2015/16 Service Improvement Plan

Health and Safety

Quality | Equality | Access | Partnership

June 2015

Contents

The East Ayrshire Community Plan is the sovereign and overarching planning document for the East Ayrshire area, providing the strategic policy framework for the delivery of public services by all local Partners. The Plan is the Council's Corporate Plan and covers the 15 years from 2015 to 2030.

The Vision contained within the Community Plan is shared by all Partners and states that:

> "*East Ayrshire is a place with strong, safe, vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs.*"

The Community Plan is implemented through three thematic Delivery Plans, namely Economy and Skills, Safer Communities, Wellbeing, and the day to day work carried out by services across the Council.

Service Improvement Plans are an essential element of the Council's performance management and improvement framework. They set out the key issues for delivering services in support of the Community Plan Vision and priorities, provide a focus on performance improvement aligned to the Single Outcome Agreement and describe the service specific risks that may impact on the delivery of the Service.

Plans are also informed by the Council's Transformation Strategy 2012/2017 which is designed to ensure that council services remain financially sustainable in the current economic climate. This Strategy identifies a range of workstreams to meet the estimated funding shortfall of £34.1M by 2017 and Services' progress in achieving those workstreams are contained within respective Service Improvement Plans.

The diagram below provides a graphic representation of the Council's Policy Planning Framework and shows the strategic context within which Service Improvement Plans sit. It also shows the wider Performance Management and Improvement Framework which the Council has adopted to ensure the rigorous scrutiny of performance and drive service improvement across the Council.
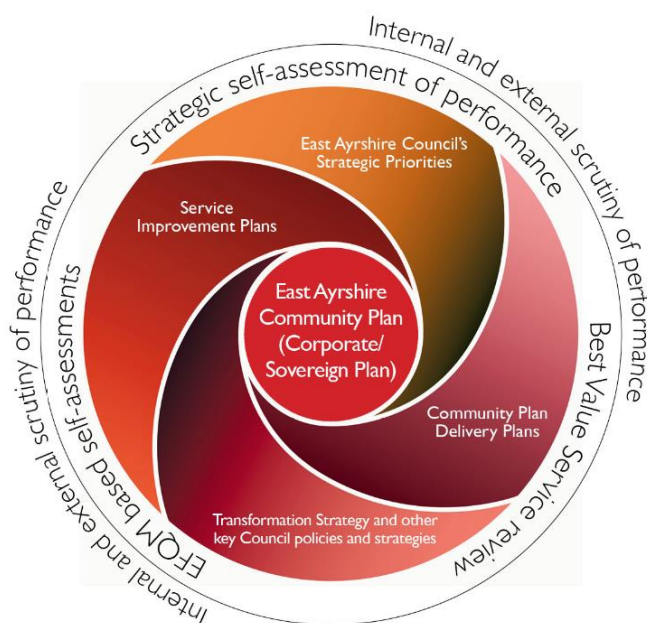
The Council's Corporate Health and Safety section sits within the Strategic Lead: Safer Communities and works to provide competent health and safety advice across all Council services and the East Ayrshire Leisure Trust, as required under (Regulation 7) of the Management of Health and Safety at Work Regulations 1999. Protecting our employees, contractors and service users is the section's priority and they work in partnership with managers and employees to raise health and safety awareness and promote a positive safety culture.

The section offers advice and guidance on a wide range of health and safety topics including asbestos management, construction safety management, risk assessment, health and safety law and incident reporting and investigation. The section operates a helpdesk facility where calls for advice and assistance are taken and forwarded to the appropriate Adviser or Health and Safety Manager to respond to within specified timescales and an electronic incident reporting system (SHE).

Financial Profile

The 2015/16 revenue estimate for the service is set out in the table below.

Health and Safety Budget 2015/16	£
Employee Costs	501,190
Premises Costs	0
Transport Costs	12,280
Supplies & Services	29,120
Third Party Payments	0
Total Expenditure	542,590
Income	(94,150)
Net Expenditure	**448,440**

Staffing Profile

The section is made up of 11 staff members, and there is currently one vacant post (full details of the structure are contained at Appendix 1). The team is based in Council Headquarters (Annexe Building), London Road, Kilmarnock.

STRATEGIC CONTEXT

The Health and Safety Section is committed to continuous improvement, the provision of professional support to members and all Council Services and the delivery of a value for money service. In doing so it will contribute to the overall goals and ambitions set out in the guiding principles and all three thematic delivery plans within the overarching Community Plan.

