



**Health and Safety Strategic Plan
2014/17
6 Monthly Monitoring Report
April 2015 – September 2015**

Introduction

The Health and Safety Strategic Plan 2014/17 was adopted by Council on the 23rd July 2014. This strategy sets out the plan for the 2014/17 that will enable us to achieve our vision. It is ambitious, but it represents how, within WLBC, we can build a robust safety culture and be 'BEST IN SAFETY' in everything we do.

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.




To ensure success:

- We need committed and sustainable leadership in health and safety at every level;
- We must have the competence to identify hazards and ensure that risks are effectively controlled;
- All staff must be fully engaged and take personal responsibility for health and safety both for themselves and others;
- We must have effective health and safety systems, processes and practices integrated with the management of our assets;
- We must continually improve and raise the standards in our health and safety performance;
- We must have in place effective forums and systems for communicating our health and safety challenges.



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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 April 2015 - September 2015.

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.



2015/16 target	Our progress so far		Comments
1. Develop a greater awareness of health and safety issues amongst our workforce.		i. Health and Safety e-learning refresher programme introduced and completed by all staff.	
		ii. Health and Safety news update available on the Health and Safety Gateway.	
2. Further develop skills in risk assessment and risk management amongst our workforce.		iii. Risk assessment training course developed to raise awareness amongst staff at all levels, the course is available in both classroom based and e-learning formats.	
3. Enhance skills relating to the hazards of particular tasks and occupations		iv. The risk assessment review programme has been used to identify skills gaps and basic competency assessments carried out to identify additional training needs to ensure any identified gaps are filled.	We have been unable to recruit suitable temporary cover during maternity leave, which has hindered the development of our competency framework. Agency staff are to be used to address this issue.
4. Develop a range of other skills, including those relating to job specification and design, contract management, ergonomics and occupational health.		v. Training needs analysis introduced to ensure that staff develop a full range of skills to ensure that they are fully able to carry out their duties without risk to themselves or others who may be affected by their acts or omissions.	

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





2015/16 target	Our progress so far		Comments
1. Further develop our Health and Safety "Training Model" for designing, conducting, evaluating, and revising training programs.		i. A full review of the management of our health and safety training is being undertaken to ensure that we have robust and effective systems in place.	We have been unable to recruit suitable temporary cover during maternity leave, which has hindered the progress of this objective. Agency staff are to be used to address this issue.
2. The training model will be used to develop training programs for a variety of occupational safety and health hazards identified in the workplace. Additionally, it		ii. A feasibility exercise is being carried out to look into the benefits of introducing a "training management toolkit" for managers to assist in the development of staff.	

will assist managers in their efforts to meet the training requirements identified.			
<p>3. Develop a Health and Safety Performance Standard that sets training guides lines that follows a model of:</p> <ul style="list-style-type: none"> • Determining if Training is Needed • Identifying Training Needs • Identifying Goals and Objectives • Developing Learning Activities • Conducting the Training • Evaluating Program Effectiveness • Improving the Program 		<p>iii. Draft performance standard being prepared for consultation.</p>	
<p>4. Further develop the systems we have in place for matching training to employees to ensure that we identify and train employees at risk.</p>	 	<p>iv. More emphasis is now placed on training as part of the risk assessment process.</p> <p>v. Training needs analysis is being carried out on identified occupations/ activities.</p>	
<p>Objective 1.3:</p>	<p><i>Further develop the competency of our workforce safety representatives.</i></p>		
2015/16 target	Our progress so far		Comments
<p>1. Encourage attendance at the Corporate Health and Safety Committee meetings - both trades union representatives and non trades union representatives.</p>		<p>i. Employee representatives have started to attend the corporate health and safety committee meeting on a more regular basis.</p>	
<p>2. Develop a specific resource to assist workforce safety representative in carrying out their duties to further encourage an environment of consultation and cooperation</p>	 	<p>ii. A specific information resources has been developed and published on the health and safety gateway for employee safety representatives.</p> <p>iii. An e-learning package is now available outlining the roles and responsibilities of employee health and safety representatives.</p>	



Objective 1.4: *Increase senior managers' understanding of risk management in key areas of health and safety.*





