



**Appendix 3 of H&S Year End Report 2023/24**

**H&S Strategy 2022-2025 and Corporate H&S Plan**

**Corporate Occupational Health/Safety and Wellbeing Strategy 2022-25**

**Provision of service of:**

- **Health & Safety**
- **COVID-19 Building Risk Assessment**
- **Fire Safety**
- **Health, Safety and Wellbeing**
- **Asbestos Management,**
- **Occupational Health Management**
- **Employees Assistance**

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## Management Summary

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It is essential to the achievement of our strategy for H&S to ensure that access to the right knowledge, skills, and support is available to staff not only when, but also before, they need it, and that this is widely communicated and understood to achieve a culture of H&S excellence. Key to achieving this is the actions and support of the Corporate Health, Safety and Wellbeing Team through continuous improvement and maintenance of the safety management system (SMS) by qualified and competent safety practitioners.

In line with best practice the strategy and model for the safety management system follows the precepts laid down in the H&S Executive's guidance '*ISO 45001 H&S management standard*'. The strategy therefore helps to provide a structured framework for ensuring a safe and healthy workplace, help the organisation demonstrate compliance with H&S law, and also concerned about the practical implementation of standards, including audit and certification.

To achieve this, in addition to providing systems for policies, organisation planning, arrangements, training, communication and measurement there are clear objectives and monitoring of performance by the Corporate Health, Safety and Wellbeing Team through the Corporate H&S Performance Plan and proactive audit programmes.

In addition, the strategy looks to ensure all Directors, Heads of Service, Service Managers, Supervisors, and Staff lead by example by demonstrating best practice in H&S management and ensuring whenever possible, that all management decisions further H&S objectives. (See Appendix 1 for H&S Performance Plan)

This strategy is intended to incorporate the whole Council; it is about effective partnerships between managers, staff and trade unions that are all crucial to successful H&S management. Poor H&S management is rarely the result of malicious intent. Support by professional safety practitioners, training in H&S skills and risk management are key to achieving a strong H&S culture which benefits all staff, service users, pupils, visitors and contractors who work in our premises, and improves the quality of our service.

This strategy is intended to create a safety culture that places a high level of importance on safety beliefs, values and attitudes that is positively shared by most people with the organisation or workplace. A positive safety culture can result in improved workplace H&S and organisational performance.

### 1.0 Introduction

The H&S at Work etc Act 1974 places overall responsibility for H&S with the employer. In this case the employer is London Borough of Harrow, and the expectation is that health, safety and wellbeing are in turn the responsibilities of the Managing Director and Board of Directors. In respect of matters pertaining to Health, Safety, Welfare, Asbestos Management, Wellbeing and Occupational Health; the Managing Director of London Borough of Harrow is the Duty Holder.

Where suitable and sufficient competent advice and support is not available in organisations there will be clear failings in meeting legal requirements and hence considerable exposure to risk of prosecution to individuals and the organisation. Furthermore, there is additional exposure to moral failings, the cost of expensive litigation and reputational damage.

Communicating and engaging with Trade Unions is an essential part to achieving a culture that puts H&S first. Consulting employees about H&S can result in a healthier and safer workplace, better decisions about H&S, stronger commitment to implementing decisions or actions, greater co-operation, trust and joint problem solving.

Trade Unions provide essential logistical support for H&S representatives and other participatory mechanisms that shape OHS and provide a channel for worker representation and meaningful negotiations over OHS.

The Council's Corporate Health, Safety & Wellbeing Team provides a Health & Safety, and Fire advisory service check. Asbestos Management is managed by Facilities Management that facilitates risk reduction and helps develop or sustain inbuilt safety management while the Health, Safety and Wellbeing Team checks performance plan making sure the right Asbestos surveys are carried out. This should form part of the organisational management system that enables achievement of legal requirements. Specifically, as experienced practitioners, the teams are used to dealing with the processes undertaken by the local authority; they are experienced in the application and requirements of legislation and how it can be effectively applied judicially in this arena. In addition, provision of a comprehensive occupational health service with employee counselling and support service enables the Council to facilitate the well-being of all their employees.

The Council achieves its obligations in a number of ways that includes; a comprehensive system of occupational health support, employee support and assistance service, asbestos plans and surveys, safety processes, policies, guidance etc. Moreover, they can provide the, more intangible, experienced competent advice tailored to support the organisation.

This document sets out the strategy for H&S, asbestos management and Fire Safety for London Borough of Harrow for the three years between 2022 and 2025. It aims to build on the work already achieved to date in improving the H&S management systems and to continue to improve the culture change across the Council and thereby reduce illness, ill-health damage and loss, whilst continuing to deliver services to the people within the London Borough of Harrow.

## **2.0 Background**

In recent years legislation has reinforced the need for organisations to ensure effective management of safety, health, wellbeing, fire and asbestos. The H&S Offences Act 2008 has increased penalties and provides courts with greater sentencing powers for those who break H&S law. The Corporate Manslaughter and Corporate Homicide Act 2007 has meant organisations can be found guilty of corporate manslaughter as a result of serious management failures resulting in a gross breach of a duty of care.

The H&S at Work etc Act 1974 (HSWA) is the primary piece of legislation covering occupational H&S in Great Britain. The H&S Executive, with local authorities (and other enforcing authorities) is responsible for enforcing the Act and several other Acts and Statutory Instruments relevant to the working environment), the law also gave the H&S Executive (HSE) and Local Authority inspectors wide ranging powers - to prosecute and to issue notices halting dangerous work or requiring improvements.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 says it is the duty of the employers, the self-employed and people in control of work premises (the

Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

H&S law requires employers and the self-employed to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, while they are at work. Management of H&S at Work Regulations 1999, requires employers to carry out risk assessments, plan to implement necessary measures, appoint competent people and arrange for appropriate information and training.

The HSE, although the enforcing authority, are keen to point out that the many employers who do manage H&S and wellbeing well, have nothing to fear from legislative requirements.

London Borough of Harrow achieves high standards using an occupational health provider and established in-house services for H&S. The Corporate Health, Safety and Wellbeing Team consist of professional experienced, qualified safety practitioners. The team are fully aware of the impact and need for competent advice to ensure effective delivery of a H&S management systems.

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### **3.0 Corporate H&S Governance Overview**

The Council Corporate Health & Safety Policy clearly sets out roles and responsibilities to meet the needs of H&S.

To ensure a successful culture is the responsibility of all management. To this end, all Heads of Service shall be the primary lead for health & safety in their services, with a nominated person acting as safety representative for that service. This is in conjunction with any Union Health & Safety representative.

Safety Circles have been introduced as a means of communication and tackling safety issues at the most appropriate level. They will be chaired by the Safety Circle Lead and involve staff and representatives of all the services represented. Heads of Service should ensure that suitable representatives are nominated and that all risk areas covered. These meetings shall take place as a minimum every 2 months.

