#### HAMBLETON DISTRICT COUNCIL

Report To: Cabinet 11 February 2014

#### Subject: REVISED CORPORATE HEALTH AND SAFETY POLICY

All Wards Portfolio Holder for Support Services and Economic Development: Councillor P Wilkinson

#### 1.0 PURPOSE AND BACKGROUND:

- 1.1 The purpose of this report is to inform Cabinet of the proposed revision to the Corporate Health and Safety Policy.
- 1.2 The revised Policy (attached in Annex 'A') takes account of the need to develop a more comprehensive document which builds on the previous Policy, updating it for the management of health and safety across all Council Directorates and services.

#### 2.0 POLICY CONTENT:

- 2.1 The Policy Statement requires the integration of health and safety into the Council decision making and risk management processes. The Policy aim and objectives are to be worked towards across the Council and in our dealings with partners, contractors and others. To demonstrate strong and active leadership from the top, personal commitments are included from the Chief Executive, Directors and Members. In all cases the commitments reflect the personal responsibilities carried by individuals under health and safety law.
- 2.2 Section 2 sets out the Council's organisational structure and responsibilities for health and safety. This section has been developed to be more comprehensive and now includes the responsibilities for health and safety at all tiers of management. The leadership role of management is incorporated within the responsibilities and developing an understanding of this role is critical to successful implementation. In light of the Corporate Manslaughter and Corporate Homicide Act 2007 this is a key area for review and action.
- 2.3 The Council's arrangements for health and safety management are included in Section 3. This covers the Council's systematic approach to health and safety management and includes sub-sections on Policy, Organising, Planning and Implementing, Measuring Performance, Reviewing Performance and Auditing. In effect, this sets out a framework for how health and safety is to be managed across all Council Directorates and services. The management system reflects best practice guidance.
- 2.4 Corporate and Directorate health and safety procedures continue to be developed to set standards, systems and guidelines for the implementation of control measures for specific health and safety risks. These procedures are being produced taking account of current best practice, both within the Council and externally. To support dissemination of information, all health and safety policies, procedures and guidance are to be made readily available on the Council's Intranet site.

#### 3.0 NEXT STEPS:

- 3.1 The new Policy will be publicised and implemented. The Policy will be brought to the attention of Members, all Council employees and others as necessary.
- 3.2 Corporate Health and Safety reports will be presented periodically to Scrutiny Committee and Management Team.
- 3.3 The Policy will be kept under review and any improvement action will be initiated as appropriate. The formal review of the Policy is scheduled for January 2016.

#### 4.0 LINK TO COUNCIL PRIORITIES:

4.1 There are no links to specific Council priorities.

#### 5.0 RISK ASSESSMENT:

5.1 There are no significant risks arising out of this report.

#### 6.0 **FINANCIAL IMPLICATIONS:**

6.1 There are no direct financial implications of this report.

#### 7.0 LEGAL IMPLICATIONS:

- 7.1 The Health and Safety at work Act 1974 and all other related legislation places responsibilities on employers to operate safe systems of work for their staff, customers and visitors. The Corporate Manslaughter and Corporate Homicide Act 2007 places specific duties on senior managers for health and safety issues.
- 7.2 An up to date and effective Corporate Health and Safety Policy is an important cornerstone in fulfilling those obligations.

#### 8.0 EQUALITY/DIVERSITY ISSUES

8.1 None.

#### 9.0 **RECOMMENDATION:**

9.1 It is recommended that Cabinet approve the revised Policy and recommend it to Council.

#### MARTYN RICHARDS

Background papers:	Revised Corporate Health and Safety Policy
Author ref:	JMR
Contact:	Martyn Richards Director of Corporate Services Direct Line No: (01609) 767010

