

Tendring
District Council



Health & Safety Policy

Issued by Corporate Health & Safety 2018

Version History

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Statement of Intent

1.1 Statement of Intent by the Chief Executive

Tendring District Council accepts its responsibilities under The Health and Safety at Work Act 1974 and all subsequent legislation to ensure the health, safety, and welfare, of employees, visitors, and others who may be affected by the council's activities, and to provide a clear and evident commitment to create a climate of health and safety awareness in which management objectives and reasonably practicable standards are met or exceeded.

This will be achieved by:

- ensuring adequate funds and resources are available to satisfy health and safety requirements within the Authority;
- providing adequate control of the health and safety risks arising from our work activities;
- consulting with our employees on matters affecting their health and safety;
- providing and maintaining safe plant and equipment;
- ensuring the safe handling and use of substances;
- providing all necessary information, instruction, training, and supervision to enable employees to do their jobs safely;
- ensuring all employees are competent to do their tasks;
- preventing, so far as is reasonably practicable, accidents and cases of work-related ill health; maintaining safe and healthy working conditions;

This policy will be periodically reviewed, or in line with changes to work practices, the working environment and government legislation.

Signature

**Ian Davidson
Chief Executive**

All council employees have a responsibility to comply, so far as is reasonably practicable, with this health and safety policy.

2 Organisation And Responsibilities

2.1 ELECTED COUNCIL

The Elected Council, as the corporate body, will ensure so far as is reasonably practicable:

- That sufficient funds and resources are available to satisfy health and safety requirements within the Authority;
- Ensure sufficient enforcing, supervisory, and advisory staff are in place;

2.3 THE MANAGEMENT TEAM

The Management Team, under the direction of the Chief Executive, has strategic responsibility to ensure the Council as an employer complies with its statutory duties as required by the Health and Safety at Work Act 1974, and to ensure that the organisational structure allows for this policy to be implemented.

2.2 THE CHIEF EXECUTIVE

The Chief Executive has overall and final responsibility for Health and Safety although specific tasks may be delegated to others.

2.4 THE CORPORATE HEALTH and SAFETY TEAM

The Corporate Health and Safety team have responsibility directly to the Chief Executive to ensure the council is aware of its duties under the Health and Safety at Work Act 1974 and to support management in ensuring the required health and safety standards are met or exceeded so as to maintain the authority as a safe and healthy workplace for its employees and others. Corporate Health and Safety responsibilities are outlined in Section 2.4.1 to 2.4.5.

2.4.1 HEALTH AND SAFETY COMPLIANCE AND GOOD PRACTICE

- To ensure The Council complies with the Health and Safety at Work Act 1974 and other relevant statutory legislation and to work to ensure good standards.
- To advise managers and other relevant persons of any new health and safety legislation applicable to their departments and assist in its implementation and ensure the relevant policies and guidance are produced
- To review the Health and Safety Policy and ensure it remains effective.
- To ensure that arrangements exist to provide that employees are conversant with the Health and Safety Policy and any revisions made.
- To stop any work or activity where there is foreseeable or actual risk to life or limb.

2.4.2 ADVICE, GUIDANCE AND CONSULTATION

To provide specialist advice, guidance and support to the Council and employees on all health and safety issues.

- To liaise, consult, and maintain good communications and working relationships with management, employees, appointed safety representatives, Unions and the Health and Safety Executive.
- To ensure that the Health and Safety Committee meets on a quarterly basis and that a recognised trade union safety representative is invited to attend.

2.4.3 INSPECTION AND AUDIT

- To ensure the health and safety performance of the Council is monitored and evaluated.
- To carry out an annual programme of health and safety audits which covers all work areas with an audit report being sent to the Head of Department.
- To monitor and audit Council health and safety policies for their implementation and application.

2.4.4 ACCIDENTS AND INCIDENTS

- To ensure that accidents and incidents are investigated where necessary and action taken to prevent any reoccurrence so far as is reasonably practicable.
- To report incidents of injuries, diseases and dangerous occurrences to the enforcing authority as required by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 as Amended) (RIDDOR)
- To analyse accident and incident reports and produce statistics in order to initiate such actions as necessary to reduce the likelihood of reoccurrence to the lowest reasonably practicable level.

