

HEALTH, SAFETY & STAFF WELLBEING STRATEGY 2016-2019



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Reading
Borough Council
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Introduction

Reading Borough Council is committed fully to ensuring that as the leading employer in the town it is seen as an exemplar for health and safety practice. The Council, as an employer and provider of services to all residents and visitors to the town, will ensure that it will take all reasonable steps to manage the risks from its activities.

This strategy defines and coordinates the Council's approach to managing health, safety and wellbeing.

Building on the work that has been undertaken over the previous three years, this document sets out the aims and objectives for the Council over the next three years. The strategy includes how we will carry out this work and how health and safety performance will be measured.

A Corporate Health & Safety Action Plan has been prepared to support this strategy. The Corporate Health & Safety Committee will monitor this action Plan. The targets will be reviewed and updated annually.

The council's Corporate Management Team endorse fully this strategy as the Council's approach to the management of health and safety.

The aims of this strategy are:

1. That all managers set and adhere to standards of health, safety and wellbeing across the Council, ensuring compliance and leading by example, working together to improve the health, safety and wellbeing of our staff and customers.
2. To ensure that all staff have a safe working environment with risks being reduced by designing, adopting and sharing best practice. All staff challenge unsafe acts, unsafe situations and poor practice.
3. That health and wellbeing is recognised as essential to making the Council a great place to work with interventions and programmes in place to support managers and staff.
4. That the Council has a competent and engaged workforce and that everyone has the skills to do their job in a safe and healthy way.
5. The Council will deliver constant improvement in how it manages its health and safety risks.
6. That all managers, staff, and stakeholders are engaged actively in the effective management of health and safety risks.

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 1	That all managers set and adhere to standards of health, safety and wellbeing across the Council, ensuring compliance and leading by example, working together to improve the health, safety and wellbeing of our staff and customers				
	Objective	Action	Who	Target	Milestones and monitoring
	Directorate management teams drive and communicate essential health & safety actions	<ul style="list-style-type: none"> DMTs have H&S as agenda item 	DMTs	From 01/04/2016	In place
		<ul style="list-style-type: none"> DMTs monitor progress of Health and Safety performance indicators. 	DMTs	From 01/04/2014	In place
		<ul style="list-style-type: none"> DMTs receive exception reporting from Directorate's H&S committee on progress against the Directorate's Action Plan. 	DMTs	From 01/04/2104	Targets within Directorate H&S Action Plans are completed
	<p>All managers have identified which of their staff are potentially exposed to significant health & safety risks.</p> <ul style="list-style-type: none"> All managers with staff who: <ul style="list-style-type: none"> Have building responsibility, are exposed to risk of violence or aggression have physical risks (e.g. manual handling, work at height, using powered equipment) could be exposed to chemical or biological substances. are potentially exposed to noise or dusts. 	<ul style="list-style-type: none"> Managers to ensure that: <ul style="list-style-type: none"> Job descriptions identify health and safety training levels and job specific health and safety training requirements. 	Monitored by DMT, Led by HoS & delivered by Service Managers	From 01/04/2016	JD sampling, details of risk assessment in H&S self-audit and FLASH documents
		<ul style="list-style-type: none"> H&S audit template is updated 	H&S Team	31/06/2016	
		<ul style="list-style-type: none"> Risk assessments that are in place are detailed in completed H&S audits. 	Service Managers	31/12/2016	
		<ul style="list-style-type: none"> All FLASH documents are completed and returned to H&S Team. 	Building managers	01/02/2017	

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

	Health & safety targets are included in appraisals and 1:1's	<ul style="list-style-type: none"> • H&S targets are put in appraisals: <ul style="list-style-type: none"> - That all necessary H&S training has been completed - That risk assessments are in place - That Local Safety Practices are in place and staff following them. - That adequate PPE is available and being used including lone worker badges 	Monitored by DMT, Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016	Appraisal sampling, details of risk assessment in H&S self-audit and FLASH documents
	All team and other applicable meetings include opportunities to communicate health & safety messages and discuss any issues.	<ul style="list-style-type: none"> • Team meetings include H&S agenda item • That 1 to 1 meetings are used as an opportunity to raise health and safety matters. 	Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016	Team meeting Agenda sampling, Surveys to confirm staff participation.
		<ul style="list-style-type: none"> • Surveys are conducted to establish the level of H&S engagement & participation 	H&S Team	01/10/2016	Surveys are conducted to establish the level of H&S engagement & participation

