safety. The relevant Line Managers, through the risk assessment process, are required to:

- Identify any significant hazards associated with change
- Assess any risks associated with change
- Consider the hazards and risks where identified prior to the introduction of the change
- Implement the controls needed to address the identified hazards and risks associated with the change
- Monitor the change as a way to collect and analyse feedback, identify gaps and lessons learned.

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3. Safety improvement

3.1 CHSS safety objectives

H&S is integral to the planning of all our organisation and work activities. CHSS will ensure adequate resources are provided to implement H&S requirements.

4. H&S training, awareness and competence

Providing H&S information, instruction and training is a legal requirement and a key factor in ensuring good management and safe systems of work. CHSS will actively provide and support information, instruction, training and supervision by providing the resources to ensure colleagues and volunteers have the necessary skills and competencies to do their tasks and that this can be done with no risk to health. All new colleagues and volunteers will receive a local workplace induction and organisation induction.

4.1 Instruction

Instruction is specific practical information on how to carry out a process safely, i.e. the communication of a safe system of work. Instruction can be both verbal and written, formal and informal.

4.2 Training

HS&E training is reviewed and managed across CHSS by the HS&E Group in conjunction with Human Resources (HR). Training requirements of individuals are identified by the Line Manager, taking into account differing levels of responsibility, ability and risk. Line Managers should ensure that training is undertaken by colleagues and volunteers as appropriate. Line Managers should review training needs on a regular basis, as well as upon recruitment, at activity/job change and on identification of new hazards or change in risks, and revise if necessary.

4.3 Induction

It is a mandatory requirement for new colleagues and volunteers undertaking work at CHSS to complete their H&S induction requirements.

4.4 Refresher training

Because of the importance of updating competencies and keeping track of legislative changes etc., refresher training will be undertaken for some specific H&S courses.

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5. Communication, consultation and co-operation

5.1 Internal communication

CHSS will engage and consult with colleagues and volunteers on matters affecting their health, safety and wellbeing. Clear two-way communications will be maintained throughout the organisation to address and improve H&S arrangements and culture. The organisation will ensure co-operation and co-ordination with other employers where colleagues or volunteers share premises, facilities or activities with persons working in other organisations. H&S communications are distributed using several routes:

- The CHSS SharePoint site
- Management and safety meetings
- Directorate and team meetings
- Notices being displayed
- E-mails
- Other internal communications

5.2 External communication

CHSS communicates with appropriate stakeholders as required.

5.3 Enforcing authority contact & liaison

Contact, including correspondence from any enforcing authority relevant to H&S, e.g. from the Environmental Health Officer, Scottish Environment Protection Agency, Fire Authorities and Police, must be notified to the H&S Lead. The H&S Lead will provide the appropriate support and advice to the Line Managers.

5.4 Co-operation

CHSS will ensure:

- Third parties appointed by CHSS to carry out work on its behalf are competent for the activity they are to carry out
- There are arrangements for the co-ordination by those in control of the activities
- Arrangements are in place for the exchange of information on risks, responsibilities and controls.
- Suitable arrangements for supervision, reporting and monitoring.
- The Line Manager in charge of an activity for which any contractor is engaged is responsible for co-ordinating the contractor's work with the activities of CHSS, and the exchange of information on risks and controls.
- There are suitable arrangements for shared workplaces

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6. Operational safety

6.1 Safe systems of work

Directorates are responsible for ensuring that any work procedures which expose the individual to a significant hazard are assessed for risk and appropriate control measures are applied. One of the control measures is to use a safe system of work, which is a work procedure specifically designed to reduce exposure of the colleague or volunteer to H&S risks. Control measures should be in the form of a written scheme.

6.2 Safety of vehicles, plant and equipment

Any item of plant or equipment owned or rented by CHSS is the responsibility of the owning/renting Directorate; in some cases this may be shared between more than one Directorate. Where this is the case, responsibilities are defined and recorded between the identified parties. CHSS will ensure that all vehicles, plant and equipment provided is suitable, fit for purpose and appropriately inspected, examined, certificated and maintained. Arrangements will be made to ensure that defective equipment is taken out of service and remains out of service until repaired or removed. Arrangements will be made to provide adequate information, instruction and training to colleagues and volunteers to ensure competency in its operation prior to use and at determined suitable frequencies.

