

HEALTH AND SAFETY POLICY

PART 1: HEALTH AND SAFETY STATEMENT OF INTENT

Health and safety is the concern of everyone at St Clare's, Oxford ("the College").

The College's Health and Safety Policy is intended to provide a practical framework for it to meet the requirements of the Health and Safety at Work Act 1974 and all other relevant UK health and safety legislation and codes of practice. It demonstrates the College's commitment to health, safety, welfare and wellbeing, and recognises that health and safety is equally as important as our other objectives.

The Health and Safety Policy demonstrates how the College meets its duty of care to students, employees, visitors, contractors etc. by ensuring that its activities and services are conducted in such a way as to minimise risk.

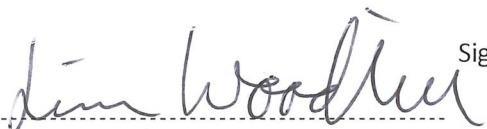
The main aim of the Health and Safety Policy is to prevent accidents, incidents and cases of work-related ill health, and to promote and implement safe systems of work and a safe working environment. The College aims to achieve a positive safety culture by meeting the following policy objectives:

- Complying with all relevant health and safety legislation, codes of practice and Health & Safety Executive (HSE) guidelines;
- Implementing adequate measures to prevent, reduce or protect against the risks arising from our work activities;
- Promoting the principles of pragmatic risk management;
- Providing appropriate information, instruction and training for students and employees, and maintaining effective communication and consultation on all health and safety matters;
- Securing co-operation and consultation between individuals, safety representatives, employee representatives and working groups;
- Maintaining a safe working and living environment, including all plant and equipment and maintain safe and healthy working conditions, and monitoring conditions where necessary;
- Provide professional health and safety advice, guidance and support;
- Providing sufficient financial and other resources to implement this policy.

The Policy sets out how these duties will be fulfilled and includes a description of the organisation and arrangements for dealing with different areas of risk, together with a statement of responsibilities at all levels of the organisation.

The Policy is brought to the attention of all new members of staff as part of their induction; copies are also posted on noticeboards around the College, and available to view on the College intranet and public website.

Signature:



Jim Woodhill

Chair of Governors

Signature:



Duncan Reith

Principal

Date:

7 January 2026

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INTRODUCTION

1. **General.** The Health and Safety Policy is a declaration of the College commitment to provide, so far as is reasonably practicable, safe and healthy conditions for employees and persons other than employees who use or visit The College premises, or who may be affected by our activities. The College will establish and adopt procedures to ensure that health and safety objectives and priorities are monitored and delivered to a high standard and that a pro-active health and safety culture is promoted, developed and maintained throughout the organisation.
2. **Delegation.** The Policy has been produced as required by Section 2(3) of the Health and Safety at Work etc. Act 1974 to clearly identify the responsibilities of the Governing Body, Principal, Managers and Employees. The Principal may delegate many of the responsibilities to other responsible staff, eg. Heads of Subject or equivalent. However, the Principal and the Chair of Governors retain overall accountability and responsibility (this cannot be transferred).
3. **Implementation.** All employees must play their part in achieving the highest possible standards of health and safety and rigorously comply with all aspects of this Policy as it highlights the College's vision for health and safety and everyone's role in achieving this. The College will ensure that adequate resources are available to implement the principles of this health and safety policy and conform to all relevant UK health and safety statutory regulations, approved code of practices, British standards, HSE and industry guides where necessary and required.
4. **Policy Objectives:**
 - a. To conduct all activities safely and in compliance with legislation and best practice.
 - b. To provide safe working conditions and equipment.
 - c. To promote a positive safety culture.
 - d. To ensure that procurement promotes best practice in health and safety.
 - e. To establish targets and action plans for continuous improvement of health and safety performance.
 - f. To report health and safety performance both internally and externally, as required.

