

PRINCIPLES OF SAFETY MANAGEMENT SYSTEM (SMS)

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Comments	Minor text changes throughout, change in Managers titles, and change to 3 yearly review to bring it in line with other H&S Policies.

HEALTH AND SAFETY MANAGEMENT SYSTEM

1. INTRODUCTION

- 1.1 Blackwood is a national Housing and Care provider specialising in homes and care services for people with disabilities. We have over 1500 properties for rent, with care homes in Aberdeen, Glasgow, Stirling and Greenock. We have over 350 employees, and work within 29 out of the 32 local authorities across Scotland. Blackwood are continually looking at new ways of improving our services for both our customers and staff. Our newly established Research and Innovation team are working on projects that will not only improve the choices and independence for our customers but lead to improved ways of working and have the potential to improve safety for customers and staff alike. As an employer, we have a legal duty to put in place suitable arrangements to manage for health and safety.
- 1.2 Blackwood is committed to giving health and safety the highest priority in all of its activities. This commitment to the health, safety and welfare of staff, visitors, customers and contractors is reflected in its health and safety management systems (SMS). The information contained within this document includes our Health, Safety and Welfare Policy Statement and an overview of the safety management systems which are in place throughout the organisation.

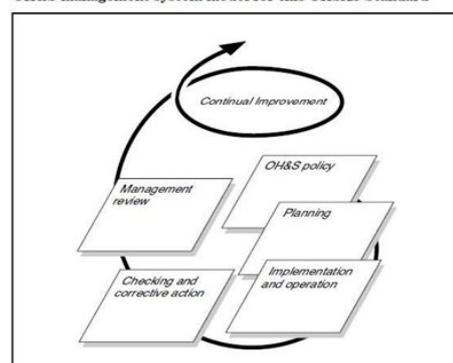
2. SAFETY SYSTEM ELEMENTS

- 2.1 Blackwood's safety management system is based upon 'BS OHSAS 18001: 2007' which is an internationally-applied British Standard for occupational health and safety management systems. This standard is based upon the methodology known as Plan – Do – Check – Act (PDCA). The HSE have also adopted this methodology in its publication HS(G) 65 Managing for Health and Safety.

The safety system elements cover the requirements for successful safety management in terms of:

- H&S POLICY
- PLANNING
- IMPLEMENTATION AND ORGANISATION
- CHECKING AND CORRECTIVE ACTION
- MANAGEMENT REVIEW
- CONTINUAL IMPROVEMENT

OH&S management system model for this OHSAS Standard



3. The Management System

The purpose of the health and safety management system is to enable the organisation to develop and implement its health, safety and wellbeing policy, control the risks associated with its activities, and to continually improve its health and safety performance.

There are two main parts to the safety management system. Part 1, (this document) sets out the key elements of the safety management system along with an overview of each element. Part 2 comprises of a number of detailed policies, procedures and forms covering health and safety activities (these are held electronically on our intranet site (the LOOP) and our Master Index and are listed in section 4 of this document). Where specific policies, procedures or forms are required at a local level, they will be developed at source by the relevant manager.

4. Policy Statement for Health and Safety

4.1 Health, Safety & Welfare Policy Statement

4.1.1 The Health, Safety and Welfare Policy Statement sets out Blackwood's commitment to health and safety. The Health, Safety, and Welfare Policy Statement is signed and dated by the Chief Executive, who holds the executive responsibility and authority for its implementation. A copy of the policy is displayed on all health and safety noticeboards. The policy statement is reproduced below;

4.1.2 Blackwood is committed to maintaining a healthy and safe environment in all places that Blackwood has work, for our staff, customers, members of the public and any other third party.

