

HEALTH, SAFETY AND ENVIRONMENT POLICY

2023



Introduction

Arthur Portland College recognizes and accepts that every one of its employees, students and visitors is entitled to a safe and healthy environment in which to work.

It is the wish of both governors and the management of Arthur Portland College that everything reasonably practical will be done to meet statutory requirements, recognized codes of practice and guidance notes in establishing a safe and health environment.

1 Rationale of the policy

This is the Health and Safety Policy Statement of Arthur Portland College. It indicates the intention, organisation and arrangements regarding the safety and health at work of employees and others, whilst on the College premises, undertaking College activities in the community or placed/working with other Companies/Organisations, for the purposes of educational and occupational training.

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This Policy also addresses the College's approach regarding the safety and health of learners/students, the public, visitors and contractors on its premises and those premises not under the control of the College.

Specific assessment of risk and supporting operational policies and procedures set out the health and safety arrangements, which the College will implement. These seek to eliminate, or reduce to minimum practicable levels, any risk to staff, learners/students, visitors and external clients

The policy is aligned with key stakeholder's policies and procedures.

2 Scope

The policy applies to all Arthur Portland College, hereafter called the College, staff, learners, visitors and contractors at all sites owned or leased by or otherwise under the control of the College.

It is the policy of the College to ensure, so far as is reasonably practicable, the health, safety and welfare of its employees while they are at work and of others who may be affected by their undertakings, and to comply with the Botswana Health and Safety at Work Act and all other allied relevant legislation as appropriate.

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It is the responsibility and duty of all staff, learners/students and others to cooperate with the College and to conform and comply with the requirements of this policy and associated arrangements, procedures and Codes of Practice which apply.

Definitions

1). Learner/Student means ...All customers engaged in services provided by the College.

- 2). Subsidiaries means Any companies, holdings, affiliates of the College
- 3). Site meansAny building/land utilised by the College
- 4). **Contractor** meansAny company that is employed to undertake work at College
- 5). Supplier meansAny business that supplies goods or services to the College
- 6). Stakeholders means Any interested party
- 7). The College meansArthur Portland College

3. Objectives

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In order to achieve compliance with the statement of policy, the College has set the following objectives that apply to staff, learners/students, visitors, external clients and stakeholders where appropriate:

- To set and maintain high standards for health and safety at all operational sites and with partners and external contracts.
- A working environment, in all areas connected with the College that is safe, without significant risk to health and adequate facilities and arrangements for the welfare of those at work.
- Means of access and egress that are safe and without risk.
- Equipment and systems of work that are safe and without significant risk to health.
- Information, instruction, training and supervision as is necessary to ensure the health and safety, at work, of staff, learners and others undertaking their working activities, operating equipment and handling materials.

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- Arrangements for ensuring safety and absence of significant risk to health in connection with the use, handling, storage and transportation of articles and substances.
- > To identify risks and set in place procedures to remove or reduce these risks.
- To enter into joint consultation on health, safety and welfare at work with its staff through the Health and Safety Committee meeting at least three times a year, communicating this policy and relevant information on health and safety issues via induction and on-going training and through Health and Safety Committee representation.
- To provide protective clothing and equipment where necessary to meet the needs arising out of activities undertaken in connection with the operations of the College.
- To provide first aid facilities and training for nominated personnel responsible for the administering of first aid; and to implement accident, investigation and recording arrangements.
- To have in place emergency procedures and nominated trained personnel to facilitate the evacuation of staff, learners/students, visitors and contractors

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under such circumstances and to ensure hired premises have sufficient emergency procedures.

- > To monitor health and safety operations in all business undertakings.
- To review, revise and add where necessary to this policy and operational procedures to ensure that current College arrangements, legislation and best practice are incorporated. Any such revisions or additions will be brought to the notice of staff and others to whom they apply.
- The College also recognises its duty to conduct its undertaking in such a way as to ensure, as far as is reasonably practicable, that persons not in its employment but who may be affected thereby are not exposed to risks to their health or safety.

4 Principles

This policy meets the requirements of the Botswana Health and Safety at Work Act and the Management of Health and Safety at Work Regulations.

These legislations make provision for securing the health, safety and welfare of persons at work and for protecting others against risks to health and safety arising

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from the activities of persons at work. The format of the policy is in keeping with the health and safety management system.