6.3 Management of contractors

All contractors will be assessed in terms of H&S in line with company guidance. The contractor's H&S policy statement, safe system of work and method/risk assessments, information on past performance e.g. incidents/near misses/dangerous occurrences, enforcement action, insurance cover, operatives training and qualifications will be examined through the procurement process by competent persons. The contractor must be given details of any specific risks such as asbestos. Securing of co-operation, communication arrangements, site security and working arrangements must be discussed with the responsible person prior to the start of works. The responsible person will monitor the performance of the contractor H&S management during the contract, taking action where necessary to ensure the H&S of persons who may be affected by the work activities.

6.4 Occupational health and wellbeing (H&W)

CHSS will create a work environment designed to protect the H&W of colleagues and volunteers and optimise the opportunity to help them improve their own health. Some of our colleagues and volunteers are dealing with people

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in the immediate aftermath of stressful, traumatic and life changing circumstances and this can have a psychological impact. We will ensure that this is considered in risk assessments and our colleagues and volunteers are supported.

6.5 Hazardous substance

Adequate arrangements will be made for the safe handling, storage and transportation of substances in line with procedure and guidance to prevent injury or ill health due to exposure to hazardous substances. CHSS procedures and arrangements will be followed for occupational hazardous substances to health such as asbestos, legionella, gas, lead and ionising radiation. CHSS infection control guidance and arrangements will be followed to reduce the risk of ill health from identified biological hazards such as blood borne viruses and bodily fluids via risk assessment. The charity operates a policy that a smoke-free working environment exists for all colleagues and volunteers. A complete ban on smoking in all CHSS enclosed workplaces will be applied, including vehicles.

6.6 H&S groups and sub-groups

The CHSS HS&E Group meeting will be held every second month in line with its constitution/terms of reference.

6.7 Raising H&S issues

All colleagues and volunteers have the responsibility to raise any H&S issue they feel may be affecting H&S within any Directorate; the issue should be raised, without delay, to their Line Manager or the H&S Lead.

7. Emergency preparedness and response

7.1 Business continuity and emergency planning

The arrangements for emergency response are published on the CHSS SharePoint site within each Directorate. They identify the potential for accidents and emergency situations and address the prevention of H&S risks associated with them. The arrangements cover the following areas:

- Business continuity and emergency planning
- Incident reporting, investigation and management procedures.
- First aid
- Fire

They include:

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- Defined lines of communication, escalation and associated responsibilities.
- Ensuring the procedures, instructions, equipment and associated data contained within the business continuity and emergency plan (BCEP) are maintained or amended regularly to ensure accuracy.
- Carrying out exercises to test the effectiveness of the BCEP
- Agreeing the provision of services in their plan with the appropriate service providers
- Briefing/training colleagues on the BCEP, particularly those with a role to play.
- Having a nominated person to maintain the plan and distribute amendments
- Exercising the BCEP to ensure its continued effectiveness by learning from experience

Directorates are responsible for:

- Ensuring development and maintenance of BCEP
- Ensuring their own staff are aware of the BCEP and are suitably trained and co-operate fully in the implementation
- Ensuring their visitors and contractors follow any instructions regarding evacuation and emergency relocation
- Identifying the need for and establishing emergency teams to take action in emergencies and ensuring responsibilities are assigned to team members

7.2 Accident & incident reporting and investigation

The arrangements for accident & incident reporting and investigation are documented in SMS-CP.05a.

7.3 Fire management

The management of fire safety within the organisation will be undertaken in line with company policy, procedure and guidance (please see Fire Safety Procedure SMS-CP.11d for further details). Each building will produce an Emergency Fire Action Plan that will ensure arrangements are in place for the maintenance of fire safety measures and any required emergency evacuation. The fire risk assessment programme will be managed by the H&S Lead.