4.1.3 Our Commitment is to:

4.1.3.1 develop and embed a health & safety culture throughout the organisation that recognises the importance and value of effective health & safety management

4.1.3.2 clearly define for all staff their responsibilities and allocation of duties within health & safety management systems

4.1.3.3 effectively manage all significant risks to health & safety and reduce them to the lowest reasonably practicable level

4.1.3.4 consult with staff at all levels on health & safety issues and encourage active participation

4.1.3.5 ensure that all staff are provided with adequate and appropriate health & safety information and training, are competent in health & safety matters and are only allocated tasks commensurate with their skills

4.1.3.6 comply with and whenever possible exceed legislative health & safety requirements

4.1.3.7 establish and measure health & safety performance against objectives and/or targets

4.1.3.8 continually improve organisational health & safety performance

4.1.3.9 promote the welfare of all staff by providing occupational health & safety related procedures, guidance and advice

4.1.3.10 ensure full co-operation with all stakeholders whenever we share responsibilities, premises or activities

We have a personal responsibility to act in a manner that is healthy & safe at all times and to ensure that others do likewise.

A handwritten signature in black ink, appearing to read 'Fanchea Kelly', with a stylized, cursive script.

Fanchea Kelly
Chief Executive

Date: November 2016

5. Planning for Health and Safety

5.1 Hazard Identification

5.1.1 Hazard identification, risk assessment and risk control form the cornerstone of Blackwood's arrangements for health and safety management. It is also a legal requirement for risk assessments to be carried out by those who control the work activity. Each Service/Team must identify the hazards associated with its activities, assess the risks arising from them, and identify and implement appropriate control measures where these risks are significant. These risk assessments must be recorded and must be reviewed in the event of significant change to the workplace and/ or the activity, following an accident or incident, or when new legislation, information or guidance on the hazard is published

5.1.2 Risk Assessment methods are used to decide on priorities and to set objectives for eliminating hazards and reducing risks. Wherever possible, risks are eliminated through the selection and design of facilities, equipment and processes. Where risks cannot be completely eliminated, they are minimised by the use of physical controls, safe systems of work and/or personal protective equipment.

5.1.3 In Blackwood we also monitor and mitigate high level risks to our business, often relating to finances or reputation. This is managed through our Board Assurance Framework, which comprises of a series of Operational Risk Registers and an overall Strategic Risk Register. The organisation's Risk Management Policy sets out separate guidance on this area.

5.2 Legislation

5.2.1 The Health and Safety Advisor will keep abreast of any new or upcoming changes to legislation and be aware of and understand how the organisation's activities are, or will be, affected. The Health and Safety Advisor will communicate this information to relevant personnel. The most appropriate means for accessing the information, including the media supporting the information (e.g. paper or internet) will be established. It is not intended that libraries of legal or other documents that are rarely referenced or used will be established.

5.3 Aims and Objectives

5.3.1 It is necessary to ensure that, throughout the organisation, measurable aims and objectives are established to enable the Health, Safety and Wellbeing Policy to be achieved. The key health and safety aims and objectives will be set out in the annual Health and Safety Plan.

5.3.2 During the establishment of objectives, information or data from both internal and external stakeholders should be considered. Internal stakeholders included. Directors, Trustees, employees or employee representative, and external stakeholders include, the Care Inspectorate, Scottish Housing Regulator, Scottish Federation of Housing Associations, regulatory bodies or tenants and residents meetings and committees.

5.3.3 Suitable indicators will be defined for each objective. These indicators will allow for the monitoring of the implementation of the objectives. Objectives must be Specific, Measureable, Achievable, Realistic and Time Bounded (SMART).

5.3.4 Examples of types of objectives include:

- Reduction of risk levels
- The introduction of additional features into the management system
- The steps taken to improve existing features, or the consistency of their application
- The elimination or the reduction in frequency of accidents or incidents.

5.3.5 These indicators will form part of the Performance Management Framework and will be reported to Board and Committee as per the Scheme of Delegation. The objectives will be communicated (e.g. via the Senior Management Team, Health and Safety Forum meetings or training) to relevant personnel, and be deployed through a management programme.

5.4 Management programme

5.4.1 The Senior Management Team will, via the Health and Safety Advisor, establish and maintain a management programme for achieving objectives. The management programme will identify the individuals who are responsible for delivering the objectives. It will also identify the various tasks that need to be implemented in order to meet each objective. The programme will provide for the allocation of appropriate responsibility and authority for each task and allocate time scales to each individual task, in order to meet the overall time scale of the related objective.