The College's strategy is to give the highest priority to safeguarding the health and safety of employees, learners, contractors and any member of the public who may be affected by its operations.

The policy identifies responsibilities and describes the organisation and the arrangements for implementation. This policy is available in the learning centres and on Notice Board.

Botswana Health and Safety at Work Act requires the College to ensure the health, safety and welfare of their employees. In particular this extends to:

- ✓ Providing and safely maintaining plant, machinery and equipment.
- ✓ Ensuring articles and substances are handled, stored and transported safely.
- ✓ Providing information, instruction, training and supervision.
- ✓ Ensuring the safe access to and egress from the workplace.
- ✓ Providing suitable welfare facilities and arrangements.

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The ACT further requires the College to make arrangements that are appropriate, having regard to the nature of the activities and the size of the organisation. Effective planning, organisation, control, monitoring and review of the preventive and protective measures are integral components to the overall management of health and safety within the College.

The principles of prevention contained in Management of Health and Safety at Work Regulations will be applied to risk control measures.

5 Organisation and responsibilities

This section sets out the individual responsibilities for the management and integration of health, safety and welfare within designated roles. Whilst the practical delivery of the responsibility can be delegated the accountability for the delivery cannot be.

The College Management Structure outlines the key roles, the line management functions and areas of responsibility. This management structure represents the delivery of college services in which health and safety management is an integral component.

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5.1 Specific Management Responsibilities for Health and Safety

5.1.1 Corporation Members

The Corporation Members have overall responsibility for maintaining a healthy and safe environment for staff, learners and visitors to the College and for promoting safe working practices and high standards of occupational health and hygiene. They will ensure that sufficient personnel and resources are dedicated to the implementation of their policy and The Principal as a nominated Governor of the Corporation will take specific responsibility for the Health and Safety Policy.

5.1.2 The Principal

Is responsible and accountable to The Corporation for the implementation of the Health and Safety policy and in exercising this responsibility will assign duties and defined accountabilities to specific staff.

The Principal chairs the Health, Safety and Environment Committee.

5.1.3 The College's Health and Safety Officer

Is responsible and accountable to the Principal for:

 ✓ Assisting the Principal in the production and maintenance of the College Health and Safety Policy and supporting procedures and guidance

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- ✓ The provision of timely health and safety advice
- Providing expert input into health and safety inspections, audits, reviews and investigations.
- ✓ Maintaining knowledge on health and safety legislation and advising on potential impacts on the College of new legislation,
- Monitoring health and safety performance, providing statistics and reports as required,
- ✓ Providing advice to College Health and Safety meetings,
- Advising on and where necessary ensuring the delivery of appropriate health and safety training for staff within the College.
- ✓ Liaising with external bodies and stakeholders.

The Vice Principal and Directors

Are responsible and accountable to the Principal for ensuring within their areas of responsibility that:

- ✓ The College Health and Safety Policy is effectively disseminated and implemented within their areas of responsibility and that all managers understand their health and safety responsibilities.
- ✓ Their managers receive appropriate training in order to perform their health and safety responsibilities competently.

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- ✓ That risk assessments pertinent to work activity within their areas of responsibility are fully implemented with appropriate health and safety procedures in place and adhered to.
- They are kept informed of any significant accidents or incidents, in addition to general accident/incident trends within their areas of responsibility.
- That any policy or process which could have a material impact on health and safety within their areas of responsibility is subject of consultation, which includes Union Safety Representatives, before implementation.
- The Head of Estates and Facilities to ensure the appointment of appropriate competent persons to provide suitable advice on health and safety matters in the college.

5.1.5 Heads of Departments

Are responsible and accountable to college Management for ensuring that:

They lead the production of written health and safety risk assessments and procedures as they affect their own areas of work and the staff under their line management supervision and that copies are provided to union safety representatives.

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- Risk assessments produced for their areas of work and supervision are reviewed annually or following any change to procedures, accident or incident and any actions arising are implemented.
- ✓ They provide staff under their line management supervision with such information, instruction and training as necessary for their health, safety and welfare at work.
- They induct new staff under their line management supervision to their role, competency and safe procedures of work, which includes the potential hazards that may be associated with their roles and any necessary precautions.
- ✓ All employees under their line management supervision understand and comply with the relevant sections of this policy and their statutory duties as it affects their health, safety and welfare at work.
- ✓ Ensuring that accidents, incidents and near misses involving their staff members are reported and any immediate actions taken as necessary.
- ✓ Team meetings are held in which health and safety will be an agenda item.