5. Policy Principles:

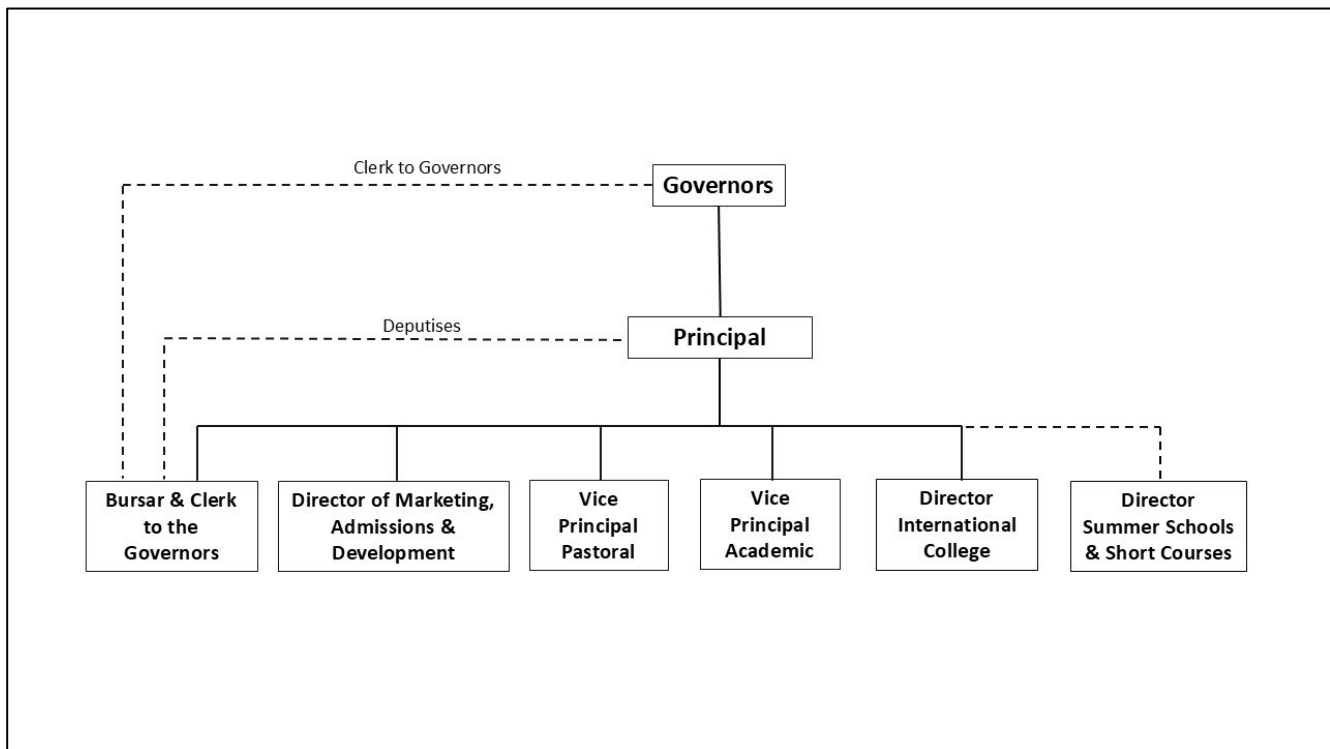
Control	Those with management roles are responsible for the clear allocation of health and safety responsibilities and for monitoring that those responsibilities are implemented.
Co-operation	We all have a responsibility to co-operate as individuals and as groups to make health and safety a collaborative effort.
Communication	Communication of health and safety information is essential, and care must be taken to continually review and improve this.
Competence	Developing the health and safety competence of Board Members, managers, employees, and contractors is at the heart of successful health and safety management.

PART 2: RESPONSIBILITIES FOR HEALTH AND SAFETY

ORGANISATION

6. The Health and Safety at Work etc. Act 1974 and accompanying legislation states that employers, persons in charge of premises and employees all have specific health and safety duties and responsibilities. This Section details these specific health and safety roles and responsibilities and assigns them to the appropriate posts and functions. The College's organisation is depicted in Figure 1 below.

Figure 1 College Organisation



7. **Allocation of Responsibilities.** The Health and Safety at Work Act 1974 and subordinate legislation states that all employees have health and safety responsibilities when at work. Although some duties and responsibilities may be delegated, accountability for health, safety and welfare at work is not transferable and cannot be evaded.

8. **Governors.** The Governors' duties set out in the Health and Safety at Work Act 1974 are as follows:

- a. Make safe plant, places of work, premises, equipment and systems.
- b. Make arrangements for the safe use, handling, storage and transportation of articles and substances.
- c. Provide appropriate security arrangements including a major incident plan for disaster/business continuity management.
- d. Provide information, instruction, training and supervision by first aid personnel to ensure the health and safety of all those on the premises.
- e. Provide adequate first aid and other welfare facilities.
- f. Provide safe means of access and egress.
- g. Provide opportunities for consultation with staff and trade union representatives in promoting health and safety at work.