The purpose of these meetings is to:

- Involve managers and employees in achieving a safe and healthy workplace.
- Review safety-related incidents and audits.
- Review management and Corporate H&S audits of the workplace, communicate identified hazards, and recommend immediate methods for eliminating or controlling them.
- Introduce and assist with workplace safety and health initiatives and recommend improvements to management.

The Safety Circle is a space to share information and discuss specific risks in the service areas represented and maintain a record of issues raised and actions completed.

All actions shall be recorded on the SHE Assure software, with clear timescales. A review will take place at the directorate management meeting to ensure actions are being followed up and information fed into the directorate risk registers monthly.

Updated risk registers and any areas of key risks are raised quarterly to the Directorate Joint Committee for discussion, including with Unions. Decisions to escalate to the Corporate Health & Safety Board shall be made at this point. All actions recorded on the SHE Assure software.

The Corporate Health & Safety Board will meet on a 6 weekly basis and will:

- Review and Discuss health & safety risk registers.
- Discuss areas of concern and
- Agree items for future agenda items / areas of concern for DMTs and Safety Circles

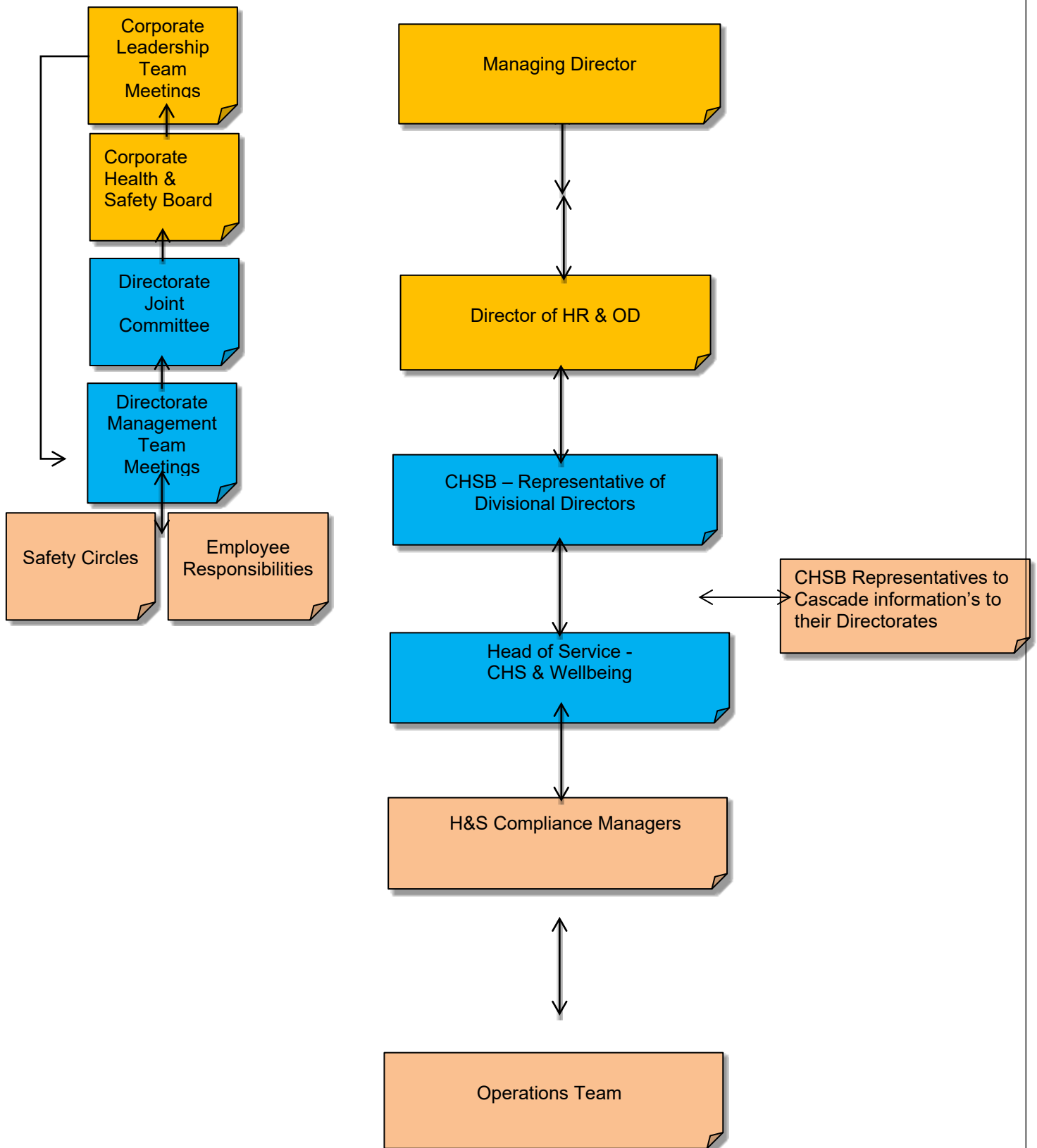
Minutes of Corporate H&S Board (CHSB) sent to Corporate Leadership Team and loaded onto SharePoint software. CLT will have the overview of Corporate Health & Safety and Occupational Health / Wellbeing, and co-ordinate joint approach.

The Corporate Leadership Team (CLT) retains overall governance of Corporate Health & Safety, ensuring the aims and objectives are being met. They shall discuss any areas of concern and identify any issues they want to know more about or provide direction where needed.

Any actions resulting from Corporate Leadership Team meetings shall be recorded on the Assure SHE software and fed back to DMTs for action.

The Corporate Health, Safety and Wellbeing Team shall oversee the process including being the administrators of the Assure SHE software. They shall also provide the relevant statistics and information to inform Safety Circles, directorate meetings and the Corporate H&S Board.

## Meeting Structure





## 4.0 Priority and Aims for 2022 - 2025

Over many years the Corporate Health & Safety Team has committed time and resource towards developing a comprehensive set of Corporate H&S policies and supporting guidelines which are kept under review and audited against. These systems and procedures enable departments, in turn, to ensure the development of the necessary H&S documentation that meets as minimum, statutory obligations together with corporate policies. To build on this, the following priorities are highlighted for the next three years:

- a. Maintaining and improving the Council's Health and Safety management system

Through supporting the Corporate Health and Safety Board (CHSB), Divisional Directors, Heads of Service, Departmental Management Team, Managers, with review and monitoring process which support initiatives, remediation and decision making.