2015/16 target	Our progress so far	Comments
<p>1. Ensure that Senior Managers are sufficiently competent:</p> <ul style="list-style-type: none"> a. Be able to inculcate a health and safety culture within team. b. Ensures anyone reporting to them has the opportunity to maintain competence. c. Understands the need to benchmark and review progress and performance. d. Understands the wider occupational health and safety responsibilities of managers and the importance of a holistic approach to risk management. e. With support, be able to implement and maintain a comprehensive health and safety management system. f. Understands the need to demonstrate commitment to good practice and continuous improvement in health and safety management and demonstrates this in practice and by personal example. g. Encourage learning and a questioning attitude in relation to health and safety concerns. h. Have the ability to listen and recognise when staff are raising health and safety concerns and deal with them appropriately. 	<ul style="list-style-type: none">  i. Competency matrix development is ongoing, job descriptions have been sourced and are being evaluated for health and safety management responsibilities content.  ii. The health and safety blended learning management training course "the West Lancs Manager" initially developed in 2009 is being updated in line with the step change development of our health and safety management system. 	



Objective 1.5: *Further develop the competency of our workforce / safety representatives.*










2015/16 target	Our progress so far	Comments
1. Establish levels of risk and proportionality for each Service area as the effort expended in meeting the principles should be in proportion to the risk associated with inadequate competence.	<ul style="list-style-type: none">  i. A risk register has been developed which allows us to rank areas of activity within services areas with regard to the risks presented based on the findings of the risk assessments carried out.  ii. A feasibility study is to be carried out regarding linking competency requirements to the work activity. 	
2. Further develop our competence model to set out the relationships between the roles, work activities and competence criteria.	<ul style="list-style-type: none">  iii. We are now developing focused training and development plans to address missing competencies or raise levels of proficiency enabling people to focus on the skills, knowledge and characteristics that have the most impact on job effectiveness  iv. We now ensure that training and development opportunities are aligned with organizational needs. 	






Objective 1.6: *Increase workforce understanding of accident/incident hazards and their control.*






2015/16 target	Our progress so far	Comments
1. Ensure that staff have a good understanding of accident/hazard control and the systems, rules, procedures or instructions which are in place and the reasons why 'violations' occur.	<ul style="list-style-type: none">  i. On induction, staff are provided with a basic introduction to accidents/incident hazards and their control. 	
2. Understand the underlying causes that lie in systems which are designed without taking proper account of human factors, or if violations are condoned implicitly or explicitly by action or neglect .	<ul style="list-style-type: none">  ii. The Health and Safety Unit are in the process of developing a Human Factors (or Ergonomics) approach to fulfilling our training needs which focuses on how to make the best use of our workers capabilities: by designing jobs and equipment which are fit for people. This will not only improve their health and safety but often ensures a better managed, more effective organisation. 	

Objective 1.7: Further develop 'good practice' guidance and tools that can be used to improve hazard awareness and risk control.		
2015/16 target	Our progress so far	Comments
1. Further develop our systems covering: <ul style="list-style-type: none"> a. Mandatory incident reporting b. Anonymous incident and near miss reporting c. Confidential incident and near miss reporting d. Open (non-confidential) incident and near miss reporting 	<ul style="list-style-type: none">  i. Staff are instructed that all incidents are report no matter how serious they may appear at the time, this advice seems to have been taken on board as the vast majority of incidents being reported are of a minor nature.  ii. The Health and Safety unit are examining the ways in which staff are able to report incidents with out being specifically identified as the person making the report - we need to further investigate the reasons, if any, staff wish to remain anonymous. 	
2. Review our incident investigation and analysis tools to refine the way in which we carry out: <ul style="list-style-type: none"> a. Incident investigation b. Root cause analysis c. Proactive analysis 	<ul style="list-style-type: none">  iii. Since the introduction of our cloud based heath and safety accident/ training database management system, we have been developing the use of analysis and reporting tools available as part of the system. 	
3. Review our Health and Safety Managing audit procedure and consider the benefits of: <ul style="list-style-type: none"> a. Professional audits (3rd party) b. Benchmarking c. Management system audits d. Management site visits e. Peer assists 	<ul style="list-style-type: none">  iv. We have carried out a full review of our health and safety management audit system and have concluded that the current internal model best meets the needs of the organisation. 	