2.4.5 HEALTH AND SAFETY TRAINING

- To periodically review the TDC 'Introduction to Health and safety' e-learning course to ensure it is up to date with current legislation and to provide 'Manual Handling'/'Handling of Needlesticks and Sharps' training/'Working at Height' when requested. Fire training will be periodically provided to all staff either in-house or through the Fire Service.
- Conflict Management training will be offered to all staff and organised through a third party company periodically.
- Other job specific training will be authorised and organised by the relevant Service Management.

2.5 SERVICE MANAGERS

Service Managers have responsibility for health and safety within their Department and to set a good personal example in all aspects of health and safety. Head of Department responsibilities are outlined in section 2.5.1. To 2.5.7.

2.5.2 ADEQUATE ASSESSMENT AND MONITORING

- To ensure that Departmental risk assessments are completed for all identified hazards, are suitable and sufficient for the work being done, and reviewed whenever there is a change in the work or environment, following an industrial accident, or annually, whichever comes first.
- To ensure that all their staff members are aware of, and understand the hazards and control measures listed in the Department risk assessments.
- Ensure that weekly fire safety checks and monthly health and safety checklists are completed by the Department Safety Representative, and are sent to Corporate Health and Safety within one week of the end of the applicable month and any necessary follow up action is undertaken.
- Ensure that arrangements are in place for employees to report any hazards, shortcomings or deficiencies in relation to health and safety at work and action is taken to address any issues raised where necessary.

2.5.1 COMPLIANCE WITH HEALTH AND SAFETY REQUIREMENTS

- To promote and develop a positive health and safety culture
- To implement the Health and Safety Policy and the associated guidance.
- Ensure that the employees within their service have access to the health and safety policy, that they understand it and their responsibilities.
- To ensure compliance with health and safety legislation and Codes of Practice.
- Include Health and Safety as a specific item on the agenda of department briefings and meetings and sufficient time is allocated to it.

In order to ensure a safe and healthy environment Service Managers should consider disciplinary action against any employee in their department who fail to comply with health and safety requirements. The level of action taken will depend on the severity of the offence or the frequency with which it is committed.

2.5.3 EMERGENCY PROCEDURES

- Ensure that suitable arrangements have been put in place for emergency procedures in case of fire, serious and imminent danger and for the provision of first-aid and first aiders.
- To ensure that employees are familiar with the arrangements.

2.5.4 DEALING WITH ACCIDENTS AND INCIDENTS

- To ensure that all accidents, occupational ill health, dangerous incidents, and acts of violence and aggression are reported.
- To ensure accidents and incidents are fully investigated and any required remedial action taken wherever possible to avoid a repetition.
- Ensure that all accidents are properly recorded on the Council's Incident Report Forms and that they are scanned to **healthandsafety@tendringdc.gov.uk** or sent to the appropriate people as instructed on the front of the Incident Report Book
- To ensure the storage and completion of incident report forms satisfy the current General Data Protection Regulations 2018(GDPR).
- Where such diseases, accidents and dangerous occurrences such as to require notification to the Health and Safety Executive under the Reportable Injuries, Diseases and Dangerous Occurrences Regulations 2013 (as Amended) (RIDDOR), have occurred, they are reported to Corporate Health and Safety by the quickest possible means, e.g. by telephone or email.

2.5.5 HEALTH AND SAFETY TRAINING

- To ensure that arrangements exist for the identification of the training needs of employees, including individuals having direct responsibilities for health and safety.
- To ensure all office based staff in their department complete the TDC Introduction to Health and Safety e-learning course on the TDC intranet.
- To ensure that employees are consulted before any health and safety responsibilities are allocated to them.
- To ensure that these arrangements extend for the provision of adequate health and safety training on recruitment and when risks to employees change, e.g. when they change job, take up new responsibilities or use different equipment.
- To ensure adequate supervision is provided for employees, giving proper consideration to the difficulty of the tasks and to their level of ability and experience.
- To ensure that any conflict of interest which may arise between the demands of the work and that of health and safety is dealt with in a manner that is not detrimental to the employees or the Council.