- b. Completing a series of audits, risk assessments (COVID 19) and surveys

This includes schedules for the following health, safety and fire processes:

- Internal fire and health & safety audits on identified teams, premises and processes for corporate and council housing buildings
- Audits in schools and children centres
- Fire Risk Assessments for corporate, community schools and council Housing
- Fire Risk Audits for Corporate buildings

- c. Maintaining an Asbestos survey programme

To locate, assess and monitor the condition of asbestos containing materials within the council's corporate and Council Housing portfolio with schedules which includes:

- Corporate Asbestos survey programme
- Council Housing Asbestos survey – common parts (statutory) and void dwellings
- Schools asbestos survey programme (statutory)
- Asbestos awareness training
- Reactive response to Refurbishment & Demolition surveys and incidents

- d. To support managers and staff in achieving suitable levels of health & safety competency

Effective management of H&S involves people using their skills and knowledge to work safely. A fundamental requirement is for all managers to undertake training, the Highfield Level 3 for general H&S and the Highfield Level 3 for risk assessment is mandatory for all those that are responsible for undertaking risk assessments, the course is a three day course involving classroom based teaching in accordance with the Highfield syllabus. This training is for Managers and Senior Managers. This will provide them with a solid grounding in the requirements of H&S legislative. All Staff must undertake the DSEasy assessment for Home working, Remote working and Office working, this will ensure knowledge is continually developed and reinforced. This will in turn help ensure managers and staff have the basic skills to identify the H&S competency needed to support the wellbeing of Council employees.

- e. To ensure the Occupational Health Service continues to provide adequate health surveillance, return to work rehabilitation, health promotion and reduction of work-related sickness absence

The Council will continue to work in close partnership with its appointed Occupational Health Service provider to ensure the most efficient use of service resources.

- f. To build on the communication and consultation arrangements to ensure staff are fully involved and committed to achieving acceptable H&S standards

To achieve success in H&S management, there needs to be effective communication up, down and across the Council. Front line staff are involved in communication primarily through the risk to their H&S identified in their risk assessments, and the preventive and protective measures necessary to control risk. This is supported with safety circles; toolbox talks that reinforce a process for direct consultation. Further to this, other means of communication include newsletters, staff briefings via Microsoft teams.

At a more strategic level, all Directorates are to have effective H&S committees with Divisional Director Representation on the Corporate H&S Board (CHSB). Representatives of each Divisional Directorate are expected to attend a Corporate H&S Board that now has a corporate lead (Divisional Director of HR & OD) and steer on H&S.

- g. To encourage greater visible and active leadership on H&S matters by managers

Active leadership is essential if the Council is to foster a positive H&S culture. The Corporate Health, Safety and Wellbeing Team have promoted this through making available the Highfield level 3 training courses for both Directors/Senior Managers and those who managed staff.

- h. To align H&S more closely with the overall Risk Management arrangements

The Councils Risk Management Strategy aims to establish a culture where risks are understood and managed. H&S management aims to ensure risks to H&S are identified and managed. While Risk Management covers all business risks and is focused on the major risks to the Council, there are areas where the two strategies meet. H&S processes and arrangements should therefore be seen and understood as supporting the Risk Management Strategy. Significant H&S issues identified during risk management assessments will therefore be communicated to the Corporate Leadership Team (CLT).

- i. To ensure good H&S practice in our relationships with partners

As well as setting out to improve our own H&S performance, the Council will work with its partners to improve H&S overall in the delivery of its services. The aim will be to share knowledge and experience and at the same time provide managers overseeing contracts with feedback on safety standards.

#### **4.1 Monitoring Progress Against Aims and Priorities**

Several proactive measurement activities take place to monitor safety performance for the Council. These measures are set out with performance targets in the Corporate H&S Performance Plan which is agreed by Corporate H&S Board (CHSB) at the start of the financial year.

The key measures against which progress will be assessed in meeting the strategic aims and priorities are:

- Number of audits and compliance levels achieved
- Number of Fire Risk Assessments and actions completed

- Number of Asbestos surveys completed
- Number of Asbestos re-inspections completed
- Number of DSE assessment carried out

Other methods of monitoring the success of the safety management system are:

- Review of accidents and statistics and related sick leave
- Number of staff undergoing H&S training
- Senior managers safety tours completed
- Manager's self- audits completed.
- H&S performance reports
- Action status of items on risk registers

## 5.0 H&S Management System

The Management of H&S at Work Regulations 1999 – Regulation 5 - requires London Borough of Harrow to have arrangements in place for managing H&S. Like any management system, it is essential that the Council collects information on the system implemented if it is to be able to make judgements about its adequacy and performance.

The main obligation of London Borough of Harrow is to ensure the safety and health of workers in every aspect related to work. For the council to fulfil this obligation and faced to the changes in micro and macro-economic environment and to the new and emerging risks, the council needs to adopt a new approach and new instruments to perform an efficient management of occupational H&S.

The system followed by the Corporate Health, Safety and Wellbeing Team is based on that described in ISO 45001 standard, the main role is to serves as a useful instrument to enable the organisation to proactively improve its occupational H&S performance, regardless the size, type and nature of the organisation.

Table1 illustrates the system showing the continuous improvement in H&S management is achieved.

Chapter no.	Title
1	Context of the organisation
2	Leadership and worker participation
3	Planning
4	Support
5	Operation

6	Performance evaluation
7	Improvement

OHS key elements related to ISO 45001

### Context of the organisation

The council is required to address issues of understanding the organisation and its context such as: cultural, social, legal aspects, contractors, suppliers, new technologies, culture in the organisation, form and extent of contractual relationship, working time arrangements etc.

The organisation's context and expectations of workers and other interested parties are performed by:

- meetings with each interested party in order to document their needs and expectations
- reviews of the legal requirements which are relevant for organisation as well as of other requirements (contractual clauses or other interested parties requirements)
- reviewing the good practice examples in order to adopt the relevant ones
- internal audits for evaluation of compliance with legal and other requirements, including the requirements of other interested parties

### Leadership and worker participation

All members of the organisation, from top management to each worker is required to understand that they must have an active role in the OHS management system, and the efforts of all members should be synergic. At this phase, the following instruments should be used, additionally to the specific requirements of the standard:

- training courses for all managing levels of the organisation, especially for top management
- training courses for all workers, in order to make them understand their role as a support for management and to strength the organisation safety culture
- activating and involving the actors in OHS domain, such as OHS Committee, OHS worker's representatives, internal/external preventive and protective service(s)

The training courses should be tailored for each level and OHS role in organisation and should be oriented on practical issues which are relevant for the focus-group.

### Planning

**Planning the OHS management system refers to the following:**

**Actions to address risks and opportunities, including hazard identification and OHS risks assessment, and determination of applicable legal requirements and other requirements:** Hazard identification and OHS risk assessment is one of the most sensitive activities which could decide the success or failure of the OHS management system. The method selected as an instrument for hazard identification and risk assessment should respond to the following main requirements:

- it should enable the identification of hazards and risk assessment for each work system components, respectively, worker, work task, work means/work equipment's and work environment for each workplace

- it should be fitted to the activity type of the organisation
- it should enable to identify and assess all OHS risks related to the organisation's activities

**OHS objectives and planning to achieve them:** The council has adopted plans and objectives for an adequate H&S management system.

### Support

This element is related to the following issues:

- resources
- competence
- awareness
- information and communication
- documented information.

In this phase, the main instruments that could be used to fulfil the standard requirements are the following:

- trainings and courses to maintain qualification or to acquire a new qualification
- formal or informal meetings with different interested parties on OHS aspects, as a support for information and communication process

awareness programmes for contractors, temporary workers, visitors etc. in accordance to OHS risks at which they are exposed.

