



**North East and  
North Cumbria**

# **Health and Safety (H&S), Fire and Security Strategy**

**2022-2024**

Version Number	Date Issued	Review Date
V2	December 2022	December 2024

<b>Prepared By:</b>	Senior Governance Manager, North of England Commissioning Support Unit (NECS)
<b>Consultation Process:</b>	Integrated Care System (ICS) Integrated Governance Workstream
<b>Formally Approved:</b>	December 2022
<b>Approved By:</b>	Executive Committee

## EQUALITY IMPACT ASSESSMENT

Date	Issues
March 2022	None identified.

## POLICY VALIDITY STATEMENT

Policy users should ensure that they are consulting the currently valid version of the documentation. The policy will remain valid, including during its period of review. However, the policy must be reviewed at least once in every 3-year period.

## ACCESSIBLE INFORMATION STANDARDS

If you require this document in an alternative format, such as easy read, large text, braille or an alternative language please contact [NECSU.comms@nhs.net](mailto:NECSU.comms@nhs.net)

## Version Control

Version	Release Date	Author	Update comments
1.0	July 2022	Senior Governance Manager, NECS	First Issue
2.0	December 2022	Senior Governance Manager, NECS	Reviewed within the first 6 months of the establishment of the Integrated Care Board (ICB), minor amendments have been made.

## Approval

Role	Name	Date
Approver	ICB Board	July 2022
Approver	Executive Committee	December 2022

## Contents

1. Introduction.....	5
2. General approach to H&S, Fire and Security: Principles, Aims and Objectives...	5
3. Duties and Responsibilities.....	7
4. Legal Requirements.....	11
5. Approach to Health and Safety Management .....	11
6. Incident Reporting.....	14
7. Equality, Diversity and Inclusion Statement.....	15
8. Equality Impact Analysis.....	15
9. Dissemination and Implementation.....	15
10. Accountability, Responsibilities and Training.....	16
11. Review.....	16
12. Equality Impact Assessment.....	17

## **1. Introduction**

1.1 This Strategy sets out:

- the approach and arrangements for the management of health and safety (H&S), fire and security within the Integrated Care Board (ICB)
- the approach to the management of H&S, fire and security.

Subsequent reviews of the ICB H&S, Fire and Security Strategy will reflect material changes, which are relevant during the period.

1.2 This Strategy aims to set out the ICB's approach to H&S, fire and security ensuring the health, safety and welfare of its employees, clients, contractors, visitors and members of the general public as a matter of prime importance. It will, so far as is reasonably practicable, establish procedures and systems necessary to implement this Strategy and to ensure compliance with its legal and statutory obligations under the Health and Safety at Work Act, Regulatory Reform Order Fire Safety and Health and Safety Regulations. In addition, the adoption and embedding within the organisation of an effective strategy and processes will ensure that the reputation of the ICB is maintained and enhanced.

1.3 As part of this Strategy it is also acknowledged that not all H&S, fire and security risks can be eliminated. Ultimately, it is for the organisation to decide which risks it is prepared to accept based on the knowledge that an effective risk assessment has been carried out and the risk has been reduced to an acceptable level because of effective controls.

1.4 The Strategy will help the ICB fulfil its legal and statutory obligations under the Health and Safety at Work Act 1974 and Regulatory Reform Order Fire Safety (2005), and to develop action plans and objectives in line with Health and Safety Executive, Health and Safety Guidance HSG65.

## **2. General approach to H&S, Fire and Security: Principles, Aims and Objectives**

2.1 This Strategy sets out the ICB's approach to the way in which in general terms H&S, fire and security is managed. This will be achieved by having robust processes in place. This will provide a useful tool for the systematic and effective management of H&S, fire and security and will inform and guide managers and staff as to the way in which all H&S, fire and security matters are to be controlled.