9. Governors require the College's employees to fulfil their legal obligation to co-operate in the operation of this Policy; employees are to:

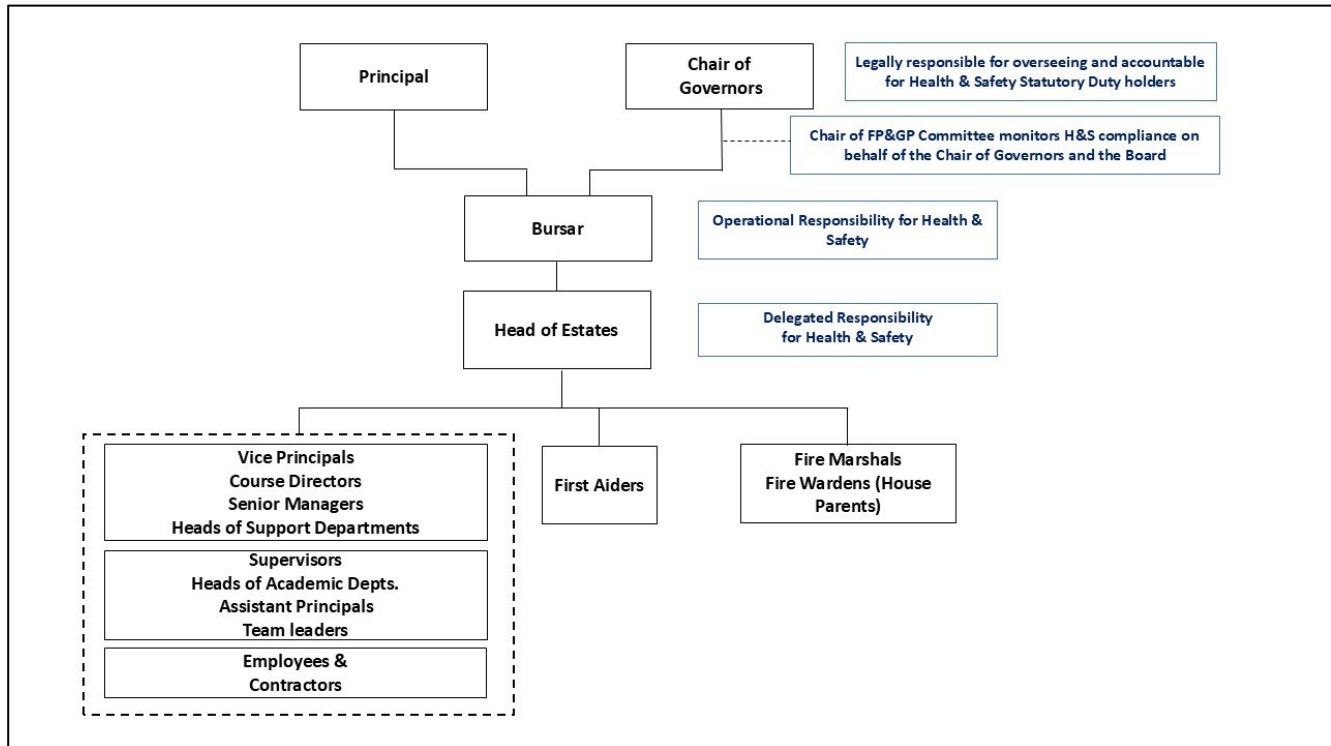
- a. Support and implement this Policy.
- b. Set a personal example through safe behaviour and comply with appropriate safety warnings.
- c. Make use of the protective equipment available; ensure that students make use of protective equipment; observe standards of dress consistent with safety and/or hygiene; accept that the safety equipment, protective clothing and procedures provided must be employed as appropriate to the hazard and in the manner prescribed; not interfere with or misuse equipment which has been provided in the interests of health and safety.
- d. Comply with safety procedures, whether written or brought to their attention by other means; familiarise themselves with procedures for emergency evacuation and lockdown.
- e. Satisfy themselves when using plant, machinery, tools or equipment that it is not defective and that it is suitable for the task; where there is doubt, refer equipment to a supervisory officer. When required, ensure that it has current valid test certificates where appropriate.
- f. Ensure that any equipment to be purchased, hired or installed by the College is suitable for its intended use and location and complies with the appropriate safety regulations. Full operating and maintenance instructions, written in English, must be provided and made available for use.
- g. Report to the designated person if inadequacies are detected in any safety procedures.
- h. Be conscious of the health, safety and welfare of themselves, their colleagues, students in their care and members of the public, and do nothing by act or omission which may adversely affect themselves or those others.
- i. Report all incidents which have led or could lead to damage or injury, accidents, reportable diseases, dangerous occurrences and potentially hazardous incidents in accordance with prescribed procedures, and assist any resulting investigation.
- j. Teach safety as an integral part of courses, both by formal teaching, where appropriate, and by example, by ensuring that no College user sees or is allowed to do anything which does not correspond to the best industrial or teaching practice.
- k. Prohibit any student who refuses to adopt safe working procedures from taking part in the lesson, and refer the student so that appropriate disciplinary action can be taken.
- l. Inform contractors and other workers not employed by the College of appropriate health and safety regulations and of appropriate points from this Health & Safety policy.

