

Safety, Health, and Wellbeing Policy

Section 2 – Organisation

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SHAW02 – Organisation
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Role	Name	Approval Date
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Name	Organisation
All Staff - mySCC	Suffolk County Council

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3. Policy Documents

Matters relating to health, safety or wellbeing may be referred to in these documents as generally ‘health and safety’ or just ‘safety’ but should be viewed in the broader context of Safety, Health and Wellbeing (SHAW).

[SHAW01 – General Statement of Policy](#) is signed by the Chief Executive and the Leader of the Council to demonstrate the council’s commitment to safety, health, and wellbeing.

This document, SHAW02 - Organisation, sets out the organisational structure of Suffolk County Council (SCC) and defines the various roles and responsibilities regarding safety, health and wellbeing.

[SHAW03 – Arrangements](#) sets out our arrangements for how we manage safety, health and wellbeing within SCC.

A suite of supporting documents numbered SHAW11, SHAW12, SHAW13... etc. sets out the corporate standards for managing various specific hazards.

Depending on the level of risk identified, directorates may supplement these documents with more detailed arrangements of their own although common standards are recommended wherever possible.

Together, this suite of documents (SHAW01, SHAW02, SHAW03 and SHAW11, SHAW12 ... etc.) make up the council’s SHAW policy, as defined by the Health and Safety at Work etc. Act 1974.

Directorates will be audited against these standards to ensure compliance.

Suffolk Fire and Rescue Service have their own Arrangements to reflect their different operational requirements.

4. Organising

[Appendix 1](#) shows a simplified organisation chart and the various meetings at which safety, health and wellbeing are featured and identifies those who are regarded as Leaders or Managers within the meaning of [HSG65 \(Managing for Health and Safety\)](#).

4.1. Leaders

Leaders includes Members of the Cabinet, the Chief Executive, Corporate Leadership Team (CLT) the SHAW Board, Chief Fire Officer and the Head of Health and Safety.

The key **tasks** of the leaders include:

- making SHAW policy.
- establishing strategies to implement policy and integrating these into general business activity.
- specifying a structure for planning, measuring, reviewing, and auditing SHAW

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policy.

- specifying a structure for implementing policy and supporting plans.
- agreeing plans for improvement and reviewing progress to develop both the SHAW management system and the policy.
- pursuing SHAW objectives with evident sincerity and commitment.
- producing detailed plans to achieve corporate SHAW objectives.
- keeping up to date with changes in health and safety legislation, standards, and good practice.

Resulting in:

- a written statement of general SHAW policy (SHAW01) which is issued by the Chief Executive and Leader of the Council to show senior management commitment to safety, health, and wellbeing.
- a written statement of the organisation (this document, SHAW02) which shows how we organise ourselves and how safety, health, and wellbeing fits into the organisational structure.
- a written statement of arrangements (SHAW03) which details how we implement safety, health and wellbeing through planning, monitoring, measuring, reviewing, and auditing.
- SHAW policies, procedures, and guidance (referred to as 'strategy statements' in HSG65) outlining specific requirements for controlling particular hazards.
- Suffolk Fire and Rescue Service have their own Arrangements to reflect their different operational requirements.
- procedures, guidance, management plans and 'toolkits', to enable managers and staff to fulfil the requirements of the policies.
- a SHAW strategy to drive forward positive change and continuous improvement.

4.2. Managers

Managers including Assistant Directors, Line Managers, and Supervisors.

The key tasks for managers are:

- establishing management arrangements, risk control systems and workplace precautions together with associated performance standards.
- ensuring the participation and involvement of employees and their representatives.
- keeping up to date with changes in SHAW policies and procedures and with management practices relevant to the organisation.
- implementation of operational plans, management arrangements, risk control

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systems, workplace precautions and performance standards.

- provision of necessary physical and human resources and relevant information.
- provision of timely feedback on performance including successes and failures and any deficiencies in plans, arrangements, systems, or precautions.
- ensuring communication and participation at all levels in SHAW activities.

Resulting in:

- SHAW action plans which identify specific SHAW objectives to be achieved within fixed time periods.
- safe and healthy delivery of services.
- services which do not create risks to others.

5. Roles and Responsibilities

5.1. *Leaders:*

Members of the Cabinet and other elected members have strategic responsibility for setting the SHAW direction and policy for the council. The Cabinet has appointed a councillor with the specific remit of promoting safety, health, and wellbeing in line with this policy. The appointed councillor acts as the safety, health and wellbeing champion for cabinet and council.