2.2 The aims of the Strategy are summarised as follows:

- to ensure that the ICB meets its legal and statutory obligations under the Health and Safety at Work Act 1974 and subsequent regulations;
- to ensure that the ICB meets its legal and statutory obligations under the Regulatory Reform Order Fire Safety (2005);
- to ensure that H&S, fire and security management is understood and effectively managed;
- to maintain H&S, fire and security compliance and to assure the Executive Committee that Health and Safety is effectively managed;
- to ensure that H&S, fire and security management is a cohesive element of the internal control systems within the ICB;
- to ensure that H&S, fire and security is an integral part of the ICB culture and its operating systems;
- to assure partner organisations that the ICB is committed to managing H&S, fire and security;
- to protect the services, staff, reputation and finances of the ICB through the process of early identification of risks relating to H&S, fire and security and where these risks are identified ensuring sufficient risk assessment, risk control and mitigation is undertaken;
- to ensure safe systems of work are set and followed;
- to provide a safe working environment without risks to health;
- to ensure there is provision of adequate welfare facilities;
- to ensure there is provision of sufficient training, instruction, supervision and information to enable all employees to contribute positively to their own safety and health at work and to avoid hazards and control risks;
- to ensure plant and equipment is safe;
- there are safe arrangements for the use, handling and storage, and transport of articles, materials and substances;
- to ensure there is safe access and egress;
- to ensure that buildings used by the ICB are safe and free from dangers, working collaboratively with NHS Property Services with respective responsibilities in line with the Memorandum of Occupation; and
- to ensure that H&S, fire and security considerations are reviewed by all managers, the Commissioning Support Unit (CSU) H&S Team and ICB Estates Staff when procuring new buildings and ensuring that compliance is sought where staff are based with other tenants.

2.3 In order to achieve these aims the ICB is committed to ensuring that:

- H&S, fire and security management is embedded as an integral part of the management approach to the achievement of its objectives;
- support is given to managers and staff in achieving levels of competency and health and safety knowledge;
- communication and consultation takes place between all organisations where shared occupancy of buildings is identified in relation to H&S, fire and security;
- staff understand the need to comply with H&S, fire and security standards;
- there is a top-down commitment to H&S, fire and security, in order to progress the effective health and safety working arrangements as the daily norm;
- workplace risks are assessed, and safe systems of work introduced;
- the management of H&S, fire and security is seen as a collective and individual responsibility, managed through the agreed committee and management structures;
- the ICB will ensure a supportive and 'fair blame' culture and approach, staff are encouraged to report H&S, fire and security problems and incidents with a view to individuals and the organisation learning lessons;
- key objectives are set around H&S, fire and security;
- robust work plans are developed in relation to H&S, fire and security;
- appropriate training and development is provided to all staff in the application of this Strategy and the approach to H&S, fire and security which it describes.

### 3. Duties and Responsibilities

<b>ICB Board</b>	<p>The ICB Board has overall responsibility for H&amp;S, fire and security management. The Board has a duty to assure itself that the organisation has properly identified the requirements for H&amp;S, fire and security and that it has processes and controls in place to mitigate any risks and the impact they have on the organisation, its staff and its stakeholders. The Board discharges this duty as follows:</p> <ul style="list-style-type: none"> <li>• ensures that there is a structure in place for the effective management of H&amp;S, fire and security in the ICB;</li> <li>• approves and reviews the H&amp;S, Fire and Security Strategy on a 2 yearly basis;</li> <li>• receives reports from the Executive Committee identifying significant risks and mitigating actions following review of the annual work plan and other documentation;</li> <li>• demonstrates leadership, active involvement and support in H&amp;S, fire and security management.</li> </ul>
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<p><b>Chief Executive</b></p>	<p>The Chief Executive has the overall responsibility for:</p> <ul style="list-style-type: none"> <li>• ensuring the implementation of an effective H&amp;S, Fire and Security Strategy, supporting the work undertaken under the health and safety agenda as set out in the Strategy;</li> <li>• continually promoting H&amp;S, fire and security, demonstrating leadership, commitment and support;</li> <li>• ensuring an appropriate committee structure is in place;</li> <li>• planning for adequate staffing, finances and other resources, to ensure the effective management of H&amp;S, fire and security within the ICB;</li> <li>• meeting all the statutory requirements and ensuring positive performance towards the achievement of the ICB's H&amp;S, fire and security objectives;</li> <li>• ensuring all directors and senior leads are appointed with managerial responsibility for H&amp;S, fire and security.</li> <li>• ensuring an Annual Health and Safety Report;</li> <li>• adequately reflecting the H&amp;S, fire and security management issues within the ICB is prepared for the Board.</li> </ul>
<p><b>Executive Committee</b></p>	<p>The Executive Committee will exercise on behalf of the ICB Board those functions that are delegated to it in respect of the development, implementation and monitoring of health and safety, fire and security ensuring compliance with relevant Legislation. This is by providing assurance on the systems and processes by which the ICB Board leads, directs and controls its functions in order to achieve the ICB's organisational objectives.</p> <p>The Executive Committee will keep the health and safety, fire and security matters under regular review. Members of the Executive Committee will ensure that all health, safety, fire and security issues are coordinated, managed, monitored and reviewed including:</p> <ul style="list-style-type: none"> <li>• notifying the NECS Senior Governance Manager regarding any health and safety issues that have not been addressed and that would need to be escalated to Committee or nominated director for consideration;</li> <li>• ensuring staff comply with all organisational policies and procedures;</li> <li>• leading the management of H&amp;S, fire and security by following the Health and Safety, Fire and Security Strategy and any action plans arising from this Strategy at a directorate level;</li> </ul>