### Operation

Regarding operation of OHS management system, the following issues should be addressed:

- operational planning and control
- management of change
- outsourcing
- procurement
- contractors
- emergency preparedness and response.

The main instruments that could be used in this phase, additionally to the requirements of standard, are the following:

- trainings for ensuring the competence of workers, to update their competence as a part of management of change or to rise the response capacity of workers in emergency situations
- internal audits focused on compliance with preventive regulations and manufacturer's instructions for equipment
- internal audits focused on compliance with essential requirements of safety for machinery
- checklists and questionnaires on OHS issues for suppliers and contractors.

### Performance evaluation

The council is expected to perform the following clauses:

- monitoring, measurement, analysis and evaluation, including evaluation of compliance with legal requirements and other requirements
- internal audit
- management review

Since the internal audit of the OHS management system is been performed on a proper basis, the evaluation of compliance with legal and other requirements are made on a superficial manner. The council have made proper approaches to:

- Identification of legal and other requirements relevant for organisation
- Providing sufficient information and training of the OHS managers and internal/external auditors regarding this requirement.

A proper approach of the evaluation of compliance with legal requirements and other requirements have started with an exhaustive and updated identification of the requirements which is relevant for the organisation, including the organisation's internal OHS instructions. The Facility Management (FM) has a building compliance checklist and the organisation is compliant with regulations, legislation and codes of practice relevant to the facilities management function. It involves keeping up to date with any changes to existing regulations and/or legislation, and the introduction of new policies or procedures.

The method enables to determine two qualitative indicators which define the compliance with legal requirements:

- compliance level – showing the global level of compliance with requirements.
- safety level – which considers the potential consequences of the risks related to the referred requirements.

## Improvement

The Council has made improvement of the element referring to:

- incident, non-conformity and corrective action
- continual improvement

Instruments used in this context is been focused on the identification of opportunities, such as:

- new technologies
- good practices, both internal and external to the organisation
- suggestions and recommendations from interested parties
- new knowledge and understanding of OHS issues which is relevant for the organisation
- new or improved materials
- changes in worker capabilities or competence
- achieving improved performance with fewer resources

In each case, attention has been paid to a proper risk assessment prior to implementing the improvement resulting from the above mentioned opportunity.

## 6.0 Audits (Team, Premise & Process Audits)

### Team Audits

Team audits are necessary to verify that appropriate safe systems of work are operating across the division. These audits focus in on staff training, team risk assessments and safe systems of work.

The categorisation of teams will be based on:

- The activities of the team/service – front facing staff interacting with the public are generally deemed to be at a higher risk to workplace aggression especially when working alone. Similarly, teams using dangerous equipment e.g., chainsaws, abrasive wheels or engaged in high-risk activities such as working at height.
- Where there is thought to be an absence of suitable team assessments and safe systems of work the team will be targeted.

- Any other significant hazards that may be identified

### Premise Audits

Premise audits are required to ensure compliance of buildings and assets. These audits focus on statutory requirements and industry good practice relating to aspects of Corporate Landlord. Every corporate building will be audited within an 18-month circle.

The categorisation of premises will be based on;

- The physical location; The location category will be based on known untoward activity in the area of the premises, its remoteness and proximity to essential emergency services.
- The use and occupiers of the premise/site: Use of the building/premises will be based on a sliding scale from office use, being inherently safe, to depots being dangerous because of transport movement. Sites made available to the public especially where there is no onsite supervision will similarly tend to present a higher risk due to factors like vandalism. The amount and variety of mechanical systems in the building will also need to be considered, that is water, sanitation, washing systems, air conditioning, (all potential legionella hazards), lifts (goods & passenger) will raise the risk profile on the basis that the more systems the more maintenance is required.
- Sites where vulnerable persons reside (i.e., Residential Care and Sheltered Housing Schemes) will need higher levels of oversight
- Any other significant hazards that may be identified

### Process Audits

Process audits enable us to identify systemic problems within managed processes and enable effective remediation of risk across boundaries.

The categorisation of processes will be based on:

- **Where there is reliance on contractors to fulfil essential aspects;** for example repair and maintenance contracts
- **The overall success of the process is dependent on input from several teams:** for example, the maintenance of play areas.

## 7.0 Self – Audits and Safety Tours

The program of audits carried out by the Corporate Health, Safety and Wellbeing team is supported with 'Self-Audits' by Managers and 'Safety Tours' by Senior Managers.

The managers 'Self-Audit' comprises of question sets and requires reference to sample inspection of documents and a physical inspection of the premises. The senior managers 'Safety Tours' are a more general approach relying on observation and talking to staff.

Both audits aim to breach the gap and ensure that all areas of the Council are examined each year. Further information can be found under the Corporate H&S Assure SHE system.

## 8.0 Service Delivery

Corporate Health, Safety and Team services will be delivered by fully trained, qualified, experienced competent persons with a detailed knowledge of legislative requirements, good practice and understanding of Fire Safety, Asbestos Management, Occupational Health Management, Employee Assistance and Health & Safety Law. The teams can provide support on wellbeing, H&S issues that can be applied so not as to be onerous in its application to achieve service aims.

### 8.1 H&S, Fire and Asbestos Services include

- **Auditing** - Essential in the first instance to identify shortfalls and recommend course of action to ensure an effective safety management system. The Safety Management System provides robust and comprehensive audits for Premises, Teams and Processes.
- **Policies and Arrangements** – Developed, updated and reviewed Council Corporate Policies, Processes, Guidance & Briefing Notes providing suitable and sufficient, arrangements, information for Managers and Premises controllers to follow for practical application.
- **Risk Assessments** - A comprehensive set of risk assessment processes (including DSE, Work, Stress, Manual Handling, New and expectant Mothers, etc) that are in line with HSE approved systems together with model assessments and advice on their use. The team will also support and assist managers with the production of specific risk assessments.
- **Fire Risk Assessments** - For Council Housing, experienced qualified fire risk assessor will undertake predominantly Type 1 Fire Risk Assessments over a cyclical programme (High priority buildings, Sheltered Housing Schemes, Community Halls and Converted Street Properties) being risk assessed annually whilst Medium/low priority (purpose built blocks are assessed over a two year cycle). Type 4 assessments in high rise void properties will be undertaken as and when suitable properties become available.
- **Advice/Professional support and guidance** - by expert officers for Health, Safety, Asbestos and Fire related issues.
- **Asbestos Management** – The council Facilities Management Team will provide management policy and guidance, awareness training and offer help in the application of recommended and required management processes.
- **Asbestos Register** - Access to an on-line asbestos management suite that holds records and surveys for properties surveyed by specialist asbestos surveyors, via Facilities Management, Council Housing employ an Asbestos Surveyor.
- **Asbestos Surveying Service and Management Plan** - It is a requirement of the Control of Asbestos Regulations 2012 that premises set out in a detailed plan how asbestos is managed. The Council as the Duty holder has this work carried out by a licenced asbestos contractor.