5.2 General responsibilities of all College Employees

✓ College employees are legally required to undertake their work in a safe manner having due regard for their own health and safety and that of others

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who may be effected by their work. Only undertaking work for which they have received adequate information, instruction or training.

- ✓ All employees should bring to notice any work situation which represents serious or imminent danger or any short coming in protection arrangements.
- All employees should bring to attention of their line manager a disability (or change in existing disability) that may affect their health and safety so that an assessment can be undertaken to identify any necessary modifications or additional protective measures.
- All employees must co-operate with the College and follow health and safety rules. Failure to do so could render the employee liable to disciplinary or legal action.

5.3 General responsibilities of Contractors and other none College employees working in college premises

Any College Manager inviting Contractors or Suppliers onto College premises will be responsible for informing the Contractor and their employees of any risks and instructions relevant to their health and safety.

A copy of the College's Health and Safety Policy (this document) and the College's Contractors Procedures must be provided to the contractor. In turn the Manager

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must request a copy of the Contractor's Health and Safety Policy and information on any risks they may be introducing to the work place using the standard permit to work form.

The College Heads of Departments should be informed by Health and Safety Officer of Contractors on College sites, and receives copies of Health and Safety Policies and information on risks including methods of work statements, so that the necessary action can be taken.

5.4 Learners

On commencement at the college all Learners will undergo an induction where health and safety will be an integral component. Amongst other aspects they will be advised to take care of themselves and fellow learners.

Learners and others using the buildings and facilities provided by the College have responsibilities under the Management of Health and Safety at Work Regulations to ensure that protection given to them is free from 'intentional and reckless interference'. Anything provided in the interests of health and safety must not be misused by them. Any misuse will lead to disciplinary action as specified under the learner disciplinary code.

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5.5 Resource Allocation Health and Safety Committees

Health and Safety Committee with representatives of management and staff side Safety Representatives are responsible for the strategic development, standardisation and review of health, safety, welfare, environment and determining resources required at any particular time in the College.

This Committee reports to the Finance and Human Resources Committee (Composed of the Principal, Finance Officer and Human Resources Officer).

These are the people who ensure that they approve and make available resources required by the Health and Safety Officer in carrying out his duties that ensure that the college is a healthy and safe place to work at.

5.6 Internal communication

In addition to the meetings held by the above committee managers should include health and safety as a standard agenda item at any management or team meeting. This will provide a forum for day to day issues to be addressed quickly and not left for future health and safety meetings as above.

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This is important where managers cover a number of sites. Strategic health and safety issues arising from these meetings which cannot be resolved should be passed through to the Health Officer for consideration of inclusion on the agenda of one of the above meetings.

Communication with staff on all college matters is important and thus managers should integrate health and safety within their local communication models.

5.7 Procedure for Resolving Disputes over Health and Safety Issues

The Health and Safety Committee will make every effort to reach agreement between management and staff side representatives on arrangements for health and safety in the College.

In the event of failure to agree, the staff side may refer the matter to the Board of Governors for resolution. The decision of the Board will be final.

Any member of staff has the right to contact the enforcing authorities if they have reason to believe that health and safety issues have not been addressed within the College.

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5.9 External Communication

In addition to the requirement to liaise with the Head of Departments the Health and Safety Officer will be responsible for liaison with other external bodies and stakeholders such as the Local Authority Health and Safety Officers, including providing health and safety information and receiving, documenting and responding to relevant communications.

6. Arrangements for Health and Safety Management

This section outlines the arrangements that the College will implement in achieving the strategic aims of trained and competent staff, working in a safe environment to safe systems of work.

The Health and Safety Officer will ensure health and safety arrangements at shared premises are controlled appropriately. It should be noted that this section is not a substitute for statutory requirements which must be complied with at all times in addition to Approved Codes of Practice and associated guidance notes.

6.1 Arrangements for ensuring safe, trained and competent staff.

6.1.1 Training

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All staff across all the merged sites will be offered basic health and safety training. For certain roles this training will be mandatory. Any updated training will also be made available upon request.

All staff (The Principal, Vice Principal, Directors, Heads of Departments, Health and Safety Officer) with health and safety responsibility will be required to attend training in health and safety legislation and managerial responsibilities at least once every two years and more often where new legislation is introduced.