5.4.2 The management programme will be reviewed at regular and planned intervals. Where significant alterations or modifications in work practices, processes or equipment are expected, the programme will provide for new hazard identification and risk assessment exercises. Relevant personnel will be consulted regarding expected changes.

6. Implementation and Operation

6.1 Management Commitment

6.1.1 The organisation's Executive and Senior Management Team are expected to lead by example. Site visits, accident investigation participation and attendance at health and safety meetings are important methods of showing commitment to the management system and the general health and safety culture.

6.2 Resources

6.2.1 The organisation's Chief Executive has overall responsibility for ensuring that adequate resources are made available to implement, operate and maintain the safety management system and to maintain a healthy and safe working environment. The resources will include equipment, human resources, expertise, training and will be adequate to ensure that audit, performance measurement, monitoring and management feedback are included within the management system.

6.3 Communication of Roles and Responsibilities

6.3.1 It is important that all roles and responsibilities are effectively communicated to all personnel at all levels within the organisation. Communication will clearly establish the scope of roles and responsibilities so that all individuals are fully aware of the interfaces between the various functions and the channels to be utilised to initiate action when necessary. The relevant roles and responsibilities will be documented.

6.4 Structure and responsibilities

6.4.1 Whilst Blackwood, as the employer, has overall responsibility for ensuring the health, safety and welfare of all its employees, to facilitate effective management it is necessary that some of the responsibilities are delegated to other key post holders. The roles, responsibilities and authorities of these key post holders are detailed below. These health and safety responsibilities may be in addition to any other responsibilities already included in individual job descriptions;

6.4.1.1 The Governing Board

The Board collectively hold overall responsibility for health and safety at Blackwood and with providing strategic leadership, direction and oversight when setting the policy for delivering effective performance in health, safety and risk management. Health & safety responsibilities for Board and Committee are outlined in the Scheme of Delegation and include;

- Approve the Health and Safety Plan annually ;
- Scrutinise an annual report on the implementation of the Health and Safety Plan.

6.4.1.2 Chief Executive (CE)

The Chief Executive is responsible for the day to day running of the organisation and is directly accountable to the Board for the implementation of the Health and Safety policy. The Chief Executive is also responsible for ensuring that the required resources are made available to implement, operate and maintain Blackwood's safety management system. The Chief Executive shall also;

- Sign the Health, Safety and Welfare Policy Statement of Intent to demonstrate commitment at the highest level;
- Promote a positive health and safety culture across Blackwood and ensure that health and safety is ranked with equal importance to other management responsibilities
- Ensure that the health and safety implications of all executive decisions are addressed;
- Ensure that adequate and competent health and safety advice and assistance is available to all employees;
- Nominate members of the Executive Management Team' who shall champion issues of health and safety, and risk management.

6.4.1.3 Strategic Development Director

As the Strategic Development Director has been appointed as the 'Director' responsible for 'championing' health and safety the role carries some additional responsibilities over and above those of a Senior Manager. These are to;

- Ensure that their actions and decisions reinforce the aims and objectives of the Health, Safety and Wellbeing Policy at all times;
- Ensure that a health and safety management system is established, implemented and maintained;
- Ensure that reports on health and safety performance are presented to senior management and used as a basis for improvement;
- Motivate managers to discharge their health and safety responsibilities;

6.4.1.4 Senior Managers

For the purpose of this policy, Directors and Senior Managers are defined as; Housing and Care Director, Strategic Development Director, Regional Managers, Head of Business Services, Head of HR & OD, Head of Finance , New Business Manager, Business Solutions Manager, Business Improvement Manager and Head of Innovation. Directors and Senior Managers will exercise overall control within their area of responsibility to ensure compliance with health and safety legislation and Blackwood's Health, Safety and Wellbeing Policy. In addition to their responsibilities as a manager, senior managers shall;

- Provide sufficient resources to fulfil the health and safety responsibilities of the service area under their control;
- Ensure that managers within their service area are aware of their health and safety responsibilities;
- Ensure through line management that all employees regardless of status receive adequate and appropriate training and all personnel are encouraged to develop and promote safe working practices and attitudes;

