

Occupational Health and Safety Policy and Management Manual

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Responsibility of:
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1. **Scope**

Chelsea Academy is fully committed to meet the requirements of BS OHSAS 45001 at the following address: Lots Road, London SW10 0AB. The provision of secondary education within an Academy environment; the provision of building and facilities management at Chelsea Academy including the management of supply chain partners, Mechanical & Electrical (M&E), cleaning and catering. The intended outcome for the OH&S management system is for the organisation to:

- Provide a safe and healthy workplace
- Prevent work related injury and or ill health
- Proactively monitor and improve OH&S performance
- Eliminate hazards and minimise OH&S risks
- Address management system non-conformities
- Fulfil legal and other requirements
- Integrate health and safety with wellbeing

2. **Normative references**

This document has been produced with reference to the BSI ISO 45001:2018 Occupational health and safety management systems

3. **Terms and definitions**

“acceptable risk”	Risk that has been reduced to a level that can be tolerated
“accident”	An incident that has given rise to harm
“continual”	Repetitive effort to address and improve
"controlled copy"	The issue of a document that will be updated whenever it is revised.
"controlled issue"	The issue of a document where proof of receipt is sought
“corrective action”	Action to eliminate the cause of a problem or issue
“hazard”	Source, situation or act with potential for harm to persons
“incident”	Events which can lead to harm
“management manual”	The documented health & safety system including other documented procedures
“management procedures”	The procedures documenting the health & safety systems
“management system”	The defined methods, practices and organisation to meet the health & safety requirements. The term “H&S Management System” is synonymous

“near miss”	An incident or action that could have resulted in injury or potential harm to persons.
“H&S”	Health & Safety
“preventive action”	Action to eliminate the cause of a potential problem or issue
“risk”	Combination of the likelihood and severity of an event
“risk assessment”	Process of evaluating risk
“the standard”	BS EN BS OHSAS 45001

Note: The words "shall", "must" and "will" denote a mandatory requirement and "should" denotes a recommendation. The word "may" denotes permission and is neither a recommendation nor a requirement.

4. Context of the Organisation

Chelsea Academy (A Science Academy) is a secondary school that is sponsored by both the Church of England and the Royal Borough of Kensington and Chelsea. The Academy has 1100 students and 140 staff.

4.1 Understanding the organisation and its context

Chelsea Academy is an education provider to 1100 students aged from 11 to 18 years with the support of 140 teaching and support staff. The Academy is required to provide a safe learning environment to deliver a curriculum prescribed by the Department for Education which may be affected by circumstances that might influence the implementation of the OH&S management system.

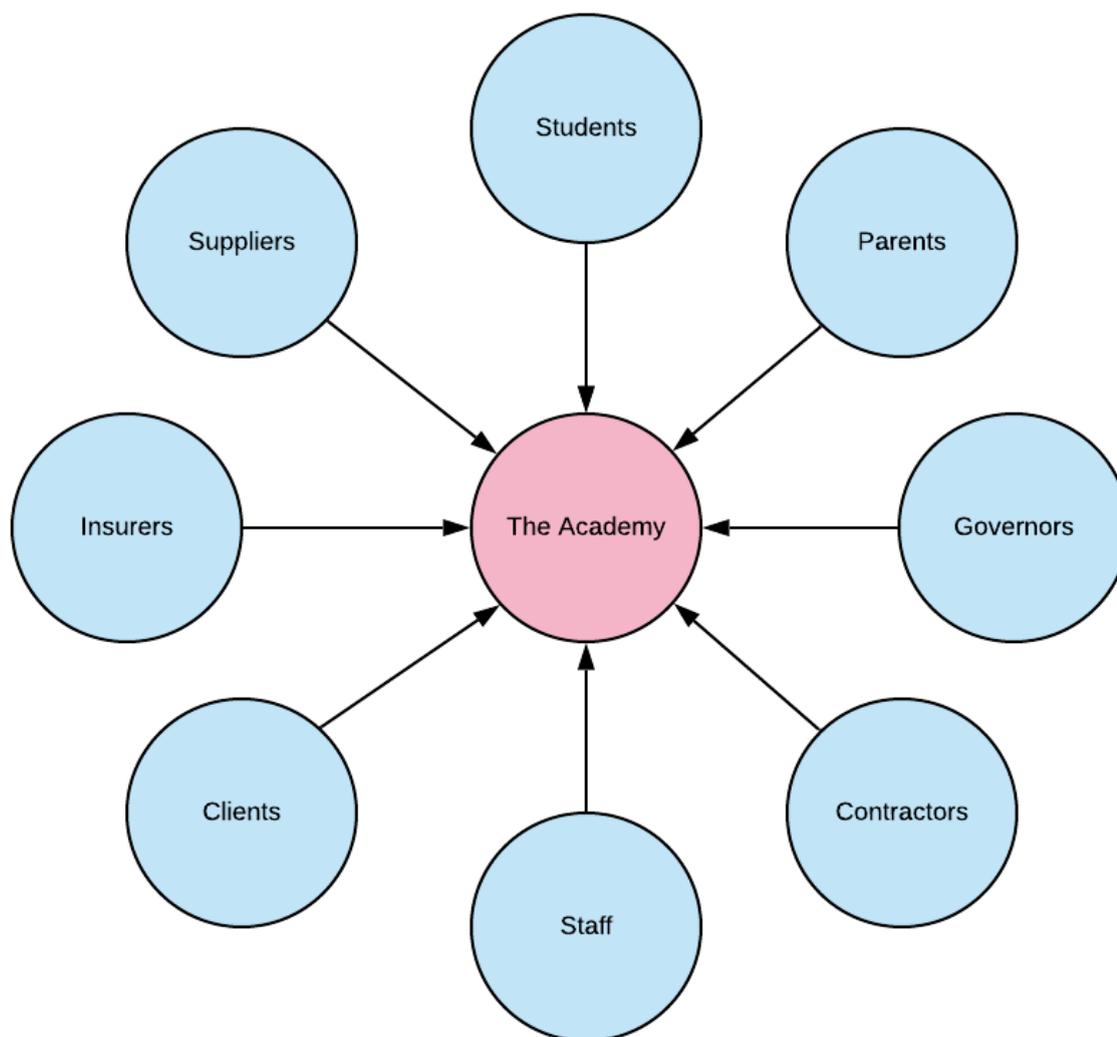
Internal issues that may influence the organisation's control of the OH&S system:

- Organisational structure, and roles.
- Policies and objectives.
- Resources
- Working conditions and organisational culture.
- Process for introduction of new products, processes, equipment.

