

# **EAST AYRSHIRE COUNCIL**

**CABINET – 19 MAY 2010**

## **REVIEW OF HEALTH & SAFETY ARRANGEMENTS – IMPROVEMENT PLAN PROGRESS**

### **Report By Depute Chief Executive/Executive Director of Neighbourhood Services**

#### **1. PURPOSE OF REPORT**

- 1.1** The purpose of this report is to provide details on progress made against the improvement plan that was developed to implement the conclusions and recommendations of the Ralston Review of the Council's health and safety arrangements.

#### **2. BACKGROUND**

- 2.1** At its meeting on 17 June 2009, Cabinet in considering and approving a report on the 2009/10 Corporate Health and Safety Action Plan was advised that Peter Ralston, Principal Consultant of Chalker Health and Safety was to undertake a review of certain aspects of the Council's health and safety arrangements. In particular, the review focused on compliance in key areas and assessed as a 'critical friend' the effectiveness of the current management arrangements for health and safety.
- 2.2** The final report was considered by Cabinet on 2 December 2009 and an improvement plan to address the recommendations of the review was approved. The review identified a number of key issues which required to be addressed to improve the effectiveness of the health and safety arrangements in place within the Council.
- 2.3** Also in accordance with the arrangements reported to Cabinet in June 2009, Peter Ralston returned in April 2010 to carry out a follow up of the review and assess progress made against the improvement plan. His findings will be presented to all Members at the Seminar arranged for this purpose being held immediately prior to the Cabinet meeting on 19 May 2010. These arrangements go beyond the outstanding remit for the report and plan to be submitted to the Governance and Scrutiny Committee, ensuring as it does that all members of the Council have the opportunity to hear from Peter Ralston.

#### **3. IMPROVEMENT PLAN**

- 3.1** The review recommended that strategic management responsibility for delivering on the Compliance Review and Critical Friend analysis along with the improvement plan was allocated to the Depute Chief Executive/Executive Director of Corporate Support for a period of 6-12 months. This has been achieved and the Depute Chief Executive and Health and Safety Manager have met weekly to monitor progress against the actions detailed and to consider operational matters.

- 3.2** Significant work has been undertaken since Cabinet approved the improvement plan on 2 December 2009. A copy of the plan detailing progress made against each action is attached as Appendix 1.
- 3.3** The improvement plan contains 52 actions, and as at 12 May 2010, 36 of these actions had been fully achieved, and a further 12 partially achieved. Those actions outstanding are due for implementation at a later date or were held pending subject to discussion with Peter Ralston during his follow up visit in April 2010. Further details are provided in Appendix 1.
- 3.4** Key elements of progress made against the recommendations are detailed in the paragraphs below.

#### Health and Safety Team

- 3.5** The Health and Safety Team are now located together at Holmquarry House, Kilmarnock. Weekly meetings of the full team take place on a Monday morning and weekly operational meetings take place between the Health and Safety Manager and Advisors. The role of the Health and Safety Co-ordinators has been developed and all members of the team are now working more effectively.

#### Safety Training for Staff

- 3.6** A training matrix which defines mandatory and optional training requirements by post has been completed for all Services within the Council. In addition, Health and Safety Advisors have identified key service areas requiring specific training and development and have instigated the necessary training courses. This has included Construction Skills Certification Scheme training for tradesmen and Site Management Safety Training for Asset Management Officers.
- 3.7** A training evaluation form has been developed for Health and Safety courses and this will be used to monitor the quality and suitability of courses and trainers and to ensure the random and periodic audits of courses. Executive Directors have been asked to notify Health and Safety of all courses delivered independently of the Health and Safety Section to ensure full coverage of monitoring and audits across the Council.

#### Incident Investigation and Procedure

- 3.8** A system for monitoring actions which should be taken after the conclusion of incident investigations has been set out as a work instruction and a reporting system has been developed to ensure that information is provided to senior management.
- 3.9** The Health and Safety section has developed a simple help/guidance sheet which sets out what services and value the Health and Safety Section can provide to assist operational management complete the actions identified following an investigation, and a number of Key Performance Indicators have been developed to assist in this.

### Working at Heights

- 3.10** Inspections by Senior Management are taking place on a monthly basis and by Health and Safety employees daily. Inspection and monitoring sheets with checklist, including safe working at height is completed and signed by the Officer undertaking the inspection. In addition, a specific, more detailed, working at heights checklist has been produced which can be used to assess whether work is being carried out safely.

