



## JOB DESCRIPTION

<b>1. JOB IDENTIFICATION</b>	
Job Title:	Head of Health & Safety
Responsible to (insert job title):	Director of HR, OH & OH&S
Department(s):	Occupational Health & Safety Service - Health and Safety
Directorate	Workforce
Operating Division:	Corporate Services
Job Reference:	7288
No of Job Holders:	1
Last Update (insert date):	January 2024

<b>2. JOB PURPOSE</b>
<p>To provide strategic and operational leadership of a comprehensive high quality, proactive and professional led Health and Safety service, supporting multi-professional work-streams, contributing to the effective delivery NHS Borders strategic objectives in accordance with legal requirements.</p> <p>Post holder is accountable through the Boards Lead Executive for Health and Safety to the Chief Executive, act as the principle 'appointed competent person' defined in Regulation 7 of the Management of Health &amp; Safety at Work Regulations 1999.</p> <p>The post holder shall manage the development of a PREVENT policy and action plan. As defined in the Counter-Terrorism and Security Act 2015, working in partnership with the Public Health and Finance Directorates. Develop organisation wide training, to support the policy implementation and awareness.</p> <p>To manage the development, implementation and achievement of Health and Safety strategies and objectives in relation to the Annual Delivery Plan (ADP), the national Health and Safety Strategy, Staff Governance and current legislation. The emphasis is on delivering continuous improvement in service delivery and minimising risk and harm by fostering a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.</p> <p>Provide highly specialist technical advice / leadership to NHS Borders Board promoting best practice in relation to workplace health and safety, and employee relations with due cognisance of current Health &amp; Safety and Employment legislation with aim of mitigating risk and improving safety culture.</p> <p>Provide professional advice, leadership and direction to the organisation through Directors, Senior Managers and the Health and Safety Team on implementing the Boards policy, strategy and work programme in order to support the functions of the organisation to be conducted in a safe and efficient manner.</p> <p>Establish corporate policy, strategy and systems and ensure the appropriate governance, assurance and</p>

performance measurement frameworks are in place across NHS Borders to reduce injuries and ill health and comply with our statutory obligations.

### 3. DIMENSIONS

- Lead and be accountable for the strategic development of health and safety to support the delivery of NHS Borders strategic vision, corporate objectives, statutory requirements and other key deliverables.
- Develop the organisations health and safety culture by promoting the embedding of health and safety principles to identify, assess and manage health and safety risk. Fostering and continuously improving a safe working environment, promoting the health and safety of staff, patients and the wider community.
- Professional, accountable and responsible for resource management, maintaining the optimum staff skill mix within available resources for:-
  - Health and Safety
  - Safety Claims
  - Moving & Handling
  - Prevention and Management of Aggression and Violence
  - Lone Working/Personal Safety
  - PREVENT
- The postholder is accountable for the departmental annual budget /expenditure of £439,000 ensuring effective management, planning of future financial spend and efficiency savings and initiatives against the budget.
- Influence decision making, major organisational and strategic and budgetary decisions throughout NHS Borders, with direct influence in priority setting for health and safety related capital expenditure.
- The post holder contributes to NHS Borders annual revenue by supporting compliance with relevant Health & Safety and Employment legislation.
- Set and monitor safety related targets for clinical boards and services.
- To work proactively with the external Regulatory Bodies to maintain NHS Borders open and honest culture, by ensuring requests for information are provided in a timely manner, learning is shared with the organisation and any staff involved with investigations are provided with appropriate support.
- Responsible for managing, developing and promoting partnership working with all stakeholders at local, regional and national level, to include all aspects of specialist practice, auditing/national benchmarking, business planning, policy development, research and quality assurance.
- Represent the Board in the role of Health and Safety lead expert in criminal and civil court action. Manage, investigate and provide advice for health and safety related civil claims, through the interpretation of legal advice and knowledge of health and safety legislation.
- Provide support to staff involved in court proceedings.
- To provide a health and safety training programme, to meet the needs of the organisation.
- Responsible for increasing the total budget through income generation from training.

#### 4. ORGANISATIONAL POSITION

See attached organisational chart

#### 5. ROLE OF DEPARTMENT

The Health and Safety department provides professional, confidential and impartial specialist advice on health and safety under the Health and Safety at Work Act 1974.