DESIGNATED RESPONSIBILITIES

10. **Delegations.** The College delegates the health and safety responsibilities of additional tiers of management through the College's Health and Safety Policy and other local policies. Generally, where a manager or supervisor has an operational responsibility for the organisation, s/he has the responsibility for doing all within her/his authority to ensure that an acceptable level of health and safety risks are managed and controlled to a satisfactory level, during the conduct of her/his departmental operational activities.

11. **The Principal.** Under the overarching principle that the Principal and the Chair of Governors retain overall accountability and responsibility for health and safety, which cannot be transferred, the ultimate responsibility for the implementation of the Health and Safety Policy within the College lies with the Principal. However, the Bursar is delegated by the Governors to supervise, monitor and control all matters relating to health and safety and to act as the Health and Safety Officer. The Estates Manager exercises operational management of health & safety. Figure 2 depicts the distribution of health and safety responsibilities:

Figure 2 Health & Safety Responsibilities



12. The Senior Management Group (SMG). The SMG is to:

- a. Organise the College so that there is no unacceptable risk to members of staff, students or other users of property.
- b. Ensure that all staff are properly briefed and trained in their duties and responsibilities as part of the general programme of staff development.
- c. Set a personal example and encourage a safe attitude towards work amongst all employees.
- d. Ensure that there are safe systems of work and that all members of staff and students use protective equipment provided, observe the standards laid down by law and cooperate in agreed safety measures.
- e. Co-operate with the safety representatives of recognised trade unions.
- f. Be aware of the provisions of the Major Incident Plan and their responsibilities given within it.

13. The Health and Safety Officer. As the Health and Safety Officer, the Bursar is to work in conjunction with the Head of Estates, who exercises the operational management of health and safety. Responsibilities include:

- a. Chair of the College's Health and Safety Committee, which draws on representatives across all the College's functional areas to monitor and evaluate the efficacy of the College's health and safety procedures.
- b. Monitoring and implementing the general safety programme with the Principal and the Head of Estates.
- c. Conducting regular programmes of inspection of the premises including:
 - (1) Maintenance and, where necessary, examination and testing of plant and equipment including electrical equipment.
 - (2) Local exhaust ventilation.

- (3) Pressure systems.
- (4) Gas appliances.
- (5) Lifting equipment.
- (6) Glazing safety.
- (7) Ensuring all accidents and hazardous situations are reported.
- (8) Analysing accident reports and reporting to the Governors' Finance Personnel and General Purposes (FP&GP) Committee.
- (9) Establishing and monitoring first aid procedures. Review from time to time appropriate first aid and emergency regulations.
- (10) Being the focal point for day to day references on safety and give advice or indicate sources of advice.
- (11) Co-ordinating and implementing the College's safety regulations as approved by the Governors' FP&GP Committee.
- (12) Establishing and monitoring fire procedures.
- (13) Setting a personal example and encouraging a safe attitude towards work amongst all staff and students.
- (14) Establishing protective clothing and equipment needs and establishing monitoring procedures for their use.
- (15) Reporting all known hazards immediately and stopping any practices or the use of any plant, tools, equipment etc. considered to be unsafe until their safety is satisfactory.
- (16) Making recommendations for additions or improvements to plant, tool, equipment etc. which are dangerous or potentially so.