6.4.1.5 Managers

Managers are defined as any Blackwood employee having responsibility for the management, supervision or control of other workers (i.e., Team Leaders, Care Service Managers. , etc.). Under this definition managers are specifically required to implement this policy within their service area. Managers shall;

- Promote a positive health and safety culture within their service areas (i.e. by promoting involvement in the Regional and Head Office Health and Safety Forums);
- Be responsible for employees and activities under their control and ensure that the requirements of Blackwood's Health, Safety and Welfare Policy are complied with. In particular, they will, where appropriate, undertake suitable and sufficient risk assessments and ensure that adequate measures are taken to minimise the health and safety risks to the employees under their control and to any other persons who may be affected by work carried out by these employees;

- Ensure that there are adequate and effective arrangements in place for consulting all employees within their service areas on matters that affect their health and safety. These should include health and safety as a standing team meeting agenda item;
- Ensure that all employees under their control are given adequate information, instruction, training and supervision to carry out their duties safely and competently, paying particular attention to new, inexperienced employees and trainees;
- Ensure employees report all accidents, incidents and near misses on the Blackwood accident and incident database and ensuring that all accidents are investigated without delay;

6.4.1.6 Health and Safety Advisor

The Health and Safety Advisor is responsible for ensuring that the Health, Safety and Wellbeing Policy is achieved through the implementation of the safety management system. The Health and Safety Advisor is responsible for monitoring the overall operation of the function and supporting management with their health and safety duties. In particular, to;

- Act as the competent person under the Management of Health and Safety at Work Regulations and advise the organisation and its personnel on all matters relating to health, safety and welfare;
- Liaise with the Health and Safety Executive, Local Authority, Scottish Fire and Rescue Services, and other organisations on health and safety matters where required.
- Develop strategies for promoting a positive health and safety culture, including the preparation of a health and safety strategy and improvement plan;
- Facilitate the formulation of policies and procedures which will enable the organisation to provide safe systems of work and meet its legal obligations;
- Inform the organisation and its managers of any pending changes in legislation and the likely impact if any on the organisation;
- Investigate accidents, identify any defects and make recommendations for any necessary remedial action;
- Raise any potentially serious unresolved and ongoing health and safety issues with directors and senior managers;
- Carry out monitoring and auditing as necessary to ensure that inspections, risk assessments etc. are being carried out consistently across the organisation;
- Train and assist managers and others in completing health and safety risk assessments;
- Prepare and present health and safety reports and information when requested i.e. SMT, Operational Managers and People and Resources Committee meetings;
- Attend the Regional and Head Office Health and Safety Forums;
- Prepare an annual H&S report.

6.4.1.7 Health and Safety Co-ordinators

Health and safety co-ordinators have been appointed at various locations throughout the organisation to act as a local focal point for health and safety information and advice to all staff.

- Act as the focal point for the sharing and onward distribution of corporate H&S information, guidance and advice, i.e. safety alerts, updated procedures, newsletters;
- Provide local management and staff with health and safety guidance in line with their level of knowledge. Refer to the organisational Health & Safety Advisor if in doubt;
- Represent your area/unit at the quarterly Regional H&S Forum Meetings;
- Ensure H&S notice boards are kept tidy and contain relevant H&S information (including the minutes from the Regional H&S Forums);
- Ensure that any local H&S procedures are being maintained and local risk assessments are in place and are being reviewed on a regular basis, i.e. bed rail audits, DSE assessments;
- Monitor your areas fire safety procedures and ensure the fire log book and records are kept up to date. Notify the Health & Safety Advisor immediately of any unsafe practices/deficiencies affecting fire safety;
- Assist local managers and the Health & Safety Advisor in accident & Incident investigations when required;
- Act as the focal point for any enforcement visits by the HSE/Local Authority/Scottish Fire & Rescue Service (but excluding the Care Inspectorate) and report any such visits to the Health & Safety Advisor without delay;

6.4.1.8 Employees and other workers

Employees and other workers* all have a role to play in the achievement of a successful health and safety management system. All employees and other workers shall;

- Take reasonable care for their own health and safety and the safety of others who may be affected by their acts or omissions;
- Work in accordance with any information and training provided;
- Comply with all safety instructions issued by their manager or by Blackwood;
- Make use of any protective clothing, equipment or safety devices provided;
- Be familiar with and comply with corporate policies, procedures and safe systems of work;
- Report to their line manager any accidents, incidents and/or near misses;
- Report to their manager any work situation which would reasonably be considered to represent serious or imminent danger to their or others health and safety;
- Ensure their line manager is made aware of any health issues that may impact upon a worker's safety whilst at work (e.g. temporary disability)

* A "worker" is defined as any individual who has entered into or works under a contract of employment or any other contract, whether express or implied and includes employees, contractors, agency or temporary workers, volunteer staff and those on work experience.