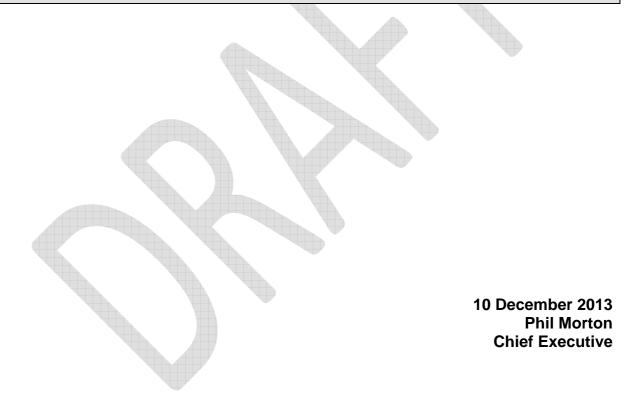
110214 Revised Corporate Health and Safety Policy

ANNEX 'A'

HAMBLETON DISTRICT COUNCIL

# CORPORATE HEALTH AND

# SAFETY POLICY



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Title	Corporate Health and Safety Policy
Number of pages	17
Author	Health and Safety Team
Approved/authorised	Management Team/Health and Safety Group
Date of issue	10 December 2013
Review date	December 2015
Links to other policies	Corporate and directorate H&S procedures. Various
	Human Resources & Risk Management policies.

# 1.0 CORPORATE HEALTH AND SAFETY POLICY STATEMENT

# 1.1 The Corporate Health and Safety Policy Statement

#### Policy Aim

To be an organisation where everyone can fulfill their potential free from work related injury or ill health; this includes employees, volunteers, customers, partners and others who may be affected by our work activities

#### **Policy Objectives**

To provide adequate control of the health and safety risks arising from work activities

To consult with employees on matters affecting their health and safety To provide and maintain safe plant and equipment

To ensure the safe handling and use of substances

To provide information, instruction and supervision for employees

To ensure all employees are competent to do their tasks, and to give them adequate training

To prevent accidents and cases of work-related ill health

To maintain safe and healthy working conditions

To revise and update this policy as necessary at regular intervals

The policy's aim and objectives are to be worked towards across the District Council and in our dealings with Partners, Contractors, Suppliers and others.

### 1.2 **Chief Executive's Commitment**

As Chief Executive, I accept the duties and obligations imposed upon me by legislation. I realise the importance of integrating health and safety into decision making and risk management processes within the District Council. The Directors will support me in this role and together Management Team will ensure the effective leadership of health and safety, following the latest IOD/HSE guidance "Leading health and safety at work".

Whilst accepting the minimum legal standards set by national legislation the District Council is committed to promoting a health and safety culture, which aims to produce high standards of health and safety. This process will continue to raise standards within the District Council beyond the minimum legal requirements. I believe that achieving these high standards will positively contribute to the overall quality of the services provided by the District Council and I will make available sufficient resources to ensure that they are met.

I accept that although the final level of responsibility for implementing the District Council's policy rests with me, each and every individual employee must take an active role in effectively implementing the policy. I urge all employees to co-operate fully in the measures the District Council will be taking as part of this Policy, to ensure so far as is reasonably practicable the health and safety of themselves and others .

# 1.3 Directors' Commitment

As Directors of the District Council, we recognise and accept the duties and obligations imposed upon us, both under legislation (including the Health and Safety at Work etc. Act 1974) and this Policy, to ensure, so far as is reasonably practicable, the health and safety of:

- All employees of the District Council whilst they are at work
- Other persons (e.g. customers, visitors, members of the public, contractors) who may be exposed to risks to health and safety arising out of the activities of the District Council

We realise the importance of integrating health and safety into decision making and risk management processes within our directorates and services. We will provide effective leadership of health and safety within our directorates. Our service managers will support us in this role and together directorate senior management teams will ensure the effective leadership of health and safety, following the latest IOD/HSE guidance "Leading health and safety at work".

We have set out in this policy the duties and obligations that apply throughout all directorates, so all employees are aware of their own roles and responsibilities. In order to fulfill these duties and obligations, it is necessary for us to rely upon the full co-operation and support of all employees.