The services primary purpose is to ensure our workforce and others have a safe environment. The department is required to provide appropriate, professional and competent Health, Safety and Welfare advice, guidance and support to the Board, its Directors/Chief Officer, Senior Managers and employees, and representatives of Staff Side and Trade Unions.

Central to the core objective of the organisation of ensuring the highest standards of patient care whilst also managing the risks to staff, patients, contractors and others. Also central to the ability of the organisation to meet its statutory obligation to undertake its work safely.

The department is a source of expertise in health and safety legislation, systems, policy and procedures. These include organisational aspects (equipping the management chain with the infrastructure – management accountabilities, committee structure, policies and procedures) guidance, assessment tools and management training to enable it to identify, assess and resolve health and safety problems. The department is also responsible, with the appropriate resource, for identifying audit methods to monitor and demonstrate statutory and system compliance and performance.

In respect of specific hazards, the department provides advice, applying the criteria of effectiveness and reliability to achieve optimum control of risks to the wellbeing of staff, patients and others. At one end of the spectrum, strategies are devised for improving control of particular hazards across the organisation whilst at the other; advice is given daily to frontline managers and staff who need assistance in the identification, assessment or control of practical safety issues.

The department has an important role for engaging topic specialists (occupational health, clinical governance, risk, estates, radiation protection, fire safety, infection control, occupational hygienists, authorising engineers – ventilation/water and others) on health and safety / risk management.

The department in line with UK Home Office legislation oversees the PREVENT strategy to support the safeguarding of people and communities from the threat of terrorism.

The post holder shall develop a policy and action plan to implement the three specific objectives of PREVENT;

- To tackle cause of radicalisation and respond to the ideological challenge of terrorism.
- To protect and support those at risk of radicalisation through early identification, intervention and offering support.
- Enable those who have already engaged in terrorism to disengage and rehabilitate.

## 6. Key Result areas

### Strategic

- Act as legal “appointed competent person”
- Develop and implement, along with Head of Occupational Health, an Occupational Health & Safety Service strategy aligned to the organisation’s strategic direction.
- To fully understand the challenges the organisation faces internally and externally.
- To ensure stakeholder engagement, management, and influence inside and outside of the organisation to maximise the effectiveness of this role.
- To gather knowledge and intelligence and disseminate appropriately to maximise the effectiveness of this role in promoting organisational health and safety.
- To promote learning within the health and safety service and across the organisation in terms of knowledge and practices.
- Deliver a Health and Safety Service across NHS Borders.

### Managerial

- Professionally lead, promote the health & safety agenda and positive health & safety culture across the board.
- Ensure delivery and maintenance of high standards of service in accordance with current statute and guidance, professional standards, and practice and remain professionally competent.
- Ensure department is aligned with Board objectives, strategy and operational / local delivery plans.
- Recruit, lead, develop and motivate staff providing appropriate supervision and support. Agree, set, monitor and review objectives. Ensure training plans and content reflect service priorities and organisational risk areas. Individual development plans for each staff member via the appraisal process are in place in order that a high-quality professional service is provided to all users. Provide education to develop specialist services.
- Influence decision making, major organisational and strategic and budgetary decisions throughout NHS Borders, with direct influence in priority setting for health and safety related capital expenditure.
- Work in partnership with the Occupational Health strand of the OH&S Service, HR, management, and Staff Representatives to promote training, policies, practices and actions that develop and improve the health and safety of the workforce and others, which, comply with statutory Employment and Health & Safety legislation and current best practice to minimise risk to the organisation.

### Health and Safety Management System

- Take a leading role in initiatives to improve the effectiveness of the management systems for successful control of hazards affecting the wellbeing of staff, patients, and others.
- Identify inadequacies in the effectiveness and reliability of the systems in place. Recognizing industry best practice for healthcare associated hazards, risks and risk mitigation.
- Review major change programmes ensuring health & safety compliance is met along with appropriate risk assessments.
- Develop the Boards Annual Health and Safety Work Programme and establish and measure the appropriate performance measure and targets.
- Maintain and improve the organisation’s health and safety management system, by developing, communicating and facilitating the implementation of corporate safety policies & procedures, guidance, training programmes, etc. Through project / action planning to improve compliance or mitigate new / changing risks, responding to lessons learnt from adverse events or changing legislation.
- Produce an annual performance report for the Board on the organisation’s health and safety performance.
- Manage operational arrangements for the Board’s Health and Safety Forum and ensure its Sub-Groups function effectively and in line with statutory requirements.
- Responsible for ensuring that NHS Borders Health and Safety Forum is provided with the technical advice and guidance, information and performance statistics it requires. To assist the committee in operational decision making, monitoring the risk register and developing a work programme for health and safety.