The Corporation also has an obligation to train and inform learners about aspects of health and safety relating to their study in the College. The Learner Induction process fulfills this role in addition to other lesson inputs.

The College will allocate a proportion of its annual budget to the continuing professional development budget to include health and safety training.

6.1.2 Health and Safety Induction

All newly appointed staff will be provided with relevant health and safety information pertinent to their respective role. This will form one part of the overall induction program to ensure competency and understanding of their role

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requirements. The member of staff or their representative will be responsible for the induction of any visitor they meet on college premises.

In addition our Learners will be subject to an induction process pertinent to their learning and associated risks of that learning.

6.1.3 Competent persons

Sufficient, suitably qualified competent persons will be employed by the College to provide health, safety and welfare advice to all staff.

6.1.4 New and Expectant Mothers

The College will ensure that upon notification of pregnancy by a staff member to Human Resources a risk assessment will be undertaken and any reasonable adjustments implemented. A reassessment will be undertaken in relation to new mothers who return to work. Learners who are pregnant should be assessed.

6.1.5 Stress Management

The College recognises the detrimental impact that work related stress can have on an individual's health and safety. We will focus on the identification and reduction of workplace stressors through the implementation of good

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management procedures in order to generate a safe and healthy working environment.

The College will review stress in the workplace and routinely monitor sickness absence data to assist in the identification of general issues requiring attention

6.2 Arrangements for ensuring safe working environment

6.2.1 The College will ensure that all statutory obligations relating to health and safety management are fully complied with and so far as is reasonably practicable working environments are healthy and safe for the nature of work undertaken. Arrangements exist for the reporting

and remedying of hazardous conditions, routine building and equipment defects, through the Health and Safety Officer.

6.2.2 Asbestos

College premises will be subject to asbestos surveys carried out by Competent surveyors in order to identify the presence of asbestos to ensure suitable arrangements are in place to effectively manage the risks.

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6.2.3 Defect reporting procedures



The College will ensure that defects to its premises and or equipment can be reported either through the respective Health and Safety Officer or where urgent direct to the appropriate staff to be addressed.

6.2.4 Display screen equipment

The College will ensure that as soon as possible following commencement on their work station, all designated users of computer equipment will either self-assess or be assessed to identify changes to layout or Screen protectors be installed to ensure safe working environment.

6.2.5 Electricity

The College will implement arrangements to ensure all electrical equipment and services provided are appropriate to the working environment and adequately maintained, tested and inspected.

6.2.6 Fire Protection

The College will ensure the provision of effective fire protection and evacuation procedures based on fire risk assessments

6.2.7 First Aid

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The College will make available adequate and appropriate first aid arrangements led by qualified and suitably equipped First Aiders.

6.2.8 Letting arrangements for external users

The College will ensure that suitable arrangements are in place to manage the health and safety of external organisations and attendees who wish to use our facilities.

6.2.9 Security Arrangements

The College will implement suitable security arrangements to manage the safety of all persons on our sites, ensure lawful access and to reduce the opportunity for unlawful entry. This has already been implemented in Block B where access to the building is via an Access or Entry card.

All students and staff who use facilities in Block B have such cards.

In addition computer systems will be protected as far as is reasonably practicable to prevent hacking and the loss or corruption of data.

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6.2.10 Smoking at work



Smoking will not be permitted on any college premises save where designated smoking areas are indicated, which includes facilities for the safe disposal of cigarette waste.

Smoking is not permitted in vehicles used for college business including authorized private vehicles being used for college business.

6.2.11 Work placements

Any external site for use by staff for teaching or for work placements for Learner's will be subject of a Health and Safety inspection either by the Work Placement Assessor or other competent person to ensure it meets necessary safety standards as required for that use.

6.3 Arrangements for ensuring safe systems of work

The safety procedures have been produced to supplement the information contained in the Health and Safety Policy.

The safety procedures contain policy documents, codes of safe working practice, risk assessments and additional safety guidance. They are applicable to all learning programmes and departments. The names and duties of key staff involved

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in health and safety management are given in "the roles and responsibilities of personnel".

Particular attention is drawn to the procedures for "risk assessments and fire risk assessments". The person responsible for safety in each learning programme or department must produce formal risk assessments where significant risks to the health and safety of employees, learners or others have been identified.