The Service also contributes to the Single Outcome Agreement by:

- providing advice and support to colleagues engaged in contributing to all sixteen National Outcomes through provision of effective health and safety partnering arrangements; and
- leading in many areas of National Outcome 16, 'Our public services are high quality, continually improving, efficient and responsive to local people's needs', particularly in relation to ensuring health and safety is embedded throughout the Council.

A number of specific developments have, and continue to impact upon the work of the Health and Safety section. Principally, the work of the section is shaped by legislative requirements, and in particular, the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999 and the Construction (Design and Management) Regulations 2015. There are also a number of local developments which have impacted upon the section. All of these are set out in the section below.

Legislative and policy requirements

Corporate Health and Safety Policy. The Council's Health and Safety Policy complies with the legal requirements under the Health and Safety at Work etc. Act 1974, to prepare and revise as necessary, a written statement with respect to the health and safety of employees and others who may be affected by the activities or operations of the Council. A copy of the Policy Statement is displayed on all health and safety notice boards.

Construction Design and Management. The Construction (Design and Management) Regulations 2015 (CDM 2015) replaced the previous CDM 2007 Regulations on 6 April 2015. The new regulations introduce a number of changes, including replacing the role of CDM co-ordinator with that of Principal Designer and the requirement to prepare a written construction phase plan for all projects, regardless of size or duration. The Council's Construction Design Management Health and Safety Standard, replacing Management of Construction Work (B22) and Construction Project Toolkit (B23) was published in June 2015.

Health and Safety Policy Arrangements. The Council currently operates a suite of 27 safety standards which makes up the Council's policy arrangements. All of these standards are currently being revised, updated and streamlined wherever practical to reflect changes in legislation and associated codes of practice and to reflect changes in duty holder responsibilities arising from the Council's senior management restructure which took effect from 1 April 2015.

Occupational Health. In 2014/15, the Health and Safety Executive (HSE) devoted significant resources to focussing on occupational health risks within construction based industries. Particular emphasis was placed on the following areas: respiratory risks from silica dust and the use of respiratory protective equipment, musculoskeletal disorders and occupational dermatitis. Responding to this, the Health and Safety section has highlighted the need to ensure that managers are aware of these issues.

Beyond the legislative requirements and policy drivers, there are a number of developments within a local context which have, and continue, to necessitate a response from the Health and Safety Section. These are set out below:

Local developments

Ayrshire Roads Alliance. The Health and Safety section continues to work with management and employees of the Ayrshire Roads Alliance (ARA) to consolidate and improve the safety management arrangements of the service. Significant progress has been made in this regard since the inception of the service in April 2014 with management action plans in place to guide and support further health and safety improvements within set timescales.

Integrated Health and Social Care. The Health and Safety section has worked in collaboration with safety colleagues within NHS Ayrshire and Arran in order to consolidate safety reporting arrangements for the new integrated service. Moving forward regular meeting arrangements have been put in place to discuss and agree, among other things, joint safety protocols, wherever required and streamlined incident reporting arrangements to HSE.

Healthy Working Lives. The Health and Safety Manager has recently assumed overall responsibility from the Head of Human Resources for managing the Council's action plan, which has been set out to achieve the Healthy Working Lives (HWL) silver award. Moving forward the Health and Safety Manager, with direct support from key members of his team and in collaboration with key officers from various Council services, will seek to conclude the remaining actions required for the silver award and thereafter plan for achievement of the gold award.

Defibrillator installation. The Scottish Government and organisations such as HeartStart have called for defibrillators to be more widely available in public places, community venues and workplaces. The Council and East Ayrshire Leisure Trust responded to this in 2013 by installing defibrillators in all large sports and community venues. Additional defibrillators were purchased in 2014 and installed in all major Council buildings, entertainment venues, secondary schools and adult learning and resource centres, with training provided to enable employees to respond should someone suffer a sudden cardiac arrest.

SERVICE PERFORMANCE FRAMEWORK

PERFORMANCE AND BENCHMARKING

The Service Improvement Plan for Health and Safety contains an improvement action plan that draws on the priorities, functions and activities contained within the Health and Safety Roadmap. The Action Plan is contained in full, in the final section of this document.