2.5.6 SAFE WORKING ENVIRONMENT

- To ensure, with the assistance of Facilities Management where required that equipment, fittings, systems of work, places of work and access to and egress from the workplaces are, so far as reasonably practicable, maintained in a safe condition.
- To promote and maintain a system of good housekeeping.
- To ensure that new plant and equipment is installed and used in compliance with the manufacturer's instructions and with the Provision and Use of Work Equipment Regulations 1998 and The Supply of Machinery (Safety) Regulations 2008.
- To ensure that all planned plant maintenance and statutory and routine Inspections are undertaken.
- Ensure that all machinery, electrical appliances and workplace equipment, such as ladders and tools etc. are safe and maintained in a safe and efficient working order.
- To ensure that, where necessary, suitable personal protective equipment is selected, provided and issued.
- Ensure that staff are instructed in the relevant use, care, maintenance and storage of such equipment.
- Ensure that such items are worn when conditions require their use.

2.5.7 NOMINATION OF A DEPARTMENTAL HEALTH AND SAFETY REPRESENTATIVE

- To nominate a person to act as the Departmental Health and Safety Representative and ensure time, resources and training are made available for them to fully undertake their responsibilities.
- To ensure that during their absence another employee undertakes these responsibilities.

2.6 EMPLOYEES

All employees have a responsibility to:

- Read and understand this health and safety policy.
- Take reasonable care of their own health and safety and that of others who may be affected by what they do or don't do whilst at work.
- Notify their line manager of any medical condition that is likely to affect their ability to carry out their duties in a safe manner.
- Not intentionally or recklessly interfere with, or misuse, anything provided in the interest of health and safety at work.
- Maintain good housekeeping practices to keep workplaces in a tidy and safe condition.
- Use only the correct tools and equipment for the job and follow laid down procedures and safe systems of work.
- Use safety equipment and personal protective clothing where required.
- Report immediately to a Manager or Supervisor any hazardous defect in plant, work equipment, material, system of work, safety equipment or personal protective clothing.
- Report all injuries, diseases and dangerous occurrences.
- Not participate in horseplay or other undesirable or potentially dangerous behaviour.
- Be aware of the procedure to follow upon discovering a fire or hearing the alarm and familiarise themselves with the location of the designated assembly points.
- Report immediately to a manager or supervisor any threat of violence or abuse for potential inclusion in the violent person database.

2.7 TRADE UNION SAFETY REPRESENTATIVES

Regulations made by the Secretary of State provide for recognised Trade Unions to appoint Safety Representatives from amongst their colleagues. The Authority will maintain effective joint consultation on health, safety and welfare matters with union appointed Safety Representatives.

Safety Representatives may carry out certain duties for colleagues, including:

- Carrying out regular inspections of the work place.
- Investigate accidents, hazards, dangerous occurrences and complaints made by union members.
- Liaising with management on matters relating to health and safety.
- Representing employees in consultation with Health and Safety Executive (HSE) inspectors.
- Receiving and inspecting information on inspections or relevant documents on health and safety maintained by the Authority.
- Attending safety committees, relevant working parties and the Council Health and Safety Committee.

2.8 DEPARTMENTAL HEALTH and SAFETY REPRESENTATIVES

Each Corporate Director will nominate one or more Departmental Health and Safety Representative to act on their behalf in the implementation, co-ordination and monitoring of health and safety within their Department. Such nominated employees will receive additional training and guidance in order to make a positive contribution to health and safety in their Department.

The responsibilities of the Departmental Health and Safety Representative will include:

- To liaise with the Corporate Health and Safety team over specific health and safety matters and issues within their Department and facilitate and allow time for the annual health and safety inspection.
- To attend and participate in the Council Health and Safety Forum.
- To ensure the Departmental risk assessments are current, and reviewed when there is a significant change to the working environment or practice, following an Industrial injury, or annually, whichever comes first.

3 THE ARRANGEMENTS FOR HEALTH AND SAFETY- Safety at Work Regulation 1999

Health and safety arrangements have to be in place to ensure that a safe and healthy working environment is provided for the staff of Tendring District Council. These arrangements take into account the health and safety of both staff and others who may be affected by the work of the Council. The arrangements will ensure compliance with the Health and Safety at Work Act 1974 and the relevant legislation made under the Act.

3.1 RISK ASSESSMENT

The majority of health and safety issues will be dealt with by the risk assessment process. Heads of Department are required to ensure that adequate assessments are carried out in their Department.

