West Lancashire Borough Council

Health & Safety at Work

Health and Safety Policy and Procedures

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Health and Safety Strategic Plan 2017/2020

West Lancashire Borough Council
Corporate Health and Safety Unit
Leisure and Wellbeing
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1.0   Introduction

The Health and Safety Strategy 2017-20 has been developed to support the Council's aims and objectives as laid out in the Corporate Plan. The Health and Safety Strategy supports the strategic and operational management of the Council and looks to go beyond the traditional health and safety role of preventing harm. The Health and Safety Strategy commits the Council to continually improve the health and safety of its staff and any other person affected by its activities. The Health and Safety Strategy is not just about achieving compliance, but will assist in realising:

- Efficient, proactive and pragmatic ways of delivering health and safety
- A safe and healthy environment for staff and any other person affected by our activities
- A robust health and safety culture across the Council
- Effective means of protecting stakeholders, including staff and any other person affected by our activities from harm

The Health and Safety Strategy describes in broad terms what our approach to health and safety is and what we intend to do.

2.0   Background

All the Council's corporate objectives are more effectively realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved and all stakeholders are engaged.

Robust and comprehensive health and safety management underpins all the work of the Council including corporate strategy and planning. This is achieved by ensuring staff work in a safe and healthy environment, aware of responsibilities with regard to maintenance of their own and colleague's health and safety and the duty the Council has to safeguard health and safety.

Health and Safety Management, as with all aspects of the Council's operation, does not operate in isolation and is affected by the political and economic environment prevailing at the time. Deregulation and reduction in public spending, the emphasis on compensation and blame, the rapid development of new processes and systems all have an impact on health and safety management. Therefore achieving a safe working environment has to be dynamic, proactive and comprehensive yet pragmatic.

The Council must ensure that it complies with all health and safety legislation and requirements of enforcing authorities. The Council will continue to work with the Health and Safety Executive (HSE) and Fire Authorities to improve the standards of health, safety and wellbeing across the Council.

3.0   Developing Key themes and key performance indicators of the Strategy

The key challenge for this Strategy is how to build upon the progress made from previous strategies and further embed health and safety into the operations of the Council.

The ability to maintain the effectiveness of our health and safety management system gained through the significant progress achieved over the last few years is vital. The adoption of these key themes and performance indicators will support and enhance what has been achieved to date.

The decision to adopt this approach is the result of the collaborative approach the health and safety unit has adopted while working with the various service providers within the Council.

The themes will assist in achieving an improved balance between systems and behavioural aspects of management. In addition, it will ensure health and safety is an integral part of management generally rather than perceived as a

separate additional aspect.

3.1   Strategic Health and Safety Themes

Identified themes cover the following areas:

- Leadership and Management
- Competence
- Risk Management
- Health and Wellbeing
- Collaborative working

3.2   Leadership and Management

Successful health and safety management comes from the top of an organisation and health and safety leadership must also start here. Visible and active commitment from the Council, CMT, DMT's and managers to health and safety clearly demonstrate a commitment which will be embraced by other members of staff. Proactive management and ownership of health and safety is a clear indication of a positive health and safety culture.

The activities/key performance indicators necessary to promote this theme are:

1. Maintenance of an effective communication system through the Councils clear management structure
2. Continue to demonstrate that Health and Safety management is integrated in business decisions
3. Maintain the regular reviews of health and safety performance
4. Ensuring appropriate resources are provided allowing for effective management of health and safety
5. Ensuring all staff continue to receive appropriate induction and training
6. Ensure sufficient training and guidance is provided regarding leadership in health and safety
7. Ensure strategic health and safety aims are communicated and embedded throughout the Council

In order to achieve the above we will continue with our health and safety communication strategy with our progress illustrated by the actions on page 6 of this document.

3.3   Competence

Effective health and safety management requires competence at every level. Competence, in this context, is the ability for every member of staff to recognise the most foreseeable risks, particularly the serious risks, and have the ability to take steps to control them. For large and complex organisations, such as the Council, competence also means having health and safety practices, procedures and standards which are used consistently across the organisation.

The activities/key performance indicators necessary to promote this theme are:

1. Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector
2. Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors
3. Staff are aware of how to access competent advice
4. Use of appropriate risk management/risk assessment techniques across all directorates/service areas
5. Ensuring comprehensive training programs and opportunities are available to staff

The activities/key performance indicators necessary to support staff are:

1.   Extend the e-learning system to reflect training needs in relation to competence.
2.   Develop specific face-to-face training relating to specific risks

3.4   Risk Management

Effective and proportionate risk management should ensure both legal compliance and the safety of staff.