	<ul style="list-style-type: none"> <li>• ensuring all staff fulfil their responsibility regarding H&amp;S, fire and security as set out within the relevant regulations and approved codes of practice;</li> <li>• ensuring that all activities undertaken within their directorates are consistent with the safe operation of the ICB;</li> <li>• ensuring that the organisation adheres to the ICB Policy for Health and Safety at Work (ICBP019) in respect of its employees, visitors and others;</li> <li>• ensuring that there are established H&amp;S, Fire and Security procedures;</li> <li>• ensuring that all liability is covered by adequate insurance through NHS Resolution;</li> <li>• ensuring sufficient resources are made available to enable the ICB to fulfil its legal and statutory obligations in relation to H&amp;S, fire and security.</li> </ul>
<p><b>Executive Director of Corporate Governance, Communications and Involvement</b></p>	<p>The Executive Director of Corporate Governance, Communications and Involvement reports directly to the Chief Executive and as a member of the ICB Board, is the organisational lead for health and safety, fire and security and is responsible for:</p> <ul style="list-style-type: none"> <li>• ensuring H&amp;S, fire and security management systems are in place throughout the ICB, co-ordinating H&amp;S, fire and security in accordance with this Strategy;</li> <li>• scrutinising the controls and assurances in place;</li> <li>• scheduling H&amp;S, fire and security matters on the relevant Committee agenda;</li> <li>• ensuring arrangements are in place for the co-ordination and collation of regular reports regarding H&amp;S, fire and security;</li> <li>• ensuring that there is an appropriate review of ICB H&amp;S, fire and security systems and that these are reported to the Executive Committee;</li> <li>• overseeing the management of H&amp;S, fire and security as identified by the Committee, ensuring action plans are put in place, regularly monitored and implemented;</li> <li>• ensuring any additional training required for the Executive Directors on their responsibilities is delivered.</li> </ul>
<p><b>All Directors and Senior Leads</b></p>	<p>All Directors and senior leads have a responsibility to incorporate H&amp;S, fire and security management within all aspects of their work and are responsible for ensuring the implementation of this Strategy by:</p> <ul style="list-style-type: none"> <li>• demonstrating personal involvement and support for the promotion of H&amp;S, fire and security;</li> </ul>

