






**Health and Safety Strategic Plan**  
**2014/17**  
**6 Monthly Monitoring Report**  
**October 2014 – March 2015**

## Appendix 1

The Health and Safety Strategic Plan 2014/17 was adopted by Council on the 23rd July 2014.

This document monitors progress being made against the goals and objectives set down in the plan. It shows our medium term targets and the progress being made to fulfil those targets.

Below is the key to the table icons:

	Excellent progress towards meeting the objective.
	On target but progress requires monitoring to ensure completion.
	Not on target - Action required.

The information in this document relates to the period October 2014 - March 2015.



**Appendix 1**

**Goal 1:** *“The Council has the competence to identify hazards and ensure that risks are properly controlled.”*

**Objective 1.1:** *Further improve basic health and safety training for our workforce.*

2014/15 target	Our progress so far	
Ensure that all new starters complete an appropriate online modular health and safety induction programme.		A full list of all new starters is provided by HR on a quarterly basis, identified staff are then directed to complete the induction programme.
Identify HS training needs at the time of the annual development appraisal.		A specific requirement to identify Health and Safety training needs is included in the development appraisal checklist provided to managers. Training is available on the health and safety gateway both classroom based and e learning.
Include basic HS training needs identification in the risk assessment review process.		Basic Health and Safety training needs are assessed as part of the review process to ensure compliance, this then supplements the specific training needs that are identified by the assessor during the risk assessment review.

**Objective 1.2:** *Further develop and implement authority-wide training standards and guidelines.*

2014/15 target	Our progress so far	
Identify appropriate refresher training period for training that does not have a statutory refresh date.		The Health and Safety Unit has identified refresher periods for training courses that do not have statutory requirements and advise as appropriate. This information is included as part of the automatic notification system on the councils health and safety training database.
Pilot a competency framework for job roles and identify skills gaps and fill those gaps with appropriate training.		Progress has slowed due to work programme prioritisation, the framework is in place and street scene pilot assessments have been drafted.

**Objective 1.3:** *Further develop the competency of our workforce safety representatives.*

2014/15 target	Our progress so far	
Encourage attendance at the Corporate Health and Safety Committee meetings - both trades union representatives and non trades union representatives.		Employee representation has improved at recent meetings but attendance levels could be improved further. Discussions have taken place with the employee representation groups to promote the benefits of participation in the consultation process.
Develop a specific resource to assist workforce safety representative in carrying out their duties to further encourage an environment of consultation and cooperation		A dedicated resource has been developed and deployed on the Health and Safety Gateway which provides workforce safety representatives, both trades union appointed and non trades union appointed, with information and guidance about their rights, roles and responsibilities. A programme of joint workplace inspections has been proposed.

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<b>Objective 1.4:</b> <i>Increase senior managers' understanding of risk management in key areas of health and safety.</i>	
2014/15 target	Our progress so far
Identify key risk management areas for each service area.	 Key risk areas have been identified in our high risk work areas and are being addressed.
<b>Objective 1.5:</b> <i>Further develop competency standards for key roles in the management of health and safety.</i>	
2014/15 target	Our progress so far
Pilot key competencies for the roles of manager and supervisor with regard to health and safety management.	 Progress has slowed due to work programme prioritisation, the manager and supervisor assessments have been drafted for street scene services.
Provide appropriate health and safety management training for all managers and supervisors.	 Training has been provided for Managers by the Council Insurers during March 2015. Health and Safety Training Courses are provided and training is available on the Health and Safety Gateway both classroom based e learning and blended.
<b>Objective 1.6:</b> <i>Increase workforce understanding of accident/incident hazards and their control.</i>	
2014/15 target	Our progress so far
Ensure that appropriate staff participate in training related to accident/incident awareness.	 Training has been organised for staff by the council insurers to be carried out during summer 2015. Training is also available on the Health and Safety Gateway.
Identify high risk groups who require more detailed and specific training.	 High risk groups have been identified and a training programme is being developed.
Update the "toolbox talks" to include more specific references to accident/incident hazards and their controls.	 Update complete.
<b>Objective 1.7:</b> <i>Further develop 'good practice' guidance and tools that can be used to improve hazard awareness and risk control.</i>	
2014/15 target	Our progress so far
Publish "good practice guides" for specific identified areas of work.	 Good practice guides have been published for street scene services and housing and regeneration.
Continue to review our suite of health and safety performance standards to maintain good practice.	 Health and safety performance standards are reviewed and updated in line with legislative changes and the findings of our management and risk assessment reviews.
<b>Objective 1.8:</b> <i>Continue to work with other organisations to improve competency in the Council.</i>	
2014/15 target	Our progress so far
Develop working relationships with other local authorities within Lancashire.	 The health and safety unit attends the Lancashire Local Authorities Health and Safety Information Exchange and has regular contact with colleagues in Lancashire Councils on health and safety matters.

