

# EAST AYRSHIRE COUNCIL

## GOVERNANCE AND SCRUTINY – 1 APRIL 2011

### HEALTH AND SAFETY ROADMAP

#### Report by the Depute Chief Executive/Executive Director of Neighbourhood Services

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

- 1.1 The purpose of this report is to submit to the Governance and Scrutiny Committee the vision for health and safety within the Council and to set out the means by which the vision can be achieved thereby ensuring a record of workplace health and safety that reflects our position as an exemplar Scottish local authority. The elements which will deliver this vision are referred to as the Health and Safety Roadmap.
- 1.2 The provision of effective and proactive employee safety and welfare will reduce the costs to the authority of absence due to injury and ill health and will ensure the effective use of both human and capital assets in delivering services to the people of East Ayrshire.

#### **2. BACKGROUND**

- 2.1 Cabinet at its meeting on 23 February 2011 considered and approved a report by the Depute Chief Executive/Executive Director of Neighbourhood Services on the Review of Health and Safety which had been carried out by Peter Ralston. In approving the report on the Review of Health and Safety, Cabinet remitted the Depute Chief Executive/Executive Director of Neighbourhood Services to bring forward a report on the Health and Safety Roadmap to both Cabinet and Governance and Scrutiny Committee.
- 2.2 Cabinet at its meeting on 23 March 2011 considered and approved a report by the Depute Chief Executive/Executive Director of Neighbourhood Services on the Health and Safety Roadmap. In accordance with the previous decision of Cabinet on 23 February 2011 the matter is submitted to the Governance and Scrutiny Committee for its consideration.
- 2.3 The Health and Safety Roadmap is based upon the principle of deploying resources where they will have the greatest impact on improving the health and safety culture of the Council. The Roadmap takes account of issues which were raised during the review of the Council's health and safety arrangements carried out by Peter Ralston, Critical Friend.
- 2.4 The Health and Safety Roadmap sets the context within which day to day operational activities take place. It recognises the need to have in place arrangements at corporate level which identify strategic issues such as well-being and attendance as well as environmental and ergonomic factors.

### **3. THE VISION AND STRATEGIC AIMS**

3.1 The Vision and Strategic aims are set out below: -

#### THE VISION

3.2 The Council's Vision for Health and Safety is to place health and safety at the centre of all we do and to achieve a workplace record for health and safety that reflects our position as an exemplar local authority.

#### THE STRATEGIC AIMS

3.3 The Council's Strategic Aims in respect of health and safety are: -

3.3.1 To protect people by the provision of appropriate information and advice in particular:

- For managers to be supported by occupational safety and health professionals, to protect people's wellbeing at work by ensuring that risks in the changing work environment are properly controlled;
- Maintain a Policy for the Health, Safety and Welfare at Work of employees and those other persons who may be affected by the activities, operations and statutory undertakings of the authority;
- Maintain and keep under review Master Safety File Standards to direct the authority to the means necessary to achieve statutory compliance;
- Maintain matrices of training needs for all employees that will maintain the competence of individuals to effectively and safely complete those tasks to which they are assigned.

3.3.2 To promote and ensure goal setting that is linked to enhancing the implementation of the safety management system, whilst influencing all parts of the authority to embrace high standards of health and safety and to recognise the social and economic benefits which derive from that in the context of the Community Plan.

3.3.3 To engage the workforce to ensure they are fully involved and engaged with the process, ensuring risks to employees and other persons as well as the organisation are properly managed.

3.3.4 To maximise the use of resources to deliver the vision, including in appropriate circumstances through shared services.

3.3.5 To proactively address new and emerging work-related health issues whilst developing new ways of revitalising an effective health and safety culture, in an environment of change, which enables managers to undertake their role and responsibilities effectively; and

3.3.6 To exemplify best practice in managing resources within the public sector and achieve higher levels of recognition and respect for the integration of health and safety into the Business and Community Planning processes.