	<ul style="list-style-type: none"> <li>• ensuring staff under their management are aware of their responsibilities in relation to this Strategy;</li> <li>• setting personal objectives for H&amp;S, fire and security and monitoring their achievement;</li> <li>• ensuring risks relating to H&amp;S, fire and security are identified, managed and mitigating actions are implemented in the functions for which they are accountable; and</li> <li>• ensuring that where staff are employed and new accommodation is sought, that they fully engage with the Health and Safety Team and Estates Team to enable all necessary compliance checks to take place; and also ensuring relevant discussions between 3<sup>rd</sup> parties such as NHS Property Services, Architects, other tenants etc.</li> </ul>
<p><b>All Staff</b></p>	<p>All staff working within the ICB, including temporary/agency staff, have a responsibility to:</p> <ul style="list-style-type: none"> <li>• be aware of their responsibilities around H&amp;S, fire and security in line with this Strategy;</li> <li>• have a duty under legislation to take reasonable care of their own safety and the safety of others who may be affected by the ICB's business and to comply with appropriate policies, procedures and guidelines;</li> <li>• identify and report H&amp;S, fire and security risks to their line manager in line with this Strategy;</li> <li>• ensure incidents, are reported using the appropriate procedures and systems; and</li> <li>• complete statutory, mandatory and other appropriate training as determined by ICB and their line manager.</li> </ul> <p>Managers must ensure that where they are employing or contracting agency staff, those staff are aware of, and adhere to, all relevant policies, procedures and guidance of the ICB. All contracting staff are required to complete statutory and mandatory training.</p>

## **4. Legal Requirements**

4.1 To ensure the ICB provides a safe and secure environment for patients, public, staff and contractors the following regulations underpin the approach to safety management:

- The Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- Workplace (Health, Safety and Welfare) Regulations 1992
- Health and Safety (Display Screen Equipment) Regulations 1992
- Health and Safety (Consultations with Employees) Regulations 1996
- Manual Handling Operations Regulations 1992
- Health and Safety (Safety Signs and Signals) Regulations 1996
- Control of Substances Hazardous to Health (COSHH) Regulations 2002
- Electricity at Work Regulations 1989
- Noise at Work Regulations 1989
- Personal Protective Equipment at Work Regulations 1998
- Provision and Use of Work Equipment Regulations 1998
- Reporting of Injuries and Dangerous Occurrences Regulations 1995
- Regulatory Reform Order (Fire Safety) 2005

## **5. Approach to Health and Safety Management**

5.1 The ICB will follow the approved Health Service Executive Guidance (HSE) for management of Health and Safety known as HSG65.

5.2 HSG65 provides guidance for management, health and safety professionals and employee representatives who wish to improve health and safety in their workplaces. It focuses on effective health and safety policies, organising for health and safety, planning and implementation, measuring performance and auditing and reviewing performance.

5.3 The diagram below describes the essential requirements of successful health and safety management.



## 5.4 PLAN

5.4.1 The ICB will ensure that H&S, fire and security policies and procedures are developed ensuring that they set out the general approach, objectives and arrangements that need to be put in place for managing health and safety within its business. These documents will clearly identify who does what, when and how, and will influence the activities throughout the ICB ensuring that it works in a safe manner whilst discharging its day to day duties.

5.4.2 Planning is vital to implementing the ICB's H&S, Fire and Security Strategy. Annual action plans will be developed to ensure a systematic approach is taken to implement the Strategy and the health and safety duties required by ICB as an organisation.

## 5.5 DO

5.5.1 The ICB needs to have in place an effective management structure and arrangements in place for executing its health and safety requirements. The H&S, fire and security policies and procedures will empower and encourage staff to work safely within their and others' place of work without apportioning blame.

5.5.2 H&S and fire safety responsibilities within ICB will be sustained by following the four Cs (shown below):

**Control** – methods within the organisation in relation to governance structure and the reporting between committees.

**Co-operation** - between individuals through staff meetings and health and safety spot checks. Close working and co-operation between the ICB and the Commissioning Support Unit (CSU) health and safety team.

**Communication** – ensuring there is clear two-way communication throughout the organisation and with the CSU. Team meetings will be used to ensure effective communication on all aspects of health, safety and wellbeing and to ensure learning is shared. There are also clear reporting lines for the identification of risks at the earliest opportunity.

**Competence** – all staff are required to undertake statutory and mandatory training at regular intervals. A system of spot checks will ensure that the ICB is operating at high levels of good practice at an operational level in line with all the appropriate controls. An Annual Health and Safety Audit will also be carried out and action plans implemented to address any areas requiring improvement.