Each Block will have its own procedure that details the arrangements for first aid, emergency evacuation and key personnel. The procedure will complement and expand the staff handbook and learner guide. It must be prominently displayed on the health and safety notice boards, in the refectory and in staff and learner common rooms.

Where appropriate learning programmes and departments will have a set of procedures that assess the hazards in their areas. These will include codes of good practice for learners, safe working practice and risk assessments. They must be prominently displayed on the health and safety notice board or an alternative area.

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6.3.1 Risk Assessments



All Heads of Departments must ensure that every work activity has been subjected to a suitable and sufficient risk assessment prior to the activity starting. The assessment must be carried out in consultation with those who will undertake the work.

A written record of the assessment, identifying any significant hazards must be completed and provided to those undertaking the work. The assessment should describe the preventative and protective measures required to avoid, eliminate, reduce or control the risks identified to an acceptable level.

The control measures must be implemented and adequately maintained and records kept of any monitoring or maintenance of equipment undertaken. Records must be kept as long as required by the relevant statutory provision. Risk assessments must be reviewed annually or when any significant changes occur either to the process or the requirements for assessment.

Arrangements are in place to ensure that staff or Learners who are pregnant are assessed and that where disability issues are notified these are assessed and Personal Emergency Evacuation Plans are formulated.

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6.3.2 Biological Hazards

The College recognises the potential risk arising from exposure to such hazards during work activity and will implement suitable control measures supported by guidance as necessary.

6.3.3 Critical Incident Management and Business Continuity planning

The College will ensure that appropriate emergency and contingency arrangements are available for addressing any potential significant disruption to college services as regards health, safety and welfare.

6.3.4 Control of chemicals hazardous to health

The College will ensure that any activity which involves the use of or contact with any chemical substance which has a potential health or safety hazard to the user, as identified from the Data sheet is assessed and suitable controls are put in place.

The use of low risk chemical products or alternative environmentally friendly products will be sourced where possible.

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6.3.5 External visits



The College will ensure that all activities which take place outside college premises are assessed and where significant risks are identified that the necessary control measures to mitigate those risks are in place. This includes work related trips abroad.

6.3.6 Lone and or remote working

The College will ensure that where lone or remote working is necessary for the delivery of college services this will be subject of a suitable and sufficient risk assessment and the necessary control measures implemented before the activity occurs. This will include adequate close down procedures for premises.

6.3.7 Management of contractors

The College will ensure that contractors are competent for the work they undertake and that suitable systems are in place to manage the risks from and to contractors working on college premises.

6.3.8 Manual Handling

The College will provide the necessary training, instruction and supervision where the role involves significant manual handling activity to ensure they perform safely.

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6.3.9 Protective Personal Equipment



The College will ensure all protective personal equipment (PPE) identified from risk assessments for use in the workplace is provided at College expense, fit for purpose and used, stored and maintained correctly.

6.3.10 Use of equipment and machinery

The College will ensure that all equipment and machinery provided for use in the workplace is suitable for the intended purpose, only used by authorised, trained and as necessary supervised persons and is appropriately inspected, serviced and maintained.

6.3.11 Use of motor vehicles for work purposes

The College will implement suitable procedures and guidance to ensure that vehicles used for college business meet the requirements of road traffic legislation and current best practice standards.

6.3.12 Violence at work

The College will ensure that the risks of violence, intimidation and bullying to staff in the course of their work or Learners whilst at college or elsewhere and involved in college activities are assessed and suitable measures implemented.

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7.0 Measuring and Review of Performance



This section outlines the measurement and review processes the College will adopt to monitor health and safety performance, ensuring that improvement can be judged and resources allocated to where they can provide the optimum impact.

The focus on being proactive is vitally important to identify issues before they impact of staff, learners or visitors to our premises.

Likewise the reactive monitoring and or investigation of accidents and incidents to identify learning and sharing of improvements will be undertaken.

7.1 Proactive Monitoring

7.1.1 Undertaking College Inspections

All Heads of Departments and staff are encouraged to be alert to health, safety and welfare issues on a daily basis and take action immediately when hazards are identified. Prior to allowing Learners into class rooms or other area of activity the staff member conducting the lesson should visually check that all appears safe this is especially important in areas of higher risk such as workshops or sports areas for example.

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Formal inspections of college premises will take each term involving the Health and Safety Officer and the Principal. Reports will be issued and subject of an action plan to address issues identified. Follow up safety tours between such inspections to ensure actions have been closed off will be undertaken.

