



# Confident Capable Council Scrutiny Panel

10 September 2014

<b>Report title</b>	Health, Safety & Wellbeing Strategy 2014-17	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Services	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Delivery	
<b>Originating service</b>	Delivery	
<b>Accountable employee(s)</b>	Alistair Merrick	Assistant Director Tel 01902 55(5216) Email <a href="mailto:Alistair.merrick@wolverhampton.gov.uk">Alistair.merrick@wolverhampton.gov.uk</a>
	Dawn Phillips	Health, Safety and Wellbeing Manager Tel 01902 55(4035) Email <a href="mailto:Dawn.phillips@wolverhampton.gov.uk">Dawn.phillips@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board	3 April 2014

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## Recommendation(s) for action or decision:

The Panel is recommended to:

1. Endorse the proposed development and the implementation of a health, safety and wellbeing strategy to establish a clear vision for the further development of health and wellbeing policies, procedures and measures in the Council to ensure the full discharge of senior management responsibilities.
2. Endorse the work plans for the initial implementation of the strategy, which identify the key supporting activities at both corporate and business levels of the organisation.

**Recommendations for noting:**

The Panel is asked to note:

1. The strategy requires Directorates to develop and implement their own work plans to progress the requirements of the strategy. The Corporate Safety Team will help in the development of these work plans and then support their implementation. The Corporate Health & Safety Team will then monitor and report progress against these plans to the Corporate Health and Safety Committee.

## **1.0 Wolverhampton City Council - corporate purpose and objectives**

1.1 Wolverhampton City Council's statement of purpose (2012-15 corporate plan) is

***'Serving Wolverhampton, Securing Prosperity, Delivering Value'***

With the aim of:

- Encouraging enterprise and business;
- Empowering people and communities;
- Re-invigorating the City;

And supported by a 'Confident, Capable Council'.

## **2.0 Strategic Objectives**

2.1 The core health, safety and wellbeing strategy is to support the creation of a workforce which delivers a Confident and Capable Council and meets the Council's legal obligations, strategic objectives and business requirements.

2.2 The Council's strategic objectives include building an organisation which is agile, lean and responsive to the needs of the local residents. Specifically we aim to:

- Become a high performing organisation, delivering services that we continually strive to improve;
- Improve levels of customer satisfaction for services we deliver and commission;
- Improve value for money across all services;
- Realise the benefits from transformation projects;
- Reshape and reskill the workforce to meet the challenges of future service demands;
- Improve governance arrangements and internal controls.

2.3 To meet our legal obligations the Council aims to provide and maintain safe and healthy environments for employees and all who use our services.

## **3.0 Aims**

3.1 Strategic aims:

- Senior management and elected Councillors are aware of their responsibilities for health and safety and are included in strategic decision making.
- Management at all levels are competent to manage their health and safety risks.
- Arrangements are established that ensures workforce involvement in the managing of health and safety issues.
- To specifically target key health and safety issues that will bring about a reduction in the incident rate and reduce incidents of work related ill health.
- The health and safety arrangements of partners, key suppliers and contractors are assessed; their performance could adversely affect the Council.
- Support the Council's Corporate Plan.

## 4.0 Policy Statement

- 4.1 The Council recognises the importance of ensuring the health safety and wellbeing of employees and fully accepts its statutory obligations both to employees and other persons who may be affected by our activities and the services we provide and control.
- 4.2 The Strategic Executive Board (SEB), led by the Chief Executive, is collectively responsible for the strategic leadership and governance of health, safety and wellbeing of the Council. The Strategic Director, Delivery is the 'nominated director' for health, safety and wellbeing.
- 4.3 Each assistant director and head of service is responsible for implementing this strategy within their business/service area and for ensuring that effective health and safety management systems are in place for both normal and emergency situations.
- 4.4 The Council will adopt and develop its corporate health and safety management systems to meet British Standard Occupational Health Safety Advisory Services (OHSAS) 18001 and health and safety guidance 65 requirements. The corporate safety, health and wellbeing manager is the Council's "management appointee" to ensure that the system is continually developed, implemented and improved.
- 4.5 The Council will meet, as a minimum standard, all applicable and relevant statutory duties and legal requirements under the Health and Safety at Work Act.
- 4.6 The Council is committed to the prevention of injury and ill-health and will strive to continually improve and develop its management and performance of occupational health and safety.
- 4.7 All risks will be effectively assessed, and all unavoidable risks appropriately managed in accordance with the Health and Safety Executive (HSE) 'sensible risks' principles.
- 4.8 Council health and safety objectives and targets contained in this strategy will be integrated within the business plans of each business/service, and into key tasks and individual work programmes. Progress and achievement of objectives and targets will be reviewed at least annually to contribute to an annual health and safety review.
- 4.9 Managers are required to manage health, safety and wellbeing to meet the corporate standards and their responsibilities under this strategy.
- 4.10 All members of staff have legal obligations to take reasonable care of their own health and safety and the safety of others who may be affected by their acts or omissions. Specific responsibilities are outlined in corporate policy 'Health and Safety Duties and Responsibilities' available to all employees on the intranet - <http://hrintranet/HRIntranet/Responsibilities%20-%20CDB%20Report%202013.pdf>. In order to meet these responsibilities, all employees are expected to draw to the attention of their line manager or supervisor any difficulty experienced in meeting these requirements, and should remove them and anyone in their charge from hazards giving rise to an imminent risk of harm. Any failure to meet these requirements may be subject to disciplinary action.