Members of the Cabinet and other councillors shall:

- ensure that there is strategic direction and that suitable resources are available to discharge the council's safety, health and wellbeing responsibilities.
- monitor, via reports, the overall performance of the council's safety, health and wellbeing strategy, and annual action plan.
- ensure effective strategic SHAW governance is provided.

The Chief Executive (CE) has overall responsibility for ensuring that the council's safety, health, and wellbeing policy is implemented effectively and appoints a lead director to champion safety, health, and wellbeing within the Corporate Leadership Team (CLT) and the SHAW Board. Currently this is the Director of Corporate Services and Deputy Chief Executive.

Corporate Leadership Team (CLT) shall:

- provide strategic direction.
- ensure that robust safety, health and wellbeing management systems, arrangements and organisation exists in each directorate.
- provide support to help the Chief Executive meet their safety responsibilities for the Council as a whole.
- take overall responsibility for the council's SHAW performance and is required to

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ensure that:

- decision-making is in line with county council policy and procedures for safety, health and wellbeing and any statutory provisions set out in legislation.
- Safety, health, and wellbeing performance is continually reviewed.
- suitable action plans for improving safety, health and wellbeing are developed and implemented.
- The Performance and Development Review framework is used to measure the performance of corporate directors against safety, health and wellbeing targets, and objectives.

Directors shall:

- appoint a member of their DMT to lead on matters of safety, health, and wellbeing within their directorate; chair their directorate SHAW Steering Group; and ensure within their directorate:
 - adequate SHAW provision is in place.
 - this policy is implemented.
 - a continuing SHAW action plan (Signs of Safety) is developed and implemented for the continuous improvement in SHAW standards.
- ensure that safety, health, and wellbeing is discussed as an integral part of their duties through safety discussions or other means of engagement such as 'message from...'

Deputy Chief Fire Officer shall:

- Represent the Chief Fire Officer and lead on matters of safety, health, and wellbeing within the Fire & Rescue Service and ensure that:
- Adequate SHAW policies and arrangements are in place to meet the needs of the Fire and Rescue Service.
- SFRS arrange a quarterly meeting of a Fire SHAW committee. This is drawn from invited representatives from across the organisation.
- Actions are recorded and reviewed at each meeting. Decisions made at meetings are also recorded.
- Actions are made available to all staff.
- Health and Safety representatives from stations and departments are encouraged.
- The Health and Safety Committee can lead to actions being taken to other meetings within SFRS to promote improvements across the organisation and beyond, namely:
 - Performance and Assurance Board
 - Operational Change Board
 - Regional Health and Safety Committee

Safety, Health and Wellbeing (SHAW) Board shall:

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- set the strategic direction of the organisation and review the strategy in the light of change.
- agree goals and measure performance against the SHAW dashboard.
- demonstrate visible commitment to improvement and leadership by championing safety, health, and wellbeing outside of the board meeting and leading by example.
- endorse and ratify new policies and changes to existing policies.
- Oversee and review the measures taken to ensure that the safety, health, and wellbeing of staff and those affected by our activities is in accordance with Section 2(7) of the Health and Safety at Work etc. Act 1974.
- advise CLT on the development and implementation of the council's SHAW Strategy.
- provide a forum for trade union safety representative involvement in, and consultation on, the management of health, safety, and wellbeing within the council.
- monitor progress towards meeting the aims of the council's safety, health and wellbeing policy, and the implementation of the SCC SHAW Strategy.
- consider any safety, health and wellbeing issues brought to its attention by board members or by SHAW advisors, and to ensure lessons are learned from incidents that have occurred within SCC and nationally.
- consider reports, information and new legislation from the Health and Safety Executive and local enforcement officers and makes appropriate recommendations to CLT and/or SCC SHAW groups.
- promote co-operation, information sharing and learning across the directorates on all matters relating to safety, health, and wellbeing at work.
- receive regular progress reports and recommendations from working groups established by the SHAW Board and other bodies to address specific SHAW issues.
- report progress and issues to CLT (through its SHAW champion) and Cabinet (through its SHAW champion).
- Submit an annual report on all aspects of safety, health, and wellbeing to CLT and Cabinet. This will include data on performance and lessons learned in the preceding year and an action plan for the following year.
- Escalate matters to CLT if the board feels that a decision is required from CLT.

The terms of reference of the SHAW Board are published on [mySCC](#).

Fire Service Operation Change Team shall:

- be comprised of representatives from across the service.

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- meet to discuss arising issues when responding to Operational Incidents
- Receive updates where necessary from SHAW advisors.
- Create actions for SHAW Advisors

Head of Corporate Health and Safety:

- is responsible for the professional advice provided to the SHAW Board and to CLT.
- ensures that systems are in place to monitor directorate's compliance with corporate policy.
- reports to the SHAW Board.
- manages the team of safety, health, and wellbeing advisers.
- Establishes management systems at a corporate level that will assist each directorate in delivering the required safe system of work.