6.4.1.9 Other Roles with Specific Responsibilities

Blackwood's Health, Safety and Wellbeing Policy depends on the contribution of all employees and in particular the following appointed persons assist with implementation:

First Aiders
Fire Marshalls
Moving and Handling Trainers

6.4.1.10 Health and Safety Forums

Blackwood has established a number of Health and Safety Forums whose purpose is to:

- Provide a consultative forum for employees on health, safety and welfare matters. The constitution and terms of reference of the forums can be found on Blackwood's safety management system (SMS) online via our intranet site the LOOP or the Master Index

6.5 Competence, Training and Awareness

6.5.1 It is necessary to ensure that, throughout the organisation, the competence of all employees is established to enable them to carry out their designated role safely.

6.5.2 Competence may be defined in terms of appropriate skills, education, training and experience. To ensure the competence of employees, their training needs must be established through:

- A systematic identification of the health and safety competencies required at each level/role within the organisation;
- The arrangements to identify and remedy any shortfalls between the competency level currently possessed and that required for the level/role to be performed;
- The provision of any training identified as being necessary, in a timely and systematic manner;
- The ongoing assessment of personnel to ensure that they have acquired and that they maintain the knowledge and competency required;
- The maintenance of appropriate records of personnel training and competency.

6.5.3 A suitable training programme will be instituted by the Health and Safety Advisor/H R Learning and Development Officer and will include;

- Induction training on commencement of employment or on transfer to a new location or role;
- Safety refresher training on a regular basis. This may be dependant on the site location and/or size or complexity but will be no less than a three yearly frequency;
- Specific training where the individual requires such training to effectively and safely carry out their roles and responsibilities (i.e. first aider/fire marshal).

6.5.4 Human Resources and the Health and Safety Advisor will maintain definitive records of all personnel training, and of training effectiveness evaluation

6.6 Consultation and Communication

6.6.1 In order to ensure the involvement and commitment of employees, the organisation actively encourages employee participation in good practice and support for the organisation's Health, Safety and Wellbeing Policy, objectives and safety management systems.

6.6.2 Health and Safety Forums have been set up with the aim of providing a means of regular consultation, communication, feedback and exchange of information, ideas and comment on all matters of health and safety, between management and employee representatives from all parts of Blackwood's business.

6.6.3 Blackwood employees are:

- Involved in the development and review of policies and procedures to manage risks;
- Consulted where there are any changes that affect or may affect workplace health and safety;
- Represented on health and safety matters;
- Given all relevant information pertaining to the workplace.

6.6.4 There are many routes available for passing information to personnel. These include:

- Management/Employee meetings;
- Team Briefings;
- Safety notice boards;
- Safety Notices/Alerts;
- Posters;
- Newsletters.

6.7 Document and Data Control

6.7.1 It is necessary to establish documentation control throughout the organisation to maintain information in a suitable medium such as paper or electronic format that describes the core elements of our safety management system.

6.7.2 Blackwood has a range of health and safety policies, procedures and guides in place, all controlled through a Master Index and Policy Review Schedule. The Master Index and our intranet site the LOOP is accessible to all staff.

6.7.3 These policies communicate to our staff, customers and other stakeholders what Blackwood's stance is on a wide variety of key health and safety areas, outlining what is involved and why, who is responsible, what training and support is provided, and how this links to relevant legislation.

6.7.4 Policies are usually reviewed on a three-yearly basis, and approved at the relevant Committee. Minor amendments can be approved by Senior Management Team. Procedures and Guides are approved by the Senior

6.7.5 Management Team and reviewed on a three-yearly basis or sooner if there is a change in circumstances (i.e. a change in legislation).