- 4.11 This strategy will be reviewed in consultation with the workplace representatives in 2017, or as necessary following organisational or legislative changes. Any changes to it will be made available to all contracting agencies, partners and others affected by its provisions.

## **5.0 Responsibilities**

### **5.1 Councillors**

- 5.1.1 Councillors have a duty to comply with the requirements of the Council's health and safety policy; receive health and safety briefing; ensure that suitable resources and strategic direction are available to discharge the Council's health and safety responsibilities.
- 5.1.2 Whilst Councillors and Council may affect the overall safety management of the organisation and hence be relevant in any criminal prosecution taken against it; Councillors are elected office holders not employees, and as such have no personal duties under health and safety at work legislation. Councillors have legal indemnity; consequently liabilities would usually fall to the authority.

### **5.2 Corporate Management**

- 5.2.1 Strategic Executive Board (SEB) recognises its responsibilities to provide collective and individual health and safety leadership for the Council.
- 5.2.2 The Chief Executive accepts overall responsibility to ensure this strategy is implemented throughout the Council.
- 5.2.3 Directors and assistant directors accept responsibility for implementing the strategy within their service and collectively as SEB and Corporate Delivery Board (CDB) to ensure corporate implementation and success.
- 5.2.4 The Strategic Director, Delivery accepts responsibility as 'nominated director' on behalf of SEB to ensure health and safety risk management issues are properly addressed by SEB and across the Council.

### **5.3 Managers**

- 5.3.1 It is a requirement that all managers who have responsibility for employees, service users, contractors or partners, will at all times aim to meet, implement and promote the standards contained in this strategy.
- 5.3.2 The Council's health and safety performance standards will be applied at each level of management and supported with appropriate policies, procedures and safe working practices.
- 5.3.3 Guidance on implementation of the standards is contained within the Council's Health and Safety Policy posted on the Safety, Health and Wellbeing intranet, or directly from the advisers within the corporate health and safety team and the occupational health team.

[http://hrintranet/HRIntranet/HS\\_Policystatement0112.pdf](http://hrintranet/HRIntranet/HS_Policystatement0112.pdf)

## **5.4 Employees**

- 5.4.1 All employees are required to comply with and promote the Council's health, safety and wellbeing strategy and all other related policies and procedures.
- 5.4.2 The Council will provide all necessary information, instruction, training and supervision to ensure the health, safety and wellbeing of employees. No one is required to carry out work on behalf of the Council unless fully aware of the nature of the risks, and have received appropriate instruction in the proper safe working procedures.
- 5.4.3 No employee is required to continue working where there is imminent danger of injury or ill-health. It is the responsibility of all employees to take proper precautions to prevent accidents to themselves or anyone else for which they may be responsible.

## **5.5 Contractors and Partners**

- 5.5.1 The Council provides services in partnership with many other service providers and recognises the joint responsibility it has to safeguard the health, safety and wellbeing of its own employees, those working on behalf of the Council, service users and members of the public who may be affected.
- 5.5.2 The Council will ensure that proper health and safety information is provided to its contractors and partners prior to any contract commencing. All service providers are required to maintain an appropriate health and safety management system to comply with all relevant health and safety legislation and control risks associated with the service provided.
- 5.5.3 This strategy, and details of arrangements affecting their safety, will be made available to contractors and other relevant partners.