**Goal 2:** *“The Council will have strong and sustainable leadership in health and safety.”*

**Objective 2.1:** *Continue to promote strong leadership that is visible to the workforce.*

2014/15 target	Our progress so far	
Commitment from Leader, Councillors and Managing Directors		Approval of and Statement in Strategic Plan, Managing Directors chairmanship of Corporate Health and Safety Committee. Standing item on Management Team Agenda with more detailed quarterly reports.
Provide regular updates for Members with regard to the progress of the plan.		6 monthly monitoring report.


**Objective 2.2:** *Further develop the competency of our health and safety leaders.*

2014/15 target	Our progress so far	
Refresher training for Members, Managing Directors and Heads of Service.		Zurich refresher training for Managing Directors /Heads of Service and Members completed.
Health and Safety Training for Senior Managers/Managers.		Training Programme in place monitored at Development Appraisal. Refresher training for Senior Managers provided by Zurich completed March 2015.


**Objective 2.3:** *Ensure all leaders actively lead and participate in activities and initiatives.*

2014/15 target	Our progress so far	
Commitment from Managing Directors and Heads of Service to fully support and participate in agreed health and safety activities and initiatives.		Commitment through quarterly Corporate Health and Safety Committee meetings and regular Service Health and Safety Committees reporting into the Corporate Committee.


**Objective 2.4:** *Demonstrate to the wider workforce that senior management at the highest level are accountable for the delivery of improved health and safety performance.*

2014/15 target	Our progress so far	
Re-issue the corporate health and safety policy to all staff with a covering note from the Leader/Managing Directors reaffirming the Council’s commitment to health and safety.		Corporate Health and Safety Policy review completed with minor changes made to the management structure, no material changes have been made to the policy as a whole.

**Objective 2.4:** *Ensure Elected Safety Representatives are championed and supported by senior management.*



2014/15 target	Our progress so far	
Support and implement a series of workplace inspections with safety representatives which include management participation.		A programme of joint workplace inspections has been proposed. Awaiting a response from the employee representative groups before a definite programme can be implemented.

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The findings of any safety representative inspections to be responded to within a specified time period.		Health and safety performance standard under development, once completed it will be circulated to all interested parties for consultation.
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**Goal 3:** *“Our workforce will be fully engaged in health and safety.”*


**Objective 3.1:** *Continue to actively seek workforce engagement and participation in key health and safety activities.*

2014/15 target	Our progress so far	
Continue to hold regular Service Health and Safety meetings.		Meetings held in all Service areas.
Issue regular health and safety newsletter, topic specific guidance and toolkits, ‘tool box talks’ and information leaflets.		The health and safety newsletter is published to an agreed timetable and the other documents are published as and when deemed appropriate.

**Objective 3.2:** *Identify and remove any remaining barriers to workforce engagement.*



2014/15 target	Our progress so far	
Ensure a proactive approach to health and safety and good communication.		The Health and safety unit continues to promote a proactive rather than reactive approach. Communication is taking place from the Corporate Health and Safety Committee to the Service Health and Safety Committees and vice versa.
Ensure we maintain a consistent style of health and safety management.		Health and Safety management training is available for managers and supervisors.

**Objective 3.3:** *Continue to identify and share examples of workforce engagement ‘good’ practices.*

2014/15 target	Our progress so far	
Share examples of workforce engagement good practices between service areas.		This is effectively promoted via the Health and Safety Unit, the Newsletter and through the Corporate Committee.



**Goal 4:** *“We will continue to raise standards and continually improve our health and safety performance.”*

**Objective 4.1:** *Further Develop a suite of leading and lagging health and safety performance measures that can be used to monitor progress.*





2014/15 target	Our progress so far	
Maintain suite of performance standards.		Suite maintained.
Start work on a discussion document to further develop a suite of leading and lagging Performance indicators.		A Health and Safety discussion document has been drafted and will be circulated as part of the consultation process in May 2015.

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**Objective 4.2:** *Further improve the use of available health and safety information and data to inform decision making.*

2014/15 target	Our progress so far	
Continue to refine the health and safety gateway on the intranet.		Further improvements made to the health and safety gateway which includes dedicated search facilities for each micro site.
Publish all available risk assessments on the appropriate service micro site.		Ongoing programme of risk assessment review, update and publication.

**Objective 4.3:** *Continually improve the quality of incident investigations and their follow-up.*

2014/15 target	Our progress so far	
Ensure that all appropriate data and documentation is uploaded on to the Health and safety records management data base.		All accident records and associated documentation is being uploaded. All available employee health and safety training records are being deployed to the database.
All appropriate managers and supervisors to be trained in accident/incident investigation and follow-up.		Training programme being provided by the Council's insurance company Zurich.
Managers to be provided with full and detailed investigation and follow up reports on request.		All accident records and associated documentation has been uploaded to the records management data base and managers are being trained in it's use.
Provide administrator level access to the Insurance Officer to enable quick information sharing for those cases likely to end up as claims		Temporary administrator access provided utilising one HS unit license (due to maternity leave). A dedicated license is required, subject to available funds, as once the temporary HS/training officer is in post the license will be required by the HS Unit.