#### **4. STRATEGIC THEMES AND SUPPORT**

4.1 Working in partnership with others, we will develop strategies to enable a safer, stronger and healthier workforce by focusing activities on: -

4.1.1 Injury reduction;

4.1.2 Attendance Management;

4.1.3 Reducing work related ill health;

4.1.4 Creating a positive health and safety culture;

4.1.5 Management Arrangements.

4.2 Key to delivering these strategic themes will be by directing appropriate support to managers and others in a timely manner.

#### **INJURY REDUCTION**

4.3 A number of areas for action have been identified here as follows: -

4.3.1 **RISK ASSESSMENT** – Assessing risk is the proactive consideration of buildings, activities and services and the implementation of safe working practices so that risks are effectively managed. Trained Assessors within Services will develop and review assessments at appropriate intervals not exceeding three years;

4.3.2 **VIOLENCE & AGGRESSION** – All employees engaging with the public will be provided with training in defusing aggressive situations and furthermore, unacceptable behaviour towards employees will not be tolerated and may result in a withdrawal of services. In addition, all public building reception counters will be designed to protect employees from physical assault;

4.3.3 **FIRE RISK ASSESSMENTS** – Fire Risk Assessments will be carried out by the Health and Safety Section on all Public buildings under the control of the authority by September 2011. Unless subject to a licence or other significant requirement, each premises will be subject to a review at intervals not exceeding two years;

4.3.4 **LEGIONELLA BACTERIA** – In reviewing contracted services and the appointment of new Competent Persons, the service review will consider the most appropriate provision to ensure the continued protection of building users from risks associated with legionella bacteria. This review will be completed by September 2011;

4.3.5 **MANAGEMENT OF CONTRACTORS** – Managing contractors will be in accordance with rules of the contract however the Corporate Safety

Section also has the delegated authority of the Chief Executive to instruct the cessation of operations in part or whole. Unannounced visits to premises and contracts will be a regular feature of service personnel and members of the Health and Safety Section.

- 4.3.6 ACCIDENTS/INCIDENTS – accident/ incident reduction will be effected through sound management systems, accurate monitoring and analysis of statistics, the provision of safe systems of work and through effective, targeted training. Specifically training will focus on key areas such as working at height and driving and related road risk.

#### ATTENDANCE MANAGEMENT

- 4.4 This strategy ensures that the departments work closely with colleagues in Human Resources to support attendance at work and reduce incidental and longer term absence by: -
- 4.4.1 Involving the workforce through appropriate training in assessment techniques, enabling them to undertake risk and other workplace specific assessments or by working in focus groups for specific projects;
- 4.4.2 Providing accessible advice and support to include notable campaigns and national events that impact upon the authority, and greater access to professional services with the employment of 'Help Line' initiatives;
- 4.4.3 Programmed training for managers and employees to ensure they are able to respond to the changes in business needs as well as seasonal shifts and employment patterns.
- 4.4.4 Providing appropriate support and advice through Healthy Working Lives activities.

#### ILL HEALTH REDUCTION

- 4.5 Ill health results from the highly individual and complex interaction of physical, psychosocial and personal factors. The objective is to provide the most appropriate range of interventions and to help the employee manage their own health. To this end, we will: -
- 4.5.1 Support and further develop the Occupational Health service to provide proactive interventions including audiometric assessment, hand, arm vibration assessments and involvement in health publicity campaigns;
- 4.5.2 Support Services in training selected employees in Display Screen Assessment to promote better health and posture at workstations in the workplace;
- 4.5.3 Provide training for managers and employees in recognising and managing stress positively, whether the source is work related or personal.

