

CORPORATE HEALTH AND SAFETY COMMITTEE - 12TH JANUARY 2005

SUBJECT: DRAFT REVITALISING HEALTH AND SAFETY STRATEGY

REPORT BY: DIRECTOR OF THE ENVIRONMENT

1. PURPOSE OF REPORT

1.1 The purpose of this report is to inform Members, Management and Trade Union Safety Representatives of the draft Revitalising Health and Safety Strategy.

2. SUMMARY

2.1 One of the first tasks facing the Corporate Health and Safety Unit was to prepare a Revitalising Health and Safety Strategy for the Authority.

2.2 The strategy is currently in draft and is being consulted upon across the Authority. A copy of the strategy is attached in appendix 1. The view of members will be welcomed and any comments should be forwarded to the Corporate Health and Safety Unit.

2.3 The Revitalising Health and Safety Strategy sets out the direction of the Authority and establishes priorities for the next 5 years.

2.4 A strategy is necessary to ensure targets are set and work directed to meet the targets set out in the HSE's 10 year Revitalising Health and Safety Agenda.

2.5 The strategy will be supported by a detailed annual action plan to ensure that the aims of the strategy are translated into tangible objectives and targets and performance against these targets can be measured to demonstrate continuous improvement.

3. RECOMMENDATION

3.1 That the contents of the report be noted

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Councillor Paul Ford, Cabinet Member

POLICY

Corporate Health & Safety Policy Statement - Signed by Chief Executive. Sets aims, objectives and commitment to the continuous improvement in health and safety performance, including meeting the requirements of the Government's "revitalising" Agenda.

ORGANISING

Ensure Mechanisms are in place to achieve the aims and objectives of the Corporate Health and Safety Policy Statement to promote a positive Health and Safety Culture.

REVITALISING STRATEGY 2005/2010

PLANNING AND IMPLEMENTING

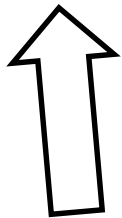
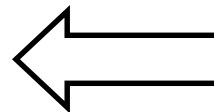
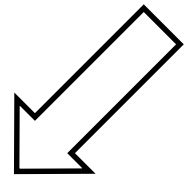
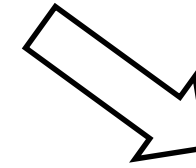
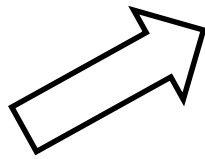
Control of risks can only be achieved by co-ordinated action by all stakeholders. Plans then need to be implemented consistently across Directorates to minimise cost and ensure best practice is utilised.

MONITORING

Effective planning will establish performance indicators to ensure that implementation is occurring and risk is reducing

AUDIT AND REVIEW

Audit and review procedures are required to ensure continued improvement in health and safety performance.



Policy

Requirement	Aspired	Date	Involvement*	Resource**
Corporate H&S Policy Statement to set aims and objectives of the Authority.	Review, approve and re-launch of Corporate Health and Safety Policy Statement. Ensure each objective has a clear programme for achievement.	Sep 05	Health and Safety Committees H&S Officers	Time to develop and consult.
Outline of organisation for achieving aims and objectives.	Ensure organisation section is backed up with clear guidance on responsibilities and accountabilities.	Sep 05	Health and Safety Committees H&S Officers	Time to develop and consult.
Resources to be made available to achieve aims and objectives.	Action plans to be fully resourced so resources can be made available.	As required	Chief Exec CHSU H&S Officers	Time to develop plans.
Communication of H&S Policy statement to stakeholders.	Re-launch and communicate Health and Safety Policy Statement. <ul style="list-style-type: none"> ➤ CMT to be briefed for “buy in”, ➤ Post on front page of intranet, ➤ Communicate to managers and supervisors through email, briefings training programmes etc., ➤ Communicate to employees through intranet, pay statement leaflets etc ➤ Communicate to contractors, ➤ Communicate to Councillors / Cabinet. 	Dec 05	IT Communications Personnel	Cost of publicising. Time to develop communication literature.