The risk assessment process will follow the steps below:

- Identify the hazards within the Department.
- Decide whether the hazards present a significant risk to staff and others.
- Record the significant risks.
- Record the control measures in place.
- Decide if the control measures are adequate to reduce the risks to an acceptable level or if additional control measures are required.
- A time limit for the completion of the additional measures must be set.
- Ensure monitoring of the control measures takes place.
- Ensure risk assessments are reviewed if there is a significant change in the work activity or environment, following an industrial injury, or annually, whichever is the sooner.

The Council has a standard form available for completion of risk assessments which is available from the Corporate Health and Safety team or the Council intranet site. Alternative formats may be used if preferred.

3.2 HEALTH and SAFETY CHECKLISTS

The monthly health and safety checklists provide regular checks of health and safety within the departments. They are completed throughout the year to ensure that compliance and good standards are maintained and to assist the Heads of Department in ensuring compliance within their own Department.

The checklists are designed to highlight significant issues that need to be addressed and include weekly fire safety checks. Services have a duty to address the issues highlighted in the checklists and reference can be made to the Corporate Health and Safety team for advice if necessary. Issues that present risks to staff and others must not be ignored.

Checklists should be forwarded to the Corporate Health and Safety team, and copied to the Head of Department, during the first week of the month following the inspection for monitoring and recording on the completion and use of them, Is a significant change in the work activity or environment, following an Industrial injury, or annually, whichever is the sooner. The Council has a standard form available for completion of risk assessments which is available from the Corporate Health and Safety team or the Council intranet site. Alternative formats may be used if preferred.

3.3 TRAINING

Health and safety training is a vital component of good health and safety practice.

There are three formats by which this may occur.

- Training provided internally by the Corporate Health and Safety team for all relevant staff. This includes the 'Introduction to Health and Safety' e-learning course that all office based staff must complete.
- Training delivered by an outside organisation arranged by the Corporate Health and Safety team in conjunction with the Council Health and Safety Forum, , such as Conflict Management training/First Aid. Training arranged by Departments on issues specific only to them with the assistance of the Corporate Health and Safety team if required.

Service Managers will regularly review the training requirements of their staff and allow staff the time required to attend training sessions.

All new staff to the Council will receive an induction session on health and safety. However, this may occur sometime after they have started work, Heads of Department will therefore ensure that during their first week of work new staff are given full instructions on the use of equipment, basic health and safety rules and issues relating to their work, and basic fire safety including the emergency evacuation procedure.

Information is also provided in a basic guide to health and safety which is available for staff.

3.4 PERSONAL SAFETY

3.4.1 ACCIDENTS, INCIDENTS AND THE REPORTING OF INJURIES DISEASES AND DANGEROUS OCCURRENCE REGULATIONS 2013 (RIDDOR)

<http://www.hse.gov.uk/riddor/>

All accidents and incidents to employees and members of the public should be recorded by the completion of a standard Incident Report Form by the person the incident was reported to, their line manager, the department rep, or the first aider attending the scene (if required). Self-duplicating copies of the report should be sent to Corporate Health and Safety and the TDC Insurance officer. Corporate Health and Safety will record all incidents electronically and review them to identify trends in the type of accidents occurring, the frequency, and the places they are occurring, and make recommendations to reduce the overall number of incidents to the lowest reasonably practicable level.

Certain incidents, as detailed in the 'Reporting of injuries, Diseases, and Dangerous Occurrence Regulations 2013'(RIDDOR). Require reporting formally to the Health and Safety Executive. All services must report these types of incidents as soon as possible to the Corporate Health and Safety team who will undertake this reporting.

3.4.2 FIRST AID

Service Managers will ensure that there is sufficient first aid cover in their department for employees and members of the public where applicable, i.e. leisure centre/ Princes Theatre.

First aid boxes complying with the Health and Safety Executive guidance will be provided to each Department as required. The names of trained first aid staff will be displayed on staff notice boards.

3.4.3 MANUAL HANDLING

Manual handling risk assessments will be carried out in all Departments and where possible the risk of injury prevented or reduced to the lowest reasonably practicable level. Basic training and instruction will be provided to all staff, for office based staff this will be provided by their successful completion of the TDC 'Introduction to Health and Safety' e-learning course, for other staff manual handling training will be provided by the Corporate Health and Safety team on request.

Service Managers must ensure that staff have received suitable training, instruction, and information, on manual handling relevant to their job. If more specific training is required Heads of Department must ensure this is provided.