### 1.4 Members' Commitment

As members of the District Council we recognise the duties and obligations imposed on us to support the Chief Executive and Directors in their leadership of health and safety. We will ensure that our decision making and contacts with employees and members of the public support the aims of this Policy and the requirements of health and safety legislation.

To help co-ordinate this effort the Portfolio Holder for Corporate Services will act as Member's contact point for ensuring that decision making is in line with this Policy and the requirements of health and safety legislation.

The District Council's health and safety performance will be scrutinised on a periodic basis at Scrutiny Committee.

Councillor Mark Robson Leader of the District Council

Councillor Nigel Knapton Portfolio Holder for Corporate Services

### 2.0 ORGANISATIONAL STRUCTURE AND RESPONSIBILITIES FOR HEALTH AND SAFETY

This Section details the health and safety roles and responsibilities assigned to specific posts and functions. These roles and responsibilities are shown diagrammatically in **Appendix 1**.

#### 2.1 Members

#### 2.1.1 Leader of the District Council

To ensure the work of the Cabinet and full Council is conducted in accordance with District Council policy and procedures for health and safety and with due regard for any statutory provisions set out in legislation.

### 2.1.2 **Portfolio Holder for Corporate Services**

This Portfolio Holder has an individual responsibility for health and safety and acts as Member's contact point for ensuring that decision-making is in line with District Council policy and procedures for health and safety and any statutory provisions set out in legislation.

#### 2.1.3 Scrutiny Committee

The District Council's health and safety performance will be scrutinised on a periodic basis at Scrutiny Committee as part of the District Council's framework for corporate governance.

#### 2.1.4 All Members

All Members shall ensure that all the decisions they make are in line with District Council policy and procedures for health and safety and any statutory provisions set out in legislation. This principle is to be borne in mind by all committees and during all contacts with employees and members of the public.

### 2.2 Chief Executive

The Chief Executive has overall personal responsibility for the effective leadership of health and safety in the District Council. He will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of the District Council's culture, of its values and performance targets
- provide effective leadership to Directors by agreeing and reviewing targets for achieving improvements in health and safety
- ensure that adequate resources are made available to achieve high standards of health and safety
- monitor and review health and safety performance including reference to the H&S Working group and the Health and Safety Team

### 2.3 Directors

All Directors are personally responsible for the effective leadership of health and safety within their Directorates and/or sphere of influence. Directors will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of the Directorates culture, of its values and performance standards
- ensure that there is a clear management structure within the directorate and that responsibilities for health and safety are communicated and included in job descriptions
- ensure there are adequate and appropriate arrangements to secure the trust, participation and involvement of all employees
- ensure there are adequate arrangements so that the required health and safety information flows into, within and from the directorate
- ensure there are systems and arrangements to secure the health and safety competence and capability of all employees and others who are part of the conduct of the directorate's undertakings
- provide visible leadership on health and safety to service managers by setting and reviewing targets for achieving improvements in health and safety
- approve the directorate health and safety action plan and monitor implementation at senior management team
- ensure that adequate resources are made available to achieve high standards of health and safety
- monitor health and safety performance by receiving both specific (e.g. incident-led) and routine reports
- ensure individual's health and safety performance is considered at their annual appraisal
- keep health and safety performance under review at senior management teams and ensure a formal annual review is carried out
- consult health and safety risk management and others to monitor the need for further health and safety measures

# **Director of Corporate Services**

In addition to the responsibilities outlined above the Director of Corporate Services is appointed as the "health and safety director" to ensure that health and safety risk management issues are properly addressed by Management Board and more widely in the District Council. This role includes maintaining an adequately resourced Health and Safety Risk Management service and chairing the Corporate Health and Safety Group.