*PLEASE NOTE THAT UNDER “INVOLVEMENT” – HEALTH AND SAFETY COMMITTEE MEETINGS – IS THE FORUM FOR CONSULTATION WITH TRADE UNIONS, EMPLOYEES AND MANAGEMENT IN GENERAL

**PLEASE NOTE THAT WITHIN “RESOURCE” AND “INVOLVEMENT” THE INFORMATION RELATES TO THE WHOLE REQUIREMENT, NOT THE SPECIFIC GOAL WITHIN THE “ASPIRED” COLUMN.

ORGANISING

Requirement	Aspired	Date	Involvement	Resource
Establish control, who does what and how?	<p>Ensure that roles and responsibilities are made clear within policies and in general. Communicate as part of strategy and through any existing manuals.</p> <p>Job descriptions need to be consistent and reflect health and safety responsibilities.</p> <p>Managers in particular need to be explicitly aware of their role and responsibilities.</p>	<p>As policies are written / implemented</p> <p>2006/2007</p> <p>As policies are written / implemented</p>	<p>Personnel</p> <p>Health and Safety Committees</p> <p>H&S Officers</p> <p>Managers</p>	<p>Time to develop information.</p>
<p>Communication routes required for:</p> <ul style="list-style-type: none"> ➤ Securing involvement and commitment to the policy statement and strategy, ➤ Providing guidance, ➤ Sharing information on risks and controls, ➤ Performance reports, ➤ Accident and incident investigation, ➤ Communicating with contractors ➤ Updating legislation and requirements of enforcement authorities. 	<p>Corporate intranet site with links to front page to provide information on strategy, policies, management and guidance etc. with links to Directorate information.</p> <p>Formal methods for communicating risk and control measures within each department as required.</p> <p>Develop system for investigating all accidents.</p> <p>Produce formal reports on performance culminating in annual report.</p> <p>Ensuring contractors know their responsibilities and accountabilities. Set systems for effective selection, management and monitoring of contractors.</p> <p>Develop a legal register and system for ensuring legislation and requirements of Enforcing authorities are communicating.</p>	<p>Dec 05</p> <p>As policies are written / implemented</p> <p>Dec 06</p> <p>Annually</p> <p>Jun 05</p> <p>Aug 06</p> <p>Dec 05</p>	<p>IT</p> <p>Communications</p> <p>H&S Officers</p> <p>Managers</p> <p>H&S Committees</p> <p>Procurement</p>	<p>Any IT / Communications cost.</p> <p>Time to develop and consult.</p>

Organising Cont'd

Requirement	Aspired	Date	Involvement	Resource
<p>Consultation mechanisms are essential to foster open working relationships between all stakeholders and achieve "buy in" to improving the health and safety culture.</p>	<p>Further develop the committees to ensure maximum consultation with managers, councillors, and unions.</p> <p>Consider the use of focus groups to tackle specific health and safety issues.</p>	<p>Jun 05</p> <p>Dec 06</p>	<p>IT</p> <p>Communications</p> <p>H&S Officers</p> <p>Managers</p> <p>H&S Committees</p>	<p>Time to develop.</p>
<p>Competence, all employees must be competent to undertake the tasks they perform, include:</p> <ul style="list-style-type: none"> ➤ Training, ➤ Recruitment and selection procedures, ➤ Systems for instruction, information and training. 	<p>Ensure suitable induction training is delivered. Conduct training needs analyses for all departments and jobs.</p> <p>Set Corporate standards for Authority wide training programmes, e.g. manual handling, risk assessment, DSE etc.</p> <p>Establish consistent method of identifying refresher training and record keeping.</p> <p>Ensure mechanism for identifying competencies required during recruitment and selection.</p>	<p>Jan 06</p> <p>As policies are written / implemented</p> <p>As above</p> <p>2006 / 2007</p>	<p>H&S Officers</p> <p>Managers</p> <p>H&S Committees</p> <p>Personnel</p>	<p>Time to develop and consult</p> <p>Cost of training courses – full training needs analysis required but will include manual handling, risk assessment, contract management etc.</p>
<p>Co-operation, building effective partnerships with internal and external stakeholders.</p> <p>This would include Occupational Health to ensure an integrated approach to managing the risk associated with Occupational Health and Safety Management.</p>	<p>Build strong links to initiatives such as Health Challenge Wales.</p> <p>Create links within internal EHO departments to share resource and align strategies.</p> <p>Ensure robust, effective links exist with Occupational Health to fully integrate the approach to managing risks associated with Occupational Health and Safety Management. This will include working to achieve the Corporate Health Standard.</p>	<p>As policies are written / implemented</p>	<p>H&S Officers</p> <p>Managers</p> <p>H&S Committees</p> <p>Occupational Health</p> <p>Trading Standards / EHO</p>	<p>Time to develop information and links.</p>