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 2	That all staff have a safe working environment with risks being reduced by designing, adopting and sharing best practice. All staff challenge unsafe acts, unsafe situations and poor practice				
	Objective	Action	Who	Target	Milestones and monitoring
	Hazards are reported and reported in a timely way	<ul style="list-style-type: none"> - Staff and managers to ensure that there is a culture of hazard reporting endorsed through team meetings etc 	Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016	Systems in place confirmed in completed self-audits
	All managers with building responsibility have relevant targets included in their appraisals and 1:1's	<ul style="list-style-type: none"> • H&S targets put in appraisals: <ul style="list-style-type: none"> - staff have received relevant training and understand their responsibilities - All statutory checks and records are up to date. - All repairs, maintenance and housekeeping items are completed on time. - FLASH documents are completed and returned to the H&S Team. - All H&S Audits are completed on time. 	Monitored by DMT, Led by HoS & delivered by Building Managers and Supervisors	From 01/04/2016	Appraisal sampling
		<ul style="list-style-type: none"> • Managers manager to confirm that targets are in place when signing off appraisals 	Heads of Service & Service Managers	From 01/04/2016	
	All self-audits for services with building management responsibility identify risks, key controls and plan for outstanding actions	<ul style="list-style-type: none"> • Directorate Health & Safety Committees manage the self-audit programme - all audits completed on time. 	H&S Committee Leads	01/03/2017	H&S self-audit sampling

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

		<ul style="list-style-type: none"> Managers monitor progress of actions with self-audits via appraisal targets - all actions completed on time. 	Heads of Service	31/03/2017	
	All buildings have essential safety checks completed.	<ul style="list-style-type: none"> All FLASH documents completed and returned to H&S Team 	Building managers	01/02/2017	Monitor the completion of FLASH documents and carrying out of spot checks
		<ul style="list-style-type: none"> All PPM and safety related improvements are complete 	Property Services		Corporate Risk Group Action Plan
		<ul style="list-style-type: none"> Target for completion of statutory building compliance checks to be included in appraisal. 	Building managers, managers	From 01/04/2016	

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 3	That health and wellbeing is recognised as essential to making the Council a great place to work with interventions and programmes in place to support managers and staff				
	Objective	Action	Who	Target	Milestones and monitoring
	Absence is monitored to identify trends and causes.	<ul style="list-style-type: none"> DMT's monitor figures for trends 	DMT's & HR	From 01/04/2016	Figures being monitored and acted upon.
<ul style="list-style-type: none"> Managers monitor absence figures for work related causes so corrective measures can be put in place. 		Monitored by DMT, Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016		
<ul style="list-style-type: none"> Identified trends are referred to HR or H&S where additional support or advice is required. 		Service Managers	From 01/04/2016		
	Training courses are available to give managers the skills to prevent and manage absence.	<ul style="list-style-type: none"> H&S Training programme is in place 	L&D H&S Teams	01/04/2016	That a programme is in place. Training records are up to date.
<ul style="list-style-type: none"> Regularly review programme to ensure that it covers areas identified in trend analysis of absence figures. 		H&S Team	01/09/2016		
<ul style="list-style-type: none"> Conduct surveys & facilitate focus groups to ensure training is fit for purpose. 		H&S Team	01/10/2016		

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

	Tools are available to support managers in preventing and managing absence.	<ul style="list-style-type: none"> • Ensure Wellbeing Policy is in place & fit for purpose 	HR	31/06/2016	Availability of tools and ease of use on Iris.
		<ul style="list-style-type: none"> • Ensure suitable Stress assessment and management tools on IRIS 	H&S Team	01/04/2016	
	Managers address causes of absence in a timely fashion.	<ul style="list-style-type: none"> • Managers conduct proactive stress assessment where absence or performance monitoring show there is an issue. 	Service Managers	From 01/04/2016	Management action/HR actions.
	Staff can access information & support	<ul style="list-style-type: none"> • Wellbeing advice is available online. 	HR	01/10/2016	Availability of support to staff
		<ul style="list-style-type: none"> • Campaigns are developed based on outcomes of trend analysis of absence figures 	HR & Public Health	01/10/2016	
		<ul style="list-style-type: none"> • An Unreasonable Behaviour Policy is developed 	Customer Services & H&S Team	01/10/2016	Met with Customer Services to scope out timescales
	Controls are in place to manage the risks from chemical, physical and biological hazards.	<ul style="list-style-type: none"> • Where risks are present, assessments have been carried out, controls are put in place and staff are trained 	Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016	Assessment of risks and controls in place. Confirmed in self-audits