#### CREATING A POSITIVE HEALTH AND SAFETY CULTURE

- 4.6 The Policy for Health, Safety and Welfare at Work sets out the management arrangements for implementing effective health and safety within the Council. The Policy is reviewed annually to ensure that it reflects any changes that may have been made to the legislative framework, management structures within the Council and reflects best practice.
- 4.7 The arrangements for implementing the Policy for Health, Safety and Welfare at Work are contained within the Master Safety File as individual Standards. Compliance with the Standards will demonstrate compliance with the relevant statutory provisions. The Master Safety File will be reviewed as part of the annual review of the Policy for Health, Safety and Welfare at Work.
- 4.8 Developing a positive Safety Culture to meet the needs of a progressive changing organisation will require Departmental Safety Action Plans to be developed in line with the Health and Safety Roadmap and reported to strategic monitoring groups. Annual Plans should set challenging, achievable targets that move the organisation steadily forward to achieving the Vision of a culture with health and safety considerations being the cornerstone of business decisions.
- 4.9 Engaging employees in national campaign events and memorial days will increase awareness of workplace health and safety issues and reinforce the importance that the Council places upon health and safety as being central to effective service delivery. Both this engagement activity and the actions set out in 4.8 above build on the positive employee views of health and safety reflected in responses in the 2008 Employee Attitude Survey.

#### MANAGEMENT ARRANGEMENTS

- 4.10 The Management Arrangements will be the means by which the professional services are considered under continual improvement. This will first involve the auditing of Departments safety performance and the effective implementation of the Policy for Health, Safety and Welfare at Work.
- 4.11 Reviewing the operational efficiency of core services and reporting will begin with the implementation of an electronic incident reporting system. The selected system will have additional elements that can be considered for adoption at a later time.
- 4.12 To develop professional employees in all aspects of Council services and activities whilst improving the response to service needs, a 'Help Desk' approach is to be considered. Departments will retain a Lead Adviser with general enquiries being responded to on a priority need.
- 4.13 Working with Shared Services will remain an option with consideration to validation of audit results between neighbouring authorities, allowing also for benchmarking of services and performance.

## **5. THE ROADMAP**

- 5.1 The Roadmap, which is attached as Appendix 1, sets out how the vision and strategic aims will be met. This Roadmap is expected to develop with the business needs of the authority for the period 2011 to 2014.

## **6. LEGAL AND POLICY IMPLICATIONS**

- 6.1 Implementation of the Roadmap will assist in demonstrating compliance with the statutory duties placed upon the authority under the Health and Safety at Work etc. Act 1974 and its relevant statutory provisions.
- 6.2 Implementation will also support the requirements of the Policy for Health, Safety and Welfare at Work by ensuring the regular review of management information, the identification of appropriate training and the provision of a work environment that is safe and without significant risk.

## **7. RECOMMENDATIONS**

- 7.1 It is recommended that the Governance and Scrutiny Committee:-
- (i) considers and notes the content of the Health and Safety Roadmap attached as Appendix 1 to this report;
  - (ii) notes that the Depute Chief Executive/Executive Director of Neighbourhood Services will submit progress reports on a quarterly basis to the Committee; and
  - (iii) otherwise notes the content of this report

**Elizabeth Morton**

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

**24 March 2011**

### **LIST OF BACKGROUND PAPERS**

1. Report by the Depute Chief Executive/Executive Director of Corporate Support on Review of Health and Safety – Cabinet 2 December 2009.
2. Report by the Depute Chief Executive/Executive Director of Neighbourhood Services on the Health and Safety Roadmap – Cabinet 23 March 2011.

Implementation Officer: Elizabeth Morton, Depute Chief Executive/ Executive Director of Neighbourhood Services