External issues include:

- Local Education Authority regulations which the Academy must implement
- Political, Economic, Social, Technological, Legal and Environmental factors
- New contractors, suppliers, partners, services etc.
- National legislation

4.2 Understanding the needs and expectations of workers and other interested parties



The needs of students, staff and other interested parties is that they should be able to attend, learn, work, carry out activities, and collaborate in an environment that is compliant with BS OHSAS 45001.

The expectations of all interested parties is that the Academy has a management system in place that through risk based thinking and checks to plan, do, check and act (PDCA cycle) within the context of the organisation to continually maintain and/or improve its OH&S through BS OHSAS 45001.

4.3 Determining Scope

Chelsea Academy is fully committed to meet the requirements of BS OHSAS 45001 at the following address: Lots Road, London SW10 0AB. The provision of secondary education within an Academy environment; the provision of building and facilities management at Chelsea Academy including the management of supply chain partners, Mechanical & Electrical (M&E), cleaning and catering.

Description

The OH&S management system is documented within this manual. The documented OH&S management procedures are listed in Appendix C.

This manual shows the relationship between the OH&S Management System and BS OHSAS 45001.

Implementation and Maintenance

It is recognised that documenting the OH&S management system is only the first step towards fully implementing its requirements. For this reason the OH&S Director will brief all new and existing personnel on the requirements of the OH&S Management System and ensure full compliance through Staff INSET, CPD and OH&S Working Party meetings.

The effectiveness of the implementation is measured through regular scheduled inspections and internal audits (see Appendix G for scheduled audit plan) of the OH&S management system requirements by appointed personnel, as well as annual audit by a Third Party Consultant. Where implementation is deemed inadequate then steps are taken to resolve the situation in a timely manner. Non-conformities generated from the inspections and audits will be recorded and the progress tracked on Spiceworks log. Preventative actions are recorded and tracked on Spiceworks log.

New legal and other requirements, together with any updates on existing legal and other requirements that have a direct impact on the business will be recorded in the Legal and Other requirements Register. Evaluation of compliance is carried out twice a year in Feb and August to ensure the system is compliant to changes in legislation. The Register is revised on a 6-monthly basis and the Governors, Principal and Leadership Team will be informed of any changes to the Register in the quarterly management review meeting, or immediately in urgent cases.

The OH&S management system as a whole will be reviewed during quarterly management review meetings where the completeness and effectiveness of the system and any steps necessary to improve it are discussed and actioned.

Whenever the OH&S management system is changed the OH&S Director will confer with Governors and make all relevant personnel aware of the new or revised systems and monitor them through Staff INSET, CPD and OH&S Working Party meetings to ensure that they are implemented effectively.

4.4 OH&S Management System

Chelsea Academy has established this OH&S Management Manual, integrated procedures and forms to enable the implementation of BS OHSAS 45001 and is compatible with its OH&S management system.

As an organisation the following steps have been taken to ensure compliance:

- a) All requirements of BS OHSAS 45001 have been specified within this document to ensure that all personnel concerned with its operation are aware of the requirements.
- b) The OH&S Director shall take the lead to ensure that the H&S management system is fully implemented, within a culture of support, by all personnel.
- c) Quarterly management review meetings will be held to review the implementation of the requirements and identify any actions that are required to maintain and improve the system.
- d) The organisation will report, track and remedy issues through Spiceworks to ensure continual compliance and improvement.

The scope to which this OH&S management system will be applied is defined as all operations which it conducts at and from the address stated in section 1.

5 Leadership and worker participation

5.1 Leadership and commitment

Top management demonstrate leadership and commitment to the OH&S management system by:

- Being responsible overall and accountable for the prevention of work-related injuries
- Facilitate and communicate to promote a positive culture and continuing improvement
- Promote internal and external communication through to all levels
- Promote the reporting of incidents, near misses, accidents to inform top management and influence changes
- Provision for working parties and committees

5.2 Occupational Health & Safety Policy

The H&S Director ensures that the policy is made known to all personnel including persons working under the control of the Academy and is available to interested parties upon request.

Policy Statement

The Academy, through the Board of Governors is committed to ensuring, so far as is reasonably practicable, that it operates an integrated management system governing all aspects of the Academy H&S operations in compliance with BS OHSAS 45001 accreditation. We are committed to continuous improvement in the health, safety of students, staff, contractors and other interested parties by maintaining a framework for establishing, implementing and reviewing the OH&S to drive improvement forward.

This document is both the OH&S Manual and Policy. We aim to ensure that:

- We provide a framework for setting objectives
- Provide users of the Academy who enter the premises during the course of their business or course of education a safe and healthy environment where risks are minimised.
- Eliminate hazards and reduce OH&S risks when using subcontractors
- Continual improvement of the OH&S system
- Consult and promote worker participation
- Fulfil legal and other requirements
- that are liable to expose users of the Academy unless suitable and sufficient assessments of the risks or hazards to health are made and necessary controls to prevent or control the risk have been introduced. This also applies to the storage and transportation of articles and substances.

The Academy has the ultimate responsibility for the implementation of this Policy and through the Board of Governors will ensure that the requirements of health and safety legislation are established.