### Occupational Stress

- 3.11** The Master Safety File Standard on Stress has been developed and is being rolled out across all areas of the Council, this will help managers to investigate current or potential stress issues within the Council and to advise and promote general solutions. Stress training has been developed for both managers and employees.
- 3.12** The Corporate Absence Monitoring Group continue to monitor absence across the Council on a monthly basis, including absence due to stress.

### Control of Contractors

- 3.13** A report to Cabinet on 21 April 2010 recommended the replacement of the approved list of contractors and adoption of the Contractors Health and Safety Scheme as a first stage contractor competency selector. A new system for monitoring Council Contractors has been developed following agreement of the above and consultation with key stakeholders.
- 3.14** Health and Safety now has access to Asset Management, Building and Works, Roads and Connaught information which details contractor work being undertaken, and Co-ordinators are now undertaking a fixed percentage of inspections as part of their weekly schedule.
- 3.15** As outlined at 3.6, Asset Management and Housing Asset Service Officers have completed a Site Management Safety Training Course, which helps to ensure that those sanctioning contractor work are properly trained.

### Development of Standard Operating Procedures

- 3.16** Risk Assessment Protocol Cards, which are a variation of the Standard Operating Procedure, have been produced and installed in the Personal Digital Assistants used by employees within the former Building and Works. Where there is no Standard Operating Procedure a template has been developed for employees to carry out Point of Work Risk Assessments.

### Performance Information

- 3.17** An extensive set of Key Performance Indicators (KPIs) has been developed which includes a range of indicators across the various headings detailed above. All information will be reported through the Council's Electronic Performance Management System.

#### **4. MANAGEMENT OF HEALTH AND SAFETY**

- 4.1** As referred to at paragraph 2.3 above, Peter Ralston carried out a follow up audit in April, the outcomes of which will be provided and presented by him to the Members Seminar prior to Cabinet on 19 May and to Cabinet. It will be one of his recommendations that the management of Health and Safety remains with the Executive Office, delegated to the Depute Chief Executive by the Chief Executive, and this is a conclusion with which the Corporate Management Team agrees. Accordingly, it is recommended to Cabinet that this arrangement continues and that the strategic management of the Service falls within the remit of the Depute Chief Executive, on behalf of the Chief Executive.

#### **5. POLICY AND LEGAL IMPLICATIONS**

Addressing the issues identified by the Ralston Review has strengthened the Council's arrangements in respect of meetings its statutory obligations to provide a safe and health working environment for its employees. In this respect it is also expected that Peter Ralston will recommend the development of a three year Health and Safety Road Map and furthermore this is also recommended to Cabinet.

#### **6. FINANCIAL IMPLICATIONS**

- 6.1** There are no financial implications arising from this report.

#### **7. CONCLUSIONS**

- 7.1** Significant work has been undertaken since 2 December 2009 to implement the recommendations of the Ralston review.

#### **8. RECOMMENDATION**

- 8.1** It is recommended that Cabinet:
- (i) notes the progress made in relation to the health and safety improvement plan;
  - (ii) requests the Depute Chief Executive to report on progress in 6 months;
  - (iii) requests that the Depute Chief Executive develop a three year Health and Safety Road Map, in accordance with the anticipated recommendation of Peter Ralston; and
  - (iv) agrees that strategic management of Health and Safety sits within the remit of the Depute Chief Executive.

**Elizabeth Morton**

**Depute Chief Executive/Executive Director of Neighbourhood Services**

**10 May 2010**

## **LIST OF BACKGROUND PAPERS**

1. Corporate Health and Safety Action Plan 2009/10 – Report to Cabinet 17 June 2009
2. Review of Health and Safety – Report to Cabinet 2 December 2009

Any person wishing to inspect the background papers relative to this report should contact Ian McArthur, Health and Safety Manager on Telephone Number (01563) 555532. Any person wishing further information should contact Elizabeth Morton, Depute Chief Executive/Executive Director of Neighbourhood Services on Telephone Number (01563) 576002.