13. The Governors' Finance Personnel and General Purposes (FP&GP) Committee. The Health and Safety functions of the Governors' FP&GP Committee are:

- a. The appointment of a Governor to monitor Health and Safety issues.
- b. The study of accidents and notifiable diseases for any trends and initiating and checking corrective action if appropriate.
- c. The examination of safety reports for any trends and initiating and checking corrective action where appropriate.
- d. To consider reports submitted by safety representatives.
- e. To consider reports and factual information provided by inspectors for the enforcing authority appointed under the Health and Safety at Work Act.
- f. To assist in the development, implementation and review of College safety rules and safe systems, working within current legislation and co-operating with trade union and professional association representatives.
- g. To monitor the effectiveness of the safety content of staff training.
- h. To monitor the adequacy of health and safety communication and publicity in the College.
- i. To provide a link with the appropriate inspectorates of the enforcing authority.
- j. To review annually and revise all health and safety practices in the light of any new legislation.

- k. To make recommendations to the Governing Body.

14. The College's Health and Safety Committee. The Bursar will chair this committee, and the Head of Estates will act as the Deputy Chair. The H&S Committee's role is to monitor and evaluates the efficacy of the College's health and safety procedures. The H&S Committee's responsibilities are:

- a. To oversee the implementation and operation of the College's health and safety policy and arrangements, to ensure that key risks are identified, and that appropriate control measures are implemented.
- b. To recommend new policies and revisions to existing policies to reflect changes in legislation, guidelines or best practice.
- c. To encourage the sharing of best practice within the College with regard to occupational safety and health, and to provide a forum for discussion of issues of concern.
- d. To monitor health and safety performance throughout the College, and to ensure satisfactory legislative compliance.
- e. To ensure that the Governors and senior management are fully informed of significant issues and developments in occupational safety and health, and to ensure compliance with legislative and common law requirements.
- f. To determine the education and training needs of staff and to ensure that training in safety and related topics is kept under constant review.

15. Head of Estates. The Head of Estates is responsible for co-ordinating health and safety activities and for acting as the primary source of health and safety advice within the College. Responsibilities specifically include:

- a. Management of Health and Safety system.
- b. Co-ordination of The College's risk assessment programme.
- c. Administration of the accident investigation and reporting procedure.
- d. Liaison with the Health and Safety Executive (HSE), the College's insurers and other relevant external bodies and agencies.
- e. Reporting to HSE issues related with The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- f. Co-ordination of the health and safety inspection programmes.
- g. Identify health and safety training needs.
- h. Provision and sourcing of health and safety training.
- i. Provision of health and safety induction training to new employees.
- j. Identify the implications of changes in legislation or HSE guidance.
- k. Preparation and submission of reports to the health and safety committee and Bursar.
- l. Source additional specialist health and safety assistance when necessary.
- m. Display the Health and Safety Law poster, a copy of The College's Health and Safety Policy Statement, Employer's Liability Certificate, Health and Safety Responsibility Chart, and Fire and Accident Reporting Procedure.
- n. Ensure that the site always has adequate/sufficient appointed fire marshals and first aiders.
- o. Conduct display screen assessments for new employees or whenever there has been a significant change in the workstation.

- p. Keep and maintain the Health and Safety Policy Manual and update with any new procedures when given.
- q. Ensure that any actions arising from the health and safety audits are addressed.
- r. Assist departments in recording any hazardous substances and materials.
- s. Conduct the six-monthly driving licence checks.
- t. Provision and sourcing of Minibus driver training.
- u. Ensure regular inspection of premises, equipment and procedures within the maintenance department.
- v. Establish an appropriate defect reporting system, remove dangerous or defective equipment from use and recommend necessary improvements or replacements to his Line Manager.
- w. Receive and disseminate safety information throughout the department and external agencies/contractors, if required.
- x. Review from time to time:
 - o The emergency arrangements within his department.
 - o Perform the six-monthly driving licence checks of his team.
 - o Risk and COSHH assessments
 - o Safety arrangements and other relevant aspects of Health and Safety within his department.
- y. Recommend necessary changes and improvements in welfare facilities.
- z. Identify health and safety training needs.
- aa. Ensure sufficient provision of maintenance regimes for the St Clare's estates and grounds.
- bb. Ensure that periodic tests/inspections and statutory maintenance/inspections requirements are met at all times.
- cc. Ensure that when undertaking development and maintenance plans, these include improvements enabling compliance with relevant Health and Safety legislation and British Standards.
- dd. Ensure the Maintenance Department complies with the relevant Health and Safety legislation, Approved Codes of Practice (ACOP) and British Standards (BSi), such as:
 - o Provision and Use of Work Equipment Regulations (PUWER).
 - o Lifting Operations and Lifting Equipment Regulations (LOLER).
 - o Water Hygiene – Legionnaires' Disease, the control of Legionella bacteria in water systems, Approved Code of Practice and guidance (ACoP) L8.
 - o Control of Substances Hazardous to Health (COSHH).
 - o Manual Handling – Manual Handling and Musculoskeletal Disorders.
 - o Welfare – Workplace (Health Safety & Welfare) Regulations.
- ee. Plan, organise, control, monitor and review the arrangements for safety including the arrangements for any visitors and contractors.
- ff. Ensure that all work processes and systems under the control of the College are safe and without risks to health.
- gg. Ensure that training and instruction have been given in all relevant procedures including emergency procedures.
- hh. Inform the Bursar before any significant hazards are introduced or when significant hazards are identified.