The Academy's objectives are, so far as reasonably practicable:

- to provide conditions of work where risks to health and safety are low. This requires risk assessments to be carried out to enable hazards and risks to be identified to enable the standards of safety to be adapted and enforced.
- to ensure that all plant and equipment is maintained properly and that it will not be used knowingly if it presents any risk to the safety of Users of the Academy.
- to provide means of access and egress which are safe and without risks to health.

The success of this policy is dependent upon the cooperation of every interested other party such as subcontractors and consultants and their employees who have a legal duty to:

- take reasonable precautions in safeguarding the health and safety of themselves and others.

- observe all health and safety rules and procedures as laid down by their Academy and use all health and safety equipment provided.
- alert management to any potential hazard that they have noticed and report all accidents or incidents that have led, or may lead to, illness or damage.

Chelsea Academy intends to comply with the requirements of the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999 and is fully committed to meet the requirements of BS OHSAS 45001 and all other relevant legislation, so far as is reasonably practicable.

This policy will be monitored to ensure it is effective and will be regularly reviewed and revised as necessary.

5.3 Roles, Responsibilities and authorities

The following personnel are based within or working from the Academy.

The Principal and Leadership Team

The Principal is responsible for ensuring that the H&S strategy and organisation of Chelsea Academy is clearly defined and implemented to ensure an effective and operational H&S management system is in place.

H&S Director

The Operations and Finance Director is responsible for setting up and implementation of the H&S management system, making sure it is compliant with all up-to-date legislations and any other requirements, develop relevant procedures, ensure documents are controlled, organize regular audits, liaise with relevant personnel to carry out Risk Assessment and COSHH (Control of Substances Hazardous to Health) assessment and review CLEAPSS (Consortium of Local Education Authorities for the Provision of Science Services), propose objectives and targets to The Principal and Leadership Team and present H&S performance on annual management review.

Operations Manager

The Corporate Services & Branding Manager assists the H&S Director in implementing and maintaining the OH&S management system. Carry out risk assessments. Act as lead buddy to the contractor's, conduct health and safety briefings and issue work permits. Organise regular emergency practises, checks, internal audits and HSE training for all staff members.

OH&S Working Party

The OH&S Working Party is responsible for carrying out and reviewing risk in the Academy, its equipment and activities, ensuring staff conduct their daily work in a safe manner. Relay all relevant information, including near-misses and incident reports, brought up by staff, students and other interested parties to the H&S Director and vice versa.

The Working Party is responsible for carrying out risk assessments in maintenance related work, as well as the installation, scheduled maintenance and repairs on all equipment and for carrying out and reviewing risk assessments and data sheets in the Science Laboratories and Technology and PE departments and their activities, as well as COSHH Assessments on all raw materials and finished products. Ensure staff conduct their daily work in a safe manner. Relay all relevant information, including near-misses and incident reports, brought up by staff to the H&S Director and vice versa.

General Staff and Site Team and Contractors

Responsible for day-to-day implementation of the relevant procedures and ensuring any necessary

changes/preventative actions to the procedure, first aid ill health, incident or new hazard/risk arising in the working environment are reported to the Operations Director, Operations Manager or the Working Party using an incident report form available on the CALC.

Incident Wardens

In the case of fire or major incident, they are responsible for checking designated areas to ensure everyone has vacated, use fire-fighting equipment to tackle the fire if it is safe to do so, encourage others to use the most appropriate escape route, shutting down fatal or dangerous equipment, assist fire and rescue service on arrival and perform a supervisory/management role in any incident situation

HR (Health, Safety and Return to Work)

HR is appointed to take care of all employees in terms of Health checks, safety and return to work.

5.4 Consultation and participation of workers

The OH&S system should ensure there are clear lines of communication, consultation and participation of workers with allocated time and resources. Documenting on a regular basis using Google forms and Spiceworks. Some of the methods for promoting consultation and participation of workers is:

- OH&S issues are part of the agenda of SLT meetings
- OH&S Working Party with core staff and additional staff representatives on a rolling/area of emphasis basis
- Identification and elimination of hazards
- Training
- Safe systems at work and in lessons using CLEAPSS for science and technology
- Incident and near miss reporting scheme using root cause analysis when there are incidents
- Communication using Staff CPD, Inset, CALC and Working Party feedback

6 Planning

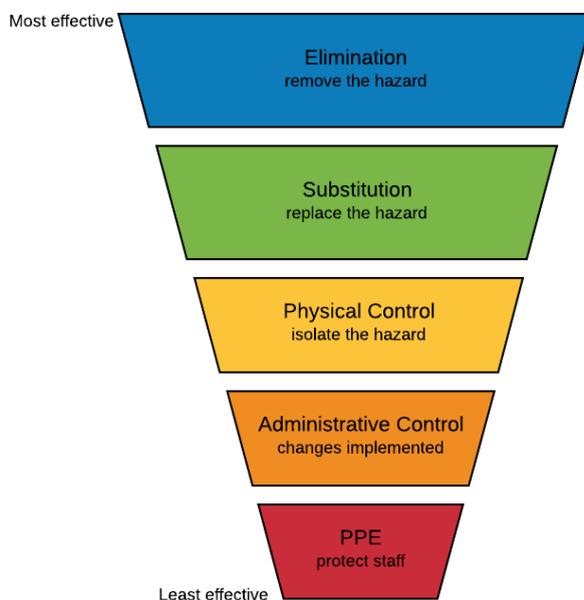
6.1 Actions to address risks and opportunities

Top management will set out long term objectives based on feedback and findings from the following sources:

- Elimination of risks by competent persons identifying them using risk assessment [Google form](#), Spiceworks, [incident report Google form](#), OH&S working party feedback and [permit to work for external contractors](#).
- Implementing changes to remove or replace the hazard once it has been identified
- Implementing CLEAPSS H&S guidelines for lessons in Science and Technology
- Using Evolve for Academy trips and visits.
- Using Spiceworks to proactively administer, track and resolve the reporting and identification of day to day issues that cause risks.
- Using root cause process following the reports of incidents and near misses on Google form as a means of investigating, recording, tracking and eliminating risks

6.1.1 General

Structure of hazard risk controls:



6.1.2 Hazard Identification and Assessment of Risks and Opportunities

6.1.2.1 Hazard identification

The H&S Director shall ensure that all hazards associated with the Academy's activities are assessed for risk so that precautions can be identified and actioned. Staff and other interested parties can use this [Google form](#) to identify hazards and assess risk to themselves and others.