The vision contained within this document is to 'place health and safety at the core of all we do and strive to achieve a workplace record for health and safety that reflects our position as an exemplar authority'. The strategic aims of the Improvement Plan are:

- Strong and effective leadership
- Safety, health and wellbeing of employees
- Incident reduction
- Performance improvement

The strategic objectives contained within the Improvement Action Plan are underpinned by the operational actions which are updated regularly on EPMS. A Best Value Service Review of the Section will be undertaken towards then end of the provisional three year programme and will feature in future iterations of this Service Improvement Plan.

Council performance indicators

The Health and Safety team reports a suite of performance indicators via the Council's electronic performance management system (EPMS). This suite was reviewed by the Health and Safety Manager in 2015, resulting in a more focussed set of measures which has been divided into two key areas, namely day to day measures of performance and project-based activities.

Day to day operations:

- Audits and inspections
- Enquiry responses
- Incident reporting
- Website 'hits'

Projects:

This area further reflects the breadth of activity which is undertaken by the team and identifies and tracks large pieces of work and includes:

- Guidance for CDM 2015
- Road Risk Standard
- Statutory & Critical Inspections Standard
- Update of the Accident Reporting System to SHE Assure

Benchmarking within the Service

Ayrshire Occupational Health and Safety Group. The Council is a member of the Ayrshire Occupational Health and Safety Group, and attends monthly meetings where legislation is disseminated, advice on compliance is provided and guest speakers attend to share members' experiences and issues. The group provides a forum for members to meet and to give quality information, advice and support to members.

Society of Personnel Directors Scotland (SPDS). This forum contains a Health and Safety portfolio group, which is supported by the HSE. The Health and Safety portfolio group is attended by the Chairs of the four regional practitioner groups in Scotland, with the Council's Health and Safety Manager attending meetings of the South West Regional Practitioner Group, providing a mechanism for collaborative working.

Employee Attitude Survey 2015

This Service Improvement Plan will be updated to reflect the results of the 2015 Employee Attitude Survey to identify key issues within the service and develop specific improvement actions as appropriate.

The Employee Attitude Survey asked a number of questions to all Council staff that were specific to the corporate health and safety agenda, and the results of these will also inform future delivery of this service.

Communication Mechanisms and Consultation with Service Users

The Corporate Health and Safety section consults with its service users regularly and in line with its particular business needs. Examples include:

- **Toolbox Talks**. A series of Toolbox Talk presentations are available to assist managers and supervisors in communicating important information on health and safety topics to employees. This includes presentations on the health and safety procedures contained in the Corporate Health and Safety Policy and Safety Standards.
- **Bulletins**. Health and Safety Bulletins are communications providing up to date information to enable the Council to continually improve the management of health and safety. Bulletins will be issued by the Health and Safety Manager and will include topics such as changes to Health and Safety Regulations, information on revised Codes of Practice and guidance documents and directive action issued by the Health and Safety Executive (HSE).
- **Safety Flashes**. Safety Flashes are important items of health and safety news, guidance or best practice relating to operations or activities carried out or services provided by the Council. Safety Flashes will be issued by e mail to services where they apply and managers must ensure the information has been fully communicated and understood by all employees who may be affected.
- **Notice Board**. A number of documents should be displayed on each premises Health and Safety Notice Board (site safety documents, helpdesk details, fire wardens, first aiders, health and safety law, fire action plan, policy statement and any relevant safety flashes).
- **Intranet pages**. The Health and Safety intranet pages contains an 'Ideas for Change' section, where staff can automatically submit their ideas to improve safety standards within the workplace.
- **Attendance at meetings across the Council**. The Health and Safety Manager regularly attends a number of forums to provide updates, including departmental management teams, executive management teams and the Chief Executive's Health and Safety Group.
- **Site visits, audits and inspections**. The Health and Safety Section regularly visits sites to carry out inspections and, in the process, pass on safety advice to employees and contractors.

KEY MESSAGE:

- The Health and Safety Service Improvement Plan 2015/16 identifies key strategic aims based on the HSE document HSG 65, Managing for Health and Safety. These aims will be achieved by setting specific, measurable and achievable goals for the improvement of health and safety and providing managers and employees with the tools and resources they need to adopt a positive and practical approach to manage health and safety in the workplace.

RISKS AND OPPORTUNITIES

The Council's future approach to recording risk will involve the application of an objective "5x5" scoring matrix to each risk identified which quantifies the assessment of the likelihood and severity of a particular risk occurring. This information will be hosted on the Council's Electronic Performance Management System (EPMS) and will be used to understand the impact of proposed controls and mitigations on the overall risk profile. This is a widely used tool in risk management and will both simplify the current process, and also improve consistency of reporting across services and departments.