- **Training** - Provision of H&S and asbestos training from a range of courses by competent staff. Asbestos awareness training is a requirement of the Control of Asbestos Regulations 2012. This is provided to all those in control of premises and those who may be designated as carrying out any work with asbestos or with the planning or arrangement of that work.
- **Access to a DSE Easy Home, Office and Remote** - DSE Assessments are particularly important as many staff are currently working remotely. This assessment applies to all employees who use DSE related media tools such as PCs, laptops, tablets, and smartphones daily, for at least an hour or more. DSE are made available for staff to prevent poorly designed workstations, or work environments, which can lead to pain in our necks; shoulders; backs; arms, wrists; and hands. In addition, not assessing the equipment properly can also cause fatigue and eye strain.
- **Accident/ Incident Reporting** - Provision of an on-line system for reporting and maintaining records (Assure SHE software). The reporting system acts as a tool to provide data, graphs and statistics that enables analysis of trends to aid with risk mitigation, defence in litigation and reduces insurance costs.
- **Accident/ Incident Investigation** - All accidents that may be deemed necessary for an Officer to conduct a full accident/incident investigation can be advised and supported to ensure a professional approach and documentation.
- **Support, advice and liaison with enforcing authorities are provided.** Experience has shown that liaison with enforcing authorities using safety professionals has resulted in positive outcomes.
- **Site Inspection/ Visit** – H&S professionals are available to attend sites to monitor and advice on specific issues.
- **Violence at work and Lone working systems** – For lone working, the council currently use a Solo Protect device for lone worker solution which is a great way to support the lone workers during their daily duties. A dedicated lone worker device powered by a comprehensive portal is a great way to implement the necessary steps and this helps us deliver peace of mind to both our workforce and management.

## 8.2 Occupational Health Service

The Occupational Health Service provides:

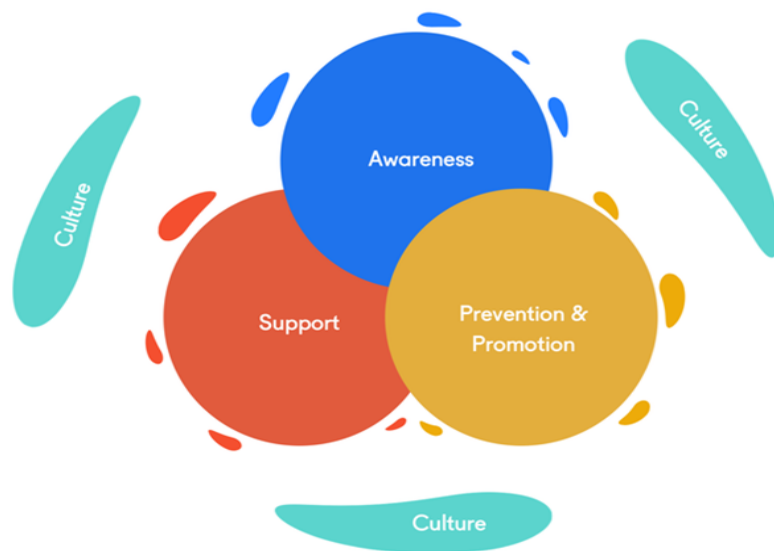
- A Consultant-led team focus on early intervention, executing tried-and-tested approaches that will help to safeguard employees' health and provide relevant advice and support in a timely manner
- Strategies to assist with managing employees more decisively.
- Development of coordinated plans so staff can return to work as soon as possible and undertake their role safely and effectively
- Employees can have telephone consultation and visit the Occupational Health providers clinics where required

## 9.0 Resource Allocation

A key area of support of the Corporate Health, Safety and Wellbeing Team is to undertake external monitoring of the implementation of departmental safety management arrangements. Each Directorate receives a level of professional support from the team of Safety Advisers. The amount of resource allocated to each Directorate is based on the level of risk associated with the undertakings of teams.

A significant amount of work is outsourced to Contractors. This equally requires safety monitoring to ensure not only legislative compliance but avoidance of reputational damage. One area requiring significant monitoring across the Council concerns compliance with Client duty holder responsibilities under the Construction (Design and Management) Regulations 2015, which takes in construction, repair and maintenance work.

## 10.0 H&S Wellbeing



### Introduction and Overview

Against a backdrop of considerable organisational change (not just in relation to what services we deliver but also how we deliver them), the Council has set out a general direction of travel in terms of a range of workforce issues so that employees feel engaged with their work, understand the organisation's challenges and priorities, and recognise the importance and value of their contribution and involvement.

This Strategy is aligned to the Corporate Plan and underpinned by the Council's vision, together with its values of **Be Courageous, Do It Together and Make It Happen.**

One of the priorities identified through engagement with staff groups, Unions and Senior Management is employee health and wellbeing, and this has been reiterated by feedback from the Employee Pulse Survey for the Council.

The impact of COVID and the lockdowns, the almost immediate move to vast swathes of staff working remotely with the inevitable impact on mental health and wellbeing has seen many staff reporting feelings of isolation, loneliness and worsening mental health. If we also

add in the fact that as a Council, we work to support a large number of people also struggling with the effects of COVID19 there has inevitably been a huge impact on everyone. Whilst most of these are normal reactions to these difficult times, we cannot afford to ignore the effects these symptoms can have on both mental and physical health.

We recognise that our employees are key to the delivery of the Council's vision for Harrow and have a direct impact on a daily basis on our residents' and stakeholders' experiences. When our employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for Harrow as a whole improves. As a large number of the Council's workforce are also residents of the Harrow, improving the health and wellbeing of employees will also support improvements in health and wellbeing across the borough.

This Health and Wellbeing Strategy provides a broad framework to help improve the health and wellbeing of our employees. We aim to promote and encourage wellbeing at work. Wellbeing produces positive attitudes, engagement, motivation, and innovative thinking. Wellbeing is an important factor in building employee engagement and is a key issue for the Council. The Council is committed to continuing to address barriers to wellbeing as well as proactively identifying ways in which it can enhance employee wellbeing. This commitment is supported by elected members, trade unions and senior management teams.

We will do this through planned wellbeing initiatives, employee support mechanisms and joint working with employees, Trade Unions and other groups and networks.

We already have a number of policies, services, and initiatives in place to support the development of a positive, healthy and motivated workforce. The development of an Employee Charter - as part of our Employer/Employee Value Proposition (EEVP) which embeds commitment to wellbeing - will also provide a safe, secure, and positive working environment and ensure employees are managed fairly and in accordance with their needs. In return, employees will be responsible for supporting and improving their own health and wellbeing, taking advantage of learning and development and other wellbeing opportunities.

### **What are we aiming for?**

The objectives of this Employee Health and Wellbeing Strategy are to:

- Ensure employees recognise the value the organisation places on their health & wellbeing.
- Support and maintain a safe and healthy working environment wherever that may be through the support of the Employee Assistance Programme (EAP) and the support of those Wellbeing Champions who have been trained as Mental Health First Aiders.
- Improve the physical and mental wellbeing of our workforce
- Encourage and support our employees to develop and maintain a healthy lifestyle
- Support employees with health conditions to remain in work
- Remove barriers that prevent employees with health conditions or impairments from achieving their potential
- Improve employee morale

Delivery of these objectives will, in turn, support the provision of improved outcomes for Harrow residents and other stakeholders and an improved customer experience which links to objectives within the Corporate Plan.