- Lead, investigate and manage claims relating to health and safety, within the legal timescales and pre action protocol.

### **Technical Competence**

- To advise on the detailed technical, organisational, and administrative, measures required to maintain and improve the organisation's ability to control hazards and risks to staff, patients and visitors and to meet legal obligations.
- Provide advice in health and safety, when difficult or serious problems are referred direct to the postholder by senior managers or by the Health and Safety Team.
- Maintain a high standard of technical competence, take a leading role in national expert groups developing standards and guidance of relevance to the health service.
- Be a senior member of relevant professional institutions representing NHS Borders in the promotion and development of national expertise in health service related problems.
- Collaborate with other specialists, in response to serious adverse events. Ensuring health and safety advice is provided proportionally.
- Provide a horizon scanning function on proposed changes and developments to legislation, Approved Codes of Practice, Policy, Technical Standards etc and assess and communicate the impact and required change.

### **Training**

- Promote leadership to enable NHS Borders to discharge their statutory health and safety accountabilities
- Devise corporate level training and education programmes to meet the needs of the organisation.

### **Contract Management**

- Negotiate and formulate contractual agreements with external customers and suppliers in accordance with legal requirements, delivering a quality service within contracted cost.

## **7a. EQUIPMENT AND MACHINERY**

The post-holder must be skilled in the application of a range of equipment:

- Laptop
- Health & Safety monitoring equipment – noise meter, CO2 monitor, etc.
- Digital Camera
- Multi-media projector
- Photocopier
- Jupiter / Sundstrom Powered Respirators

## **7b. SYSTEMS**

- Risk Management system for analysis of trends, retrieval of archived records and compilation of reports on adverse events, RIDDOR, risk assessments and safety claims.
- Desktop Application Software (Office365, Acrobat, Teams)
- LearnPro – for analysis of training attendance and trends, investigations and compilation of reports.
- Turas / Personal Development Plan (PDP) systems
- Action planning and Project Management Systems
- Lone worker monitoring platforms

## **8. ASSIGNMENT AND REVIEW OF WORK**

The work of the post holder will be self-generated, with high levels of autonomy to deliver health and safety activity to address legislation, national priorities and local issues with significant impact on delivery of these work streams within the Service.

Work pattern can be unpredictable due to frequent interruptions requiring re-prioritisation

Work produced by the postholder is subject to formal review through a process of forward job planning, target setting, performance appraisal and personal development review. Informal review will take place through discussions with Director of HR, OD & OH&S through regular departmental meetings and published reports.

Promote the creation of a culture of attendance at work: provide support, effectively managing staff absences, ensuring the application of the Attendance policy and procedures, to meet service targets.

To continuously monitor capacity and workload demand to ensure efficient use of staff and to ensure process capability.

Ensure that leadership, training / coaching, planning, delegation, communication and development needs of all staff are identified and appropriately met, in order to retain an effective, efficient and motivated workforce and ensure best use of human resources.

Continually appraise the performance of staff to identify both their collective and individual development and training needs and ensure that staff are trained and equipped to meet technical, managerial and Service requirements.

## **9. DECISIONS AND JUDGEMENTS**

Full autonomy is delegated to the post holder in terms of the Health and Safety specialist services.

- As NHS Borders 'competent person' form judgements about the "reasonable practicability" of control measures to mitigate risk which may appear to conflict with other pressing priorities.
- Make judgments and decisions involving highly complex facts or situations, requiring independent analysis, interpretation and comparison of options to demonstrate robust, evidence based and transparent decision making..
- Judgements may be challenged on occasions by directors and senior managers and the postholder must be able to provide balanced and robust justification which takes account of conflicting priorities whilst maintaining the primary role of principal technical adviser in this field. These judgements will often have a serious bearing on the safety of staff, patients, visitors and others.
- Exercises freedom to generate income through contracting with external customers. Securing contracts based on specialist analysis of customer requirements and providing expert professional advice.
- Representing NHS Borders at national level ensuring that the organisations interests are reflected in national and regional Health and Safety initiatives.
- The post holder will be expected to challenge traditional health and safety practice at both national and local level and be a driver for change.
- Liaise with Health & Safety Executive regarding compliance.

