



Corporate Health and Safety Strategic Plan

Date of issue: xx/xx/xx

2024 - 2027

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1.0 Introduction

- 1.1 Our health and safety (H&S) strategic plan (the Plan) support the Council's priorities, our strategic and operational management arrangements, the delivery of safe services, and preserves and promotes everyone's health, safety, and wellbeing.
- 1.2 The Council recognises that its corporate objectives are more likely to be achieved in a business that is both healthy and safe; where a positive safety culture is nurtured, collaborative working is 'the norm', and all stakeholders are engaged. In doing so, harm is avoided, and compliance is demonstrated.

2.0 Our vision and strategic aims

- 2.1 This Plan aims to ensure **everyone**:
- Understands their H&S responsibilities, is capable of meeting them and accepts accountability for H&S standards.
 - Commits to continually improving our H&S standards and feels empowered and equipped to implement healthier and safer ways of working.
 - Works together, supporting each other to effectively manage risks in a proactive, proportionate, and pragmatic way, so we preserve and promote one another's wellbeing – and demonstrate safe, healthy, and compliant working environments and practices.
- 2.2 Five interdependent strategic themes underpin the achievement of this vision.



Fig 1: Our health and safety strategic themes

- 2.3 Key objectives associated with these themes are explained in the next section, and [Appendix A](#) details the associated actions. The implementation plan is detailed in [Appendix B](#).

3.0 Strategic themes

Leadership and Culture (LC)

- 3.1 Effective leadership, and a positive safety culture drive continual improvements and enable us to achieve and sustain our H&S vision.
- 3.2 The objectives supporting this strategic theme include:
- **Commitment** - to delivering the Plan; ensuring the H&S and wellbeing of those working for the Council, and anyone affected by the Councils undertakings.
 - **Accountability** - by taking full responsibility for the organisation's H&S standards, owning the Plan, driving improvements, and holding others to account in a timely and appropriate manner.
 - **Role model behaviours** - supporting a positive, sustainable safety culture aligned with our expected behavioural standards, exemplifying best practice, and proactively supporting others to achieve the same.

Communication and Engagement (CE)

- 3.3 Effective two-way communication and stakeholder engagement are prerequisites to identifying and developing workable, proportionate H&S improvements, and nurturing a positive safety culture.
- 3.4 The objectives supporting this strategic theme include:
- **Communication** - developing a clear and inclusive H&S Communication plan to ensure stakeholders are consulted and informed and have the ability and opportunity to shape and engage with H&S improvements.
 - **Collaboration** - promoting collaborative working across service areas with similar risk profiles, to promote consistently safe ways of working.
 - **Information management** - maintaining a current, simple, and accessible H&S information management system, to ensure everyone is informed.

Training, Skills, and Competency (TSC)

- 3.5 Ensuring all our officers are fully competent and equipped to work in safe and healthy ways is essential; demonstrating this is a key statutory requirement. Competent officers can effectively manage risks, appropriately challenge poor practice, and support others to do the same.
- 3.6 The objectives associated with this strategic theme include:
- **Standards** - identifying appropriate competency standards relating to H&S statutory requirements and safety critical roles.

- **Training Provision** - implementing a H&S Training Plan to meet identified needs.
- **Records** - establishing arrangements and standards for record keeping.

Assessing and controlling risks (ACR)

3.7 Safe and healthy working environments and activities are achieved when risks are proactively and robustly assessed, and proportionate and pragmatic controls are embedded. This supports our broader organisational risk management arrangements, enables us to demonstrate compliance with relevant statutory requirements, and meet our moral and ethical obligations.

3.8 The objectives associated with this strategic theme include:

- **Integration** - ensuring risk assessment is an integral part of all our work planning and deliveries and is a consistent ingredient in everything we do.
- **Beneficial** - ensuring our approach is systematic, focused, co-ordinated and, delivers real benefits where and when they are most needed.
- **Records** - ensuring our risk assessment records are simple and useful.

Planned Assurance (PA)

3.9 Planned assurance activities inform our approach and provide confidence and confirmation that our strategic approach to H&S management is delivering our aims and vision, H&S risks are being effectively controlled, and compliance is evidenced.

3.10 The objectives associated with this strategic theme include:

- **Monitor** - implementing leading and lagging key H&S performance indicators to monitor and measure standards and progression.
- **Audit and Review** - implementing a programme of H&S planned assurance activities at appropriate levels within the organisation, including the delivery of an audit programme.

4.0 Governance

4.1 Overall accountability for the management of H&S, leadership, standards, and performance rests with the Chief Executive and Management team (CMT). This Plan has therefore been approved and supported by CMT [27/03/24] and Council on [date].