## **5.6 Members of the Public and Service Users**

- 5.6.1 The Council recognises its duty of care to members of the public and service users who may be affected by the Council's activities and services. All activities will be conducted so as not to expose those members of the public and service users to risk to their health and safety.
- 5.6.2 In fulfilling this duty all significant risks will be properly assessed and appropriate precautions and monitoring systems put in place to safeguard those who may be affected. Where appropriate, the Council will provide relevant information to those affected on the risks present and the controls to minimise them.
- 5.6.3 Where any risk concerning the health and safety of a member of the public or service user is brought to the Council's attention, the issue will be investigated immediately, and where necessary appropriate changes will be made to minimise the risk to an acceptable level.

## 6.0 Health and Safety Performance Indicators

6.1 With a new emphasis being put on leading indicators to bring a new practical approach to managing health and safety, the following targets and objectives have been set for achievement by 2017.

**Indicator 1:** Achieve the certification of the Council's health and safety management system to the British Standard OHSAS 18001 standard.

**Indicator 2:** Annual occupational health and safety plans and objectives are set for corporate health and safety function, and all business areas (extent 100%)

**Indicator 3:** Management systems compliant with recognised health and safety risk management system (extent 90%)

**Indicator 4:** Close-out of audit recommendations (extent 90% on time)

**Indicator 5:** Accidents, incidents and near misses are reported and recorded onto OPAS/iCASS system within statutory time frame, and appropriately investigated by management:

- Major/fatalities – immediately
- All other accidents/incidents – within 10 days
- Accident/incident investigation – undertaken within 10 days (extent 100%)

**Indicator 6:** Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Accident/incident are reported to the Health and Safety Executive (HSE) within statutory time frame (extent 100%)

**Indicator 7:** Management undertakes health and safety consultation with employees to Council standard (extent 100%)

**Indicator 8:** Annually review overall performance of health and safety management system (extent 100%)

## 7.0 Health and Safety Management System

7.1 The management system is designed to control and continually improve the management of health and safety at both corporate and business/service level. Future development of the system will adopt the principles contained within BS OHSAS 18001. It is represented by the following components

- Policy intent and procedures
- Organisation
- Planning
- Implementation and operation
- Monitoring
- Continual improvement

## 8.0 Management System Standards

The following sections separate each element into specific performance standards, and key supporting activities:

## 8.1 Policy Intent and Procedures

<b>Performance Standards</b>	
1.	The Health and Safety Management System for Wolverhampton City Council will adopt the principles contained in BS OHSAS 18001, and HS (G) 65 or as may be amended.
2.	Risk control procedures are in place to ensure compliance with relevant legislation and to identify and manage the risks faced by the Council.
3.	Written policies, standards and procedures are established that are reviewed periodically to support and control the Health and Safety Management System and comply with the BS 18001.

## 8.2 Organisation

<b>Performance Standards</b>	
4.	Responsibilities, core competencies and compliance standards for health and safety are identified and allocated for management, employees and others providing a service.
5.	A core of competent employees exists to oversee and advise on the implementation of the health and safety management system.
6.	Consultation and communication mechanisms are established to encourage and involve employees, their representatives and management with health and safety.

## 8.3 Planning

<b>Performance Standards</b>	
7.	Written health and safety plans are developed as part of the business planning cycle (based upon a performance review process).
8.	All risks are effectively assessed and all unavoidable risk appropriately managed in accordance with the HSE's 'sensible risks' principles.
9.	Measurable health and safety performance targets and objectives are set to facilitate continual improvement.

## 8.4 Implementation and Operation

<b>Performance Standards</b>	
10.	All health and safety policies and procedures are effectively implemented.
11.	All employees are appropriately fit and healthy to carry out their duties safely and efficiently.
12.	Health and safety training and develop programmes are

	established to ensure employees are appropriately competent.
13.	The appointment of union safety representatives is encouraged and appropriate resources provided.
14.	A positive health and safety culture exists.
15.	All appropriate health and safety records are maintained and statutory notifications made.

## 8.5 Monitoring

Performance Standards	
16.	Appropriate monitoring takes place to check that key elements of the Health and Safety Management System are operating effectively.
17.	A health and safety audit system is operated to objectively measure health and safety performance.
18.	Accident and ill-health data is analysed to determine trends.

## 8.6 Performance Review

Performance Standards	
19.	Health and safety performance is reviewed against set targets and measurable objectives to inform the creation of written health and safety plans.
20.	All risk assessments are regularly reviewed.
21.	Employees are made aware of the results of any review process.

## 8.7 Continual Improvement

Performance Standards	
22.	Performance targets are set for the Council's Health and Safety Management System to ensure continuous improvement.
23.	Where possible the Health and Safety Management System is integrated with other management systems and procedures.
24.	The health and safety culture throughout the Council is continually developed and improved.