## **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

- The ability to influence decision making at the highest level, facilitating the delivery of significant and ongoing change. Particularly where this is against a backdrop of the existing boundaries, established power structures, traditional expectations of the organisation and its professions and extremely challenging financial constraints.
- Providing professional leadership and vision in order to create a positive occupational health and safety culture for all managers and employees across all operational units, services and disciplines.
- Managing conflicting priorities, staffing resources and the competing demands and expectations of NHS Borders, users of the service and external factors.
- Responsible for making legally compliant, risk based, cost effective decisions to ensure NHS Borders meets its statutory obligations and duty of care responsibilities.
- Many of these challenges can only be addressed by the post holder's ability to influence and use specialist knowledge and experience in order to decide on the most appropriate course of action.
- High emotional demands when working within tight timescales in stressful environments.
- A high level of leadership and management skills is required.
- Taking a holistic approach to improving and managing health and safety, whilst being inclusive of other related organisational agendas such as; Risk Management, Clinical Governance, Infection Control, Occupational Health and Human Resources agenda, etc.

- Successfully implementing changes that improve the safety and welfare of employees, patients, members of the public and others on NHS Borders premises.
- Having a positive impact on the way Health & Safety is perceived through the organisation.
- Promoting and encouraging the inclusion of health, safety and wellbeing and risk management as an integral part of every management role and work to reduce ill health, injury, regulatory enforcement and civil actions.

## **11. COMMUNICATIONS AND RELATIONSHIPS**

Key influential post in the organisation regarding health and safety, accountable to the Chief Executive (through the Director of HR, OD & OH&S).

Responsible for communicating and building relationships with internal (e.g. Executives, Non- Executives, Senior Management) and external clients (e.g. Regulatory Agencies, Scottish Government, etc.) at the highest level. A high level of empathy and support to all Service staff is essential with all communication displaying the required level of tact and sensitivity. Highly developed interpersonal skills will include; leadership, persuasion, negotiation, assertiveness, listening and conflict resolution.

The postholder is expected to provide and receive highly complex information that is made up of several components which can often be conflicting, where opinion differs and there is uncertainty (for example when attending criminal and civil court cases on behalf of the Service). This involves the postholder analysing and interpreting situations where there are a number of options and the implications of each of these have to be considered. There may be a requirement to consult and communicate with a wide range of stakeholders.

The postholder must use their interpersonal and communication skills, written and verbal, to ensure effective communication with all internal and external stakeholders including members of the public and elected representatives. This requires the ability to display tact, sensitivity and political astuteness. The postholder will be expected to influence change through other people and to negotiate on complex issues.

Expert professional skills are required to ensure levels of understanding particularly when dealing with staff groups where barriers might include sensitive nature of the topic, contentious information or hostility from group members.

## 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

### Physical Demands:

- The post-holder must respond quickly to urgent problems. This may involve long or unsocial hours. It will sometimes involve direct exposure to serious uncontrolled hazards that require immediate appraisal.
- Light to moderate: includes moving light equipment, e.g. briefcases/laptops, projectors for presentations; using keyboards regularly/frequently for data analysis, spreadsheets, word processing etc and email.
- Access to legally defined confined spaces / work at height / chemicals / etc. occasionally.

### Mental Demands:

- Intense concentration/in-depth mental attention frequently required, e.g. undertaking complex analyses and performing complex calculations; analysing problems and proposing solutions, leading meetings, influencing Service staff and managers at all levels of seniority, public speaking, often working under pressure and balancing multiple demands in complex/changing environments.
- Intense concentration when undergoing cross examination when attending criminal and civil court cases.
- Negotiating skills are necessary, as is the need for accuracy in relation to all aspects of the post.
- Constantly re-prioritising workload in a high tempo, fluid work environment.

### Emotional Demands:

- On occasions judgements will be required on the significance of highly complex risk factors in situations where members of staff or patients have died or been severely injured. The need for rational appraisal may on occasions be difficult to reconcile with the natural tendency to sympathise with victims/families. On other occasions the difficulty will lie in persuading the relevant senior managers, of the far-reaching consequences, of an individual incident for the way in which work is undertaken. There will also be an element of direct and indirect contact with those affected through reading injury reports, etc.
- Involves from time to time dealing with conflict e.g. in emotionally charged meetings, meeting with family following significant adverse events.
- Occasionally required to assert emotional effort dealing with a variety of issues.
- Frequent requirement to be emotionally assertive when considering service change.
- Occasionally investigating traumatic events.
- Occasionally coming into contact with disturbed or aggressive patients.
- Meeting with family members / witnesses in highly emotional circumstances.