**Objective 4.4:** *Continue to raise standards in those areas of health and safety management that will provide a sustainable improvement in health and safety performance.*


2014/15 target	Our progress so far	
Maintain health and safety culture within the Council.		The Council is continuing to operate an open and honest health and safety management system that promotes employee involvement.

**Objective 4.5:** *Maximise the use of common processes to improve health and safety management.*

2014/15 target	Our progress so far	
Standardise procedure across the service areas to ensure that the procedures and forms published on the health and safety gateway are used consistently.		A programme of information, education and training is taking place to ensure consistent compliance.
Identify any areas of local good practice in specific service areas that can be transferred effectively for implementation in other service areas.		The Health and Safety Unit continue to implement and also via Corporate Health and Safety Committee.



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**Objective 4.6:** *Expand our links to identify and adopt risk management techniques and solutions from other similar organisations*



2014/15 target	Our progress so far
Expand our involvement in the Lancashire local authorities safety group, IOSH local groups and the Merseyside Construction group.	 Health and safety unit representation.

**Goal 5:** *“Health and safety issues will be effectively communicated across the Council.”*


**Objective 5.1:** *Communicate the health and safety vision, strategy, organisation and activities to all stakeholders in an effective and consistent way.*

2014/15 target	Our progress so far
Include health and safety as a standard agenda item on all service management meetings.	 Included as a standard Agenda item for all meetings.
Continue to promote the use of the health and safety gateway as an effective way to communicate the health and safety vision, strategy, organisation and activities to all interested parties.	 The health and safety gateway has been updated and improved to provide the user with a better experience. All the Council’s health and safety documentation is available and easily accessible. The health and safety newsletter is used to promote the health and safety message. A Presentation was made to Senior Managers Lunch on 20 January 2015.

**Objective 5.2:** *Actively seek the views of stakeholders and account for these views in decision making.*

2014/15 target	Our progress so far
Actively involve staff and safety representatives in the risk assessment process.	 A programme of task based risk assessments has been established supported by a specific health and safety performance standard.
Actively encourage and support a series of planned employee safety representative workplace inspections.	 The facility to arrange and conduct workplace safety inspections is an integral part of the Council’s health and safety policy. The corporate health and safety committee are actively encouraging this process.

**Objective 5.3:** *Provide prompt and consistent feedback to stakeholders on their contributions.*

2014/15 target	Our progress so far
Implement an effective and efficient system to respond to the submission of forms, reports and suggestions in a timely and appropriate manner.	 The health and safety unit has improved the turn around time for forms submitted via the health and safety gateway. Accident reports are processed and, where appropriate, investigation reports generated in a timely fashion.





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**Objective 5.4:** *Keep the workforce informed about health and safety activities and initiatives and provide prompt feedback on their contributions.*

2014/15 target	Our progress so far	
Continue with the publication of the health and safety newsletter.		The health and safety newsletter is published on a regular basis in both electronic and hard copy formats
Ensure that the information gleaned from the various health and safety committee meeting is cascaded down through the management structure.		Team Briefings delivered.
Revive the system of email health and safety alerts.		Format for delivery has been updated.

**Objective 5.5:** *Continually improve the quality and level of shared 'good practice' and learning from accidents and incidents.*


2014/15 target	Our progress so far	
Ensure that all appropriate managers and supervisors gain training in risk management and accident and incident investigation.		Training is available both classroom based, e-learning and blended and monitored via Development Appraisals. Zurich are also providing training as part of our insurance arrangements.
Share good practice and any lessons learned from accidents/incidents via the Corporate Health and Safety Committee.		Standing Agenda item.

**Objective 5.6:** *Identify opportunities and implement solutions to further improve communications across the Council.*


2014/15 target	Our progress so far	
Establish a programme of regular scheduled health and safety fact finding inspections of specific work areas within each service with managers and nominated members of staff.		Informal inspections led by the Assistant Directors have proved useful and the Health and Safety Manager is formalising this process.

**Goal 6:** *"Health and safety issues will be effectively communicated across the Council."*

**Objective 6.1:** *Ensure that where the Council supports activities undertaken by others, consideration of the adequacy of health and safety arrangements will be part of the selection process.*

2014/15 target	Our progress so far	
Ensure that pre tender health and safety evaluation checks are carried out on contractors prior to the contract letting.		Engagement and control of contractor's procedures examined, evaluated and updated and to continue to be used.

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<b>Objective 6.2:</b>	<i>Ensure that all contract and partnership documentation adequately addresses health and safety performance and suitable monitoring arrangements are established to ensure the level of performance required is met.</i>	
2014/15 target	Our progress so far	
Ensure that contract and partnership documentation adequately addresses health and safety performance and suitable monitoring arrangements are established to ensure the level of performance required is met.		Appropriate content to be included in documentation with support from the Health and Safety unit as required. Contractors engaged by the Council are monitored with regard to health and safety performance with assistance from the Health and Safety unit as necessary.