- ii. Investigate and keep a record of all cases of ill health, accidents, hazardous incidents and fires, and to report immediately to the Bursar any serious or potentially serious accidents, incidents or fires.
- jj. Ensure that suitable and sufficient arrangements are maintained for the management and control of contractors and that arrangements are in place for the discharge of the College (Health and Safety at Work etc. Act 1974 Section 2 and Section 3) general duties.
- kk. Take the appropriate steps to ensure competence and capability when selecting and appointing contractors to undertake works for and on behalf of The College.

17. **Supervisors, Assistant Principals, Heads of Academic Departments.** Each leader is responsible for the effective management of health and safety within her/his own area or function. In particular this includes:

- a. Ensure that safe systems of work are implemented.
- b. Enforce personal protective equipment (PPE) requirements.
- c. Ensure that employees are adequately trained for the tasks they perform.
- d. Monitor premises and work equipment, reporting faults where necessary.
- e. Identify and report health and safety related problems with issues.
- f. Identify training needs.
- g. Assist the Head of Estates in investigating and reporting on accidents and incidents.
- h. Carry out the risk assessment programme.
- i. Set a good example on health and safety matters.
- j. Conduct regular workplace equipment inspections reporting any defects.

18. **Human Resources.** The HR department will:

- a. Maintain health and safety training records, e.g. Staff development and training, etc.
- b. Ensure all new members of staff are provided with health and safety information and training.
- c. Inform relevant departments of starters and leavers so that health and safety training / development can be provided, and any security risk reduced in accordance with company policies and procedures.
- d. Inform relevant managers / team leaders of employees with sickness / other incapacity likely to affect the wellbeing of that individual and others in the workplace.

19. **Fire Marshals.** Fire marshals will:

- a. Participate in all required fire marshal training.
- b. Ensure any identified fire hazards are immediately reported to the Estates Manager.
- c. Ensure that all employees in their area are familiar with their assembly points, and nearest escape routes.
- d. Ensure the safe and timely evacuation of their area in the event of a fire emergency.

20. **First Aiders.** All first aiders must have the necessary training and qualifications, evidenced by a current first aid certificate issued by a competent body; it is the responsibility of all first aiders to ensure they hold a valid certificate of competence. First aider must also keep a record of training and qualifications. The list of first aiders and their locations are displayed on notice boards. All information of a personal nature obtained in the course of first aid duties will be treated as confidential. First aiders will:

- a. Act in accordance with their training at all times.
- b. Summon further medical help where necessary.