### Environmental Demands:

- Standard office conditions with ongoing use of VDUs.
- Often daily travelling, which may be for extended periods of time, for local and national meetings.
- Occasionally entering confined spaces where specialist Personal Protective Equipment is required.
- Entering work areas during normal activities e.g. Containment Level 3 laboratory / estates / theatres / mortuary / wards.

### 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

#### Qualifications

- Educated to degree level or equivalent.
- Diploma in Occupational Health & Safety Management or equivalent.
- Chartered membership of the Institute of Occupational Safety and Health or equivalent (or working towards).

#### Experience

- Substantial senior management experience working at a strategic / Board level within a large, complex organisation, within the NHS or other public sector organisation.
- Extensive and demonstrable knowledge in developing safety systems and risk management structures and systems to achieve the attainment of organisational goals.
- Experience of working at a level of advanced professional practice and ability to evidence specialist knowledge of policies and procedures across a diverse range of clinical and non-clinical areas and the healthcare spectrum.
- Success in developing and leading multi-disciplinary teams to excel in complex organisations.
- A proven track record in significant project management at a senior level within a public sector environment.
- In depth knowledge and experience of managing people and budgets.

#### Attributes

- Values driven, collaborative and supportive leadership style.
- Creative and innovative approach to problem solving.
- Ability to think at a strategic and operational level.
- Ability to establish productive working relationships, challenge constructively and be open to challenge.
- Political tact and sensitivity.
- Highly developed interpersonal and communication skills (both written and oral).
- Demonstrable facilitative leadership and influencing skills
- Ability to work on own initiative

### 14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

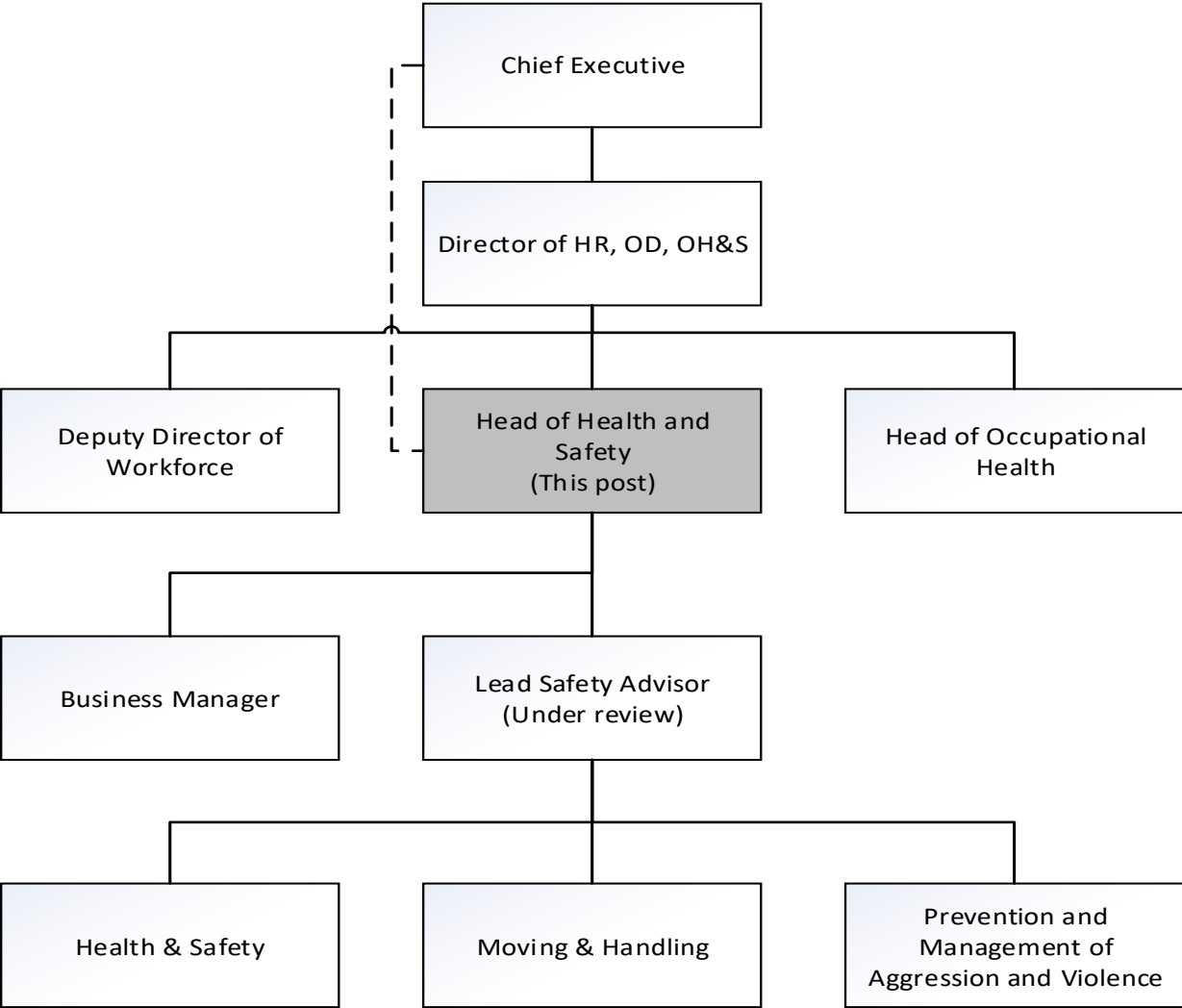
Job Holder's Signature:

Head of Department Signature:

Date:

Date:

**Occupational Health & Safety Service Organisational Chart**



## PERSON SPECIFICATION

For the post of Head of Health and Safety

ESSENTIAL	DESIRABLE
<p><b>QUALIFICATIONS</b></p> <ul style="list-style-type: none"><li>• Educated to degree level or equivalent.</li><li>• Diploma in Occupational Health &amp; Safety Management or equivalent.</li><li>• Chartered membership of the Institute of Occupational Safety and Health or equivalent (or working towards).</li></ul>	<ul style="list-style-type: none"><li>• Management / leadership qualification</li></ul>
<p><b>SKILLS</b></p> <ul style="list-style-type: none"><li>• Excellent interpersonal and communication skills</li><li>• Strong leadership and change management skills</li><li>• Negotiating/influencing and mentoring skills</li><li>• Excellent report writing and presentation skills</li><li>• IT literate</li></ul>	
<p><b>EXPERIENCE</b></p> <ul style="list-style-type: none"><li>• Extensive senior management experience working at a strategic level within a large, complex, unionised organisation, preferably within the NHS or other public sector organisation</li><li>• Evidence of OHS system management and performance monitoring, and delivery of key performance indicators and organisational objectives</li><li>• Developing and implementing policies within OHS context to support wider organisational objectives</li><li>• Evidence of finance and budget management</li><li>• Effective leadership of OHS quality and clinical assurance systems and processes</li><li>• Effective people management practices, and development and supervision of multi-disciplinary team</li><li>• Experience of working effectively with others at all levels within organisational hierarchy to support delivery of Board objectives</li><li>• Provision of expert technical and clinical advice to organisations in relation to complex, specialist technical health &amp; safety matters</li></ul>	

<p><b>KNOWLEDGE</b></p> <ul style="list-style-type: none"> <li>• In depth expert knowledge of health and safety legislation</li> <li>• Knowledge and evidence of application of effective risk management systems and processes</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge and understanding of wider NHS Scotland Occupational Health &amp; Safety Services and workforce strategies, Staff Governance Standards and the implications of these for NHS Borders</li> </ul>
<p><b>PERSONAL CHARACTERISTICS</b></p> <ul style="list-style-type: none"> <li>• High level of professional and personal integrity</li> <li>• Ability to plan and think strategically and exercise considered, sound and balanced judgement in complex, pressured, highly emotive environments and situations</li> <li>• Results oriented, with a positive, can do attitude creative and inclusive approach, which recognises and values the contribution of all stakeholders in service strategy, policy, delivery and improvement work</li> <li>• High levels of diplomacy, strong self awareness with understanding of own strengths and vulnerabilities and very strong interpersonal sensitivity</li> <li>• Commitment to the development of both self, and others with a focus on building and maintaining resilience, integration, inclusivity and high performance both at individual self and team levels</li> </ul>	