4.2 Line managers have responsibility to ensure that the H&S Policies and arrangements are implemented throughout the organisation. Operational implementation of the Plan will be led by the Corporate Health & Safety team, overseen by the Environmental Health Manager who reports to the Head of Planning & Regulatory Services.

- 4.3 Implementation of the 3-year work plan ([Appendix B](#)) will be monitored and reviewed by the Corporate Health & Safety Committee. Progress will be reported quarterly to CMT and the Members annually.

Appendix A: Strategic objectives (start 2024 - 2027)

Leadership and culture: Commitment - Accountability - Role models			
No.	Action	Outcome	Collaborators
1.	Consult, draft, refine and present the Plan for endorsement. Issue, communicate, and monitor implementation.	CMT’s commitment and ownership is demonstrated. CMT have oversight of H&S developments.	CMT / HSC
2.	Identify H&S statutory and critical roles. Record this in a RACI (responsible, accountable, consulted, informed) matrix and issue.	Everyone (including Regulators) know who our Duty Holders and Responsible Persons are, and who is accountable for H&S critical functions.	HR&OD Safety critical roles Building Safety Assurance Manager Compliance & Governance
3.	Draft a CMT pledge, aligned with our expected behaviours and our H&S strategic aims. Publish the signed pledge with the revised version of the H&S Policy statement.	Commitment and ownership of H&S standards is documented, and expectations are clearly set.	CMT / HSC
4.	Design / source / deliver Safety Culture deep dive sessions to our managers and set a Safety Culture challenge.	Our managers have a deeper understanding of Safety Culture and how they can nurture it. Through this and the challenge, measurable improvements are achieved.	CMT / HSC

Communication and engagement: Communication - Collaboration - Information management

No.	Action	Outcome	Collaborators
5.	Agree a H&S comms plan detailing our communication timelines, mechanisms, and content (as per the Plan).	Plan implemented. Everyone is informed and has the ability and opportunity to engage via *Team meetings, briefings, toolbox talks, forums, workshops, deep dives, newsletters, intranet etc.	Communications, Marketing & Engagement HS SubGps / HSC
6.	Issue a revised H&S incident reporting protocol, enabling reporting via various means e.g., face to face, verbal, teams, Word. Communicate and train, as per Plan.	Barriers to reporting removed. Everyone has the ability and opportunity to report. An increase in no. of incidents reported and opportunities to improve risk management.	Team leaders & Supervisors HS SubGps / HSC
7.	Design and deliver a programme of H&S risk assessment workshops to promote collaboration, consistency, and share learning.	Programme delivered. Shared learning captured. Quality of risk assessments / controls improved.	CMT Team leaders HS SubGps / HSC
8.	Refresh and improve the H&S information provided to CMT.	CMT have timely oversight of any significant H&S challenges, and progress.	Business Transformation & Change CMT
9.	Review and refresh the presentation and content of H&S information on the intranet	Current, workable, and succinct H&S information is intuitively and easily accessible to everyone using IT	Business Transformation & Change Building Safety Assurance Manager
10.	Deliver and promote H&S initiatives (e.g., DSE & ergonomics / Work related Stress etc.) alongside related wellbeing initiatives, where there are connecting themes e.g., Back care; mental wellbeing etc.)	Everyone recognises the symbiosis between workplace H&S risk management, and wellbeing. Early intervention / prevention of harm re. risk assessment, as well as wellbeing, are promoted.	Wellbeing & Community HR & OD

Training, skills & competency: Standards - Provision - Records

No.	Action	Outcome	Collaborators
11.	Identify H&S competency standards for key H&S statutory and safety critical roles and functions. Record this in a training, skills and competency matrix and issue. Update yearly.	Issue matrix. Everyone (including Regulators) knows what our H&S Competency standards are and can plan to meet these.	HR & OD Building Safety Assurance Manager Compliance & Governance
12.	Review and refresh our Corporate H&S induction. Design and publish an e-learning module.	All staff receive appropriate induction, and this can be evidenced.	Chief Executive Officer HR & OD Team leaders
13.	Set clear standards and expectations for local H&S induction delivery.	Managers understand induction requirements and expectations, can plan to meet these, and evidence this.	HR & OD Team leaders / Supervisors HS SubGps / HSC
14.	Propose a plan to ensure that there is adequate provision and resilience re. the statutory 'H&S Competent person' function within the Council.	Now and in the future, managers have access to suitable and sufficient H&S advice from a competent person, in accordance with the Management of H&S Regs.	HR & OD
15.	Support the development and implementation of a H&S training plan, to meet identified needs.	Training and learning needs are met, and this can be evidenced.	HR & OD
16.	Explore options to work with our partners and neighbours to access training and learning provisions.	Potentially cost-effective / free training and learning deliveries, that enhance our provision for officers.	Contract managers and Partners Building Safety Assurance Manager