- c. Look after the casualty until recovery has taken place or further medical assistance has arrived.
 - d. Ensure their own safety at all times.
 - e. Record all treatments for which they are responsible, with specific details of the injury or other reason for treatment;
 - f. Ensure that the first aid box for which they are responsible, at the first aid point at which their name is affixed, is appropriately stocked and maintained in a clean, tidy condition, obtaining replacement items as necessary.
21. **Emergency First Aiders.** Emergency First Aiders are responsible for:
- a. Taking charge when a person has been injured or falls ill (in the absence of a first-aider).
 - b. Calling an ambulance where necessary.
 - c. Looking after the first aid equipment and ensuring that containers are re-stocked when necessary.
22. **St Clare's Nurse.** The Nurse will:
- a. Ensure that the first-aid room (if applicable) is kept tidy and well-stocked.
 - b. Advise the Estates Manager of any occurrences where student or staff injury has occurred as a result of an accident at St Clare's.
 - c. Advise HR department and Pastoral and Safeguarding leads of the occurrence of any infectious disease or other condition likely to affect the welfare and safety of others.
23. **Porters.** The Porters will:
- a. Be responsible for the security of designated areas of the college.
 - b. Monitor the CCTV system.
 - c. Conducting weekly fire safety checks, Fire tests of designated areas of the college.
 - d. Conduct and record monthly fire extinguisher checks.
 - e. Conduct daily safety checks of the college minibuses and report any concerns.
 - f. Control and issue minibus keys.
 - g. Assist the college staff, students and visitors.
 - h. Undertake immediate action to ensure safety and security of areas in the college.
 - i. Undertake random security patrols and checks across the St Clare's Estate.
 - j. Search for potential security breaches and follow up findings with the Health & Safety Manager.
 - k. Ensure that deliveries are stacked safely and tidily leaving sufficient gangways for easy access to all items and exits.
 - l. Ensure that all exits are always left clear to protect fire escape.
 - m. Ensure that all items are stored away from lights, plug sockets, electrical outlets and radiators.
 - n. Ensure that safety steps are always used, where they can be used safely and when it is necessary to obtain items at a low height. The Porters are always to follow the risk assessment for the task.
 - o. Ensure that buildings are secured at the end of the day.
 - p. Assist with additional security duties during events or hiring's as required.
24. **House Parents and Wardens.** House Parents and Wardens will:

- a. Carry weekly fire alarm test and recording;
- b. Carry monthly emergency light test and recording;
- c. Carry monthly fire extinguisher checks and recording;
- d. Implement and manage fire evacuation exercises;
- e. Pastoral care and security of the students.
- f. Conduct regular workplace / accommodation inspections reporting any defects.
- g. Report defects and issues to the relevant persons, in a acceptable timeframe.

25. **College Employees.** The Health and Safety at Work Act 1974 states:

"It shall be the duty of every employee while at work: to take reasonable care for the health and safety of himself and of other persons who may be affected by his acts or omissions at work..."

Employees must also co-operate with the employer and not misuse anything provided in the interests of health and safety. All employees of The College have an important part to play in protecting themselves and others. Health and safety responsibilities are based on legal obligations and are subject to The College disciplinary procedures. In particular, all employees are required to:

- a. Take reasonable care for the health and safety of themselves and others, who may be affected by what they do or fail to do at work;
- b. Co-operate with all managers, team leaders and supervisors on health and safety matters;
- c. Familiarise themselves with, and to act in accordance with, any health and safety procedures which have been issued to them or otherwise brought to their attention;
- d. Act in accordance with any safety training which has been provided to them, or any verbal safety instructions issued to them;
- e. Make full and proper use of any personal protective equipment (PPE) and clothing provided to them, in accordance with instructions or training received;
- f. Report any loss of, or obvious defect in, such PPE to their team leader or manager; not take part in any horseplay or to interfere with or misuse anything provided in the interest of health, safety or welfare;
- g. Report any accident/incident, no matter how minor the injury, by informing their supervisor or manager (to be done on the day of accident/incident or as soon as possible thereafter). This includes reporting any accident/incident involving a student/ non-employee whilst on college premises or on sites where the college activities are taking place;
- h. Report to their supervisor or manager any work situation which they consider representing a serious and immediate danger to health and safety, or any matter which they consider representing a shortcoming in current arrangements for health and safety;
- i. Follow any laid down emergency procedures in the event of serious imminent dangers, such as emergency evacuations.

26. **Responsibilities of Students.** Students are expected to:

- a. Exercise personal responsibility for the safety of themselves and other students.
- b. Observe standards of dress consistent with safety and hygiene.
- c. Observe The College's safety rules and the procedures required in event of emergency.
- d. Use and not wilfully misuse or interfere with equipment provided for safety purposes.

27. **Responsibilities of Visitors, Volunteers, College Hirers or Contractors.** Visitors are required to observe the

safety rules of the College and will be informed of relevant regulations as and when necessary by an appropriate member of staff. Hirers must consult the College Terms and Conditions for the Hiring of College Premises. The Hiring of College Premises and Grounds document covers procedures for fire evacuation and security arrangements and the requirements relating to accident, assault and near miss reporting requirements and the provision of first aid. Persons/organisations hiring the site must agree to:

- a. Co-operate and co-ordinate with The College on health and safety matters.
- b. Agree to the College Terms and Conditions for the Hiring of College Premises in relation to health and safety arrangements.
- c. Provide information relating to any additional risks or procedures which will be new or unusual to those of the College that may arise from their activities

The College will ensure that:

- d. The premises are in a safe condition for the purpose of use;
- e. Health and safety arrangements are detailed in the lettings policy and that these are fully explained and communicated;
- f. Adequate arrangements for emergency evacuation are in place and communicated.