3.4.4 DISPLAY SCREEN USE

Training on the assessment of display screen equipment is provided for all staff that uses a display screen as a significant part of their job through the 'Introduction to Health and Safety' e-learning course. Any members of staff suffering ill-health which may be attributed to the use of display screen equipment should be referred to Corporate Health and safety who will undertake an assessment of their workstation and make recommendations for improvement where possible..

Staff identified as using a display screen are entitled to a free eye examination with the Council's optician and, if required, a free pair of basic spectacles for use with display screen equipment will be provided. Details on the Council's current optical service provider are available through the Corporate Health and Safety team via there email: **healthandsafety@tendringdc.gov.uk**.

3.4.5 PERSONAL PROTECTIVE EQUIPMENT Regulations 2002 (PPE)

Heads of Department will ensure that staff are assessed for their PPE requirements through the risk assessment process and ensure that it is provided and worn in the situation for which it is required. PPE will only be issued if the risk cannot be controlled by any other means. PPE must be suitable for use and fit the individual properly to give suitable protection. All PPE will be provided free of charge to staff, funded by The Council.

3.4.6 NOISE AT WORK

No employee of the Council will be expected to work in excessively noisy environments. Where employees are exposed to high levels of noise an assessment will be carried out and the necessary measures put in place to prevent the risk of hearing damage. This is the responsibility of the Department acting on advice from the Corporate Health and Safety team if required.

Where the risk cannot be eliminated all those employees exposed to noise above the exposure limit value stated in the Control of Noise at Work Regulations 2005 will be screened by Occupational Health under a Health Surveillance programme.

3.4.7 VIOLENCE AT WORK

The Council does not tolerate the threat of, or violence, to staff. A Policy on Violence at Work is in place for all staff. Heads of Department will carry out a risk assessment of their staff in relation to acts of violence and abuse and implement control measures to reduce the risks as far as reasonably practicable. The Violent Person Database is available for staff to access on the TDC intranet to determine if there is a risk with those they are meeting. Suitable and sufficient controls will be implemented by the Service to adequately control the risks.

3.4.8 STRESS AT WORK

Service Managers will carry out an assessment of the levels of stress in their Departments. Suitable control measures must be put in place to reduce the levels of stress, so far as reasonably practicable. Heads of Department and employees must be familiar with the Stress Policy which is displayed on staff notice boards and the TDC intranet site.

3.4.9 LONE WORKING

Service Managers will put in place procedures to ensure that the risks associated with lone working are reduced so far as is reasonably practicable. Procedures must enable staff to be contacted whilst lone working and be able to ensure that their whereabouts can be traced and that their return from lone working occurs at the time stated. Staffs have access to the Violent Person Database. Staff must ensure that lone working is not undertaken at premises or with people listed on the database. Staff are not expected to undertake lone working where they believe there to be a risk of violence or abuse and must cease lone working if subjected to this.

3.4.10 CONTROL OF SUBSTANCES HAZARDOUS TO HEALTH Regulation 2002(COSHH)

Service Managers will carry out suitable and sufficient risk assessments covering the use of all hazardous substances in the workplace. The assessments will identify the hazards, use, means of contact, and the actions to be taken to reduce or eliminate the risk. Protocols must be in place to ensure that these actions are carried out. Safety data sheets will be available for all substances used and must be regularly updated. A copy will be readily available for employees using the substances.

3.4.11 NEEDLESTICK

Service Managers will carry out suitable and sufficient risk assessments for exposure to needlestick injuries. The assessments will identify the hazards, means of contact and the actions to be taken to reduce or eliminate the risk. Needlestick training will be provided by the Corporate Health and Safety team on request.

3.4.12 HAND ARM VIBRATION (HAV)

No employee will be exposed to hand arm vibration during the course of their work above the Exposure Limit Value stated in the Control of Vibration at Work Regulations 2005.

Service Managers will carry out suitable and sufficient risk assessments for exposure to vibration at work and introduce controls to eliminate or control the risk to the lowest reasonably practicable level. Where the risk cannot be eliminated all those employees exposed to vibration will be screened by Occupational Health under a Health Surveillance programme.

3.5 PREMISES SAFETY

The following sections 3.5.1. to 3.5.6 are the responsibility of the relevant Heads of Department unless otherwise specified.

3.5.1 FIRE SAFETY

Fire safety standards will be maintained throughout all Council premises according to the Regulatory Reform (Fire Safety) Order 2005.