Note: The following aspects will be considered for risk assessment when carrying out an internal audit:

- Routine and non-routine activities
- Hazards originating externally to the workplace
- Work operations including contractor activities
- Use of infrastructure, equipment and materials
- Whenever change occurs to systems, processes, equipment, personnel, materials etc.
- Changes in legislation
Normal and abnormal situations and potential incidents
- Contractors and visitors to the workplace
- The capabilities of personnel including human behaviour

6.1.2.2 Assessment of OH&S risks and other risks to the OH&S management system

Assessing risk can be completed by a competent person who is directly involved in the process prior to the activity taking place:

- Using risk assessment [Google form](#)
- Using CLEAPSS H&S guidelines for lessons in Science and Technology
- Using Evolve for Academy trips and visits
- Internal Audits

6.1.2.3 Assessment of OH&S opportunities and other opportunities to the OH&S management system

Opportunities for OH&S assessment and OH&S management system are:

- Changes in HSE legislation
- Membership to accredited organisations
- DfE legislation
- Training through iHasco and other providers
- Membership to staff wellbeing service
- Membership to occupational health services
- Changes to the local environment
- Changes of students' staff and other interested parties' needs

6.1.3 Determination of Legal and Other Requirements

The H&S Director determines all relevant H&S legislation with reference to the HSE website (<http://www.hse.gov.uk/legislation/index.htm>) and any other service twice a year and where required. In addition, the Third Party Consultant provides the Academy with legal advice in general legislation which includes Health and safety. A legal and other requirement register is drawn up and maintained. The evaluation of compliance of legislations and other requirements is carried out twice a year in April and October when new legislations/updates are released. Where actions are generated from the evaluation of compliance, they are raised in the Spiceworks log to help tracking and completion progress.

Updates made to the register are listed in the Health & Safety legislation section of the quarterly management review meeting to ensure the Principal and Leadership Team is aware of all relevant changes that may have a direct impact on the business. All relevant personnel and other parties will be informed on the legal and other requirements that they must comply with by their departmental managers before any work is commenced. Where the change of legislation and other requirements have led to a risk assessment revision, H&S Director is to ensure all relevant personnel are aware of such revision and provide refreshment training whenever necessary.

6.1.4 Planning action

6.2 OH&S Objectives and Planning to achieve them

Chelsea Academy will set out and review its health & safety objectives and targets on a 3 time yearly basis (or more regular if needs be) within the health & safety programme section of the management review meetings. Details of program dates and responsibilities will be defined in the management review meeting. The health & safety objectives will be aimed at relevant functions and levels within the business.

When setting objectives and targets the Academy will ensure that they are consistent with the H&S policy and BS OHSAS 45001 taking into account, financial, operational and business requirements as well as technological options and targets should be set to achieve objectives within an academic year.

In order to determine whether or not the objectives and targets are being met they will be measured, in the form of meeting minutes review, spiceworks log and WP meetings to allow progress to be monitored.

Implementation and Operation

Index of management processes is appended.

Resources, Roles, Responsibility, Accountability and Authority

The H&S Director has overall responsibility for the H&S management system and will assign personnel to the necessary duties outlined in this manual and make available all necessary resources to ensure that the

management system is fully implemented.

Roles and responsibilities are defined and communicated through this management manual and any other referenced documentation and will communicate with all designated personnel to ensure that they are fully aware of their roles and what is expected.

6.2.1 OH&S objectives

Objectives are set during Management reviews and communicated to Governors and SLT, Curriculum Leaders for contribution and ratification. These are communicated to staff through Insets and CPD.

6.2.2 Planning to achieve OH&S objectives

Planning actions to achieve OH&S objectives will be the introduction of control measures into the existing framework of OH&S and noted in points of 6.1.2 above.

7 Support

7.1 Resources

Resources to achieve the requirements of the OH&S management system will include human, natural, infrastructure, technological and financial resources. These will be stated in the Academy's 5 year strategic plan. The commitment to provide resources for OH&S management system is included within our Five Year Strategic Plan starting in September 2020.

7.2 Competence

The Principal and Leadership Team ensures that capable personnel with suitable qualification and experience and training are employed on work tasks which have the potential to cause harm. Line managers will take action to ensure that training requirements are met and that the effectiveness of training to meet requirements is monitored.

Defined methods of recruitment of full time and temporary/agency workers with capability to work on tasks will be followed. Ensuring that through induction they have an awareness of hazards of the environment and processes.

The OH&S Director will liaise with OH&S Manager to ensure that all persons understand the importance of their training and experience and how they can work effectively to ensure safe working. She will also ensure that personnel are aware of the health and safety consequences of their work activities and the benefits of following safe working practices.

It is the duty of Line Managers to ensure that records of training, education, qualification and experience are maintained. Copies of training certificates are maintained and listed in the document control register.

7.3 Awareness

Awareness of the requirements of the OH&S system and each worker's own responsibility to protect themselves and others from exposure to hazards is achieved through induction, Inset, CPD and the CALC. These events are minuted in the Working Party OH&S meetings and on the CALC.

7.4 Communications

Communication

The H&S Manager will ensure that all personnel including contractors, visitors and any other external interested parties are made aware of issues regarding health and safety. The H&S Manager and H&S Working Party will act as the persons responsible for receiving, recording and responding to any health and safety communications. Important outcomes from communications are presented to The Principal and Leadership Team at quarterly management review meetings and to the rest of the Academy as and when required.