PART 3: ARRANGEMENTS FOR HEALTH AND SAFETY

28. The arrangements for health and safety are systematically applied in all activities and services throughout the College. The full description of the College arrangements is attached at **Annex A**

29. **Health and Safety Policy.** The policy clearly sets out the College framework for health and safety management, depicted in Figure 3 below:

Figure 3 Framework for the College H&S Management

Responsibilities	<p>The Head of Estates, in conjunction with other Managers, as detailed in Section 2 of this policy, is responsible for health and safety performance and the implementation of the College health and safety policy, arrangements and procedures.</p> <p>Other specific health and safety roles and responsibilities have been assigned to various posts and these are included in the Organisation section of the relevant policies and procedures.</p>
Consultation	<p>Consultation is achieved by standard health and safety agenda items on all team meetings, through appropriate membership of committees and groups and meetings, including recognised Trade Union representations.</p>
Professional Development	<p>Health and safety competencies are core skills essential to the effective conduct of employee duties. These competencies are developed through induction programmes and training.</p> <p>Specific (e.g. manual handling first aid, fire safety etc.) and managerial training is arranged to suit individual and organisational needs.</p>
Job Descriptions / Employee Contracts	<p>Suitable clauses to highlight health and safety responsibilities are included in all employee contracts and job descriptions appropriate to individual roles. Performance Management is used to set and measure performance against health and safety targets and objectives (where these are appropriate for the job description of the employee concerned). Performance Management is also used to identify health and safety learning and development needs of individuals and monitor competency development.</p>
Communication	<p>Health and safety information is communicated through fine management with health and safety as an agenda item at all levels of team meetings, health and safety committee meetings, where documentation is circulated, discussed and subsequently developed, approved to be made available in electronic and hard copy format. The Internet, newsletters notice boards and signage are all methods for health and safety communication.</p> <p>Information is distributed in accordance with the College Information Dissemination Procedure – Appendix 1 to Annex A</p>

30. **Planning and Implementation.** The key steps for the successful planning and implementation of effective health and safety measures are set out below in Figure 4:

Figure 4 Planning and Implementation of H&S Measures

Health and Safety Action Plans	Line Managers, Course Directors, Heads of Support Departments, Supervisors, Assistant Principals, Heads of Academic Departments are required to develop, maintain and report on health and safety action plans to ensure continuous improvement in health and safety performance.
Risk Assessments	Line Managers, Course Directors, Heads of Support Departments, Supervisors, Assistant Principals, Heads of Academic Departments must conduct and record risk assessments for all our activities using the corporate system and guidelines and ensure findings are brought to the attention of employees. Risk assessments must be reviewed periodically to ensure they remain suitable and sufficient.
Procedures	The College Health and Safety Policy and other specific procedures set out the standards, systems and guidelines for the implementation of control measures for specific health and safety risks. All procedures are developed and implemented in accordance with the risk profile of The College and individual procedures apply to the specific areas. All health and safety procedures are regularly reviewed and updated when appropriate.

31 **Measuring Performance.** There are broadly three methods of measuring performance:

- a. Proactive health and safety monitoring is a line management function. Health and safety performance is formally measured during periodic inspections in accordance with the College Health and Safety Policy and arranged with the appointed Health & Safety Consultant.
- b. Reactive measurement is by managers and supervisors implementing the health and safety procedures for accident/incident reporting and investigation.
- c. In addition, The College measures performance by audit, inspection and through accident/ incident reporting and investigation.

32. **Reviewing Performance.** Performance is reviewed and reported at Health and Safety Committee meetings and a summary of discussions is provided to Governing Body meetings, through the Health & safety Report. Performance is measured against health and safety performance indicators, targets and compliance, and in terms of the achievement of health and safety action plans opportunities are sought for credible and suitable benchmarking.

33. **Auditing.** A programme of health and safety audits is conducted by an appointed independent Health & Safety Consultant. Findings are recorded, reported and an action plan compiled with designated timescales and levels of risks identified. The College is also audited by the Independent Schools Association UK (ISA), and Oxfordshire Fire and Rescue Services for matters concerning fire safety. Findings are recorded and reported to the Principal or other relevant person, as agreed during the process.

Annex:

- A. Comprehensive Description of the College's Arrangements