## 9.0 Summary and Work Plan 2014-2017

- 9.1 This document demonstrates the Council's commitment to continually improve health and safety performance and to encourage a sensible risk management approach.
- 9.2 Attached as Appendix 1 and 2 are the work plans for the initial implementation of the strategy. The work plans identify the key supporting activities at both corporate and business levels of the organisation. Each business/service area is required to further develop and implement their own respective work plan in line with strategic aims and performance indicators. It is the responsibility of all heads of service to ensure specific

work plans are developed, and assistant directors to monitor their implementation. Corporate health and safety committee, and operational health and safety groups will monitor overall progress.

- 9.3 During July and August 2014 briefings on the roles and responsibilities for managers and their work requirements to produce their operational health and safety work plans have been conducted with assistant director management teams. From this a timeline will be agreed with the assistant directors for the production of the work plans.

## **10.0 Financial Implications**

- 10.1 There are no financial implications arising from the recommendations in this report. The work required to implement the strategy will be undertaken using existing staffing resources [GE/01092014/X].

## **11.0 Legal Implications**

- 11.1 The Health and Safety at Work Act 1974, and the Management of Health and Safety Regulations imposes a legal duty on the Council to have risk control procedures in place to ensure compliance with relevant legislation, and the provision a safe working environment for it employees [RB/29082014/W].

## **12.0 Equalities implications**

- 12.1 Equality implications have been considered and applied to the development of the Council's core health, safety and wellbeing priorities. On-going monitoring will take place and reported to Corporate Health and Safety Committee to ensure the Council meets its legal obligations to provide and maintain safe and healthy environments for employees and all who use our services.

## **13.0 Environmental implications**

- 13.1 There are no direct environmental implications contained in this report.

## **14.0 Human resources implications**

- 14.1 There are no direct human resources issues contained in this report.

## **15.0 Corporate landlord implications**

- 15.1 There are no direct corporate landlord implications contained in this report.

## **16.0 Schedule of background papers**

- 16.1 Strategic Executive Board 03.04.14  
Corporate Health and Safety Committee 23.01.14 and 26.09.13

This report is PUBLIC  
[NOT PROTECTIVELY MARKED]

**Corporate Safety, Health and Wellbeing Strategy**  
**Work Plan for Corporate Health and Safety Function 2014-2017**

**WHICH CORPORATE PLAN THEME WILL THESE OBJECTIVES SUPPORT?**

<b>Corporate Plan Theme</b>	<b>Confident, Capable Council</b>
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**Aims of the strategy:**

- Senior management and elected members are aware of their responsibilities for health and safety and are included in strategic decision making.
- Management at all levels are competent to manage their health and safety risks.
- Arrangements are established that ensures workforce involvement in the managing of health and safety issues.
- To specifically target key health and safety issues that will bring about a reduction in the incident rate and reduce incidents of work related ill health.
- The health and safety arrangements of partners, key suppliers and contractors are assessed; their performance could adversely affect the Councils.
- Support the Council's Corporate Plan.

<b>OBJECTIVE DETAILS - 2014/15 Programme</b>						
<b>Key Areas of Focus</b>	<b>Actions</b>	<b>Performance Measures/ Standards</b>	<b>Update</b>	<b>Start date</b>	<b>End Date / Review Date</b>	<b>Status</b>
<b>1. Policy and Procedures (including the required e-learning update)</b>	<p><b>The Council will, via the corporate health and safety function:</b></p> <ul style="list-style-type: none"> <li>• Provide and document a corporate Health, Safety and Wellbeing Strategy that describes the Council's health and safety management system; this will be published on the Council's intranet website.</li> <li>• Produce written management policies and procedures within a controlled health and safety format published on the Council's intranet.</li> <li>• Regularly review and revise all corporate health and safety documentation.</li> <li>• Maintain and develop the corporate health and safety management system.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>The health and safety management system for Wolverhampton City Council will adopt the principles contained within BS OHSAS 18001 and HS (G) 65 or as may be amended.</b></li> <li>• <b>Attain BS OHSAS 18001 standard.</b></li> <li>• <b>Risk control procedures are in place to ensure compliance with relevant legislation and to identify and manage the risks faced by the Council.</b></li> <li>• <b>Written policies, standards and procedures are established that are reviewed periodically to support and control the health and safety management system.</b></li> </ul>	1.1 Commence review of all corporate health and safety policies/procedures/guides in tandem with health and safety e-learning training, and in line with legislation and BS 18001 standard.	April 2014	June 2015	In progress.
<b>2. Organisation – Leadership and Commitment</b>	<p><b>The Council will, via the corporate health and safety function:</b></p>	<ul style="list-style-type: none"> <li>• <b>Responsibilities, core competencies and compliance standards for health and safety are identified,</b></li> </ul>	2.1 Publish revised 'health and safety responsibilities' following endorsement by SEB/CDB and	Sept 2013	April 2014	Complete