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 4	That the Council has a competent and engaged workforce and that everyone has the skills to do their job in a safe and healthy way				
	Objective	Action	Who	Target	Milestones and monitoring
	Training courses are available and fit for purpose	<ul style="list-style-type: none"> H&S training programme is in place 	H&S L&D Teams	01/04/2016	Completed
		<ul style="list-style-type: none"> Conduct surveys & facilitate focus groups to ensure training is fit for purpose 	H&S Team	01/10/2016	Surveys completed.
	Gap analysis identifies where training is absent or out of date	<ul style="list-style-type: none"> Run report on all H&S training 	L&D	01/04/2016	Completed
		<ul style="list-style-type: none"> Identify staff that have not had training 	H&S	01/04/2016	Completed
	All job roles have essential training proactively identified	<ul style="list-style-type: none"> Managers complete online form for each job role - identifying what H&S training is required. 	Monitored by DMT, Led by HoS & delivered by Service Managers and Supervisors	<i>To tie into 'iTrent' project dates</i>	Completion of web form for all job roles by XXX (DATE)
	All staff have a development plan and understand and apply learning	<ul style="list-style-type: none"> Managers match H&S training required against training individuals have undertaken then build a development plan into appraisals and 1:1's 	Service Managers & Supervisors	01/10/2016	Appraisal sampling and accident investigation.
		<ul style="list-style-type: none"> Managers pass details of all local H&S training that has been undertaken to L&D to upload onto iTrent 	Service Managers & Supervisors	01/10/2016	L&D received data for staff with no training recorded
		<ul style="list-style-type: none"> Managers ensure that H&S training is understood and applied during supervision & 1:1 conversations, 	Service Managers & Supervisors	Ongoing	

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 5	The Council will deliver constant improvement in how it manages its health and safety risks				
	Objective	Action	Who	Target	Milestones and monitoring
	All incidents are reported on time	<ul style="list-style-type: none"> All incidents are reported 	Service Managers	Ongoing	Incident report statistics
		<ul style="list-style-type: none"> Risk assessments are reviewed following an incident and controls are amended as necessary 	Service Managers & Supervisors	Ongoing	
	All reportable incidents are reported to HSE	<ul style="list-style-type: none"> All reportable incidents (RIDDOR) are reported to HSE & H&S Team 	Service Managers & Supervisors	Ongoing	Incident report statistics and investigations.
		<ul style="list-style-type: none"> Comprehensive investigations are undertaken 	Service Managers & Supervisors	Ongoing	
		<ul style="list-style-type: none"> Risk assessments are reviewed following serious incidents 	Service Managers & Supervisors	From 01/04/2016	
	Action is in place to prevent incidents.	<ul style="list-style-type: none"> Managers ensure that controls are being followed by staff, that they have undertaken all necessary training and that they understand what they need to do. 	Led by HoS & delivered by Service Managers and Supervisors	From 01/04/2016	Trend Analysis and follow up by H&S team of serious cases.
	Written procedures for high-risk activities are in place and staff trained.	<ul style="list-style-type: none"> Local Safety Practices are in place, up to date and being followed by staff. Details of LSP's in place are included in the self-audit 	Service Managers & H&S Team	01/03/2017	LSP register is up to date.
	Health & safety targets are met and actions completed.	<ul style="list-style-type: none"> All actions within self-audits are completed. Progress is monitored via appraisal and 1:1 targets. 	Service Managers & H&S Committees	31/03/2017	Directorate H&S Action Plan and appraisal sampling.

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

Aim 6	That all managers, staff, and stakeholders are engaged actively in the effective management of health and safety risks				
	Objective	Action	Who	Target	Milestones and monitoring
	Directorate management teams drive and communicate essential health & safety actions	<ul style="list-style-type: none"> DMT's ensure key H&S actions and messages are passed through the management chain 	DMTs	From 01/04/2016	Directorate's H&S Action Plans are in place, target dates are met and surveys undertaken.
	Managers and staff contribute towards risk control	<ul style="list-style-type: none"> Managers include staff in the risk assessment process 	Service Managers	From 01/04/2016	Focus groups to confirm or develop actions to improve participation. Directorate health and safety committee.
		<ul style="list-style-type: none"> Team meetings include H&S on the agenda 	Service Managers	From 01/04/2016	
		<ul style="list-style-type: none"> Staff report hazards to managers 	All staff	Ongoing	
		<ul style="list-style-type: none"> Health & Safety Committees ensure that key actions & lessons learnt are communicated to all relevant services. 	H&S Committee Leads	From 01/04/2016	
	Contractors & stakeholders safety performance is monitored with corrective actions where necessary	<ul style="list-style-type: none"> 'Contract' managers actively monitor the H&S performance of contractors and stakeholders 	Contract managers	From 01/04/2016	Incidents are investigated and minutes of 'contract' meetings confirm action.
		<ul style="list-style-type: none"> 'Contract' managers promptly deal with poor performance 	Contract managers	From 01/04/2016	
	Campaigns & health safety messages are widely communicated.	<ul style="list-style-type: none"> Absence data is utilised to focus campaigns. 	DMTs HoS, Service Managers, HR, H&S	01/10/2016	Promotions and campaigns are in place to deal with high risk areas.

CORPORATE HEALTH & SAFETY ACTION PLAN 2016 - 2019

	Staff representatives are actively engaged in consulting and communicating safe working practices.	<ul style="list-style-type: none">• Messages/campaigns are put in place to remind staff that they have an important role to play in managing and preventing injury and ill health	Trade Unions	01/10/2016	Directorate health and safety committees and TU. Representatives develop their own communications plan.
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