## 5.6 CHECK

5.6.1 Performance standards and key performance indicators will be set and used for measuring achievement across the organisation in relation to H&S, fire and security and these will be given the same attention as other organisational standards with an emphasis on senior management responsibility.

5.6.2 Active monitoring will be in place to identify the effectiveness of the ICB's H&S, fire and security systems and to identify any failures in the controls. Monitoring will take the form of Health and Safety Audits, workplace inspections and spot-checks and monitoring of training compliance.

5.6.3 Reactive monitoring will be in place, including incident and accident investigations, near-misses that could result in harm or loss, claims and complaints. These will be used to plan corrective action required. Reactive monitoring can determine causes of gaps in knowledge, performance and controls.

5.6.4 Any measures identified from the proactive or reactive monitoring will be addressed and actions will be taken to introduce or strengthen controls to support prevention of future accidents or incidents.

## 5.7 **ACT**

- 5.7.1 Key performance indicators will be reviewed by the Executive Committee.
- 5.7.2 H&S audits and subsequent work arising from these audits will be monitored via the Executive Committee to ensure lessons learned are taken forward.
- 5.7.3 Monitoring of staff sickness absence and workplace health by the HR department and any relevant issues will be reported to the Executive Committee.
- 5.7.4 The Occupational Health Department will provide data to the Executive Committee when required.
- 5.7.5 Accident and Incidents will be reviewed by the relevant Committee ensuring that all injuries, illnesses and dangerous occurrences are reported through the RIDDOR system (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations).
- 5.7.6 The Executive Director of Corporate Governance, Communications and Involvement will present progress reports to the Executive Committee.
- 5.7.7 Any prosecutions for H&S, Fire Offences and H&S enforcement notices served on the ICB will be reported and monitored by the Executive Committee.

## 6. **Incident Reporting**

- 6.1 ICB staff are required to comply with reporting requirements of ICB policies. These policies require that all incidents are reported and that the lessons learned are appropriately shared across the organisation and, where appropriate, more widely within the NHS locally and nationally.
- 6.2 The ICB aims to foster a culture of openness and learning, and staff are encouraged to be open about raising problems and reporting incidents.
- 6.3 Incidents will be recorded and analysed using the Safeguarding Incident Reporting Management System (SIRMS) and the impact of an incident will be graded according to the matrix, together with the likelihood of occurrence or recurrence.

## **7. Equality, Diversity and Inclusion Statement**

- 7.1 The ICB is committed to promoting human rights and providing equality of opportunity; not only in employment practices, but also in the way it commissions or provides services. The organisation also values and respects the diversity of our employees and the communities we serve. In applying this Strategy, the organisation will have due regard for the need to:
- promote human rights;
  - eliminate unlawful discrimination;
  - promote equality of opportunity;
  - provide for good relations between people of diverse groups.
- 7.2 This Strategy aims to be accessible to everyone regardless of age, disability (physical, mental or learning), gender (including transgender), race, sexual orientation, religion/belief or any other factor which may result in unfair treatment or inequalities in health or employment.
- 7.3 Throughout the development of this Strategy, the ICB has sought to promote equality, human rights and tackling health inequalities by considering the impacts and implications of the Strategy. The Strategy is subject to an on-going process of review through the Equality Impact Assessment.

## **8. Equality Impact Analysis**

- 8.1 In accordance with our equality duties an Equality Impact Assessment has been undertaken (section 12). There is no evidence to suggest that the Strategy would have an adverse impact in relation to race, disability, gender, age, sexual orientation, religion and belief or infringe individuals' human rights.

## **9. Dissemination and Implementation**

- 9.1 The Strategy will be circulated to all individuals identified with specific responsibilities and will be communicated to all staff and stakeholders by the most appropriate means.
- 9.2 For H&S, fire and security management to be effective within the organisation, this Strategy will become a living document and a natural 'part of everyday working practice'.