Monthly fire safety checks in buildings under the control of Facilities Management will be carried out by the Corporate Health and Safety team and recorded. Fire safety in Leisure Centres is incorporated into the monthly Health and safety checklists and sent to Corporate Health and Safety. All identified failings in fire safety must be notified to the Responsible Person named in the Fire Log Book and the Corporate Health and Safety Team immediately and action taken to correct it.

Fire drills will be arranged in all Council premises by the person delegated as the 'Responsible Person', who will be named in the Fire Log Book which is held at each site, as required by the Regulatory Reform (Fire Safety) Order 2005 and monitored by the Corporate Health and Safety team.

Fire safety training is provided through the 'Introduction to Health and Safety' e-learning course with additional by the Corporate Health and Safety team periodically, or on request.

3.5.2 WORKPLACE STANDARDS

The workplace will be maintained to good health and safety standards in compliance with the Workplace (Health, Safety, and Welfare) Regulations 1992.

Heads of Department will ensure that within their own Department, corridors, walkways, staircases, and all work areas, are kept free from obstruction and trip hazards. In addition corridors and staircases must be kept free from combustible items. Adequate lighting, heating, ventilation, and welfare facilities will be provided to offices, toilets and washing facilities specified.

3.5.3 WORK EQUIPMENT

All work equipment will be suitable for its purpose and maintained in good order. It will comply with, and be operated, in accordance with the manufacturer's specification and the Provision and Use of Work Equipment Regulations 1998 (PUWER). Where required, regular maintenance will be carried out on equipment by competent people and a record kept. Equipment must be checked prior to use for any defects. Defects must be reported and equipment taken out of use until the defect is rectified. Specialist equipment will only be operated by authorised, experienced and trained persons.

3.5.4 ELECTRICAL SAFETY

Electrical installations will comply with the Electricity at Work Regulations 1989 and the latest edition of the Institution of Electrical Engineers Regulation's for Electrical Installations (IEE Wiring Regulations). Heads of Department with responsibilities for buildings will ensure that Electrical installations are inspected and tested by a competent person at the frequency recommended by current legislation.

Electrical appliances and portable equipment will be suitable for the job concerned and maintained in good order. No appliance or equipment will be used if defects are found. Any defects to equipment will be reported and the equipment taken out of use until it has been repaired and tested by a competent person.

Relevant Heads of Department will ensure that all portable electrical appliances are tested at intervals relevant to the appliance based on their use and movement according to Health and Safety Executive guidance. The maximum inspection frequency should not exceed three years. Records will be kept of the testing schedule.

3.5.5 ASBESTOS CONTROL

The Council will ensure, so far as is reasonably practicable, that employees and others are not exposed to asbestos fibres. The Heads of Department have responsibility for control measures outlined in the Asbestos Policy and the Corporate Health and Safety team will maintain the Asbestos database of all Council owned buildings. Heads of Department must ensure that all necessary information is passed to the Corporate Health and Safety team as detailed in the policy.

3.5.6 LEGIONELLA CONTROL

The Council will ensure, so far as is reasonably practicable, that employees and others are not exposed to legionella bacteria. Heads of Department with responsibility for buildings will arrange for the buildings to be surveyed by a competent person and introduce controls to eliminate or control the risk of legionella bacteria forming.

3.5.7 MANAGEMENT OF CONTRACTORS

The Service Manager employing a contractor will be responsible for managing the contractor according to the Council's Policy for Managing Contractors for Health and Safety and giving due regard to the safety of council employees who may be at risk from the actions of the contractor, and the safety of the contractor who may be at risk from the actions of the council.

Appendix A2

Summary of significant changes in the updated Health and Safety Policy

Statement of Intent

To be signed by the Chief Executive as confirmation of the Council's commitment to health and safety.

Chief Executive

This has been re-worded to reflect the actual responsibility of this position.

Management Board

Replaced by Management Team.

Corporate Health and Safety

Slight re-wording of responsibilities to reflect the actual duties of this section.

Heads of Service

Replaced by Heads of Department.

Specific duties of the Head of Human resources and Customer Services has been deleted and these duties amalgamated in other sections.

Minor re-wording of duties but no significant changes.

Arrangements

This section has had limited updating of a minor nature in a number of places to ensure it is still fully relevant.