The activities/key performance indicators necessary to promote this theme and support staff are:

1.   Continue to proactively identifying all hazards across the Council
2.   Further improve the risk management framework to ensure effective use and adoption
3.   Ensure that health and safety is always an integral part of the planning and review processes at Council and also directorate/service area levels
4.   Ensure the effective implementation of the Councils fire safety management system and associated safety standards
5.   Develop a suite of lagging / leading health and safety performance indicators
6.   Ensure all aspects of the Council's activities is audited within the stated period
7.   Evaluate the effectiveness and suitability of existing risk management methodology
8.   Improve reporting, recording and investigation of accidents and incidents

3.5   Health and Wellbeing

Positive health and wellbeing can reduce absenteeism, improve physical fitness and mental alertness and as a result increase productivity.

The activities/key performance indicators necessary to promote this theme and support staff are:

1.   Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff
2.   Promote, encourage participation and support initiatives that enhance occupational health and wellbeing
3.   Improve the collection and understanding of ill-health and sickness absence data

3.5   Collaborative working

Successful health and safety management is a collective responsibility in which all members of staff must play a part. This responsibility must be embedded through clear demonstration of management standards.

The activities/key performance indicators necessary to promote this theme and support staff are:

1.   Develop initiatives to encourage collaborative working
2.   Ensuring appropriate communications channels exist for the dissemination of all health and safety information
3.   Ensure all aspects of the Council's activities is audited within the stated period
4.   Develop occupational health and safety system in accordance with ISO 45001 principles
5.   Evaluate the effectiveness and suitability of existing risk management methodology
6.   Improve reporting, recording and investigation of accidents and incidents

7. Maintain effective and efficient management and control of contractors.

4. Making it Happen

The main responsibility for health and safety of staff and visitors rests with the Chief Executive and Heads of Service. The day to day operational management of health and safety is delegated to senior managers, line managers and supervisors.

The Health and Safety Unit has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health and Safety Strategy.

The day-to-day management of health and safety is the responsibility of line managers but the Health and Safety Unit, in partnership with others, will work to enable and empower managers and others to actively manage health and safety with the same degree of expertise to the standards of other core business activities.

The Health and Safety Unit will work closely with all directorates and services, trades Unions and other stakeholders to promote ownership of health and safety across the Council and will develop the corporate health and safety action plan supporting this strategy.

During the first year of the plan (2017/18) we will be focusing on embedding and targeting risk, including:

i. Start of new internal safety audit program
ii. Introduction of e-learning programs
iii. Review of health and safety management system

For the period 2018/20, as well as ensuring that the above has been achieved and maintained, we will further develop our health and safety management system to ensure that it reflects the requirements of ISO 45001, the new International Standard for Occupational Health and Safety Management Systems.

5. Key roles and responsibilities

In order for this strategy to be effective management have certain roles and responsibilities:

Role	Responsibility
Chief Executive and Heads of Service	• Owner of health and safety strategy. • Review progress against plan • Ensure sufficient resources are allocated to achieve objectives
Directorates	• Ensure effective implementation of strategy within their sphere of influence • Report service/directorate progress against plan
Health and Safety Unit	• Monitor progress against plan • Report to CMT/CHSC

6. Action plan

Theme 1: Leadership and Management

Objective	KPI	Success indicator	Owner
1.1 Maintenance of an effective communication system through the Council's management structure.	Record of corporate and service health and safety meetings, publication of health and safety briefings.	Meeting are being held and accurate minutes are being kept. Regular publication dates are set and met for health and safety briefings. The publications will be released on a quarterly cycle or sooner should circumstances dictate.	HOS/HSU
1.2 Continue to demonstrate that Health and Safety management is integrated in business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that health and safety is being considered.	CMT/SENIOR MANAGERS
1.3 Maintain the regular reviews of health and safety performance.	Health and safety management audit programme in place and audit areas and proposed dates communicated to managers.	Successful completion of audit programme, six audits per year, and publication of all completed health and safety management audit findings.	HSU
1.4 Ensuring appropriate resources are provided allowing for effective management of health and safety.	Inclusion of appropriate health and safety consideration as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	CMT
1.5 Ensuring all staff continue to receive appropriate induction and training.	All new staff complete the health and safety induction programme.	Records of completed training are up to date and reported to management.	HSU/HR
1.6 Ensure sufficient training and guidance is provided regarding leadership in health and safety.	All senior managers complete safety for senior managers via e-learning package.	Records of training and guidance are up to date, with any additional training needs identified acted upon.	HSU/CMT
1.7 Ensure strategic health and safety aims are communicated and embedded throughout the Council.	Strategy communicated to Council community on approval.	Strategy is being communicated to all staff via health and safety briefings, online bite size training modules (Learning Pool). Successful interaction with staff to ensure that it is understood and effectively implemented.	HSU/CMT