***IMPLEMENTATION OFFICER: Elizabeth Morton, Depute Chief Executive/Executive Director of Neighbourhood Services.***

## EAST AYRSHIRE COUNCIL

## HEALTH AND SAFETY IMPROVEMENT PLAN

The improvement plan reflects recommendations made by Peter Ralston in his report on the Council's Health and Safety arrangements.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>SECTION 1 – COMPLIANCE REVIEW</b>					
<b>SAFETY TRAINING FOR STAFF</b>					
1.1	<b>Safety Training for Staff</b>	Training needs analysis to be undertaken to identify mandatory and recommended training criteria. Priority should be given to departmental needs on a risk based scale with the high risk areas and tasks being completed first.	Corporate Safety Advisors in conjunction with Departmental Learning & Development Officers	A	<b>Achieved</b> - This has been completed for all Services within the Council using the standard training matrix recommended at 1.2.
1.2	<b>Section 1 Compliance Review - Safety Training for Staff</b>	A standard training matrix should be designed for deployment across the Council. It should be easy to use and should include both mandatory and recommended criteria per job grade. Standard colour coding should be introduced.	Corporate Safety Advisors in conjunction with Departmental Learning & Development Officers	B	<b>Achieved</b> – Standard Training Matrix agreed for deployment across the Council. This has now been completed for all Services within the Council.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
1.3	<b>Section 1 Compliance Review - Safety Training for Staff</b>	Instigate a training course development programme and develop a H&S training provision within the H&S Section. This should include co-option of ad-hoc personnel as discussed above and identification of assets.	H&S Advisors	B	<p><b>Achieved</b> – Health and Safety Advisors have identified areas for development and instigated training courses. Within Building and Works and Asset Improvement the Trade Unions are assisting by providing Construction Skills Certification Scheme (CSCS Card) training. This scheme is a Construction Industry Standard. 283 employees have been identified for the scheme, with 135 completing the scheme to date.</p> <p>In addition, Site Management Safety Training has been identified as a necessary development area within the Asset Management Service and Housing Asset Service. 50 employees have been identified to undertake the course with 36 employees having completed it to date.</p> <p>Work will continue within the Health and Safety Section to utilise the same approach in other Departments.</p>

**APPENDIX 1**

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
1.4	<b>Section 1 Compliance Review - Safety Training for Staff</b>	Criteria for the design of courses should be developed.	H&S Advisors	B	<b>Achieved</b> - this has been completed and will be used in the development of future training. Developed as Work Instructions under ISO 9001:2009.
1.5	<b>Section 1 Compliance Review - Safety Training for Staff</b>	Milestones and project markers should be established to ensure delivery.	H&S Advisors	B	<b>Achieved</b> - as per 1.4 above. In addition, course presenters will be required to report training completed and attendee numbers as part of their monthly activity reporting to the H&S Manager. The H&S Manager will report on the measurement and review to the Head of HR as part of his monthly progress briefing. This will also include details of the percentage of training completed.
1.6	<b>Section 1 Compliance Review - Safety Training for Staff</b>	Delivery of the training needs programme should be a KPI measurable for the H&S Section & operational management.	H&S Manager	C	<b>Achieved</b> – An extensive set of KPIs have been developed which include a number of indicators in relation to training, reporting via the Electronic Performance Management System.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
1.7	<b>Section 1 Compliance Review - Safety Training for Staff</b>	A monitoring system to ensure quality & suitability of courses and trainers should be developed.	H&S Advisors	C	<p><b>Achieved</b> – A training evaluation form has been developed for Health and Safety courses for immediate and follow up evaluation.</p> <p>In addition, a memo was sent to Executive Directors on 4 February 2010 asking that they notify H&amp;S of all courses delivered, to ensure full coverage of monitoring and audits across the Council.</p>
1.8	<b>Section 1 Compliance Review - Safety Training for Staff</b>	Random and periodic audits of courses and feedback should be implemented.	H&S Manager	D	<p><b>Achieved</b> -- A training evaluation form has been developed for Health and Safety courses. This will be used to carry out random and periodic audits of course using the feedback from attendees.</p> <p>In addition, a memo was sent to Executive Directors on 4 February 2010 asking that they notify H&amp;S of all courses delivered, to ensure full coverage of monitoring and audits across the Council.</p>