6.8 Operational Control

6.8.1 Senior Managers will be responsible for establishing any necessary procedures to control the identified risks within their operational areas. The control procedures will cover not only Blackwood personnel but also personnel employed by contractors or visitors, documenting instances where a failure to establish control may lead to incidents or accidents or other deviations from our Health, Safety & Wellbeing Policy and objectives.

6.8.2 Control procedures are to be reviewed on a regular basis for suitability and effectiveness. Where it is considered that the suitability or effectiveness have undergone significant change, those changes will be implemented into the revised control procedures. As a minimum control procedures are to be reviewed by the Health and Safety Advisor as part of the annual audit process.

6.9 Emergency Response

6.9.1 Blackwood has Business Continuity Plans for each of our care homes and offices, including detailed emergency response planning. Nominated staff will be responsible for responding to incidents and emergency situations in accordance with these Plans and pre-set on-call arrangements. The Business Continuity Plan outlines the actions to be taken when specified emergency situations arise, which will include the following:

- Identification of potential accidents and emergencies;
- Identification of the senior person to take charge during the emergency;
- Details of actions to be taken during the emergency, both during and outside of normal working hours;
- Details of action to be taken pending the arrival of the senior representative;
- Responsibility, authority and duties of personnel with specific roles;
- Action to be taken in the event of serious injury;
- Action to be taken in the event of a fatality;
- Information to be provided for media enquiries.

6.9.2 Practice drills of emergency procedures will be carried out on a regular basis, normally annually.

6.9.3 Detailed fire evacuation plans are prepared for our manned sites and fire evacuation exercises and fire safety training carried out as specified in our fire policy.

6.9.4 Effective and suitable records of all emergency procedures and plans will be established and maintained. These will include the following;

- Documented Emergency Response Plans;
- Emergency equipment list and register where required;
- Test and maintenance records for emergency equipment where required;
- Records of fire and emergency drills;
- Reviews of fire and emergency drills to ascertain efficiency and suitability;
- Recommended actions from all above.

6.9.5 The Business Improvement Manager/Business Services Officer will be responsible for co-ordinating and updating Emergency Response Plans and linking them in to the organisations Business Continuity Plans. They will also be responsible for ensuring that regular testing of the plans is carried out, including the recording of the results of any tests, and for ensuring that any corrective actions are implemented.

7. Checking and Corrective Action

7.1 Performance measuring and monitoring

7.1.1 Blackwood has a performance framework with a wide range of performance indicators for Assets, Care, Housing and Corporate Services. Targets are in place, allowing us to give a red/amber/green status for each of our service areas, as well as tracking trends.

7.1.2 Performance is discussed at Regional Management Meetings, the quarterly Senior Management Team meeting, and during bi-annual business reviews. The business reviews involve operational managers from each region presenting key performance information to Blackwood's Executive Management Team. They also reflect on how we are progressing towards our targets. Performance is presented to relevant Committees each quarter as per the Scheme of Delegation, and published to our customers in the Annual Customer (Charter) Report.

7.1.3 This framework and associated procedures will provide for both qualitative and quantitative measures as appropriate. Performance measuring and monitoring will be both proactive and reactive. Proactive monitoring will be utilised to check conformity to the organisation's health and safety management system, while reactive monitoring will be utilised to investigate, analyse and record failures, accidents and near misses, cases of ill health and property damage.

7.2 Accidents, incidents, non-conformances, corrective and preventative action

7.2.1 The organisation has in place procedures for reporting accidents and incidents, reportable and non-reportable. All accidents and incidents are recorded using an electronic accident and incident database. Paper forms are also available for when access to a computer may be limited and input as soon as is practicable. For recording and analytical purposes, all entries on the database are automatically forwarded to the Health and Safety Advisor and the relevant line managers.