It is of increasing importance in the organisation that managers are "risk aware". This is different from "risk averse", and the proposed approach will allow managers to fully understand the risks being faced, and support them to manage the risks accordingly. It is important to note that risk is often unavoidable particularly during periods of significant transformational change. There will however, be a level where a risk is no longer deemed acceptable or tolerable (known as "risk appetite"), and as such appropriate management action will require to be taken to mitigate the impact of the risk. Escalation procedures will also be embedded into the process to ensure Service and corporate risk registers will be populated as appropriate.

The proposed roll out of the EPMS risk module will ensure that all Service risk registers, including the Corporate Risk Register, will be aligned to the revised approach of identifying and recording risk and will secure a more consistent approach to service level risk recording which will be further enhanced through incorporating risk registers within service planning activity. This will allow service objectives and priorities, performance measures and service risks to be captured in a single document. These areas will always be closely aligned, and this approach will offer real benefits in business planning, service delivery, and performance and risk management.

A summary of key risks and related mitigation measures within the Service at this time is provided below and the full Service risk register is available from this link Risk Register

Risk Description	Mitigation
Failure to provide accurate advice on H&S and safety law and codes of practice could result in breaches of H&S legislation.	Control measures are in place and remain under constant review.
Budget reduction would result in reduced staffing levels. Impact on service provision and may result in breaches of H&S legislation.	Loss of key staff has increased as a result of budget constraints in the public sector.
Loss of confidential information and inappropriate handling of information will lead to breaches of data protection and potential significant financial penalties being incurred by the Council.	Current control procedures and forthcoming universal policies/guidelines being implemented.
Potential damage to reputation and failure to adhere to statutory reporting which may result in enforcement action by HSE.	Council has invested in a fully functional back up data centre.
Loss of operations base from any cause would impact on the ability to deliver services/meet client demands.	Although this would cause disruption, advisors would be able to continue to support the Council through alternative means.
Contractual risk could result in the Council being challenged/disadvantaged by external suppliers/contractors. Failure to adhere to	Professional support available, competence and stability of incumbent contractors and mitigation measures in the unlikely event of business failure

established and recognised best practice may result in external challenges.	of either contractor.
Loss of key personnel/availability of key personnel/inability to recruit/retain key officers can lead to service disruption. Inability to provide support to management to maintain statutory H&S obligations and maintain/develop standards/culture.	Budgetary constraints on the public sector remains the highest risk, but Council prioritises maintaining high H&S standards and resources the service accordingly.

Opportunities

There are a number of opportunities which the Section will look to take advantage of during the coming year:

- Greater use of collaborative working with other nearby Authorities and NHS Ayrshire and Arran through Integrated Health and Social Care (IHSC) to share and develop best practice. Collaborative working arrangements have already been formed between NHS Ayrshire and Arran and the Council's Health and Safety Section through working on IHSC which will be reinforced and enhanced moving forward.
- Greater involvement of the Health and Safety Section in community safety initiatives through Healthy Working Lives. This will include, as an example, engaging with Primary School age children on relevant topics such as safety on building sites and safety near water courses.
- Adoption of new technologies, including tablet computers, for Health and Safety staff. This will have a number of benefits including greatly increasing the overall efficiency of the service as well as mitigating information governance risks through staff using encrypted tablets on site rather than paper based systems.

HEALTH AND SAFETY SERVICE IMPROVEMENT ACTION PLAN

The Health and Safety team has identified its strategic aims and objectives via its Health and Safety Roadmap. This has been used as the basis for the 2015/16 Improvement Plan that follows:

Key Action	Anticipated Outcome	Responsible	Timescale
Continue to share best practice through published material, industry news, safety flashes and bulletins.	Reduced employee exposure to occupational health risks	Manager, H&S	2015/16
Publish statistical data to show good practice and highlight areas for improvement.	Accessible, comprehensive and informative reporting.	Manager, H&S	2015/16
To co-ordinate H&S working groups in key areas to review and develop risk assessments and SWPs.	Completion of revised risk assessments and safe working procedures - monitor through H&S Scorecard.	Departmental Managers supported by H&S	2015/16
To link H&S initiatives to HWL targets where practical.	Supporting achievement of HWL targets.	Manager, H&S	2015/16
To review and revise the control systems in place to reduce exposure to HAVS and carpal tunnel syndrome.	Reduction in the number of incidents of hand-arm vibration syndrome and carpal tunnel syndrome.	H&S supported by OD, Procurement and Managers	2015/16
To review and revise the control systems in place to reduce exposure to respirable dusts.	Reduction in the number of incidents related to exposure to respirable dust.	H&S supported by OD and Managers	2015/16
To identify and monitor employees groups who may be at risk from occupational health hazards:	Reduced employee exposure to occupational health risks Proactive early intervention schemes in place for all employee groups who may be at risk. Health questionnaires for new employees. Annual HAVS questionnaires for employees using vibrating tools.	HR supported by OH and H&S Management supported by OH	2015/16
To carry out gap analysis to identify employee groups where CPI training is required.	Reduction in the number of violent and aggressive incidents reported.	OD supported by H&S	2015/16
To procure training to enable the delivery of training to targeted groups	Continuously developed Intranet and reported 'HITS'	OD supported by H&S	2015/16

Key Action	Anticipated Outcome	Responsible	Timescale
Further development of Healthy Working Lives group.	To promote health intervention schemes to help employees manage their own health and wellbeing. Maintain bronze award and achievement of silver award.	HR supported by HWL Group	2015/16
Communicate Senior Management commitment to stress management systems.	Interventions and processes in place to manage work related stress and support positive mental health and wellbeing Increased senior management commitment.	Senior Managers supported by H&S and HR	2015/16
Provide stress training to managers and employees.	Interventions and processes in place to manage work related stress and support positive mental health and wellbeing Trained and competent individuals.	OD supported by H&S	2015/16
Carry out stress assessment surveys and co-ordinate focus groups in targeted areas.	Reduction in the number of days lost as a result of occupational stress.	Managers supported by HR and H&S	2015/16
Implement action plans arising from focus groups and monitor progress.	Improved mental health and wellbeing of employees.	Managers supported by HR and H&S	2015/16
Identify key incident categories.	Reduction in the total number of incidents in each category.	Manager, H&S supported by Managers	2015/16
Investigate incidents and implement actions to reduce future risk.	Nominated Individuals trained and competent to undertake accident investigation.	Manager, H&S supported by Managers	2015/16
To have in place systems and procedures to reduce road risk.	Improved road and transport safety across Council services Improved vehicle safety features awareness through campaigns.	Transport Road Safety Team Managers	2015/16
As required under PUWER and LOLER, ensure that statutory inspections are carried out and effectively managed and controlled.	Key safety risks within work environments identified and control measures and interventions to reduce/ eliminate risk implemented. Completed registers accurately updated and uploaded to relevant databases.	Corporate Infrastructure Risk and Insurance Procurement Facilities Management	2015/16

Key Action	Anticipated Outcome	Responsible	Timescale
Strategic objective:			
Fully implement and roll out the upgraded electronic incident reporting system (Assure)	Improved incident management systems through accurate monitoring and analysis of statistics All Departments utilising the upgraded electronic incident reporting system (Assure)	Manager, H&S	2015/16
Provide employee training and guidance document	Improved incident management systems through accurate monitoring and analysis of statistics All Departments utilising the upgraded electronic incident reporting system (Assure)	Manager, H&S	2015/16

HEALTH AND SAFETY SECTION CURRENT STAFFING STRUCTURE

```
                    ┌─────────────────────────────┐
                    │      Chief Executive        │
                    └──────────────┬──────────────┘
                                   │
                    ┌──────────────┴──────────────┐
                    │   Depute Chief Executive    │
                    │ Strategic Lead: Safer Communities │
                    └──────────────┬──────────────┘
                                   │
                    ┌──────────────┴──────────────┐
                    │   Health and Safety Manager │
                    └──────────────┬──────────────┘
                                   │
        ┌──────────────┬───────────┴───────────┬──────────────┐
┌───────────────┐ ┌───────────────┐ ┌───────────────┐ ┌───────────────┐
│Health and Safety│ │Health and Safety│ │Health and Safety│ │Health and Safety│
│Support Officer │ │  Advisor x5    │ │   Advisor      │ │   Advisor      │
└───────┬───────┘ └───────────────┘ │   Trainee      │ │  Vacant Post   │
        │                           └───────────────┘ └───────────────┘
┌───────────────┐
│Clerical Assistant x 2│
└───────────────┘
```