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>INCIDENT INVESTIGATION AND PROCEDURE</b>					
2.1	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	H&S Manager to develop a SMART system to monitor actions to be taken after the conclusion of incident investigations. Intermediate Containment Measures (ICMs) and Permanent Corrective Measures (PCMs) should be included within the system.	H&S Manager	A	<p><b>Achieved</b> - Work to establish a system for monitoring actions to be taken after the conclusion of incident investigations has been completed. Procedures for recording incidents, etc and for investigations following receipt of Incident and Violence Report forms have been set out in work instructions.</p> <p>The performance indicators proposed include indicators designed to monitor implementation of actions identified from incident investigations.</p>
2.2	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	H&S Manager to develop a monthly report for circulation to senior management that would include outstanding actions and progress against SMART targets.	H&S Manager	B	<p><b>Achieved</b> - A reporting system has been developed for providing information to senior management. The report contains information on investigations and follow ups.</p>
2.3	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	H&S Section to incorporate SMART system into H&S Section periodic audit cycle.	H&S Manager	C	<p><b>Achieved</b> - The current Audit Plan which is in place has been amended to include SMART measures.</p>

**APPENDIX 1**

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
2.4	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	H&S Manager to develop a system for internal monitoring of allocation of H&S personnel to assist departments for use-monitoring & statistical collection purposes.	H&S Manager	C	<b>Achieved</b> - H&S Section are now using a joint electronic diary giving clear visibility of activities which assists in the effective management and deployment of staffing resources. The H&S Manager is monitoring activity in order to inform future resource needs.
2.5	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	Senior management to consider implementing the meeting of SMART targets as a departmental measurable.	Executive Directors	C	<b>Partly Achieved</b> – An extensive set of KPIs have been developed which include a number of indicators for senior management in relation to incidents and incident investigation.
2.6	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	H&S Section to develop a simple help/guidance sheet on what services and value the H&S Section can provide to assist operational management complete SMART actions.	H&S Manager	D	<b>Achieved</b> – a guidance sheet has been developed outlining what service and value the H&S Section can provide.
2.7	<b>Section 1 Compliance Review - Incident Investigation and Procedure</b>	Sectional KPI's should be agreed and should be reported through the Council's Electronic Performance Management System.	H&S Manager	D	<b>Partly Achieved</b> – An extensive set of KPIs have been developed which include a number of indicators for senior management in relation to incidents and incident investigation.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>WORKING AT HEIGHTS</b>					
3.1	<b>Section 1 Compliance Review - Working at Heights</b>	Random inspections by management and H&S Section to continue to be undertaken.	H&S Coordinators	A	<b>Achieved</b> - inspections by Senior Management are taking place on a monthly basis and by Health and Safety Section daily. Inspection/Monitoring sheets with checklist, including safe working at heights, are completed and signed by Inspector.
3.2	<b>Section 1 Compliance Review - Working at Heights</b>	Development of an indicator for Working at Heights to be undertaken by the H&S Manager.	H&S Manager	B	<b>Achieved</b> - a check list has been produced to assist which will allow anyone auditing Working at Height to complete it. This then ascertains if the work is being carried out safely. The proposed suite of indicators, includes indicator to monitor completion/compliance with checklist.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
3.3	<b>Section 1 Compliance Review - Working at Heights</b>	H&S Section to develop a communications campaign to ensure ongoing compliance.	H&S Manager	D	<b>Achieved</b> – A Communications campaign has been finalised with the production of a range of posters highlighting the dangers of working at height. In addition, the Depute Chief Executive, Health and Safety and relevant Heads of Service have held one hour sessions with managers and supervisors from Building and Works, Asset Improvement, Roads, Cleansing and Outdoor Amenities to highlight the need to supervise contractors this included general supervision and working at heights.
<b>OCCUPATIONAL STRESS</b>					
4.1	<b>Section 1 Compliance Review - Occupational Stress</b>	Consideration to be given to the H&S Section developing a Stress working committee to help investigate current or potential stress issues within EAC and to advise and promote general solutions.	Depute Chief Executive/Executive Director of Corporate Support H&S Manager	C	<b>Achieved</b> - Master Safety File Standard on Stress has been developed and is being rolled out across the Council following the release of the Standard on Stress to facilitators at a session on 19 February. Stress training has been developed for managers and employees.  Refer also to 4.2 below.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
4.2	<b>Section 1 Compliance Review - Occupational Stress</b>	Corporate Absence Monitoring Group to continue examining absences.	Depute Chief Executive/Executive Director of Corporate Support	C	<b>Achieved</b> - this group meets on a monthly basis and Stress is a standing Agenda item under statistics, with reports to Corporate Management Team each reporting period when a line by line review on stress has been undertaken.
<b>CONTROL OF CONTRACTORS</b>					
5.1	<b>Section 1 Compliance Review - Control of Contractors</b>	The H&S Section to develop a system for contractor management, including; official forms; perimetary requirements as needed; audit actions for deviation including tolerance levels and process flow for issuing of enforcement actions.	H&S Manager	A	<p><b>Partly Achieved</b></p> <p>(a) A draft Health and Safety Performance Standard for Control of Contractors has been prepared following meetings with key stakeholders. This can only be completed following completion of part (b) detailed below.</p> <p>(b) A report has been agreed by CMT and was approved by Cabinet on 21 April 10. The report recommended the replacement of the approved list of contractors and adopting the use of The Contractors Health and Safety Assessment Scheme (CHAS) as a first stage contractor competency selector.</p> <p>Completion – Implementation will be end September 2010</p>