Assessing and controlling risks: Integrated - Beneficial - Recorded

No.	Action	Outcome	Collaborators
17.	Confirm our Corporate H&S risk profile and sources.	Heat map informs our priorities, work plan, deployment of resource and risk register.	Compliance & Governance Team leaders HS SubGps / HSC Building Safety Assurance Manager
18.	Publish a H&S management system manual, consolidating and communicating our approach.	H&S Manual provides a framework to hang our H&S risk management standards on; our standards and expectations are clear and visible.	HS SubGps / HSC
19.	Refresh our approach to risk assessment, including HAVs, Noise, COSHH, Manual handling etc. – and task risk assessment.	Team leaders understand how to apply risk assessment in practice; H&S improvement programmes are developed and implemented, with tangible benefits; Suitable records are kept. Compliance demonstrated.	Team leaders HS SubGps / HSC
20.	Develop a suite of generic risk assessment templates with controls / expected standards.	Clear standards and expectations for effectively managing common risks. A consistent approach.	Team leaders HS SubGps / HSC
21.	Review the occupational health surveillance offering to confirm it aligns with our risk profile / risk assessment requirements.	The offering includes the required statutory components, is accessed in line with risk assessment requirements, and evidence compliance.	HR & OD Team leaders Compliance & Governance
22.	Issue a revised H&S incident investigation protocol and deliver investigation workshops.	Causal themes are identified, and corrective / preventative actions are implemented, with lessons learned are shared. Injurious / damage related accidents rate falls.	Team leaders HS SubGps / HSC

Planned Assurance: Monitor - Audit - Review

No.	Action	Outcome	Collaborators
23.	Review, agree and implement H&S leading and lagging indicators.	Ownership of H&S standards and risks is demonstrated. Oversight of H&S performance to enable good practice to be recognised and shared and inform work planning.	CMT Compliance & Governance Business Transformation & Change
24.	Agree and implement a plan of H&S assurance activities including a programme of audits prioritising our inherently higher hazard Service deliveries and examining specific aspects of H&S risk management across all service areas.	Oversight of H&S performance to enable good practice to be recognised and shared and inform work planning.	Compliance & Governance
25.	Provide CMT with an annual summary report of progress on the delivery of the H&S programme of work, challenges and opportunities, and planned work.	Oversight of H&S performance to enable good practice to be recognised and shared and inform work planning.	CMT HSC
26.	Take a snapshot of our safety culture (a climate survey).	Identification of areas of positive culture, and areas requiring improvement, to inform work planning.	Communications, Marketing & Engagement Business Transformation & Change

Appendix B: Implementation programme (start 2024 - 2027)

KEY

Lead	Key contacts leading on the delivery: DF - Dee Fisher SE - Stephen Evans LK - Lyndsey Key
LC	Objective relating to Strategic theme - Leadership & Culture
CE	Objective relating to Strategic theme - Communication & Engagement
TSC	Objective relating to Strategic theme - Training, Skills & Competency
ACR	Objective relating to Strategic theme - Assessing & Controlling Risk
PA	Objective relating to Strategic theme - Planned Assurance

No.	Actions	Objective	Lead	Sponsor / Collaborator	Target dates (HSC)	Communication item	Training Plan item	Planned Assurance item
1.	Consult, draft, refine and present the Plan for endorsement. Issue, communicate, and monitor implementation.	LC	DF	Head of Planning & Regulatory Services	Yr 1	Yes		Yes
2.	Identify H&S statutory and critical roles. Record this in a RACI (responsible, accountable, consulted, informed) matrix.	LC	DF	Building Safety Assurance Manager	Yr 1	Yes	Yes	Yes
3.	Draft a CMT pledge, aligned with our expected behaviours and our H&S strategic aims. Publish the signed pledge and a revision of the H&S Policy statement.	LC	DF	Head of Planning & Regulatory Services	Yr 1	Yes		Yes