7.2.2 Reportable accidents will also be recorded on form F2508 as required under current legislation.

7.2.3 The objective end result of the accident/incident investigation and reporting process is the subjective analysis of the effectiveness of the system and the prevention of a repeat occurrence. The investigation will aim to;

- Identify the root cause(s) of the accident causation factors;
- Identify the deficiencies in the management system where applicable;
- Communicate findings and results to relevant interested parties;
- Include findings and results of investigations in the continuing review process;

- Monitor the timely implementation of remedial controls and assess their effectiveness.

7.3 Record Keeping, Records and Records Management

7.3.1 It is part of the organisation's procedures that accurate records are maintained to demonstrate conformity to our safety management system and to meet any necessary legal requirements.

7.3.2 Documentation will be maintained to demonstrate that the system operates effectively and that all works and activities are carried out under safe conditions. Typical inputs for the effective records system are:

- Training records
- Inspection records
- Management system audit reports
- Accident/incident reports
- Accident/incident investigation and follow up reports
- Meeting minutes
- Health surveillance reports
- Hazard and risk assessments
- Statutory records for lifting equipment, gas installations, electrical testing, etc.

7.4 Audit

7.4.1 The Health and Safety Advisor will prepare the necessary procedures, and establish an internal audit programme in order to determine if local management systems;

- Conform with Blackwood's Safety Management System Part 1 Principles;
- Are being properly implemented and maintained;
- Are effective in meeting policy and objectives.

The Health and Safety Advisor will also;

- Review the results of previous audits;
- Provide information and advice to enable continuing improvement.

7.4.2 A copy of all audit results will be communicated to the Senior Management Team by the Health and Safety Advisor for information, analysis and subsequent review.

7.4.3 Audits will be carried out either by, or under the instruction of the Health and Safety Advisor on an annual basis.

7.4.4 For auditing to be of value it requires the support of management at all levels. The organisation is wholly committed to the concept and principles of system auditing and its effective implementation.

8. Management Review

- 8.1 As the purpose of the health and safety management system is to enable the organisation to develop and implement its health, safety and wellbeing policy, control the risks associated with its activities, and to continually improve its health and safety performance, it is vital that it is regularly reviewed. To this end, and in line with the Scheme of Delegation, the Chief Executive and Senior Management Team will, at predetermined intervals, review the safety management system in its entirety, to ensure its continuing suitability, adequacy and effectiveness.
- 8.2 The review will take into account the results of any audits (both internal and external), accident and incident investigations, changing circumstances or changes to legislation, and the extent to which objectives, targets and key performance indicators have been met. The review will assess any opportunities for improvement and address the possible need for change to the policy, objectives and other key elements of the safety management system.

This review will take place every three years and the findings made available for communication and consultation.

9. Health and Safety Procedures

- 9.1 It is the responsibility of the organisations Health and Safety Advisor to ensure that effective health and safety procedures are established for the control of safety elements throughout Blackwood.
- 9.2 The following core procedures shall be incorporated into the Safety Management System Part 2 Procedures.
- 9.3 These can be viewed in our safety management system (SMS) online via our intranet site the LOOP or the Master Index

Core Procedure 1	Hazard and Risk Assessment
Core Procedure 2	COSHH Assessment
Core Procedure 3	Moving and Handling
Core Procedure 4	Display Screen Equipment
Core Procedure 5	Fire Safety
Core Procedure 6	Infection Control
Core Procedure 7	Food Safety
Core Procedure 8a	Accident and Incident Reporting
Core Procedure 8b	First Aid
Core Procedure 9	Health and Safety Management Audit
Core Procedure 10	Withdrawn (Spare)
Core Procedure 11	Workplace (Health Safety and Welfare)
Core Procedure 12	Provision and Use of Work Equipment
Core Procedure 13	Lifting Operations and Lifting Equipment
Core Procedure 14	Personal Protective Equipment
Core Procedure 15	Spare
Core Procedure 16	Electricity at Work
Core Procedure 17	Systems and Equipment Maintenance
Core Procedure 18	Gas Safety
Core Procedure 19	Spare
Core Procedure 20	Legionellosis Control
Core Procedure 21	Lone Working

Core Procedure 22	Spare
Core Procedure 23	Spare
Core Procedure 24	Retention of Records
Core Procedure 25	Hot Work Procedure

All locally produced procedures and forms shall be derived from the above core procedures.