## EAST AYRSHIRE COUNCIL ROADMAP FOR HEALTH AND SAFETY

AIM	REQUIREMENT	ACHIEVEMENT	TARGET	PERFORMANCE INDICATOR	STATUS
<b>INJURY REDUCTION</b>					
1	Complete Fire Risk Assessments for all non domestic property occupied by authority personnel.	Completion of initial Fire Risk Assessment by Corporate Safety Section.	October 2011	Confirm premises against Asset Improvement Service list	●
				Monthly reporting by Corporate Safety Section to Departmental Management Teams	
	Quarterly reporting to Cabinet by Health & Safety Manager	October 2011	Monthly reporting by Corporate Safety Section to Departmental Management Teams	●	
	Quarterly reporting to Cabinet by Health & Safety Manager				
2	Identification of individual employees with a 'Safety Critical' role.	Management teams working with Corporate Safety Section to confirm employees with Safety Critical role.	October 2011	Fire Wardens, First Aiders, Risk Assessors, etc. Identified within Training Matrix and Plan	●
<b>ATTENDANCE MANAGEMENT</b>					
3	Develop and maintain a competent workforce.	Management teams with support from Human Resources will review their matrices for accuracy and adequacy.	October 2011	Training Plan for Service agreed.	●
		Management teams will develop Training Plan including all safety critical roles and refresher training needs.	May 2011	Monthly reporting at Departmental Management Team by Heads of Service.	●
<b>REDUCING WORK RELATED ILL HEALTH</b>					
4	Identification of individual employees engaged in general and DSE assessor roles and those engaged in Focus type employee groups.	Employees trained and nominated as Assessors.	October 2011	Employees identified within Training Matrix and training Plan.	●
5	Carry out audits of workplace or employee groups using Stress Management Tool	Management teams to identify those areas for implementation of Stress Management Tool.	April 2011	Departmental Management Team minutes to record outcomes.	●
<b>CREATING A POSITIVE HEALTH AND SAFETY CULTURE</b>					
6	Review Safety Policy document annually to ensure it remains suitable and sufficient and an accurate reflection of the organisation.	Corporate Safety Section to review Policy document February each year.	Annual	Cabinet report each March by Depute Chief Executive / Executive Director of Neighbourhood Services.	●

**APPENDIX 1**

AIM	REQUIREMENT	ACHIEVEMENT	TARGET	PERFORMANCE INDICATOR	STATUS
7	Review Master Safety File annually to ensure the Arrangements for Safety remain appropriate.	Corporate Safety Section to review Master Safety File Standards February each year.	March 2012	Cabinet report each March by Depute Chief Executive / Executive Director of Neighbourhood Services.	
8	Annual Safety Action Plans to be developed in accordance with requirements of Policy for Health, Safety and Welfare at Work.	This Roadmap will replace the Corporate Safety Action Plan. Executive Directors will develop Departmental Safety Action Plans in line with the Roadmap.	May 2011	Corporate Safety Action Plan presented to Cabinet in December each year.	
				Departmental Safety Action Plans to be presented to Cabinet within one month of approval of Corporate Road Map.	
9	Publicity campaigns to be developed highlighting key workplace days and National events.	Corporate Safety Section to develop articles for 'e-words' and National campaign days.	April 2011	Corporate Safety Action Plan to identify key programme dates for campaigns.	
<b>MANAGEMENT ARRANGEMENTS</b>					
10	Develop an accredited Safety Audit Tool that can be used to signpost safety performance and efficiency within Services.	Corporate Safety Section to develop Audit Tool for accreditation.	April 2012	Develop a draft tool for presentation to CMT by December 2011.	
		Develop an audit programme of Council Public Buildings	August 2012	Report programme to Departmental Management Team monthly.	
				Executive Directors to report audit outcomes to Health & Safety Strategy Group	
11	Implement electronic incident reporting system 'SHE'.	Corporate Safety Section to administer system and train users	May 2011	Training delivered in March 2011 for Trainers and Administrators of the system.	
12	Implement a 'Help Desk' approach for general health and safety enquiries.	Implement a single contact number to manned operator receiving enquiries. Corporate Safety Section to respond to enquiries in priority order.	September 2012	No action to implement this target currently required.	
13	Explore joint working with neighbouring authorities to validate safety audit tool on a sample percentage of completed audits.	Item 9 refers to development of audit tool.	December 2012	Open interest through West of Scotland SPDS Group for uniform Audit tool with validation of audits from neighbouring authorities.	

**Key**

- Target Achieved
- Progressing On Target
- Behind Target