Objective 1.8:		<i>Continue to work with other organisations to improve competency in the Council.</i>	
2015/16 target		Our progress so far	Comments
1. Review the competency frameworks employed by organisations of a similar nature and size and report the findings.		 <p>i. It has been difficult to find any organisation of a similar nature that has or is in the process of implementing a competency frame work, therefore at present we are unable to carry out any meaningful comparison.</p>	As a Council we are at the forefront of developing new and innovative approaches to Health and Safety management., nevertheless we are continuing to look for similar organisations who are in the process of implementing a competency frame work for health and safety.
2. Learn how others are building their culture using talent management best practice.		 <p>ii. We have found that effective use of talent management is mainly found in the private sector, once again we seem to be leading the field in this are when considering the local government environment.</p>	We are continuing to expand our research and will conduct a feasibility study once sufficient data has been collated.





Goal 2:	<i>"The Council will have strong and sustainable leadership in health and safety."</i>	
Objective 2.1:	<i>Continue to promote strong leadership that is visible to the workforce.</i>	
2015/16 target	Our progress so far	Comments
1. Ensure that the Council has strong and active leadership from the top by: a. visible, active commitment from DSH; b. establishing effective 'downward' communication systems and management structures; c. integration of good health and safety management with business decisions.	 i. Health and safety appears regularly on the agenda for board meetings.  ii. The Managing Directors give clear visibility of leadership.  iii. DSH have taken responsibility and ownership of health and safety.  iv. Employees or their representatives are involved in decisions that affect their health and safety.	
2. Ensure Worker involvement by: a. engaging the workforce in the promotion and achievement of safe and healthy conditions; b. effective 'upward' communication; c. providing high-quality training.	 v. The degree of leadership in health and safety and the commitment to healthy and safe working is being demonstrated by senior managers.	
3. Carry out assessment and review by: a. identifying and managing health and safety risks; b. accessing (and following) competent advice; c. monitoring, reporting and reviewing performance	 vi. Different levels of the workforce are involved in the health and safety improvement process.  vii. Arrangements for periodic reviews of health and safety culture and for implementing improvement plans are in place and working effectively.	
4. Review the commitment from the Leader and the Members after the change in administration.	 viii. The Leader and the Members continue to demonstrate their commitment to a strong and sustainable health and safety management system for the Council.	
5. Continue to provide regular updates for Members with regard to the progress of the plan.	 ix. Regular updates are being delivered.	

Objective 2.2: <i>Further develop the competency of our health and safety leaders.</i>		
2015/16 target	Our progress so far	Comments
1. Build leadership skills in the following areas: <ul style="list-style-type: none"> a. Listening b. Critical Thinking c. Giving Feedback d. Organisation and Delegation e. Facilitation f. Motivation g. Mentoring h. Team building 	 <ul style="list-style-type: none"> i. Human Resources run a number of courses which cover the skills listed and they are available to staff. 	
Objective 2.3: <i>Ensure all leaders actively lead and participate in activities and initiatives.</i>		
2015/16 target	Our progress so far	Comments
1. Re-enforce the commitment from Managing Directors and Heads of Service to fully support and participate in agreed health and safety activities and initiatives.	 <ul style="list-style-type: none"> i. The Managing Directors and the Heads of Service have reaffirmed their commitment to fully support and participate in agreed health and safety activities and initiatives. 	
Objective 2.4: <i>Demonstrate to the wider workforce that senior management at the highest level are accountable for the delivery of improved health and safety performance.</i>		
2015/16 target	Our progress so far	Comments
1. Provide appropriate tools to facilitate accountability for the delivery of planned and reactive health and safety programmes to a pre-defined timeline and within agreed targets.	 <ul style="list-style-type: none"> i. We have identified a number of specific areas of health and safety where it is necessary for senior managers to have a greater understanding of the legal duties and responsibilities. The level of knowledge required will depend on the circumstances of the work and area concerned. 	
2. Clearly define for all staff including managers and employees, their accountabilities and responsibilities for the delivery of the	 <ul style="list-style-type: none"> ii. We have strong and active leadership from the top.  <ul style="list-style-type: none"> iii. We have visible, active commitment from DSH. 	