Theme 2: Competence

Objective	KPI	Success indicator	Owner
2.1 Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector.	Development of health and safety competency matrix for each job category.	Progressive implementation of competency matrix.	HSU
2.2 Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.	Development and deployment of learning and development tools and information sources suited to the needs of all levels of staff within the Council.	Increased understanding and wide spread use of the learning and information resources provided, qualified by analysis of systems interaction and feedback.	HSU/CMT
2.3 Staff are aware of how to access competent advice.	Level of contact established between staff and the corporate health and safety unit.	Increased contact with HSU from staff at all levels within the Council.	HSU
2.4 Use of appropriate risk management/risk assessment techniques across all directorates/service areas.	Level of use of the health and safety risk management tools and forms provided by the HSU on the Health and Safety Gateway.	Increase in the number of appropriate HS forms used and submitted to the HSU. All submitted documents are archived and year on year cumulative comparisons analysed.	HSU
2.5 Ensuring comprehensive training programs and opportunities are available to staff.	Number of appropriate HS courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	HSU/HOS
2.6 Extend e-learning system to reflect training needs in relation to competence.	New modules developed and introduced.	Year on year increase in % of users accessing the e-learning system and the number of courses completed.	HSU
2.7 Develop specific face-to-face training relating to specific risks.	New modules developed and introduced.	Year on year increase in course availability, satisfaction and % passing.	HSU

Theme 3: Risk Management

Objective		KPI	Success indicator	Owner
3.1	Continue to proactively identifying all hazards across the Council.	Risk assessment programme developed and in place.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	HSU
3.2	Further improve the health and safety risk management framework to ensure effective use and adoption.	Increased user involvement in the development of the health and safety risk management framework.	Active user driven health and safety risk management programme.	HSU
3.3	Ensure that health and safety is always an integral part of the planning and review processes at Council and directorate/service area levels.	Documented evidence of the inclusion of relevant health and safety matters.	Evidence of the positive impact health and safety considerations have made during the processes.	HSU
3.4	Ensure the effective implementation of the Council's fire safety management system and associated safety standards.	Implementation of fire risk assessment programme for all Council owned buildings.	Fire risk assessment findings/recommendations effectively implemented.	HSU
3.5	Develop a suite of lagging / leading health and safety performance indicators.	Suite of indicators developed.	Staged introduction of indicators based on service area maturity levels.	HSU
3.6	Ensure all aspects of the Council's activities are audited within the stated period.	Areas audited according to audit plan.	Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	HSU
3.7	Evaluate the effectiveness and suitability of existing risk management methodology.	Evaluation carried out and improvements implemented.	Improved risk management framework evidenced.	HSU/ Directorates/ Service Areas
3.8	All service areas to carry out an annual risk assessment review.	Annual risk assessment review carried out by service managers between September and January.	All risk assessment reviews completed and documentation updated.	HSU/HOS
3.9	Improve reporting, recording and investigation of accidents and incidents.	All RIDDOR events reported and investigated.	Levels of reporting investigation noted. No adverse outcomes from enforcement agency follow-up.	HSU/ Directorates/ Service Areas

Theme 4: Health and Wellbeing

Objective		KPI	Success indicator	Owner
4.1	Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff.	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting/recording of occupational health and wellbeing issues.	HR/HSU
4.2	Promote, encourage participation and support initiatives that enhance occupational health and wellbeing.	Participation in WLBC'S wellbeing initiative.	Improved awareness by managers. Show year on year improvement for example by use of a general employee survey.	HSU
4.3	Improve the collection and understanding of ill-health and sickness absence data.	Standardised reporting and recording system introduced.	Levels of absence are reduced and proactively monitored.	HR/ HSU

Theme 5: Collaborative Working

Objective		KPI	Success indicator	Owner
5.1	Develop initiatives to encourage collaborative working.	Progress made establishing joint working between employee representatives, management and the Health and safety unit.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	TU/HSU
5.2	Ensuring appropriate communications channels exist for the dissemination of all health and safety information.	Increased take up of available health and safety resources.	Greater health and safety awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes.	HSU
5.3	Establish links with Council community to ensure health and safety awareness is embedded.	Quarterly update reports and annual meetings with managers.	Increased awareness and ownership of safety system evidenced, evidenced through health and safety management audits, risk assessment reviews etc.	HSU/ Directorates/ Service Areas
5.4	Utilise technological solutions to improve compliance monitoring and reporting arrangements.	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded.	HSU

5.5	Encourage effective working of Trade Union Safety Representatives.	Regular meeting with Trades Unions and effective consultation arrangements.	Evidence of engaged collaborative workforce evidenced by level of employee representation at health and safety committee meetings, participation in joint health and safety inspections.	HSU
5.6	Maintain effective and efficient management and control of contractors.	All contractors engaged by the Council have been subject to a health and safety management system/competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on the HS gateway. Effective co-operation and consultation maintain with contractors regarding WLBC expectations.	HSU/HOS