Participation and Consultation

Due to the size of the Academy the employer is able to consult employees directly on health and safety matters via departmental meetings, daily team meetings, team briefings and individual meetings. Employees are actively involved in incident investigation, hazard identification, risk assessment and the appropriate precautions to be taken. In monthly departmental meetings, all staff will have an opportunity to contribute towards the development and review of H&S policies and objectives.

Contractors and visitors are made aware of any changes that affect their H&S in an induction meeting that is carried out on their arrival on site. For contractors they are asked to supply public and employer's insurance certificates, HSE policy, method statements and risk assessments and those statements are checked both before and upon their arrival on site and at the start of the job, any non-conformances are addressed immediately. A permit-to-work system has been implemented for effective management of contractors on-site which is completed upon our request.

7.4.1 General

The Academy uses the [CALC](#) as its internal system of control for documented information and its [website](#) for external system of control. Academy regulations, responsibilities, hazards, risk assessments, instructions, minutes, performance, investigation results are all forms of internal and external communication.

Communication occurs when staff are recruited, Induction, Inset, CPD, SLT meetings, Middle Leaders Meetings, Departmental meetings, Briefing to all staff each Monday morning, OH&S Working Party meetings, information posted daily on the CALC, Academy emails and one-to-one line management meetings.

7.4.2 Internal communication

- Use of the CALC as system of control for documented information
- Use of Google forms to collect information on accidents, incidents and risk assessments the nature of which automatically date and time stamps all logging and revisions.
- Use of Drive to store, log and archive all documentation
- Regulated by GDPR
- Induction presentations during Inset
- Training records
- Evidence of maintenance and remedials completed in a timely manner.

7.4.3 External communication

- Use of website
- Use of SIMS
- Use of Twitter

- Regulated by GDPR
- Regulatory through Government, HSE, codes of practice websites and leaflets
- External provider safety, data sheets, certificates of conformity material
- Machinery installation instruction and maintenance sheets
- O&M manuals
- RAMs
- Training certificates

7.5 Documented information

Is noted in 7.4.2 and 7.4.3 on a what, when, who and how basis.

7.5.1 General

All communication is documented in the same way by all staff using Google Drive and its components. This ensures access at any time, from anywhere, in the event of an emergency using secure password and encryption technology.

7.5.2 Creating and updating documentation

Documents that are necessary to meet the requirements of this H&S management manual shall be maintained as evidence of compliance. These are all date and time stamped and automatically log revisions and changes of when these were made. Such documentation is available via a link to edit (by nominated persons), view by all and comment as necessary.

Documents specifically retained as evidence include but are not limited to:

- a) The H&S policy (point 3) should be displayed on the Academy CALC and website as well as across the premises
- b) The H&S objectives recorded and maintained within the minutes of the Management Review Meeting
- c) The scope of the H&S management system is defined within section 1.2
- d) A description of the main elements of the H&S management system is set out in Appendix C
- e) A legislation register is kept and updated frequently to ensure compliance to relevant legal requirement
- f) Training content and records are kept
- g) Internal audit reports are kept and maintained as an assessment on the effectiveness of the H&S management system
- h) Risk assessments are carried out and regularly reviewed
- i) Statutory Inspection reports and Health Surveillance records
- j) Maintenance records and completed checklists

7.5.3 Control of Documented Information

Documents required by this management manual shall be approved for issue and reviewed and updated as often as necessary. The revision status and page numbering of documents shall be included to ensure that incorrect documents are not inadvertently used. In particular superseded documents shall be marked as such or removed to avoid inadvertent use.

Documents required by this manual shall be updated and re-approved to ensure that they are current. Pertinent documents at the correct versions will be made available for use and it will be ensured that they are identifiable and legible.

Designated people have full access to all documentation, most of the documents are read-only for staff,

employees and other interested parties.

Control of Records

The organisation shall maintain records as evidence that the requirements of this H&S management manual have been met. The records will be maintained so that they can be located and referred to easily.

These records include but are not limited to:

- Management Review / Working Party meeting minutes
- Audit / Inspection form
- Non-conformance reports
- 18001 and 45001 Spiceworks log
- Risk and COSHH Assessments and register
- Evaluation of procedures
- Incident and Accident investigation
- Incident and Accident reporting and records
- Training records

8 Operation

8.1 Operational planning and control

The H&S Manager shall ensure that the controls and any necessary operating criteria are stipulated where the risk assessment process has identified precautionary measures to be implemented.

Where necessary to ensure compliance with safe working practices documented procedures will be prepared, implemented and maintained to define the working methods to be employed.

8.1.1 General

Processes within the Academy are identified in clause 4.4 and planned and the method in which the Academy will operate are identified in clause 6.

8.1.2 Elimination hazards and reducing OH&S risks

The Academy has outlined its process of elimination and control of hazards in clause 6.1.1.

8.1.3 Management of change

The Academy stores all OH&S management system and operational information on the Google Drive which is accessible by The Operations Director which mitigates the loss of knowledgeable and competent staff, absence of key staff and changes in physical aspects within the Academy.

8.1.4 Procurement

Operational controls shall be specifically considered when purchasing goods, equipment and services.

8.1.4.1 General

The Academy requires external contractors to complete a permit to work as mandatory if they are new to the Academy and periodically if they are the existing contractors. New Contractors are required to submit their RAMs prior to work and existing contractors provide them each year if there are any changes in their

working practice or the Academy environment that would create new hazards or expose contractors or staff to risks.

8.1.4.2 Contractors

All contractors are accredited with the required certification to carry out their works within their trade. Regular spot checks during work are made to ensure their RAMs and safe practice whilst on site are being met. Legislative certification is obtained following work that requires this.

8.1.4.3 Outsourcing

New contractors are sourced using a variety of methods including Crown procurement and invited to attend site to survey the work and quote for it. Once they attend site to commence the work, they are taken through an induction process with the Site Manager so they understand the Academy's rules and requirements regarding OH&S and Child Protection regulations.