<p>council's safety performance and the performance of the safety management system.</p>	  	<p>iv. We have implemented effective 'downward' communication systems and management structures.</p> <p>v. We are continuing to engage the workforce in the promotion and achievement of safe and healthy conditions.</p> <p>vi. We have made significant progress promoting the benefits of effective 'upward' communication.</p>	
<p>Objective 2.5:</p>	<p><i>Ensure Elected Safety Representatives are championed and supported by senior management.</i></p>		
<p>2015/16 target</p>	<p>Our progress so far</p>		<p>Comments</p>
<p>1. Support and implement a series of workplace inspections with safety representatives which include management participation.</p>		<p>i. An initial inspection was carried out by Unison in September, the trades union safety representative was accompanied by representatives from the Council management.</p>	
<p>2. Promote a positive safety cultures with Health and Safety Representatives interacting with all to ensure an effective link between staff and management.</p>		<p>ii. The working relationship between the employee safety representatives and management is positive and generating a positive impact on staff perception of our health and safety management system.</p>	





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.*

2015/16 target	Our progress so far	Comments
1. Ensure that effective training and development is in place to cultivate and maintain desirable employee behaviours and attitudes by optimizing safety culture for active employee engagement for safety.	 <ul style="list-style-type: none"> i. We have effective safety training in place that engages employees in safety efforts and is improving our overall safety culture. 	
2. Extend the suite of innovative health and safety training resources in place to increase Employee Involvement.	 <ul style="list-style-type: none"> ii. Our innovative approach to training keeps safety training interesting and effective.  <ul style="list-style-type: none"> iii. New employees receive sufficient training and more tenured employees receive refresher training. 	
3. Consider the possibility of the introduction of a system of mentoring between experienced and inexperienced employees which can facilitate employee engagement in safety.	 <ul style="list-style-type: none"> iv. Management continue to encourage employee involvement and ownership for safety in every aspect of their work. 	

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

2015/16 target	Our progress so far	Comments
1. Ensure our health and safety management systems and training programmes address the following: <ul style="list-style-type: none"> a. reactive decision-making; b. inconsistent management styles based on the attitudes of individual managers; c. low levels of advocacy carrying the risk of creating employee resentment; d. rigid communication channels or cultural norms; 	 <ul style="list-style-type: none"> i. Our health and safety management system and training programme has been progressively evolving, we are now at a stage that we can confidently state that we are helping people understand their role in safety within the Council and enabling them to effectively and efficiently carry out their duties. 	



e. poor senior management visibility and quality of downward communication;			
Objective 3.3:	<i>Continue to identify and share examples of workforce engagement 'good' practices.</i>		
2015/16 target	Our progress so far		Comments
1. Further develop our culture of engagement so that our leaders and managers can maintain working environments that support fully engaged employees and set the tone for high morale.	  	<ul style="list-style-type: none"> i. We are continuing to help people develop clear objectives that tie to the safety goals of the Council and enabling them to achieve those objectives. ii. Every Senior manager, manager and supervisor has clear and specific safety goals. iii. Front-line employees are expected to adhere to rules and procedures and participate in established safety programmes. 	
2. Encourage proper and frequent communication with employees to increasing engagement.		<ul style="list-style-type: none"> iv. Our health and safety management system has evolved to such an extent that we can now confidently say that we: <ul style="list-style-type: none"> a. Communicate clear goals and expectations to our employees; b. Share information; c. Encourage open communication; d. Actively promote Health and Safety effectiveness, reputation, values and ethics; e. Encourage innovation; f. Create a strong team environment; g. Provide constant feedback on the positives; h. Give immediate feedback; i. Show how feedback is being used; j. Collaborate and share on problem-solving. 	

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.*




2015/16 target	Our progress so far		Comments
1. Identify main threats to future health and safety performance and opportunities for improvement.		i. A number of threats have been identified including, effective communication, skills gaps, effective change management .	
2. Create performance indicators based on the risks identified for each service area.		ii. We are maintaining our continuous improvement through programme management to maintain consistency.	
3. Ensure that the process is understood and owned by those who will implement it.		iii. The Health and Safety unit take every opportunity to engage staff and promote positive engagement to ensure that the goals and objectives of the health and safety strategic plan are achieved collaboratively.	
4. Develop a system to provide regular feedback on performance against the standards.		iv. The provision of a suitable and sufficient system to provide positive feedback on health and safety performance are being considered.	

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



2015/16 target	Our progress so far		Comments
1. Continue to refine the health and safety gateway on the intranet.		i. The health and safety gateway continues to evolve to satisfy the needs of the user base on feedback from user experience.	
2. Publish all available risk assessments on the appropriate service micro site.		ii. All risk assessments submitted to the health and safety submitted are published on the service micro sites.	