7.4 First aid

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CHSS has two groups of qualified first aiders, those who have completed the three-day First Aid at Work course (FAW) or the one-day Emergency First Aid at Work course (EFAW). Directorates are responsible for annually reviewing their first aid needs assessments to ensure the current level of first aid cover is appropriate and adequate for the level of risk in the work areas. The results of the Directorates' first-aid needs assessment will help to determine whether their first aiders be trained in FAW or EFAW. Guidance on CHSS arrangements for the provision of first aid is obtainable from SMS-CP.05b.

8. Monitoring of performance

8.1 Responsibilities for monitoring

Responsibility follows the line management structure so that checking of controls will usually be done by Line Managers, whilst checking of strategic control measures will be done by the Directorate Team. Checks which look at CHSS as a whole will usually be done by Audit & Compliance Lead and, where required, in an external audit. The HS&E Group will review:

- Accidents/incidents (trends, investigation and closure analysis).
- Progress against action plans
- Analysis from active monitoring including management arrangements, inspections, assurance monitoring, responsibilities, training and risk assessments.
- Suspected work-related ill health
- Key risks and issues including significant new organisational projects/developments and legal and other changes
- Key audit items

The amount of monitoring that needs to be done, i.e. the frequency and depth of measurement will depend on several different factors, including:

- Mandatory monitoring requirements with defined maximum intervals
- The degree of risk associated with the particular location/activity
- The likelihood of accidents/incidents occurring
- Individual CHSS requirements

8.2 Proactive monitoring

Proactive monitoring includes:

- Monitoring of the achievement of specific plans
- Achievement against agreed performance targets and objectives
- Performance against identified actions, e.g. number outstanding/ number completed/ effectiveness.

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- Review of colleagues' health, where appropriate.

8.3 Reactive monitoring

Reactive monitoring includes the identification, reporting and investigation of:

- Work-related injuries, ill health (including monitoring of aggregate sickness absence records), diseases and incidents.
- Other losses, such as damage to property.
- Deficient H&S performance
- H&S management failures
- Adverse publicity and prosecution

Directorate arrangements should ensure that a follow-up procedure is established and operated to track the progress of actions arising out of the monitoring processes.

8.4 Monitoring of third party performance and compliance

The frequency and extent of monitoring will vary from contract to contract depending on the nature of the goods or services being supplied and, for shared workplaces, on the agreed responsibilities between the two parties.

9. Reporting of performance

9.1 Preparation of Executive-level reports

The Chief Executive is responsible for the monitoring of CHSS-wide issues on behalf of the Board of Trustees. The H&S Lead will provide updates to the Directors' Group (Bi-monthly), ARC (twice a year) and SGC (quarterly).

The H&S Lead collects measurement information which is pertinent to CHSS as a whole, including accident and incident reports.

The Office & Facilities Management Team is responsible for the management and development of the necessary spreadsheets and databases for the collection of the relevant CHSS-wide H&S data.

9.2 Annual report to ARC/SGC

The HS&E Group, via the Director of People Driven Development and H&S Lead, is responsible for providing H&S performance information for the annual reporting to ARC/SGC. After consideration by the ARC the annual report will be placed before the main Board for noting.

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10. Audit

10.1 Audit responsibility and audit programme

Internal audits are undertaken by the Audit & Compliance Lead and a schedule is developed and shared with each Directorate, H&S Lead and the HS&E Group.

The internal safety audit programme is risk-based and approved by the Director of Finance & ICT, Director of People Driven Development and H&S Lead.

Recommendations resulting from the audit exercise are referred to the relevant Directorate to address actions. External audits of our H&S processes and systems will be undertaken every twelve to eighteen months.

The nature and scope of the external audit will be approved by the SGC and the report by the external auditor will be submitted to the SGC and ARC.

11 Review of performance and continuous improvement

11.1 Management review

The adequacy of H&S performance and the suitability, adequacy and effectiveness of arrangements for the management of H&S need to be assessed and actions necessary to remedy deficiencies and effect improvements which need to be taken.

11.2 Continuous improvement

The management review processes, outcomes and actions should feed into the continuous improvement cycle, including the review of the policy.