# 2.4 Service Managers

Service Managers are personally responsible for the effective implementation of the District Council's Health and Safety Policy in areas under their control. They are responsible for the day to day operation of all health and safety systems and procedures within their service areas. They will carry out the following duties:

- ensure that the health and safety policy and procedures are an integral part of the culture, values and performance standards in their service areas
- ensure that there is accountability for health and safety within their service areas and that responsibilities for health and safety are communicated
- provide visible leadership on health and safety to managers and employees by setting and reviewing targets for achieving improvements in health and safety
- implement the directorate health and safety action plan in their service areas and monitor implementation at their team meetings
- ensure that health and safety issues are taken into account in all service performance plans and at the design stage of new initiatives
- monitor to satisfy themselves that suitable safety standards are maintained and arrange for any shortcomings in safety standards, inspections, training and instruction to be rectified
- ensure they are advised of any accidents, incidents and health and safety issues occurring in their area of responsibility
- ensure that suitable and sufficient risk assessments are carried out in their area of responsibility. These should be recorded, shared with the relevant staff and reviewed at least annually (or sooner if there is a significant change) and modified if necessary
- ensure that all employees in their area of responsibility have been informed of any risks to their health and safety, and the control measures that must be taken
- ensure that adequate resources are made available to achieve high standards of health and safety
- monitor health and safety performance by receiving both specific (e.g. incident-led) and routine reports
- keep health and safety performance under review in their management teams and play a full and active part in the review process at Directorate management team meetings
- consult health and safety risk management and others to monitor the need for further health and safety measures

# 2.5 **Premises Managers**

Premises managers take responsibility for overseeing building related health and safety issues in designated premises. They will carry out the following duties in consultation with Design and Maintenance, health and safety risk management, lead officers and other appropriate officers:

- ensure that contracts are in place through Design and Maintenance for building maintenance and the inspection and testing of equipment in the premises e.g. boilers, electrical, fire equipment, gas, lifts etc.
- ensure suitable arrangements are in place at the premises for the management of contractors and construction projects on site
- maintain suitable arrangements in the premises to manage any asbestos present in the building
- maintain suitable arrangements in the premises to manage any water related risk in the building, including legionella
- ensure the fire risk assessment for the premises is reviewed on an annual basis
- ensure appropriate health and safety signs and information is displayed throughout the premises
- ensure suitable first aid provision is maintained at the premises
- ensure health and safety standards in the communal areas of the premises are monitored through workplace inspections and ensure action is taken to improve health and safety as necessary
- ensure emergency procedures are developed and periodically tested for the premises
- on multi-occupancy sites ensure there is co-operation and co-ordination of health and safety arrangements between all parties, including tenants and licensees

# 2.6 **Other Officers with Management/Supervisory Responsibility**

Staff who manage, supervise or have responsibility for employees, trainees or members of the public are accountable for health and safety within their management control. They will carry out the following duties in consultation with health and safety risk management, lead officers and other appropriate officers:

- provide effective leadership on health and safety to their staff and support improvements in health and safety
- ensure that health and safety issues are taken into account at the design stage of new initiatives and projects
- be responsible for taking the necessary steps to ensure the health, safety and welfare of all employees, trainees and other persons who may be affected by work activities (e.g. visitors, members of the public, contractors)

- continually assess the risks to health and safety in their area of responsibility and ensure that all significant hazards are adequately addressed
- where risks cannot immediately be eliminated, ensure that proportionate action is taken to reduce the risk so far as is reasonably practicable. These actions should be recorded on a risk assessment form and brought to the attention of those affected
- ensure that accidents and incidents in their area of responsibility are reported promptly to the service manager/health and safety risk management, as required by the Accident reporting procedure. Ensure that accidents and incidents are investigated and reasonable action is taken to prevent a recurrence
- ensure that all employees in their area of responsibility receive appropriate health and safety training with regard to the safety of themselves and others. Ensure they have sufficient knowledge, skills and information to carry out their work safely. New staff will be given a workplace health and safety induction during the first week at work
- ensure that they and their staff are kept up to date with all relevant health and safety information
- ensure that all employees and trainees have appropriate protective equipment and clothing where it is required, and are given suitable information, training and instruction on its use

### 2.7 Health and Safety Team

The Health & Safety Team is appointed as the District Council's competent persons (in accordance with the Management of Health & Safety at Work Regulations). The Head of the Health & Safety Team is a standing member of the Corporate Health and Safety Group. The Team provides health & safety support services to Members, managers and employees, with individuals assigned to each Directorate. However, neither under the terms of this Policy, nor under health and safety law, can the Health and Safety Team relieve managers or supervisors of their operational health and safety responsibilities.