	<ul style="list-style-type: none"> <li>Specify strategic health and safety responsibilities and core competencies for all management levels and those providing services.</li> <li>Designate health and safety advisers to assist managers in meeting their health and safety responsibilities and to advise on the management and control of safety critical tasks.</li> <li>Establish appropriate meetings for consideration and consultation of health and safety issues to meet the needs of the organisation.</li> <li>In conjunction with Corporate Procurement review health and safety provision for contracted services and partnerships to confirm their capacity to meet minimum statutory health and safety standards, and establish principles of good practice in relation to 'specification' 'selection' and 'monitoring'</li> </ul>	<p><b>and allocated in writing for management, employees and others providing services.</b></p> <ul style="list-style-type: none"> <li><b>Managers in all leadership positions demonstrate through their actions a visible and consistent commitment to health safety and wellbeing.</b></li> <li><b>Leaders review the operational activities of their business unit, identify specific health safety and wellbeing risks and develop strategies in a strategic or operation work plan that will control these risks.</b></li> <li><b>A core of competent staff exists to oversee and advise on the implementation of the health and safety management system.</b></li> <li><b>Consultation and communication mechanisms are established to encourage and involve employees, their representatives and management with health and safety.</b></li> </ul>	<p>Scrutiny.</p> <p>2.2 Publish Safety Health and Wellbeing Strategy. Develop initial corporate health and safety work programme.</p> <p>2.3 Establish health and safety principles of good practice for the procurement of contracted services and partnerships.</p> <p>2.4 Integrate and embed schools health and safety team into corporate function to increase and strengthen health and safety collective competence.</p> <p>2.5 Establish and publish on the SHW web-site 2014/2015 meeting dates of the corporate health and safety committee; publish meeting notes on web-site.</p> <p>2.6 Review corporate health and safety committee membership in light of organisational change</p>	<p>July 2013</p> <p>March 2013</p> <p>Feb 2014</p> <p>Jan 2014</p> <p>April 2014</p>	<p>April 2014</p> <p>Sept 2015</p> <p>June 2014</p> <p>April 2014</p> <p>May 2014</p>	<p>Endorsed SEB 3.4.14 Scrutiny Panel Sept 2014</p> <p>Complete</p> <p>On-going; carryout timely updates</p> <p>On-going; up-dated as</p>
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						notified of organisational change
<b>3. Planning</b>	<p><b>The Council will, via the corporate health and safety function:</b></p> <ul style="list-style-type: none"> <li>Identify and set measurable health and safety performance indicators as part of corporate Health Safety and Wellbeing Strategy.</li> <li>Produce a corporate health and safety plan.</li> <li>Establish an audit strategy based upon corporate audit principles Review strategic</li> </ul>	<ul style="list-style-type: none"> <li><b>Written health and safety plans will be developed as part of the business planning cycle (based upon performance review process).</b></li> <li><b>All risks are effectively assessed; unavoidable risks appropriately managed in accordance with the HSE’s ‘sensible risks’ principles.</b></li> <li><b>Measurable health and safety performance targets and objectives set to facilitate continual improvement.</b></li> </ul>	<p>3.1 Establish annual work programme based upon short-term goals</p> <p>3.2 Align corporate health and safety audit process to mirror corporate audit principles; including audit schedule based upon risk priorities.</p>	<p>Jan 2014</p> <p>Jan 2014</p>	<p>April 2014</p> <p>Sept 2014</p>	<p>2014/15 Complete</p> <p>In progress</p>