8.2 Emergency Preparedness and Response

The Academy has identified the potential emergency situations and incidents pertaining to its business operations and undertaken appropriate risk assessments. Where required they are regularly reviewed and tested. The Academy has policies in place for [Incident Management Evacuation Continuity Plan \(IMEC\)](#).

Where necessary documented procedures have been prepared, implemented and maintained to define the emergency response.

9 Performance evaluation

9.1 Monitoring Measurement Analysis Performance and evaluation

The Principal has appointed the H&S Manager to undertake routine inspections of the workplace and ensure safe day-to-day operations of the Academy. The H&S Director will undertake quarterly inspections and report on performance and effectiveness of the controls. Any findings that warrant corrective action shall be recorded on an internal audit log and if necessary, the Incident Report form. Spiceworks is used to track and progress corrective action to its conclusion.

The H&S Director will collect data related to the H&S performance and report this to the Principal in quarterly management review meetings. Performance measures include accidents, incidents, near misses etc. Where calibrated equipment is used to measure performance it will be ensured that it has a current calibration certificate.

The OH&S Working Party meetings provide the opportunity to evaluate performance in curriculum and catering areas. Actions arising are minuted and followed up.

The Management review looks at areas of concern, following up on previous issues and looking ahead to possible issues.

9.1.1 General

Performance and compliance evaluation is a process that is continual so that the Academy can improve its operation and hazard management. The Academy plans its maintenance, does its remedials, checks

itself through regular internal audits and acts on any incidents, reports, findings or concerns.

9.1.2 Evaluation of compliance

Conformance with legislation and other requirements is reviewed. Evidence of evaluation is maintained through an internal evaluation of compliance procedures, documents, reports, legislation register, contractors' RAMS and management review process.

The Academy evaluates its compliance contractor compliance register on Google Sheets which tracks, logs and contains information about contractors' details, equipment they are contracted to service and repair, the dates of last service and reminders for next service and costs. This log contains references to purchase order numbers for remedial work to demonstrate action on recommendations, details relevant to remedials that are outstanding or delayed and/or Spiceworks job numbers if relevant to in-house resolution. The Academy also:

Through this process the Academy:

- Reviews frequently the method of evaluation.
- If action is needed through evaluation, how it will then be implemented and costs
- Maintains knowledge and understanding of compliance status
- Retains documentation to support his above.

9.2 Internal audit

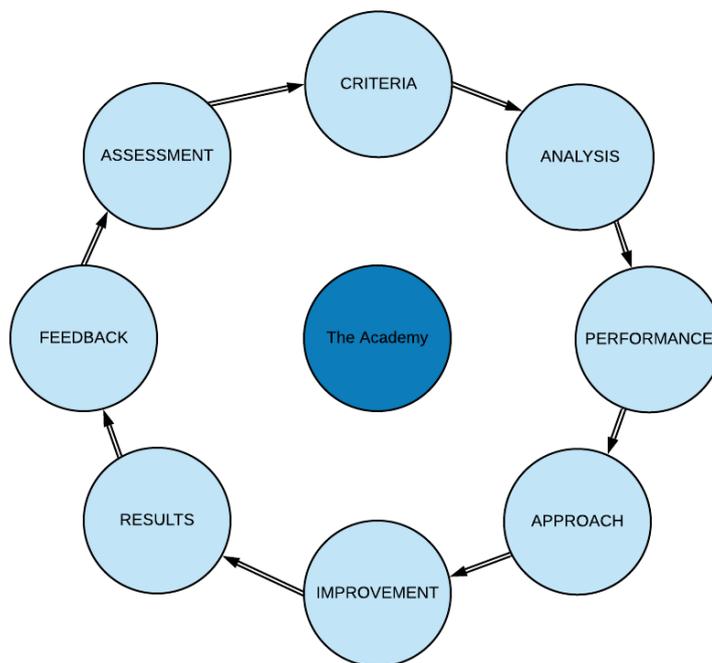
Regular internal and external audits are carried out. A report is generated from the visit and non-conformities raised are recorded on Spiceworks log and assigned to relevant personnel or the works are contracted to the service supplier for remedials or tendered out if relevant. The OH&S Director is responsible to ensure the non-conformities are closed out and update management in the management review meeting.

In addition, internal audit programmes are devised on risk basis ensuring that all parts of the management systems (as defined within this H&S management manual) are reviewed to ensure that they continue to meet the requirements of BS OHSAS 45001. The quarterly internal audits are undertaken by the H&S Manager and H&S Director to ensure impartiality. The outcome is recorded on an Internal Audit Form (Appendix H) together with any audit findings recorded on the 14001 and 45001 Spiceworks log and the results fed back to the staff. Internal audits should be conducted at the highest level.

Note: Internal audits are supplemental to monthly inspections (section 4.5.1) and are directed towards ensuring that the systems defined in this manual are implemented correctly.

9.2.1 General

Process tools the Academy uses in its performance evaluation is illustrated as follows:



9.2.2 Internal audit program

The internal audit is an effective means of systematic and regular checking of processes and requirements ensuring standards are being adhered to. [The Internal Audit Programme](#) is devised to meet the impending BSI audit. The OH&S Director makes regular audit checks that are logged by:

[Internal Audit log](#)
[Spiceworks](#)
[Incident Report form](#)

Issues are logged and must be reviewed, resolved and communicated to the OH&S Working Party and form part of the Management Review process for analysis and planning if relevant.

9.3 Management review

Management review meetings are undertaken to the requirements of BS OHSAS 45001 and all pertinent aspects are reviewed and actions taken as required. The management review meeting is used as the pivotal means of ensuring that the Academy's systems are fully implemented and effective and where identified incorporated in planning future improvements to OH&S. The meeting is undertaken each term (3 times per year). The meeting is attended by the Directors, H&S Director and H&S Manager and any other interested parties. Minutes are taken and stored on Google Drive.