The Health & Safety Team will carry out the following duties:

- develop and advise on the implementation of health & safety policy and procedures for existing and new activities
- support and empower management to develop and implement effective health & safety risk management in their service areas
- promote a positive health & safety culture based on sensible risk management to secure high standards of health and safety
- advise on the development of health & safety action plans including the setting of realistic short-term and long-term objectives
- advise and inform on all aspects of health & safety and provide advice on new legislation affecting the work of the District Council
- advise on the implementation of the health & safety risk assessment system and prioritisation of control measures

- advise on health & safety training of staff at all levels
- monitor health and safety through inspection and audit
- co-ordinate the accident/Incident reporting, recording and investigation system
- report to management on health & safety performance and standards
- liaise with health and safety enforcing authorities and maintain professional working relationships
- exercise the authority to stop work in cases where there is an intolerable risk of serious injury or likelihood of fatality

### 2.8 Human Resources

Human Resources will ensure that the following services are provided across all directorates:

- incorporation of health and safety requirements as appropriate in Human Resources policy and procedures
- oversee the development and delivery of the corporate training plan and advice on commissioning training
- advice on employee fitness for work and on adjustments and restrictions for existing and potential employments
- medical advice to inform individual risk assessments on employees who have underlying medical conditions
- medical advice on rehabilitation programmes to assist individuals to return to work from sickness absence
- advice to managers on medical/health issues to prevent potential work related ill-health
- provision of appropriate health surveillance and advice to individuals and their managers on any risks to their health and the necessary measures to prevent the development of disease and ill-health
- provision of support via the Staff Care Network to all employees experiencing personal and workplace difficulties

# 2.9 **Design and Maintenance**

Design and Maintenance provides advice and guidance across all Directorates in relation to the development of new, and the refurbishment and maintenance of existing buildings. The team liaises with Directorates and building occupiers to ensure that suitable contracts are in place for maintaining buildings, plant, equipment and services. In addition the team provides specific advice and guidance on the management of asbestos and water related matters (including Legionella). The team will ensure incorporation of health and safety requirements as appropriate in Design and Maintenance policy and procedures.

# 2.10 Trade Union Safety Representatives

Trade Union Safety Representatives are fully consulted on matters affecting the health and safety of employees they represent, in compliance with the Safety Representatives and Safety Committees Regulations 1977. Formal consultation with Trades Unions on health and safety takes place at corporate and Directorate level through the various health and safety groups and team meetings.

# 2.11 All Employees and Trainees

All employees and trainees have an important part to play in protecting themselves and others. Health and safety responsibilities are based on legal obligations and are subject to the District Council's disciplinary procedures. In particular all employees and trainees are required to:

- take reasonable care for the health and safety of themselves and others, who may be affected by what they do or fail to do at work
- co-operate with all managers, supervisors and the Health and Safety Risk Management Unit on health and safety matters
- familiarise themselves with, and to act in accordance with, any health and safety procedures which have been issued to them or otherwise brought to their attention
- act in accordance with any safety training which has been provided to them, or any verbal safety instructions issued to them
- make full and proper use of any personal protective equipment (PPE) and clothing provided to them, in accordance with instructions or training received. Report any loss of, or obvious defect in, such PPE to their supervisor or manager
- adopt safe behaviour and avoid interfering with or misusing anything provided in the interest of health, safety or welfare
- report any accident/incident, no matter how minor the injury, by informing their supervisor or manager (to be done on the day of accident/incident or as soon as possible thereafter). This includes reporting any accident/incident involving a non-employee whilst on District Council premises or sites or affected by District Council activities, which comes to their attention
- report to their supervisor or manager any work situation which they consider to represent a serious and immediate danger to health and safety, or any matter which they consider to represent a shortcoming in current arrangements for health and safety
- follow any laid down emergency procedures in the event of serious imminent dangers, such as emergency evacuations