### **What do we mean by “health and wellbeing”?**

Previously, the link between health and work has been focussed on physical health. There is, however, a proven link between work and the physical and mental health and wellbeing of employees. This strategy takes an integrated approach to physical and mental health, with the actions identified aimed at supporting improved health and wellbeing in general.

Wellbeing is a keyword in the **WHO** definition of health who state:

*“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”*

This strategy recognises that some employees may have a range of health and wellbeing challenges, mental, physical and social. The Council's approach is about supporting individuals to look after their own health and wellbeing, which, in practice, could be quite different for individuals across the workforce.

### **Why is it important?**

Mental health is a key priority within the Joint Health and Wellbeing Strategy 2020-2025 under the start well, live well and work well plan. As many of our staff are also Harrow residents, it is incumbent on us to ensure alignment between both strategies.

Health & wellbeing is important because:

- It has been identified as a corporate commitment for the Council following feedback from recent employee surveys
- The last review of the Attendance Policy included a commitment to further develop the principle of health & wellbeing and to consider the matter holistically
- This is a key theme which needs to be built into to everything we do and how we behave and supports the Council's values
- It supports the Corporate and Public Health Plans priority of “people in Harrow are healthy” as many of our employees are also Harrow residents.
- It supports employee engagement at a time of significant organisational change and uncertainty
- It reiterates the importance of the Council's legal duty under the Health & Safety at Work Act “to ensure as far as is reasonably practicable, the health, safety and welfare at work of all”.

For full information, refer to the link below

[https://harrowcouncil.sharepoint.com/:w:/r/sites/corporateHS/CorporateDocuments/HC%20Employee%20Health%20and%20Wellbeing%20Strategy%20\(Draft\)%20V4.docx?d=wc2892acb36ad49a4833f9fcae3fb59bd&csf=1&web=1&e=uBO2uE](https://harrowcouncil.sharepoint.com/:w:/r/sites/corporateHS/CorporateDocuments/HC%20Employee%20Health%20and%20Wellbeing%20Strategy%20(Draft)%20V4.docx?d=wc2892acb36ad49a4833f9fcae3fb59bd&csf=1&web=1&e=uBO2uE)

# Corporate Health & Safety Management Performance Plan 2022/23

Prepared By John Griffiths, Corporate H&S Compliance Manager

Approved by Corporate H&S Board (CHSB) 21<sup>st</sup> March 2022

Divisional Director Signature Tracey Connage of HR& OD



Date 17 April 2022

Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	End Period	
Safety Management								
<b>Senior Managers Safety Tours</b>  (Linked to priorities and Aims (A,B,D,G, H,I))	(a) Conduct safety tours of premises/ sites within areas of responsibility, a <b>minimum of four</b> a year (quarterly), to ensure the safety and upkeep of the workplaces.	April 2023	March 2024	Directors/HOS	100%			Directors and HOS can jointly out workplace inspections  0 Senior Managers Safety Tours undertaken within this period.  Data was generated from Evotix Assure
	(b) Record the results of safety tours and submit quarterly returns on Pro-forma to Divisional Director. Each Director to discuss at their DMT's  Any outstanding remedial actions from the safety tour that affects corporate buildings must contact facilities management.	April 2023	March 2024	Directors/HOS	100%			Discussed at Department Team Meetings at least quarterly.  0 Senior Managers Safety Tours undertaken within this period.
<b>Management Self Audits</b>  (Linked to priorities and Aims (A,B,D,G, H,I))	(a) All heads of service to ensure their managers carry out <b>one</b> Management Self Audit per year on their teams.	April 2023	March 2024	Managers to carry out audits, Directors to ensure audits take place.	100%			Divisional Directors to ensure process takes place.  Only 2 team management self-audit undertaken within this period  Data was generated from Evotix Assure
	(b) Management of Self Audits; Managers to remediate actions and provide Divisional Directors with information. Directors to maintain record.	April 2023	March 2024	First/Second Line managers to follow up and ensure actions completed.	100%			Divisional Directors to maintain record that this has been carried out by their teams. Information to be sent quarterly to the Directors by the HOS.  Only 1 team management self-audit undertaken within this period & only 12 in the 2 years previously.  Data was generated from Evotix Assure
<b>General Health &amp; Safety Control Systems</b>								

<p><b>Corporate H&amp;S Audits by Department General Audits</b></p> <p>(Linked to priorities and Aims (A,B,D,H,I))</p>	<p>Create and undertake a schedule of Internal Health and, Safety Audits on high-risk services on identified teams and premises. Focus to be on processes as part of audit where applicable.</p> <p><b>Overall, 24 audits.</b> <b>12 Corporate and 8 audits in Environment services</b></p>	April 2023	March 2024	Head of Corporate H&S	24 audits			<p>Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data.</p> <p>0 corporate H&amp;S audits have taken place in 23/24 due to resource issues, there have been 55 in the two years previous. An Audit program is being developed.</p>
<p><b>Schools &amp; Children Centres General Audits</b></p> <p>(Linked to priorities and Aims (A,B,H))</p>	<p>To start new cycle of audits a minimum of 33 audits, schools and children centres to attend to actions as required.</p> <p><b>33 Community Schools</b> <b>9 Children's Centre</b></p>	April 2023	March 2024	Head of Corporate H&S	31 audits	<p>8 audits completed for the Children Centres aka Hubs.</p> <p>2 schools audits were completed.</p>	<p>22 Audits completed.</p> <p>12 Schools audits were completed in this period.</p>	<p>Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data.</p> <p>19 Schools and 1 children centre will be audited in 2024/25 - as these school were deemed to be compliant which lead to the decision to conduct the audit after 2 years.</p> <p>Data provided by Fredah Zuleha</p>
<p><b>Operational Risk Assessments</b></p> <p>(Linked to priorities and Aims (A,B,F, H))</p>	<p>All first line managers/supervisors to review their RA's to ensure that they are suitable and sufficient for safe operations for their staff.</p> <p><b>All RA's must meet government guidelines</b></p> <p>All RA to be signed off by Head of Service and recorded.</p>	April 2023	March 2024	Line Managers/HOS	100%			<p>All risk assessments are recorded and are available on the Evotix Assure system.</p> <p>Of the 370 risk assessments on SHE Assure, 84% (309) have no review date set, 50% those are over 1 year old. Of the remaining 69 assessments (with review dates) 37, 60% are overdue for review. Therefore, arguably we have an overdue review run rate of 63%</p>
<p><b>Corporate building COVID-19 Secure Risk Assessments</b></p>	<p>All building responsible persons must update their RA. This will be monitored by the RA tracker on a monthly basis and reported to the corporate H&amp;S board.</p> <p><b>Responsible persons to be identified for each building</b></p>	April 2022	March 2023	Building Responsible Person	100%			<p>This is no longer required</p>