7.1.2 Thematic inspections

Specific inspections will be undertaken, focused on particular activities or facilities across the college, as identified by the Health, Safety and Environment Committee or arising from a concern with an accident and incident form.

7.2 Reactive Monitoring

7.2.1 Recording and reporting of accident, incidents and near misses

Arthur Portland College will ensure that an effective accident/incident reporting procedure is in place and that all accidents, incidents and near misses are recorded and reported both internally and where required to external organisations.

External reports will be brought to notice of the Principal

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All staffs are encouraged to report such without the fear of being blamed.



7.2.2 Occupational Health

The College will provide an Occupational Health Service to assess and assist staff with health and work related problems and undertake statutory health surveillance. The monitoring of work related sickness will be undertaken in order to identify significant contributory factors for further investigation and solution identification.

7.2.3 Accident/Incident Investigations

The College will ensure by implementing effective procedures and training of appropriate managers that all accidents and incidents are properly investigated without delay.

Serious accidents and incidents must be brought to the attention of the Health and Safety Officer without delay in order that an initial investigation can be undertaken promptly and the facts brought to the attention of college senior management.

The object of any investigation is to identify root and contributory causes, make recommendations for improvements and ensure remedial measures are taken.

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7.2.4 Letters received by the College which relate to threatened or actual legal proceedings being brought against the college arising from an accident or incident will be brought to the immediate attention of the Health and Safety Officer, Principal and The Director of Finance in order that the necessary documents, witness statements can be collated and supplied to solicitors acting for the college as soon as practicable.

7.2.5 Incidents of a criminal nature will be investigated by the police were reported to them and or the Health and Safety Officer, who will coordinate college assistance.

7.3 Reporting Performance

The College recognises its statutory duty to provide effective review of its health and safety provision. This is achieved through a number of informal and formal processes using the health and safety management structure of the College:

- ✓ Staff and learners will be invited to offer evidence of ineffective health and safety practices or procedures either to staff in their learning programme/department or in the centre itself.
- ✓ Ineffective practices or procedures may come to light during formal inspections or audits.

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✓ Concerns may be brought to the College Health and Safety Officer



- Health, Safety and Environment Committee consider procedures, codes of practice and general health and safety systems in accordance with scheduled review dates or evidence of ineffectiveness
- ✓ The College health and safety procedures, codes of practice, systems and management will be audited annually by an assessor independent of the health and safety management team. The College Health, Safety and Environment committee will consider the report and take appropriate action.
- ✓ The Corporation will receive minutes of all Health and Safety Committee meetings.

7.3.1 Arthur Portland College Board of Governors will receive and consider a college annual report presented by the Principal. The content of the report will address the following items:

- Summary of significant matters raised at the Health, Safety and Environment Committee together with the action taken to address these matters.
- Statement regarding policy implications and any suggested changes to the Health and Safety Policy.
- Statement regarding current health and safety resources together with identified health and safety expenditure for the coming year.

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- Summary report covering accidents, incidents and matters reported to the relevant authorities.
- Statement regarding health and safety inspections, audit reports and other monitoring activities.
- Summary of contact with enforcement agencies e.g. Fire Service including any enforcement notices received.
- Major corporate health and safety initiatives for the coming year and a summary of outstanding health and safety matters from the previous report.

8. Audit

The "audits and site health and safety inspections" procedure describes the safety audit procedure. This is one of the methods used to monitor implementation of the College's policy on safety.

The College Health and Safety Officer carries out inspections each term with staff side and union side personnel. Audits of the health and safety management system will be carried out biannually either in house or using independent external auditors.

9. Breach of the policy

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Arthur Portland College will take seriously any instances of non-adherence to the College's policy by its staff or management. Any instance of breach of the policy will be investigated and, where appropriate, action will be considered under the College's Disciplinary Code for staff.

10. Evaluation and Review

THIS POLICY WAS DEVELOPED BY THE HEALTH, SAFETY AND ENVIRONMENT COMMITTEE AND REVIEWED BY THE DIRECTOR QUALITY ASSURANCE AND STRATEGY IN SEPTEMBER 2020. IT SHALL BE REVIEWED AFTER 3 YEARS OR WHEN NECCESARY.

APPROVED BY

Name: _____ Date: _____ Signature: _____ Date: _____

REVIEWED BY:

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NAME:	_ Signature:	Date:
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