# 3.0 ARRANGEMENTS FOR THE MANAGEMENT OF HEALTH AND SAFETY

The arrangements for the management of health and safety are to be systematically applied in all activities and services throughout the District Council. The written arrangements for health and safety are accessed through the District Council's intranet, enabling document control, the sharing of best practice and promoting transparency. The key elements of the District Council's health and safety management system are shown in **Appendix 2**.

### 3.1 Health and Safety Policy

*Corporate Health and Safety Policy* – this clearly sets out our framework for health and safety management and is covered in detail in this document. Directorates are required to actively pursue the policy aim and objectives and to implement the health and safety management system.

#### 3.2 Organising

*Responsibilities* – line management is responsible for health and safety performance and the implementation of corporate and directorate health and safety policy, arrangements and procedures. Specific health and safety roles and responsibilities have been assigned to various posts and these are included in the Organisation section of this document (see **Section 2**).

*Consultation* – consultation is achieved by standard health and safety agenda items on all team meetings, through appropriate membership of Directorate and corporate health and safety groups and meetings including recognised Trade Unions representation.

*Training and Learning* – Health and safety competencies are core skills and behaviours essential to the effective conduct of employee duties in relation to health and safety. The key competencies, determined by the health and safety service for the whole organisation, are introduced to all staff in the mandatory health and safety online module at induction, when an employee joins the organisation, and are refreshed every 3 years. Further training and learning in health and safety is then further developed and delivered at directorate and role specific level where training and learning solutions are tailored specifically to fit job roles.

Job Descriptions/Employee Contracts – suitable clauses to highlight health and safety responsibilities are included in all employee contracts and job descriptions appropriate to individual roles.

Appraisal – the Appraisal framework is used to set and measure performance against health and safety targets and objectives (where these are appropriate for the job description of the employee concerned). Appraisal is also used to identify health and safety learning and development needs of individuals and monitor competency development.

*Working Groups* – Health and Safety work groups are established to help develop, monitor and review our health and safety initiatives to meet legal requirements or promote continuous improvement. The membership of such groups will involve management and employee representatives where

appropriate, with all groups reporting to the Corporate Health and Safety Group (which is chaired by the Director of Corporate Services - see **paragraph 2.3**). The organisational structures and linkages for health and safety are shown in **Appendix 3**.

*Communication* – Health and safety information is communicated through line management with health and safety as an agenda item at all levels of team meetings. Corporate and Directorate health and safety documentation is developed and made available in electronic and hard copy format. The Intranet, corporate and directorate newsletters, notice boards and signage are all methods for health and safety communication.

### 3.3 Planning and Implementing

Health and Safety Action Plans – Teams are required to develop, implement and report on health and safety action plans as appropriate to ensure continuous improvement in health and safety performance.

*Risk Assessments* – Managers conduct and record risk assessments for all our activities using the District Council's systems and guidelines for risk assessment. Risk assessment findings are brought to the attention of employees who are encouraged to play an active part in the assessment process. Risk assessments are reviewed periodically and, following any significant changes, to ensure they remain suitable and sufficient.

*Procedures* – Corporate and Directorate health and safety procedures are the standards, systems and guidelines for the implementation of control measures for specific health and safety risks. Procedures are developed and implemented in accordance with the risk profile of the District Council and individual Directorates. Corporate procedures apply District wide which all Directorates must adopt when applicable. All health and safety procedures are regularly reviewed, updated when appropriate, and subject to an intranet based document control system.