SHAW Advisers shall:

- assist in promoting a positive SHAW culture.
- provide professional advice to directorates.
- assist the Head of Health and Safety in writing policy documents and guidance.
- carry out monitoring to determine directorates' compliance with corporate policy.
- monitor incident data and trends.
- assist directors to measure performance against the SHAW dashboard.
- support directorates to implement their Signs of Safety SHAW action plans.
- assist directorates in writing directorate instructions and guidance.
- assist with serious incident investigation.
- promote and maintain high standards of health, safety, and welfare at work for all employees of the county council.
- support the safety, health, and wellbeing interests of councillors.
- assist directors to develop management systems at service level, developed from the corporate standards and recognised good practice, which will establish the required safe system of work.
- maintain high standards of competence through continuous professional development, training, and networking with other professionals.
- assist with providing cover for each other during absence, to ensure continuity of SHAW advice within the directorates.
- assist directors to produce and maintain SHAW policies and procedures in line with the corporate SHAW action plan.

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- refer issues to Head of Health and Safety as required for corporate ownership and support.
- facilitate “task and finish working groups” established by the SHAW Board.

Trades Union Safety Representatives:

- Two places are available on the SHAW Board for Trades Union representation.
- The collective union groups will nominate representatives to sit on the board.

5.2. Managers:**Directorate Management Teams (DMTs) shall:**

- set the direction for their respective SHAW Steering Groups.
- receive quarterly performance updates.
- agree the directorate Signs of Safety action plan and
- Receive an annual report from the SHAW Steering Group.

Directorate SHAW Steering Groups:

Each directorate should set up a SHAW Steering group which will:

- be chaired by the director or the SHAW lead AD.
- develop a directorate Signs of Safety action plan.
- ensure compliance with the corporate strategy and policies.
- monitor SHAW performance standards within their directorates.
- report to the SHAW Board.

Senior managers must:

- ensure that arrangements are in place to manage safety, health, and wellbeing within their divisions.
- ensure that arrangements are in place to carry out risk assessments to determine the significant risks within their divisions.
- ensure that adequate resources are made available to implement control measures, commensurate with the level of risk identified.
- set a good example and
- maintain a good profile for safety, health, and wellbeing in their division.
- ensure their divisions can promote management control, co-operation, communication, and competence.
- use the Performance and Development Review framework to measure the performance of their senior managers against SHAW targets and objectives.
- ensure effective proactive and reactive monitoring of safety, health, and wellbeing at all management levels.

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- measure and review directorate performance against indicators, targets, and their directorate SHAW action plan.
- comply with the directorate’s SHAW audit programme and monitor the progress of remedial actions.
- take responsibility for ensuring that this policy is implemented and managed effectively within their service.
- Ensure that partnerships, joint ventures, and other service delivery agencies they employ have SHAW management arrangements that enable them to comply with the council’s standards.

Line managers must ensure that:

- hazards in the workplace are identified and controlled, risk assessments(s) are carried by a competent person and significant risks are documented.
- risk assessments are regularly reviewed, and when there has been a significant change in the workplace or work equipment, or after a significant incident or near miss.
- the results of risk assessments are communicated to employees in an appropriate and timely manner.
- safe systems of work are developed and implemented for those risk assessments for activities where national guidance or recognised good practice is not available.
- training is provided where necessary to support employees and managers to a competent standard.
- the significant findings of risk assessments are recorded and shared.
- incidents involving injuries or near misses are recorded and, where necessary, investigated.
- Safety, health, and wellbeing is discussed and included in team meetings, PDRs, and staff or team discussions.

3.1. SHAW Champions

Staff who support the SHAW Team by volunteering as:

- First aiders
- Mental health first aiders
- Fire wardens
- Evac+chair operators
- Computer workstation assessors

3.2. Staff

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- take care of their own safety, health, and wellbeing and that of others who may be affected by what they do, or fail to do, at work.
- co-operate with their line manager on matters of safety, health, and wellbeing.
- follow safe systems of work.
- undertake SHAW training required of them.
- report any concerns or hazards promptly, using the incident reporting system or to their line manager, supervisor, or SHAW advisor if they do not have access.
- report incidents and near misses promptly, using the incident reporting system or to their line manager, supervisor, or SHAW advisor if they do not have access.
- report any changes to personal circumstances that may affect their ability to work safely.
- inform their line manager / supervisor of potential SHAW training needs.
- attend SHAW training agreed with line manager / supervisor and tell their manager when training may be required or refreshed.

SCC Hierarchy chart