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
5.2	<b>Section 1 Compliance Review - Control of Contractors</b>	An inclusion of Control of Contractors system in the Master Safety File (MSF).	H&S Manager	A	<b>Partly Achieved</b> - When system is approved it will be included in the Council's Master Safety File. This will be submitted to CMT in June 2010 for consideration.
5.3	<b>Section 1 Compliance Review - Control of Contractors</b>	Operational management to submit planned contractor work to the H&S Section weekly. Arrangements should be made to include notification for emergency works.	Executive Directors H&S Manager	A	<b>Achieved</b> - Current arrangements are in place and have been augmented by the provision of a shared data base with Asset Management and access to the Building and Works database and Roads and Connaught information. In addition, the CDM Co-ordinator and Asbestos Team have been relocated with the Health and Safety Team.
5.4	<b>Section 1 Compliance Review - Control of Contractors</b>	H&S Manager to ensure Co-ordinators to have assigned a fixed percentage of contractor inspections as part of their weekly works schedule. H&S Advisors to administer the system on a weekly basis.	H&S Manager	A	<b>Achieved</b> - Current arrangements have been reviewed and refined. Co-ordinators are now undertaking a fixed percentage of inspections as part of their weekly schedule and arrangements are administered by H&S Advisors.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
5.5	<b>Section 1 Compliance Review - Control of Contractors</b>	Executive to consider introduction of an 'improvement notice' system, applicable to contractors and Council departments to ensure compliance and continual improvement.	H&S Manager	B	<b>Achieved</b> – System for issuing improvement notices already in operation.
5.6	<b>Section 1 Compliance Review - Control of Contractors</b>	H&S Manager to devise an internal H&S Section system & guidelines for the issuing of enhanced enforcement actions.	H&S Manager	B	<b>Partly Achieved</b> - Refer to Item 5.1
5.7	<b>Section 1 Compliance Review - Control of Contractors</b>	H&S Manager to devise measurables for contractor compliance, coordinator inspections and issuing of enforcement notices.	H&S Manager	B	<b>Partly Achieved</b> - Refer to Item 5.1