## **10. Accountability, Responsibilities and Training**

- 10.1 Overall accountability for procedural documents across the organisation lies with the Chief Executive who has overall responsibility for establishing and maintaining an effective document management system, for meeting all statutory requirements and adhering to guidance issued in respect of procedural documents.
- 10.2 Overall responsibility for the implementation of the Strategy lies with the Director of Corporate Governance, Communications and Involvement who has delegated responsibility for managing the development and implementation of H&S procedural documents.
- 10.3 Training and education are key to the successful implementation of this Strategy and embedding a culture of a safe working environment in the organisation. Staff will have the opportunity to develop more detailed knowledge and appreciation of the role of H&S, fire and security through:
- policy/strategy manuals,
  - Induction,
  - line managers,
  - specific training courses.

## **11. Review**

- 11.1 This Strategy will be updated every 2 years or sooner and in accordance with the following, as and when required:
- legislative changes,
  - good practice guidance,
  - case law,
  - significant incidents reported,
  - new vulnerabilities, and
  - changes to organisational infrastructure.
- 11.2 The ICB Board be responsible for approving the Strategy.



## 12. Equality Impact Assessment

### Initial Screening Assessment (STEP 1)

As a public body organisation we need to ensure that all our current and proposed strategies, policies, services and functions, have given proper consideration to equality, diversity and inclusion, do not aid barriers to access or generate discrimination against any protected groups under the Equality Act 2010 (Age, Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion/Belief, Sex, Sexual Orientation, Marriage and Civil Partnership).

This screening determines relevance for all new and revised strategies, policies, projects, service reviews and functions.

Completed at the earliest opportunity it will help to determine:

- The relevance of proposals and decisions to equality, diversity, cohesion and integration.
- Whether or not equality and diversity is being/has already been considered for due regard to the Equality Act 2010 and the Public Sector Equality Duty (PSED).
- Whether or not it is necessary to carry out a full Equality Impact Assessment.

#### Name(s) and role(s) of person completing this assessment:

**Name:** Lee Crowe

**Job Title:** Senior Governance Manager

**Organisation:** NECS

**Title of the service/project or policy:** Health and Safety-Fire-Security Strategy

#### Is this a;

**Strategy / Policy**

**Service Review**

**Project**

**Other** Click here to enter text.

#### What are the aim(s) and objectives of the service, project or policy:

The aim of the strategy is to ensure ICB considers Health and Safety along with its other business objectives and to ensure that ICB follows the details stipulated within H&S Regulations.

#### Who will the project/service /policy / decision impact?

(Consider the actual and potential impact)

- **Staff**
- **Service User / Patients**
- **Other Public Sector Organisations**
- **Voluntary / Community groups / Trade Unions**
- **Others, please specify** Click here to enter text.

Questions	Yes	No
Could there be an existing or potential negative impact on any of the protected characteristic groups?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Has there been or likely to be any staff/patient/public concerns?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Could this piece of work affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Could this piece of work affect the workforce or employment practices?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Does the piece of work involve or have a negative impact on: <ul style="list-style-type: none"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing quality of opportunity</li> <li>• Fostering good relations between protected and non-protected groups in either the workforce or community</li> </ul>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**If you have answered no to the above and conclude that there will not be a detrimental impact on any equality group caused by the proposed policy/project/service change, please state how you have reached that conclusion below:**

The strategy is a review of an existing strategy and has received only minor updates. There is no fundamental change to the content therefore the previous EIA which concluded 'no impact' remains appropriate.

**If you have answered yes to any of the above, please now complete the 'STEP 2 Equality Impact Assessment' document**

Accessible Information Standard	Yes	No
Please acknowledge you have considered the requirements of the Accessible Information Standard when communicating with staff and patients.  <a href="https://www.england.nhs.uk/wp-content/uploads/2017/10/accessible-info-standard-overview-2017-18.pdf">https://www.england.nhs.uk/wp-content/uploads/2017/10/accessible-info-standard-overview-2017-18.pdf</a>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening		
<b>Name</b>	<b>Job title</b>	<b>Date</b>
Claire Riley	Executive Director of Corporate Governance, Communications and Involvement	June 2022

**Publishing**

This screening document will act as evidence that due regard to the Equality Act 2010 and the Public Sector Equality Duty (PSED) has been given.