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.*

2015/16 target	Our progress so far	Comments
1. Communicate the Step-Change in Safety vision, strategy, organisation and activities to all stakeholders in an effective and consistent manner.	 <p>i. We have adopted a communication strategy that:</p> <ul style="list-style-type: none"> a. Avoids information overload b. Is succinct and to the point c. Is presented in bite sized chunks 	
2. Develop effective reporting formats for DSH, management and employees to enable quality and informed health and safety communication at an appropriate level.	 <p>ii. Our reporting formats are now more relevant, current and to the point while still remaining comprehensive.</p>	
3. 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.	 <p>iii. Every opportunity is taken to promote and encourage staff at all levels to actively use the health and safety gateway.</p>	

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

2015/16 target	Our progress so far	Comments
1. Actively encourage and support a series of planned employee safety representative workplace inspections.	 <p>i. Employee representative health and safety inspections commenced late August 2015.</p>	
2. Improve the use of available health and safety information and data to inform decision making.	 <p>ii. We now add insight and intelligence to the data and information we use this enables more informed strategic decisions to be made but specifically allows us to engage more effectively with our staff. This has allowed us to:</p> <ul style="list-style-type: none"> • have greater engagement with staff giving a greater depth of information to aid robust decision making. • Make decisions aligned to strategic direction and needs. • Respond to change. 	

Objective 5.3: <i>Provide prompt and consistent feedback to stakeholders on their contributions.</i>		
2015/16 target	Our progress so far	Comments
1. Identify and consult with employees on 'good practice' engagement.	 i. We actively encourage participation by workers in decisions made by those in control of our work activities, in order that risks can be managed in the most effective way.	
2. Identify and remove any barriers to employee engagement and consultation.	 ii. Worker engagement is most effective when the workforce has sufficient knowledge to provide feedback, identify risks and make suggestions on how to eliminate or reduce them.	
Objective 5.4: <i>Actively seek the views of stakeholders and account for these views in decision making.</i>		
2015/16 target	Our progress so far	Comments
1. Actively seek ways to expand employee engagement and participation in our health and safety initiatives and activities to improve our performance.	 i. Management leadership has created opportunities for improved communication and consultation and successful worker engagement.	
2. Review forums so that they clearly encourage and support engagement and participation from service provider workers.	 ii. We have reviewed our committee and forum structures and membership to ensure that they are truly reflective of the make up of the council/service area.	



Objective 5.6: <i>Identify opportunities and implement solutions to further improve communications across the Council.</i>		
2015/16 target	Our progress so far	Comments
1. Develop and implement a Health and Safety issues resolution process that will fairly resolve issues existing within the workplace.	 <p>i. We have developed a health and safety performance standard, "Health and Safety Issue Resolution" which will be distributed to senior managers and employee representatives for comment as part of the consultation process.</p>	
2. Promote the active engagement of staff in accident/incident investigations and reviews.	 <p>ii. We are reviewing and updating our health and safety performance standards:</p> <ul style="list-style-type: none"> • HSPS01 - Accident Investigation. • HSPS02 - Accident Reporting. • HSPS56 - Near Miss Reporting. 	
3. Actively seek ways to expand employee engagement and participation in our health and safety initiatives and activities to improve our performance.	 <p>iii. The Health and Safety unit actively promotes employee engagement and participation in the development of our health and safety management systems, our employee representatives are becoming more engaged with our open approach to the consultation and co-operation process.</p>	
4. 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.	 <p>iv. We have yet to establish a programme of scheduled inspections, meetings are to be arranged with the relevant service representatives.</p>	A programme of joint inspections with our employees safety representatives has commenced.

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.*

2015/16 target	Our progress so far	Comments
1. Review and align our service provider (contractor) health and safety requirements to ensure risks are managed consistently.	 i. We have a health and safety performance standard in place, HSPS46 - Control of Contractors, this document is to establish guidelines on Health and Safety requirements for Employing Service applying to contractors, putting into practice the provisions of the Health and Safety at Work Act and associated legislation.	
2. Ensure that pre tender health and safety evaluation checks are carried out on contractors prior to the contract letting.	 ii. The Health and Safety Unit provide a compliance evaluation service to Service managers but rely on being informed of the contract details in good time prior to the letting of any contracts.	

Objective 6.2: *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.*

2015/16 target	Our progress so far	Comments
1. 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.	 i. Set procedures are in place covering contract management and monitoring which are detailed in HSPS46 - Control of Contractors.  ii. Training is being provided to identified staff on the health and safety requirements of managing contracts and maintaining compliance.	