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
5.8	<b>Section 1 Compliance Review - Control of Contractors</b>	The H&S Section to develop a training programme for those sanctioning contractor work, with emphasis on H&S methodology, policy, risk assessment & method statement assessment. This should include a thorough comprehension assessment at course end.	H&S Advisors H&S Manager Appropriate Departmental Senior Management	B	<b>Achieved</b> - H&S Advisors have reviewed the certificated courses available and have made recommendations on the most suitable course for this group of employees.  A 5 day course has been completed over 10, 17, 24 and 31 March and 7 April at Council Chambers, Lugar. Asset Management and Housing Asset Service officers have attended training and this makes 36 out of 50 identified persons trained.
5.9	<b>Section 1 Compliance Review - Control of Contractors</b>	Process maps to be devised for choosing, maintaining and dismissing contractors.	H&S Manager	C	<b>Partly Achieved</b> - Refer to Item 5.1
<b>VEHICLE CONTROL &amp; MOVEMENT</b>					
6.1	<b>Section 1 Compliance Review - Vehicle Control &amp; Movement</b>	The Council should review the provision of in house driver training to identify any gaps and implement appropriate actions to address those gaps.	H&S Advisors along with relevant Service managers	C	<b>Partly Achieved</b> – The Council’s vehicle policy has been reviewed, and a final draft completed, and this is now subject to consultation with Trade Unions prior to submission to Cabinet.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
6.2	<b>Section 1 Compliance Review - Vehicle Control &amp; Movement</b>	Consideration to be given to identifying workers who drive in excess of 2-3 hours per day. Employees identified should keep a driving hours log for inspection by the H&S Section.	All Employees H&S Coordinators	D	<b>Achieved</b> - vehicle logs are currently in use for those using Council Vehicles and are being audited. Although times are not shown, the mileage undertaken in each vehicle each day can be calculated from the odometer readings recorded.
<b>SECTION 2 – CRITICAL FRIEND ANALYSIS</b>					
<b>SENIOR MANAGEMENT INFORMATION</b>					
1.1	<b>Section 2 Critical Friend Analysis - Senior Management Information</b>	Safety Manager to establish a set of measurable achievements and outcomes for all departments.	H&S Manager	A	<b>Partly Achieved</b> - Current statistical provision has been reviewed with a view to refining data collection, collation and analysis. Tolerance levels and targets are now being set and all indicators will be reported through the Electronic Performance Management System.
1.2	<b>Section 2 Critical Friend Analysis - Senior Management Information</b>	In conjunction with 1.1 above, H&S measurables should contain both proactive and reactive indicators to develop an holistic view of Council H&S performance.	H&S Manager	A	<b>Partly Achieved</b> - Current statistical provision has been reviewed with a view to refining data collection, collation and analysis. Tolerance levels and targets are now being set. This includes both proactive and reactive measurables.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
1.3	<b>Section 2 Critical Friend Analysis - Senior Management Information</b>	H&S Section to develop user friendly visual indicators for 1.2 above, suitable for interpretation by non-H&S professionals (traffic lights system).	H&S Manager	B	<b>Partly Achieved</b> - Current statistical provision has been reviewed with a view to refining data collection, collation and analysis. Indicators reported will be included within the Electronic Performance Management Scorecards for the Chief Executive/Executive Directors/Heads of Service and Senior Managers.  Completion – end June 2010
1.4	<b>Section 2 Critical Friend Analysis - Senior Management Information</b>	Some thought should be given to developing a cost analysis system for incidents and near-misses across the Council.	H&S Manager	C	Discussed with Peter Ralston during visit week commencing 19 April 2010.  A separate report on this matter will be submitted to the Chief Executive and to the next quarterly meeting of the Chief Executive's Health and Safety Strategy Group.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>DEVELOPMENT OF STANDARD OPERATING PROCEDURES</b>					
2.1	<b>Section 2 Critical Friend Analysis - Development of Standard Operating Procedures</b>	H&S Section should undertake a programme to help Operational Management develop Standard Operating Procedures, where necessary.	H&S Manager H&S Advisors	A	<b>Achieved</b> - Risk Assessment Protocol Cards (RAP), which are a variation of the Standard Operating Procedure, have been produced and issued to all employees within Building & Works. These have been installed on the Personal Digital Assistants (PDA) used by operators in B&W.  This methodology is being rolled out across all departments that require them.
<b>POINT OF WORK RISK ASSESSMENTS</b>					
3.1	<b>Section 2 Critical Friend Analysis - Point of Work Risk Assessments</b>	H&S Section should undertake a programme to help Operational Management develop Point of Work Risk Assessments where necessary.	H&S Manager	B	<b>Achieved</b> - Where there is no Standard Operating Procedure a Point of Work Risk Assessment has been developed and this can be accessed through an employee's supervisor, these have been installed on the PDA.s used in the Housing Asset Service. Training to undertake Point Of Work Risk Assessments will be provided through the arrangements outlined in Section 1.1 above. Toolbox Talks have been written to take this forward.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>GENERAL RECOMMENDATIONS – HEALTH AND SAFETY SECTION</b>					