	<p>risks via Corporate Risk Management.</p> <ul style="list-style-type: none"> <li>Establish an annual work programme for the safety, health and wellbeing teams to support elements of the corporate strategy and implementation of the corporate health and safety plan.</li> </ul>					
<b>4. Implementation and Operation</b>	<p><b>Corporately the Council will:</b></p> <ul style="list-style-type: none"> <li>Provide a corporate health and safety training programme to support the Health, Safety and Wellbeing Strategy.</li> <li>Provide appropriate occupational health and employee physiotherapy and counselling services.</li> <li>Implement appropriate health surveillance and produce and devise an annual health and wellbeing programme.</li> <li>Operate a document control system for all</li> </ul>	<ul style="list-style-type: none"> <li><b>All occupational health and safety policies and procedures are effectively implemented.</b></li> <li><b>All employees are appropriately fit and healthy to carry out their duties safely and efficiently.</b></li> <li><b>Health and safety training and development programmes are established to ensure employees are appropriately competent.</b></li> <li><b>The appointment of union safety representatives is encouraged and appropriate resources provided.</b></li> <li><b>A positive health and safety culture exists.</b></li> <li><b>All appropriate health and safety records are maintained and</b></li> </ul>	<p>4.1 Corporate health and safety priority activities:</p> <ul style="list-style-type: none"> <li>Embed PVPR and iCASS accident and incident reporting systems</li> <li>Develop and implement OPAS risk assessment module.</li> <li>Procure, configure and implement core health and safety e-learning training, compliant with Work Force Development Learning Hub (Scorm 1.2)</li> <li>Procure and implement corporate lone worker system.</li> </ul>	<p>Sept 2013</p> <p>Jan 2014</p> <p>Mar 2014</p> <p>Jan 2013</p>	<p>April 2015</p> <p>Sept 2015</p> <p>June 2015</p> <p>July 2014</p>	<p>In progress</p> <p>Initial works</p> <p>Procured; configuration in progress</p> <p>Procured; pilot in progress</p>

	<p>corporate occupational health and safety policies and procedures.</p> <ul style="list-style-type: none"> <li>• Work with Workforce Development to establish core health and safety competencies and training for Councillors, senior managers, managers and employees.</li> <li>• Report all notifiable accidents and incidents to the Health and Safety Executive.</li> <li>• Where necessary, assist with the investigation of incidents to determine any underlying occupational health and safety deficiencies and identify the corrective action and opportunities to prevent a recurrence.</li> </ul>	<p><b>statutory notifications made.</b></p>	<ul style="list-style-type: none"> <li>• Develop a health and wellbeing programme – a series of health initiatives/campaigns to prevent ill health and/or improve employee health and wellbeing: <ul style="list-style-type: none"> <li>- Stress management</li> <li>- Musculoskeletal</li> <li>- Workplace ergonomics</li> <li>- Management of asbestos in schools</li> </ul> </li> </ul>	<p>Jan 2013</p>	<p>Mar 2015</p>	<p>In progress</p>
<p><b>5. Monitoring</b></p>	<p><b>Corporately the Council will:</b></p> <ul style="list-style-type: none"> <li>• Operate an appropriate health and safety audit programme at planned intervals based on corporate risk and/or BS OHSAS 18001.</li> <li>• Monitor the success and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Appropriate monitoring takes place to check that key elements of the occupational health and safety management systems are operating effectively.</b></li> <li>• <b>A health and safety audit system is operated to objectively measure health and safety performance.</b></li> </ul>	<p>5.1 Agree corporate health and safety audit schedule with SEB/CDB, and implement.</p> <p>5.2 Provide annual health and safety statistics and equality analysis of accident and incidents; work related</p>	<p>Mar 2014</p> <p>May 2014</p>	<p>Sept 2014</p> <p>June 2014 June 2015 June 2016</p>	<p>Report to SEB/CDB Sept 2014</p> <p>2013/14 Stats presented</p>

	<p>value for money of the corporate e-learning health and safety programmes.</p> <ul style="list-style-type: none"> <li>Carry out an annual analysis of accident/incident and absence data to determine statistical and equality trends. Carry out a corporate analysis of health surveillance results.</li> <li>Periodically consult with employees to determine attitudes to health and safety to sample the health and safety culture.</li> </ul>	<ul style="list-style-type: none"> <li><b>Accident and ill-health data is analysed to determine statistical trends.</b></li> <li><b>On-going auditing to review health and safety statistics and practices based upon equality analysis.</b></li> <li><b>Staff engagement strategies incorporating wellbeing programme, HR staff engagement strategy etc. suitable for occupational health and safety monitoring are developed</b></li> </ul>	absence; health surveillance programme.			Corp H&S Com. 15.5.14
<b>6. Performance Review</b>	<p><b>Corporately the Council will:</b></p> <ul style="list-style-type: none"> <li>Produce an annual health and safety performance report to enable SEB and CDB to review the suitability, adequacy and effectiveness of the Council's occupational health and safety systems. The findings of the report will be used to develop the objectives of the corporate health safety and wellbeing plan.</li> <li>Carryout an annual review of corporate health and</li> </ul>	<ul style="list-style-type: none"> <li><b>Health and safety performance is reviewed against set targets and measurable objectives to inform the creation of written health and safety plans.</b></li> <li><b>All risk assessments are regularly reviewed.</b></li> <li><b>Employees are made aware of the results of any review process.</b></li> </ul>	<p>6.1 Provide annual health and safety performance report to corporate health and safety committee and SEB/CDB</p> <p>6.2 Publish annual health and safety performance report on the corporate health and safety intranet.</p>	<p>May 2014</p> <p>July 2014</p>	<p>Sept 2014</p> <p>Oct 2014</p>	<p>In progress</p>