12. References

Health & Safety at Work Act 1974

Management of Health and Safety Regulations 1999

Workplace (Health, Safety and Welfare) Regulations 1992.

Provision of Work Equipment Regulations 1998

Lifting Operations and Lifting Equipment Regulations 1998

Manual Handling Operations Regulations 1992.

Display Screen Equipment Regulations 1992

Control of Substances Hazardous to Health 2002

Reporting of Injuries, Diseases and Dangerous Occurrences 2013

First aid Regulations 1981 (rev Oct 2013)

Control of Asbestos Regulations 2002

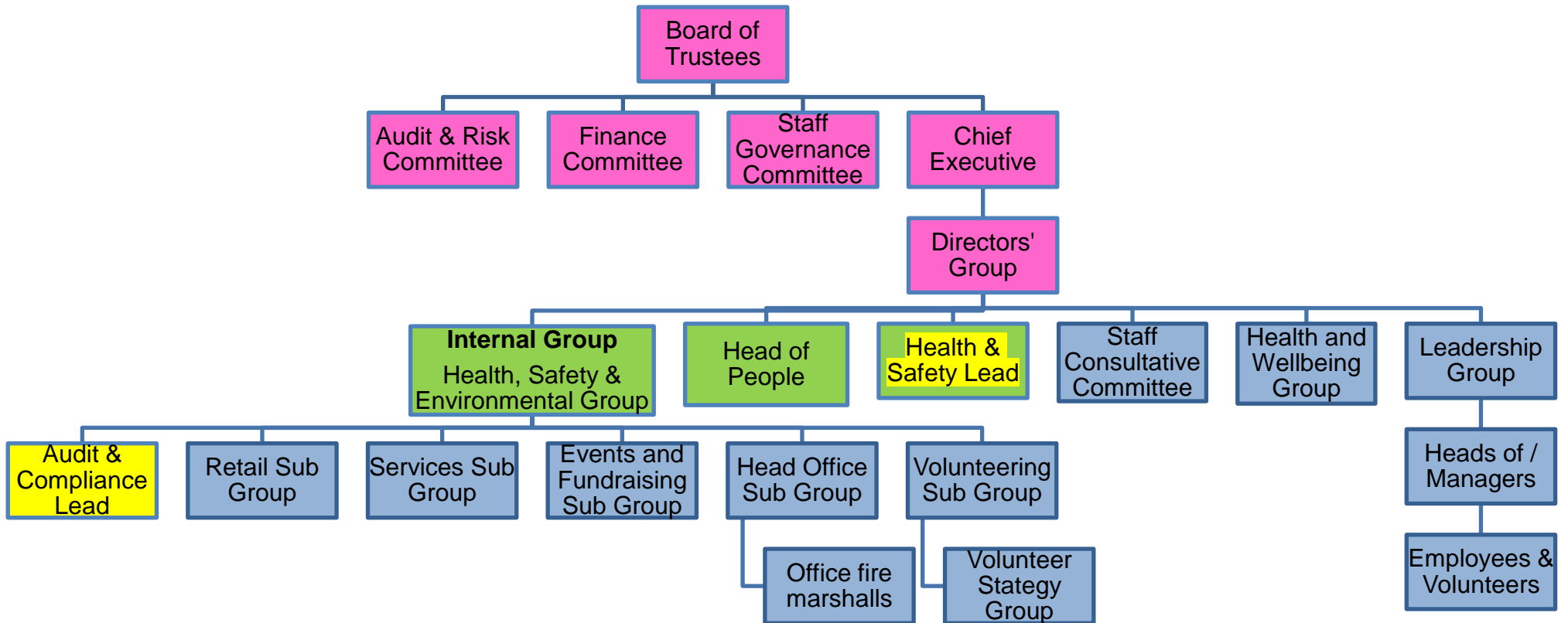
Noise at Work Regulations 1989

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Fire Scotland Act 2005
Leading Health and Safety at Work INDG417 (Rev1)
HSE Coronavirus (COVID19) guidance

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Appendix 1: H&S flowchart



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