*Equality and Diversity* – The District Council will protect everyone's health and safety in the workplace, whatever their race, gender, disability, age, religion or sexual orientation. The District Council recognises that when managers are implementing risk assessments and arrangements for health and safety, individuals' circumstances must be considered. Health and Safety Law and Disability Discrimination Act will be used appropriately to increase the employability and retention of disabled people. The District Council will ensure that health and safety information is communicated in an accessible way. This may include avoiding use of jargon, use of plain English and easy read formats where appropriate.

*Contractors* – All officers appointing contractors will ensure that the contractors' competency to perform the task has been checked. The District Council will utilise Safety Schemes in Procurement accreditation as part of the competency assessment process where appropriate. All contractors are required to provide risk assessments which cover any significant hazards and these should be the subject of pre-contract and on-going liaison. Contractors should not be allowed to start work on District Council premises unless an Authorisation to start work on site form has been completed. Officers

organising works should ensure there is effective liaison between contractors and occupiers of any workplaces affected. Those organising the works must ensure that all parties involved understand their responsibilities in relation to health and safety. The building occupiers must inform contractors of any known health and safety risks that they may encounter during the course of work (e.g. asbestos), along with any arrangements in force to reduce risks e.g. fire procedures.

Building Management – Directorates and services occupying buildings must ensure that there are suitably trained designated persons to oversee fire and bomb evacuation procedures/precautions/drills, fire risk assessment, asbestos monitoring, legionella checks, first aid provision, and liaison with contractors and visitors on site. Where there is multi occupancy then the occupying Directorates, services and other employers (where relevant) will agree and record these on-site arrangements. Building occupiers will ensure, in liaison with Design and Maintenance that suitable contracts are in place for statutory inspection and testing of services and equipment.

### 3.4 Measuring Performance

Proactive health and safety monitoring is a line management function. Health and safety performance is formally measured during manager and supervisor inspection. Reactive measurement is by managers and supervisors implementing the health and safety procedures for accident/incident reporting and investigation. It is recognised that accidents, ill health and incidents often result from failings in management control and are not necessarily the fault of individual employees. In addition the Health and Safety Risk Management Unit measures performance by audit, inspection and through accident/incident reporting and investigation.

### 3.5 **Reviewing Performance**

Performance is reviewed and reported at Health and Safety Groups, Directorate Management Team meetings, Management Board and the Scrutiny Committee on a formal and regular basis. Performance is measured against health and safety performance indicators and targets, and in terms of the achievement of Directorate health and safety action plans. Opportunities are sought for credible and suitable benchmarking.