	<p>safety audit programme.</p> <ul style="list-style-type: none"> <li>Periodically review health and safety strategic risks.</li> </ul>					
<p><b>7. Continual Improvement</b></p>	<p><b>Corporately the Council will:</b></p> <ul style="list-style-type: none"> <li>Review achievements against the set targets as part of the health and safety performance review cycle.</li> <li>Attempt to benchmark or compare performance with other similar organisations.</li> <li>Identify and publish the benefits of a positive health and safety culture and good performance.</li> <li>Identify areas requiring development that will contribute to continual improvement.</li> <li>Periodically ask employees their views on how the Council is managing health, safety and wellbeing.</li> <li>Establish mechanisms for employees to raise suggestions to improve health safety and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li><b>Performance targets are set for the Council's health and safety management system to ensure continuous improvement.</b></li> <li><b>Where possible the health and safety management system is integrated with other management systems and procedures.</b></li> <li><b>The health and safety culture throughout the Council is continually developed and improved.</b></li> </ul>	<p>7.1 Medium term health and safety priorities (2015/16) based upon 2014/15 performance review</p>	<p>Sept 2014</p>	<p>Jan 2015</p>	

## Operational Safety Health and Wellbeing Work Plan

**Business/Service Area:** .....

### WHICH CORPORATE PLAN THEME WILL THESE OBJECTIVES SUPPORT?

Corporate Plan Theme	Confident, Capable Council
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#### Aims of the strategy:

- Senior management and elected members are aware of their responsibilities for health and safety and are included in strategic decision making.
- Management at all levels are competent to manage their health and safety risks.
- Arrangements are established that ensures workforce involvement in the managing of health and safety issues.
- To specifically target key health and safety issues that will bring about a reduction in the incident rate and reduce incidents of work related ill health.
- The health and safety arrangements of partners, key suppliers and contractors are assessed; their performance could adversely affect the Councils.
- Support the Council's Corporate Plan.

### OBJECTIVE DETAILS

Key Areas of Focus	Actions	Performance Measures/ Standards	Update (to be completed by service/business unit)	Start date	End Date / Review Date
<b>1. Policy and Procedures</b>	<b>Business units/services will:</b> <ul style="list-style-type: none"> <li>• Adopt the Council’s health and safety management system model.</li> <li>• Adhere to the Council’s Health and Safety Policy Statement which implements corporate procedures and outlines our commitment to health and safety.</li> <li>• Adopt and embed key procedures for health and safety and risk control in proportion to the risks, to support our policy statement.</li> <li>• Adopt and embed appropriate procedures for safety working to control any unavoidable risks to employees and others may be exposed to.</li> <li>• Periodically review and update local policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Written operational procedures and standards are reviewed periodically to support and control health and safety system.</b></li> </ul>		2014	
<b>2. Organisation – Leadership and</b>	<b>Business unit/services will:</b> <ul style="list-style-type: none"> <li>• Allocate specific health and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>AD’s appoint a member of</b></li> </ul>		2014	

<p><b>Commitment</b></p>	<p>safety responsibilities and determine necessary competencies for all levels of management, employees and others providing services.</p> <ul style="list-style-type: none"> <li>Nominate a management appointee for health and safety from within the senior management team to lead, co-ordinate and monitor health and safety activities of the business/service.</li> <li>Ensure that all contractors carrying out work are competent to do so and are properly managed.</li> <li>Establish an appropriate mechanism for employee consultation and communication on health safety and wellbeing.</li> </ul>	<p><b>senior management team to lead and co-ordinate health and safety matters within the business (Lead Officer.</b></p> <ul style="list-style-type: none"> <li><b>Lead Officer establishes Operational Health and Safety Group following corporate guidelines.</b></li> <li><b>Meeting dates for Operational Health and Safety Group are established for 2014/15 (4 meetings per year).</b></li> </ul>		<p>2014</p> <p>2014</p>	
<p><b>3. Planning</b></p>	<p><b>Business units/services will:</b></p> <ul style="list-style-type: none"> <li>Produce an annual health and safety plan which sets clear measurable objectives and targets and integrates with the business planning process.</li> <li>Carryout and record</li> </ul>	<ul style="list-style-type: none"> <li><b>Head of Service identifies and sets measurable health and safety performance indicators aligned to corporate performance standards.</b></li> <li><b>Risk assessment reviews are undertaken based upon</b></li> </ul>		<p>2014</p> <p>2014</p>	