<b>TEAM BUILDING</b>					
4.1.1	<b>Section 2 Critical Friend Analysis - Team Building</b>	Placement of H& S team in one area.	Depute Chief Executive/Executive Director of Corporate Support	A	<b>Achieved</b> –all Health and Safety team members are located in Holmquarry House, Kilmarnock.
4.1.2	<b>Section 2 Critical Friend Analysis - Team Building</b>	Weekly H&S meeting with full team to be scheduled.	H&S Manager	A	<b>Achieved</b> – Weekly meetings with full team now in place. These are informal and are held first thing every Monday morning.
4.1.3	<b>Section 2 Critical Friend Analysis - Team Building</b>	Weekly operational meeting with H&S Advisors to be scheduled.	H&S Manager	A	<b>Achieved</b> - Weekly operational meetings now in place.
4.1.4	<b>Section 2 Critical Friend Analysis - Team Building</b>	Team building exercise including role clarification to be carried out.	H&S Manager OD Manager	A	While proposals for a team building exercise are under development, implementation has been deferred pending the filling of the Health and Safety structure.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
<b>JOB ROTATION</b>					
4.2.1	<b>Section 2 Critical Friend Analysis - Job Rotation</b>	Health & Safety Section team members, in particular the Co-ordinators, should be rotated into various areas of the Council on a 2-3 yearly basis.	H&S Manager in conjunction with Departmental Learning & Development Officer	C	<b>Partly achieved</b> - this has started with the rotation of 2 health and safety co-ordinators and 1 adviser. Further rotation of team members will be carried out during 2010/2011.
<b>HEALTH &amp; SAFETY ADVISORS</b>					
4.3.1	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Advisors</b>	Advisors to develop a system for presenting to H&S Manager project milestones, resource expectations and timescales.	H&S Advisors	B	Discussed with Peter Ralston during his visit week commencing 19 April 2010 and will be held pending until the health and safety structure is filled.
4.3.2	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Advisors</b>	Advisors to begin to duplicate functions across all areas of responsibility.	H&S Manager	B	<b>Achieved</b> – job descriptions have been reviewed by the Health and Safety Manager.
<b>HEALTH &amp; SAFETY CO-ORDINATORS</b>					
4.4.1	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Co-ordinators</b>	Co-ordinators to be developed into a more 'front-line' position.	H&S Manager	B	<b>Achieved</b> - The role of the Health and Safety Co-ordinator has been enhanced through the review of the job description and revised additional arrangements.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
4.4.2	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Co-ordinators</b>	Development of Co-ordinator responsibilities and KPI's to be undertaken by H&S Manager and Advisors.	H&S Manager	B	<b>Achieved</b> - See 4.4.1 in respect of Co-ordinator responsibilities.
4.4.3	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Co-ordinators</b>	Consideration to be given to expanded Co-ordinator powers of enforcement and audit.	H&S Manager	B	<b>Achieved</b> - This will be covered in the review of job descriptions along with the consideration of the introduction of an improvement notice system as outlined in recommendation Section 1, 5.5.
4.4.4	<b>Section 2 Critical Friend Analysis - Health &amp; Safety Co-ordinators</b>	Specialised Co-ordinator roles to be absorbed by Advisor to free up personnel	H&S Manager	B	<b>Achieved</b> - This has been addressed in the review of the Co-ordinator and Advisors job descriptions and the review of administrative support within the section.
<b>FURTHER RECOMMENDATIONS</b>					
5.1	<b>Section 2 Critical Friend Analysis - Further Recommendations</b>	Strategic management responsibility for delivering on Compliance Review and Critical Friend analysis along with the Improvement Plan be allocated to the Depute Chief Executive/Executive Director of Corporate Support for an interim period of 6 – 12 months	Depute Chief Executive/Executive Director of Corporate Support	A	<b>Achieved</b> - Agreed by Cabinet on 2 December 2009 as part of the overall improvement plan.

No	Section	Recommendation/Action	Lead Officer	Priority – Timescale (A= Highest – D = Lowest)	Progress / Target date
5.2	<b>Section 2 Critical Friend Analysis - Further Recommendations</b>	The Chief Executive should introduce a specific award for health and safety achievement within the Council.	H&S Manager	B	<b>Achieved</b> - A report containing proposals for the recognition of health and safety achievement was considered at the first quarter meeting of the Chief Executive's Health and Safety Strategy Group (16 February 2010) and it was agreed that this proposal be included in the wider review of employee recognition.
5.3 (a)	<b>Section 2 Critical Friend Analysis - Further Recommendations</b>	Consideration should be given to the appointment of two additional Health and Safety Coordinators to ensure the workload of the section is achieved and that service to the Council is delivered at a premier level.	Depute Chief Executive/Executive Director of Corporate Support	-	This will be reviewed after completion of the Health and Safety Improvement Plan.
5.3 (b)	<b>Section 2 Critical Friend Analysis - Further Recommendations</b>	Consideration should be given to reviewing administrative provision within the H&S Section.	Depute Chief Executive/Executive Director of Corporate Support	-	<b>Achieved</b> – Administrative provision has been reviewed and options are currently under consideration.