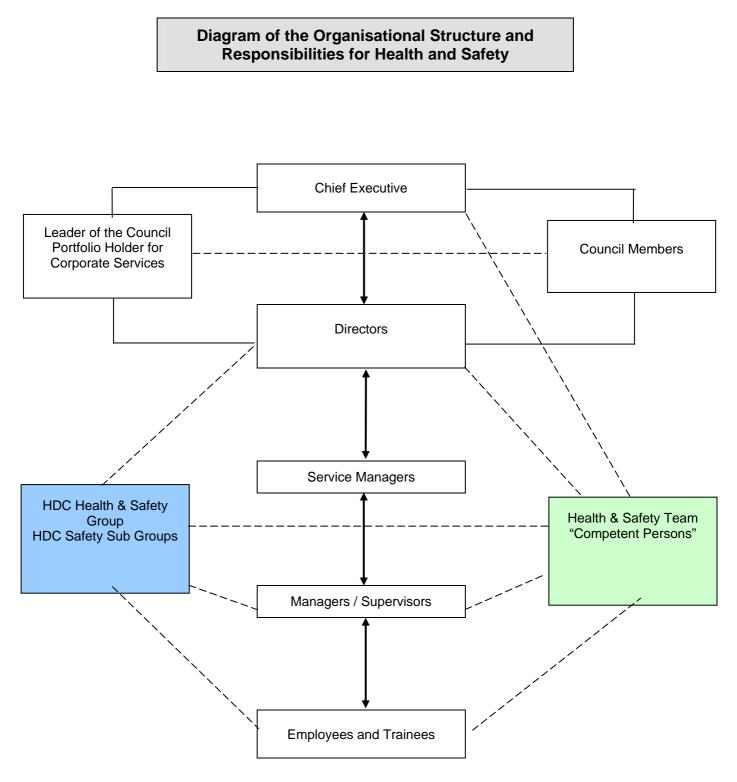
### 3.6 Auditing

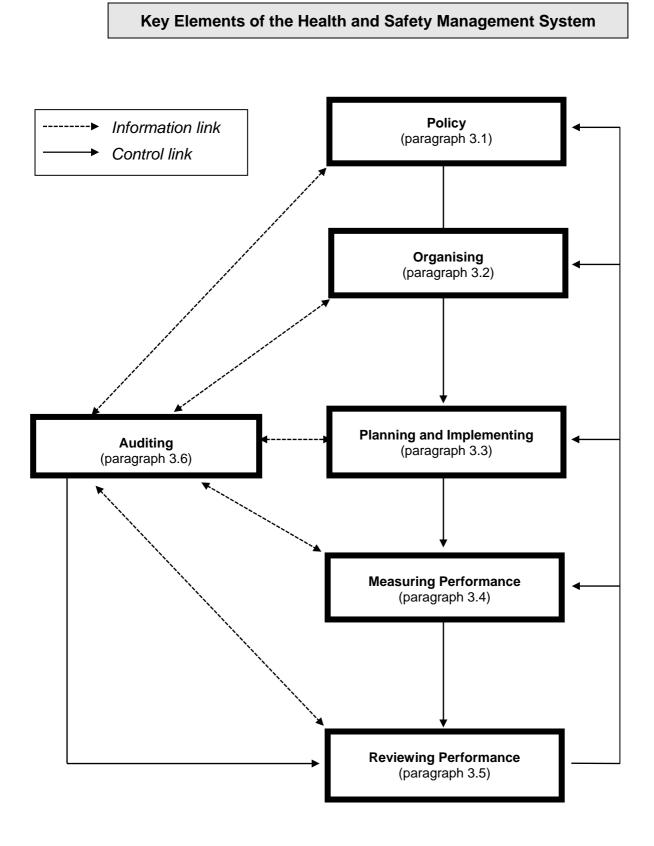
A programme of health and safety audits is delivered across all Directorates in accordance with an agreed health and safety audit programme. Directors ensure that suitable audit programmes are in place and audit action plans are fully implemented.

### 3.7 Policy Review

This policy will be formally reviewed every two years. However circumstances may dictate that the policy requires amendment as and when necessary.





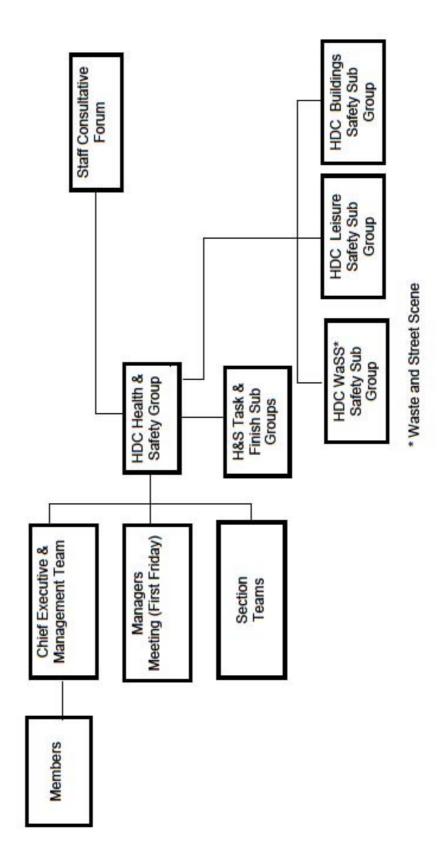


Note - the paragraph numbers cross refer to Section 3 of this document.

**APPENDIX 3** 

Hambleton District Council

Organisational Structure and Linkages for Health & Safety



July 2013 JMR/Health & Safety/180713 Structure and Linkages