	<p>operational risk assessments and incorporate necessary controls into work methods, training programmes and plans.</p> <ul style="list-style-type: none"> <li>• Use risk assessments as a basis for planning – e.g. Identifying training needs, supervision and priorities.</li> </ul>	<p><b>organisational/service delivery change and/or risk factor.</b></p> <ul style="list-style-type: none"> <li>• <b>Operational health and safety plans and objectives are set.</b></li> </ul>		2014	
<p><b>4. Implementation and Operation</b></p>	<p><b>Business units/services will:</b></p> <ul style="list-style-type: none"> <li>• Implement the corporate standards within the adopted management procedures.</li> <li>• Identify health and safety training needs via the Councils appraisal system and risk assessment processes, and organise necessary health and safety training and induction.</li> <li>• Hold regular health and safety consultative groups involving management and employee representatives.</li> <li>• Communicate to</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Appropriate health and safety training programmes are established for employees.</b></li> <li>• <b>Accident, incident and near-misses are reported and recorded onto OPAS/iCASS system within specified time frames.</b></li> <li>• <b>Managers undertake accident/incident/near-miss investigations within 10 days of incident occurrence.</b></li> <li>• <b>Identified employees undertake appropriate health surveillance programme.</b></li> </ul>		2014	

	<p>employee's safe working instructions, risk assessments, hazard awareness and other relevant health and safety information.</p> <ul style="list-style-type: none"><li>• Provide and maintain appropriate Personal Protective Equipment (PPE) for employees only as a last resort in controlling identified risks.</li><li>• Via risk assessment, identify groups of employees who may require health surveillance.</li><li>• Keep records and ensure all documents are properly issued and controlled.</li><li>• Ensure that all work processes, work places and items of work equipment are as safe as is practicable.</li><li>• Properly report and investigate any accidents or 'near misses' that occur to determine underlying deficiencies and identify the means to prevent recurrence.</li><li>• Appropriately 'close out'</li></ul>				
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	any non-conformities or corrective actions identified as a result of any audit, assessment or incident investigation process.				
<b>5. Monitoring</b>	<p><b>Business units/services will:</b></p> <ul style="list-style-type: none"> <li>• Assist with the corporate audit programme to examine health and safety compliance issues and resolve any non-compliance issues identified.</li> <li>• Carryout periodic management audits and 'safety tours' of all work areas.</li> <li>• Monitor and carry out periodic analysis of absence and incident data.</li> <li>• Operate appropriate hazard and defect reporting systems.</li> <li>• Programme inspections of all work equipment based on risk.</li> <li>• Check employees are aware of health and safety instructions and means of working safely by appropriate supervision and appraisal.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Close-out corporate health and safety audit recommendations within agreed time frames.</b></li> <li>• <b>Carryout an annual 'self' audit of health and safety management arrangements</b></li> </ul>		2014	

	<ul style="list-style-type: none"> <li>• Routinely check the condition and standard of protection provided by the Personal Protective Equipment issued to employees.</li> <li>• Monitor, as appropriate to the risks presented, the health and safety performance of contractors who work with the Council.</li> </ul>				
<p><b>6 Performance Review</b></p>	<p><b>Business units/services will:</b></p> <ul style="list-style-type: none"> <li>• Review overall business unit health and safety performance at least annually to ensure health and safety policy and arrangements are suitable and effective.</li> <li>• Ensure that managers/supervisors review the adequacy of operational risk assessments and controls on an on-going basis.</li> <li>• Review working practices and procedures following an accident or 'near miss' incident.</li> <li>• Make the outcome of our review processes available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Operational Health and Safety Group monitor progress of business/service areas work programmes</b></li> </ul>			

	<p>to employees.</p> <ul style="list-style-type: none"> <li>At least annually review employees individual competency needs and health and safety performance via the appraisal system.</li> </ul>				
<b>7. Continual Improvement</b>	<p><b>Business units/services will:</b></p> <ul style="list-style-type: none"> <li>Set targets to support the corporate performance indicators.</li> <li>Where possible integrate health and safety objectives with other management targets.</li> <li>Learn from monitoring and review processes to continually improve health and safety performance.</li> </ul>	<ul style="list-style-type: none"> <li><b>Corporate health and safety audit recommendations are closed-out within agreed time frame.</b></li> </ul>	These	2014	

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