Summary content of review meetings:

- Status of actions from previous management review including completed or incomplete tasks with justifications.
- Changes relating to internal or external issues to ensure needs of interested parties are met.
- Changes to legal and other requirements to ensure continued compliance

- Changes in organisational risk and their impact
- Review of BS OHSAS 45001 objectives, progress pending audits
- Incidents, non-conformities and trends and corrective action
- Monitoring and measuring
- Internal Audits outcomes and objectives
- OH&S Working Party minutes and agenda for future meeting
- Resources
- Actions / implications
- Communication
- General performance

On completion of the management review the Academy must communicate and decide with Governors and LT what if anything, is needed to continuously improve OH&S to continue to meet the required BS OHSAS 45001 standard.

10 Improvement

10.1 General

Improvement is achieved by:

- Use of results discussed in Section 9 Management Review
- Non-conformity corrective action
- Incident investigation corrective action
- Accident corrective action
- Compliance obligations and new regulations

10.2 Incident, Nonconformity and Corrective Action

Incident Investigation

All personnel are required to record all incidents on a Incident Report Form (Appendix F) which shall be passed to the H&S Director for processing. The H&S Director will ensure suitable corrective actions have been assigned and recorded on the Spiceworks log. The form will be used to monitor progress until the Incident report can be signed off as closed by the H&S representative.

The following (although not limited to) are to be considered incidents for the purposes of reporting:

- Accidents
- Near misses
- Any situation that may lead to harm which is not subject to a current risk assessment
- Introduction of 'root cause' analysis

In order to achieve continual improvement, the causes of health and safety incidents that become known will be investigated and action taken to avoid recurrence completed in a timely manner.

Nonconformity, Corrective Action and Preventive Action

All incidents, near misses, external party issues, results of inspections and internal audits are recorded in forms of Incident Reports, corrective actions that generated are then logged and if appropriate too on the Spiceworks log. The H&S Director shall take responsibility for ensuring that appropriate corrective actions are added to the form and communicated to all relevant personnel. She will ensure that the corrective action takes account of the root cause of the incident.

The H&S Director will progress the corrective action to a conclusion and ensure that the Incident Report is

effectively closed following a review of its effectiveness using Spiceworks to draw reports and review outstanding work. Where necessary the H&S Director will ensure that the issue is subjected to a revised risk assessment.

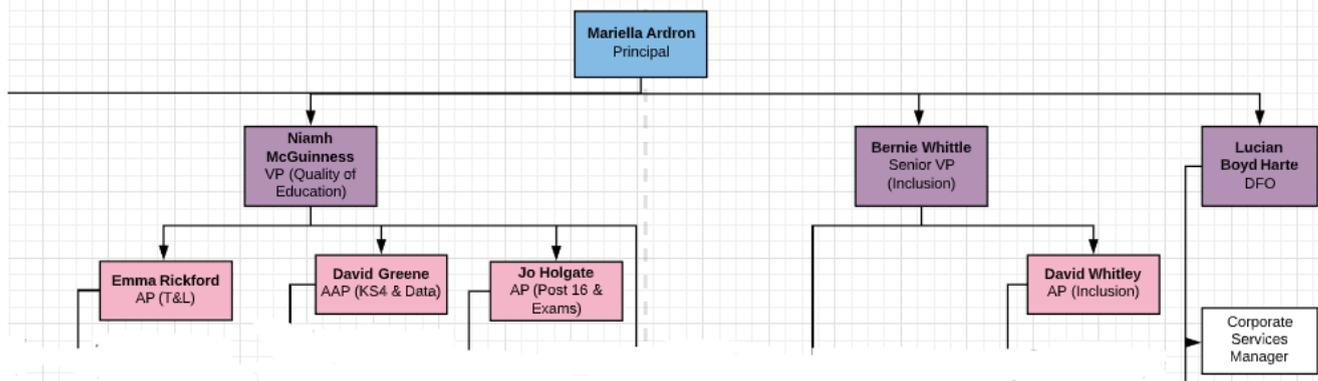
Chelsea Academy is committed to eliminating hazards and managing risk effectively in line with BS OHAS 45001. Action is preferable to Reaction. The Principal and Leadership Team in consultation with other parties will therefore take opportunities to reflect on situations and take preventive action wherever possible. All preventive action will be recorded and tracked on the Incident report form, and Spiceworks log for implementation as outlined in clause 9.2.2 above.