No.	Actions	Objective	Lead	Sponsor / Collaborator	Target dates (HSC)	Communication item	Training Plan item	Planned Assurance item
4.	Design / source / deliver Safety Culture deep dive sessions to our managers and set a Safety Culture challenge.	LC	DF	Snr Learning & OD Business Partner	Yr 3	Yes	Yes	Yes
5.	Draft a H&S comms plan detailing our communication timelines, mechanisms, and content (as per the Plan).	CE	SE	Snr Communications & Marketing Officer	Yr 1, 2, 3	Yes		
6.	Issue a revised H&S incident reporting protocol, enabling reporting via various means e.g., face to face, verbal, teams etc.	CE	SE	Corporate Governance & Compliance Manager	Yr 1	Yes	Yes	Yes
7.	Design and deliver a programme of H&S risk assessment workshops to promote collaboration, consistency, and share learning.	CE	DF	Corporate Governance & Compliance Manager	Yr 2	Yes	Yes	Yes
8.	Refresh and improve the H&S information provided to CMT.	CE	DF	Head of Planning & Regulatory Services	Yr 2	Yes		Yes
9.	Review and refresh the presentation and content of H&S information on the intranet.	CE	To be confirmed	Business Transformation & Change Service Manager	Yr 3	Yes		Yes
10.	Deliver and promote H&S initiatives (e.g., DSE & ergonomics / Work related	CE	DF/SE	Snr Learning & OD Business Partner	Yr 1, 2, 3	Yes		

No.	Actions	Objective	Lead	Sponsor / Collaborator	Target dates (HSC)	Communication item	Training Plan item	Planned Assurance item
	Stress etc.) alongside related wellbeing initiatives, where there are connecting themes e.g., Back care; mental wellbeing etc.							
11.	Develop H&S competency standards for key H&S statutory and safety critical roles and functions. Record this in a training, skills and competency matrix and issue. Update yearly.	TSC	SE	Snr Learning & OD Business Partner	Yr 2	Yes	Yes	Yes
12.	Review and refresh our Corporate H&S induction. Design and publish an e-learning module.	TSC	DF	Snr Learning & OD Business Partner	Yr 1	Yes	Yes	Yes
13.	Set clear standards and expectations for local H&S induction delivery.	TSC	SE	Snr Learning & OD Business Partner	Yr 1	Yes	Yes	Yes
14.	Propose a plan to ensure that there is adequate provision and resilience re. the statutory 'H&S Competent person' function within the Council.	TSC	LK/DF	Snr Learning & OD Business Partner	Yr 2			Yes
15.	Support the development and implementation of a H&S training plan, to meet identified needs.	TSC	DF/SE	Snr Learning & OD Business Partner	Yr 1, 2, 3	Yes	Yes	Yes

No.	Actions	Objective	Lead	Sponsor / Collaborator	Target dates (HSC)	Communication item	Training Plan item	Planned Assurance item
16.	Explore options to work with our partners and neighbours e.g., Contractors, Insurers, Suppliers, to access training and learning provisions.	TSC	To be confirmed	To be confirmed	To be confirmed			
17.	Confirm our Corporate H&S risk profile and sources.	ACR	SE	Corporate Governance & Compliance Manager	Yr 1	Yes		Yes
18.	Publish a H&S management system manual, consolidating and communicating our approach.	ACR	DF	Business Transformation & Change Service Manager	Yr 1	Yes		
19.	Refresh our approach to risk assessment, including HAVS / Noise / Manual handling / COSHH / Lone working and task RA.	ACR	DF	Head of Planning & Regulatory Services	Yr 2, 3	Yes	Yes	Yes
20.	Develop a suite of generic risk assessment templates with controls / expected standards.	ACR	DF/SE	Service Team Leaders (various)	Yr 2, 3	Yes		
21.	Review the occupational health surveillance offering to confirm it aligns with our risk profile / risk assessment requirements.	ACR	DF	Snr HR Business Partner	Yr 3	Yes	Yes	Yes

No.	Actions	Objective	Lead	Sponsor / Collaborator	Target dates (HSC)	Communication item	Training Plan item	Planned Assurance item
22.	Issue a revised H&S incident investigation protocol and deliver investigation workshops.	ACR	DF	Corporate Governance & Compliance Manager	Yr 2	Yes	Yes	Yes
23.	Review, agree and implement H&S leading and lagging indicators.	PA	SE	Business Trans & Change Service Manager	Yr 2, 3	Yes	Yes	Yes
24.	Agree and implement a plan of H&S assurance activities including inspections, dip sampling, and a programme of audits.	PA	DF	Corporate Governance & Compliance Manager	Yr 1, 2, 3	Yes		Yes
25.	Provide CMT with an annual summary report of progress on the delivery of the H&S programme of work, challenges and opportunities, and planned work.	PA	DF	Head of Planning & Regulatory Services	Yr 2, 3	Yes		Yes
26.	Take a snapshot of our safety culture (a climate survey).	PA	To be confirmed	Snr Communications & Marketing Officer	Yr 3	Yes		Yes