(Linked to priorities and Aims (A,B,F, H))	<b>All RA's must meet government COVID-19 guidelines</b>							
<b>Corporate Policies/Committees</b>								
<b>Corporate Policies</b>  (Linked to priorities and Aims (A,H,I))	Review Corporate Policies and Guidance documents in light of changing legislation, official guidance, good practice and Council priorities. Identifying where changes required, re-date/reorganise library of documentation on SHE software system. Target minimum 6 policies.	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Corporate H&amp;S</i>	<i>6 fully revised or written policy/guidance documents</i>		<b>6 Policies/Guidance</b>  <i>Asbestos CHS Policy DSE COP H&amp;S Performance Plan H&amp;S Handbook PEEP Guidance</i>	The H&S policy have been amended and is now in the consultation stage with stakeholders. Other Policies/Guidance are in the consultation stage to be signed off.
<b>Corporate H&amp;S Board (CHSB)</b>  (Linked to priorities and Aims (A,B,C,F, H,I))	Plan, organise and attend minimum of 6 H&S Committee Meetings. This is a key meeting to consult key H&S issues with trade unions.  <b>Trade unions will be asked 7 days before the meeting for trade union items for the agenda</b>	<i>April 2023</i>	<i>March 2024</i>	<i>Community Director (Chair) Head of Corporate H&amp;S, Directorate representative's senior managers, and Union/safety Representatives.</i>	<i>6</i>	<i>3 – On Target</i>	<b>6 - Completed</b>	Chaired by Divisional Director of HR OD due to the CHS Team transferring from community to resources  The CHSB meet Quarterly (CU)
<b>Fire Control Systems</b>								



<p><b>Corporate and Schools Fire Risk Assessments</b></p> <p>(Linked to priorities and Aims (A,B,H,I))</p>	<p>(a) Conduct a <b>minimum of 20</b> fire risk assessments on corporate buildings, identified as the top high-risk <b>Corporate premises</b> and managers actions within time scales.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Head of Facilities Management</p>	<p>20</p>	<p>On Target</p>	<p>51 FRAs at corporate, libraries, children centres and parks been carried out</p>	<p>RA's will be on high/medium risk as determined by previous RA's,</p> <p>Once all FRAs have been completed the action will be to review and undertake all works to ensure compliance.</p> <p>Data was provided by Julia Maltseva</p>
	<p>(b) Conduct a <b>minimum of 33</b> fire risk assessments on identified <b>Schools premises</b>. Head Teachers to address actions within time</p> <p>The schools undertake these FRAs directly but FM to check that RA are undertaken in community schools and the actions from the RA are managed.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Head of Facilities Management</p>	<p>33</p>		<p>21 FRA are available in this period</p>	<p>The schools undertake these FRAs directly but FM to check that RA are undertaken in community schools and the following remedial actions have been actioned.</p> <p>FM to come up with a strategy to check that this FRA for schools are undertaken</p> <p>Data was generated from Evotix Assure</p>
<p><b>Council Housing Fire Risk Assessment</b></p> <p>(Linked to priorities and Aims (A,B,H,I))</p>	<p>(a) Carryout Fire Risk Assessments in all <b>High-Risk</b> Priority common areas (4 or more stories/house) vulnerable persons/community halls and relevant team to attend to actions.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Director of Council Housing.</p>	<p>87 FRAs</p>		<p>4 story plus 48 30 x Review FRA Sheltered Blocks x 9 12 x Review FRA Community Halls x 2 8 x Review FRA</p>	<p>RA's will be determined by previous RA's.</p> <p>Data provided by Marilyn Pipa</p>
	<p>(b) Carryout Fire Risk Assessments in <b>Low Risk</b> Priority Common areas (Between 2 &amp; 3 stories/purpose built and relevant team to attend to actions.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Director of Council Housing</p>	<p>350 FRAs</p>		<p>230 FRA completed within this period Low Risk Street Properties 2-3 Storey x 41</p>	<p>RA's will be determined by previous RA's</p> <p>Data provided by Marilyn Pipa</p>

							189 x Review FRA	
<b>Council Housing Fire Safety Audits</b>  (Linked to priorities and Aims (A,B,H,I))	Carryout audits of fire safety at high priority sites (a/b): 26 Total							
	(a) Audit Sheltered Housing Schemes and relevant team to attend to actions	<i>April 2023</i>	<i>March 2024</i>	<i>Divisional Director of Council Housing</i>	17			Awaiting Data
	(b) Audit Community Halls and relevant team to attend to actions	<i>April 2023</i>	<i>March 2024</i>	<i>Divisional Director of Council Housing</i>	9			Awaiting Data
<b>Workplace Implementation</b>								
<b>Health &amp; Safety Training</b>  (Linked to priorities and Aims (B,F,G,I))	(a) Identify suitable Health & Safety training opportunities as identified by department Directors/ Safety Rep's/HOS/safety circle leads.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors and safety Circle leads</i>	100%		<i>Total staff trained in this period was 613</i>  <i>Evotix Assure refreshers training –604</i>  <i>DSE hub4 training – 9</i>	Due to the shutting down of the training academy, there was no training done by the training academy.  The training matrix is currently been revised and will be published as soon as possible.
	<b>Level 3 Award in Health and Safety (b) First Line Managers and Supervisors to attend, and L3 Risk Assessment course</b>	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/ HOS</i>	100%			Mandatory for all first line managers/supervisors. To book- <a href="mailto:Training.academy@harrow.gov.uk">Training.academy@harrow.gov.uk</a>

								Due to the shutting down of the training academy this training did not hold.  The level 3 training course is currently under review
<b>DSEasy Home, Office and Remote Working Assessment</b>  (Linked to priorities and Aims (B,D,E,F))	As part of any good safety management system, it is necessary for risk assessments to be conducted on the use of display screen equipment, to ensure compliance with legislation and to reduce any risks which may arise from the use of DSE to the user.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/HOS</i>	<i>100%</i>		<i>60% - Completed.</i>  <i>DSE Information on LMS365 was updated to make it clear to new starters and manager</i>	This will ensure Less pressure on job titles. Agile work environments often allow more fluidity in job roles and the division of labour, making work more varied and interesting for employees.  DSE e-learning and self-assessment is too onerous and should be reduced to 3-year cycle or sooner if required (significant change/requested (issues developing) CJ to review
<b>Asbestos Management</b>								
<b>Corporate Buildings Asbestos Surveys</b>  (Linked to priorities and Aims (A,B,C,H))	To carry out asbestos surveys in all corporate buildings. Each building to have an asbestos management plan	<i>April 2023</i>	<i>March 2024</i>	<i>Head Facilities Management</i>	<i>55</i>	<i>50% - On Target</i>	<i>100% - Completed</i>  <i>55 have be completed</i>	To meet employers’ statutory duties under Regulation 4 of Control of Asbestos Regulation 2012.  Data was provided by Julia Maltseva
	To carry out asbestos re-inspection survey to look at process and verify integrity of asbestos works by contractors, facilities Management to attend to any identified failings.	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Facilities Management.</i>	<i>55</i>	<i>On Target</i>  <i>All surveys carried out February-May</i>	<i>100% Completed</i>	This will ensure processes are working and that we are carrying out a due diligence check.  Data was provided by Julia Maltseva
<b>Community Schools and Schools with SLA Asbestos Surveys</b>  (Linked to priorities and Aims (A,C,H))	(a) To review management plans and results from surveys and carry out actions identified. There will be a minimum of 20 schools surveyed with Management Plans. Schools to attend to actions.  Should this	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Faculties Management /Head Teachers</i>	<i>10 schools</i>	<i>On Target</i>  <i>11 carried in March-June</i>	<i>100% Completed</i>	To meet employers’ statutory duties under Regulation 4 of Control of Asbestos Regulations 2012 - Community Schools LBE as the Duty Holder  Data was provided by Julia Maltseva