Planning and Implementing

Requirement	Aspired	Date	Involvement	Resource
Establish policies and standards that are required for all risk areas.	Policies in place for all key areas, setting standards to be adhered to in each Directorate for each risk area. Directorates to convert these policies into specific arrangements. All based on risk assessment and control.	As policies are written / implemented	H&S Officers Managers H&S Committees	Time to develop and consult.
Establish current position and create implementation plans for risk areas, based on priorities.	Implementation plans to be developed for each policy / risk area to ensure consistent approach across Directorates, conserving resources and sharing best practice.	As above	H&S Officers Managers H&S Committees	Cost of risk control and associated training.
Ensure objectives, targets and KPIs are set around implementation of plans. This will allow monitoring of progress with implementation plan as well as demonstrating a reduction in risk. This would include ensuring revitalising targets are set and programmes exist to achieve them on time.	For each risk area an objective and target will be set that will quantify progress with plan and improvement in risk control. See action plan. Plan to incorporate requirements of HSC's Revitalising document.	As above 2010	H&S Officers Managers H&S Committees	Time to develop and implement. Time and cost of programmes to achieve targets.

MONITORING

Requirement	Aspired	Date	Involvement	Resource
Active monitoring systems are required to monitor achievement with the implementation plans.	<p>Once implementation plans are approved, corporate targets will be monitored along with those within Directorates that derive from the Corporate plan. Will monitor and report achievement.</p> <p>Establish any other active monitoring systems that are necessary, e.g. number of workplace inspections, health surveillance information and performance reports.</p>	<p>As policies and plans are implemented</p> <p>As policies and plans are implemented</p>	<p>Health and Safety Officers</p> <p>Managers</p>	Time to develop and implement.
Reactive monitoring systems are required to monitor accidents, ill health and incidents to identify failings.	Review current accident reporting and investigation procedure and reporting mechanism to ensure that all accidents and incidents are investigated and lessons learned	Dec 06	<p>Health and Safety Officers</p> <p>Health and Safety Committees</p>	Time to develop and implement.

AUDIT AND REVIEW

Requirement	Aspired	Date	Involvement	Resource
<p>A structured process of collecting independent information on the efficiency, effectiveness and reliability of the health and safety programme with plans for corrective action is required.</p>	<p>Develop audit protocols for differing types of audit. I.e.</p> <p>Audits will be commenced with respect to priority areas (glazing, asbestos, contractors etc.)</p> <p>Eventually plan is to audit against all policies, however as policies are not fully implemented, this will need to be gradually introduced.</p> <p>Audit procedure, protocols and standard reports will be generated to ensure that corrective actions are identified and implemented and that the process is documented and transparent.</p>	<p>Commencing Jan 05</p>	<p>Health and Safety Officers</p>	<p>Time to develop and undertake audits.</p> <p>Cost of actioning deficiencies identified in the audit.</p>
	<p>Formal review process is required, annually with the report to identify changes required as a result of audits and changes in legislation.</p>	<p>Annually</p>	<p>Health and Safety Officers</p> <p>Health and Safety Committee</p>	<p>Time to prepare and consult.</p>