10.3 Continual improvements

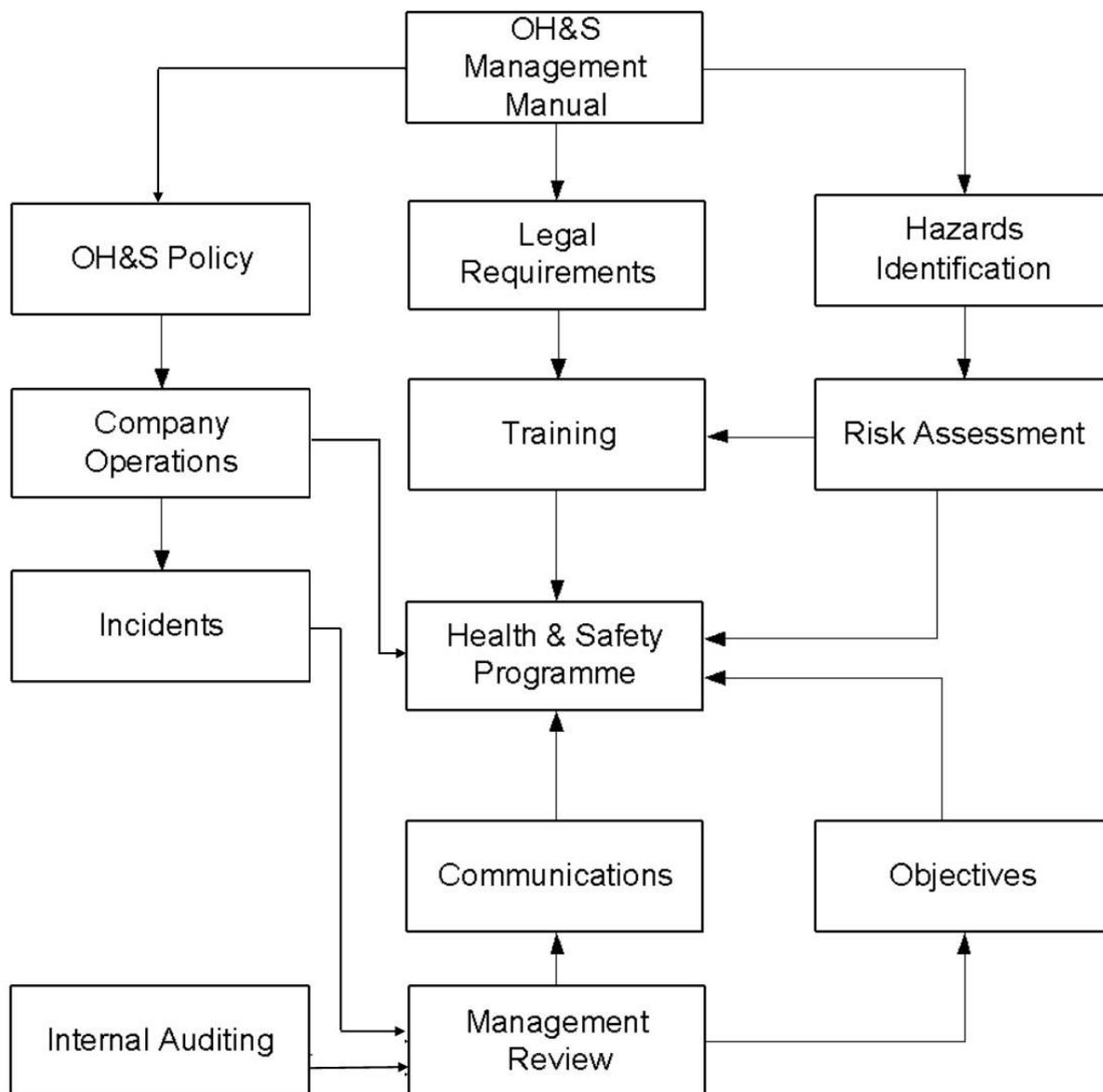
Processes to support continual improvements are:

- Incident report
- Near Miss report
- Root cause investigation
- Corrective action
- Risk based thinking to eliminate hazards
- Communication
- Review
- Management Review

Chelsea Academy Structure September 2020



H&S Management Processes



Audit Review Plan:

Audit Plan from February 2020 - 6 monthly cycles to meet WP Agendas, BSI Audit preparation and Management Review								KEY	Complete
OH&S Policy and Manual Clause Reference							Due		
	1-Jan- 2020	1-Jun- 2020	1-Dec- 2020	1-Jun- 2021	1-Dec- 2021	1-Jun- 2022	1-Dec- 2022		Overdue/Not Complete
Core OHS Management System, Policy, Objectives and Measures, Internal Audit, Management Review	X	X	X	X	X	X	X		
Regulatory Compliance: Legal Register, Evaluation of Compliance, Regulatory Visits / Interventions	X	X	X		X		X		
Incidents, Accidents, Near Misses and Non-Conformities (root cause analysis) / Corrective Actions, Complaints.	X		X	X		X	X		
Competence, Awareness & Training	X		X		X		X		
Communication & Consultation	X			X			X		
Emergency Preparedness & Response	X	X			X		X		
Facilities Management - including Control of Contractors & Procurement	X		X		X				
Resources, Roles, Responsibilities and Authority	X	X					X		
Performance Measuring and Monitoring	X	X	X	X	X	X	X		
Risk Assessment, Hazard Management Controls	X			X		X	X		
Educational Activities - on site and off site, including planning and delivery	X		X	X	X				

(EVOLVE)										
Top Management Interview	X		X		X		X			
Gap Analysis			X	X	X	X				
Consultation and Participation	X						X			

H&S Management Review Meeting Template

Attendance:		Date:	
Item	Agenda Item		Action by
1	Actions		
1.1	"Discuss and review detail progress, complete and incomplete tasks including justifications and closure of actions from the previous meeting" and COVID impact.		
2	Internal and External Issues		
	"Discuss changes relating to internal and external issues ensuring needs of interested parties are met"		
3	Communications / Complaints		
3.1	"Discussion with customers and other interested parties. Discuss complaints and other actions taken and to be taken. Show analysis where possible."		
4	Participation and Consultation results		
4.1	"Discuss communications with staff regarding HSE matters. Show analysis where possible."		
5	Performance / Incidents		
5.1	"Discuss the overall OH&S performance including non-conformances etc. Show root analysis where possible."		
6	Policy / Objective & Targets		
6.1	"Discuss the ongoing suitability of the Policy and H&S Programme adding / updating table. Discuss overall performance of the H&S management system."		
7	Risk Assessments / Legislation / Other Requirements		
7.1	Discuss what may be forthcoming / changing to affect the environmental, health & safety aspects and update table below.		
8	Recommendations for improvement		
8.1	"Discuss and record what steps have been and will be taken to avoid the occurrence of any problems that are likely to rise."		
9	Resources / Training		
9.1	"Discuss resources and decide whether any changes need to be made to the resource levels currently in place. Identify resources (ie human, time or financial) required."		
10	Next Meeting		
10.1	"Discuss actions needed to correct non-conformities and their implications".		
11	Minutes of Meeting - H&S Programme		
Overall Objective - what is aimed for	Specific Action - what will be done	Target Date - Measure of completion	Action

to Monitor

Legal & Other Requirements	Related Hazards	Management & Monitoring How the organisation is managing & monitoring this aspect or risk. e.g. aspect & risk assessments.
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Record, Circulate and retain the Management Review Minutes.