<p><b>Council Housing Asbestos Surveys</b></p> <p>(Linked to priorities and Aims (A,B,C,H))</p>	<p>(a) To carry out and manage a Surveys on all common parts of the Housing stock</p> <p>This will be risk based and client directed. Council Housing to attend to required actions.</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Divisional Director of Housing</i></p>	<p><i>412 surveys</i></p>	<p><i>Behind Target</i></p> <p><i>134 completed (for period 1 June to 30 Sept 2023 only)</i></p>	<p><i>Behind Target</i></p> <p><i>412 have been completed within this period.</i></p>	<p>To meet employers' statutory duties under Regulation 4 of CAR 2012.</p> <p>Data was provided by Krish Ponnusawmy</p>
<p><b>Communications</b></p>								
<p><b>Occupational Health Service</b></p> <p>(Linked to priorities and Aims (E,F,G,H,))</p>	<p>(a) To ensure the Occupational Health Service continues to provide adequate health surveillance, HEP B vaccination, return to work rehabilitation, health promotion and reduction of work-related sickness absence</p> <p>(b) To provide statistical trend analysis about Occupational Health Service which will include employee referrals, counselling and the EAP service.</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>HR</i></p>	<p>HR to provide an update on Occupational health performance quarterly at the CHSB.</p>	<p><i>50% - On Target</i></p>	<p><i>100% - Completed</i></p>	<p>Managers to identify staff and refer staff to OH either for Health Surveillance or HEPB or Both.</p> <p>HR to provide an update on Occupational health performance quarterly at the CHSB.</p> <p>Statistical trend analysis about Occupational Health Service which will include employee referrals, counselling and the EAP service.</p>
<p><b>Communication Channels to promote key H&amp;S performance measures to employees</b></p> <p>(Linked to priorities)</p>	<p>(c) Safety Circle leads to provide dates and key risks of safety circles. CHS to suggest these key areas to safety circle leads.</p> <p><b>(d) Workshops</b></p> <p><b>(e) Safety tours</b></p> <p><b>(f) Newsletters</b></p> <p><b>(g) Audits</b></p> <p><b>(h) Employee suggestions for improvement</b></p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Safety circle Leads</i></p>	<p><i>At least one a quarter</i></p>	<p><i>Newsletters have been issued throughout the period.</i></p> <p><i>Some audits have been completed.</i></p> <p><i>Safety Circles happened once in this period</i></p>	<p><i>Schools Newsletters have been issued.</i></p>	<p>Safety Circles information has now been communicated to individual directorates reminding them to hold these meetings within their teams. Additionally, schools received a quarterly newsletter update.</p>

<p>and Aims (F,G,H,I)</p>	<p>(i) Corporate H&amp;S Board to invite Divisional Directors to update progress on key risks for example.</p> <ul style="list-style-type: none"> <li>- Corporate Building compliance</li> <li>- Community Schools building compliance</li> <li>- Housing Premises building compliance</li> <li>- Incident/ Accident statistical data</li> <li>- Housing Fire door replacement programme</li> <li>- Occupational Health statistical data</li> <li>- COVID-19 RA's tracker</li> </ul>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Directors</p>	<p>Quarterly</p>	<p>50% - On target</p>	<p>100% - Completed</p>	<p>The corporate H&amp;S Board meets quarterly to discuss areas of concerns/risks to the organisation and agree future agenda items.</p> <p>Housing has a housing asset compliance monitoring meeting. CJ</p>
<p><b>Corporate Significant Risks</b></p>								
<p><b>Corporate Risk Register detailing significant H&amp;S risks to the organisation.</b></p> <p>(Linked to priorities and Aims (A,F,G,H))</p>	<p>(a) The corporate risk register highlighting those significant H&amp;S risks to be presented to the Corporate Leadership Team (CLT) and Corporate H&amp;S Board.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Corporate Risk Manager</p>	<p>Quarterly</p>	<p>50% - On target</p>	<p>100% - On Target</p>	<p>Significant risks to be brought to the attention of MD and the CLT.</p> <p>The risk on H&amp;S included in the corporate risk register was reported to CLT for Quarters 1 and 3 and is scheduled for reporting for Q4 on 11.06.24. No report was submitted for Q2.</p> <p>It was therefore Partly Achieved for first 6 months (Quarters 1-2) and Fully Achieved for Quarters 3 and 4 and by the Year-End</p> <p>The risk register is a living document that stays in place until the risk is addressed.</p>

								Data provided by Neale Burns
<p><b>Report Data Analysis on Accidents, Incidents and near misses.</b></p> <p>(Linked to priorities and Aims (A,F,G,H))</p>	<p>(a) Present monthly data analysis on all accident, incident and near misses at the CHSB.</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Head of Corporate H&amp;S</i></p>	<p><i>Quarterly</i></p>	<p><i>50% - On Target</i></p>	<p><i>100% - Completed</i></p>	<p>Trend Analysis on accident data to be brought to the attention of CHSB.</p> <p>CHSB is scheduled Quarterly</p>
<b>Health and wellbeing Resilience</b>								
<p><b>Corporate Health &amp; Wellbeing Strategy</b></p> <p>(Linked to priorities and Aims (D,F,I))</p>	<p>(a) Refresher Training for MHFA and MECC training</p> <p>(b) To support public health mental health campaigns</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Laurence Gibson and Andrea Lagos Public Health</i></p>	<p><i>Quarterly</i></p>	<p><i>On - Target</i></p> <p><i>a). Maintain and train at least 15 Wellbeing champion</i></p> <p><i>b). Support Mental health awareness week, world mental health day and suicide prevention day</i></p>	<p><i>100% - Completed.</i></p> <p><i>c) MECC Training offered to all wellbeing champions</i></p> <p><i>d) MHFA refresher offered to wellbeing champions in progress?</i></p>	<p>To present progress against the health &amp; wellbeing strategy to the CHSB. To be arranged (AL)</p> <p>Achievement data was provided by Andrea Lagos</p>

