

Harrow Health and Safety Management - Post Inspection Action Plan (2006).

Objective	Actions	Measurement	Current status
<p>2. Policy 2.1 Develop a framework of policies which are timely and consistent and cover the council business</p>	<p>Partnership Board to agree programme for corporate policies review to include sufficiency and suitability.</p> <p>Annual review, and no policy more than 3 years old.</p> <p>Incorporate identified areas of strengths into good practice templates for sharing across council.</p> <p>All documents accessible and widely available in range of formats and media including intranet.</p>	<p>Audit and review confirmation that at least 90% of policies and procedures current and in use. Gaps highlighted.</p>	<p>The structure and date of current documents has been reviewed. A revised format of documentation has been agreed which is - policy, codes of practice and guidance modelled along similar lines to that produced by the HSE.</p> <p>Policy documents issued to date are;</p> <ul style="list-style-type: none"> -Corporate Health and Safety Policy -Directorate Health and safety Policy -Group Health and Safety Plan <p>A number of Codes of Practice have also been issued and more are scheduled for issue during 06/07.</p> <p>Investigation of aids to the delivery of health and safety documentation is being explored.</p>
<p>2.2 Continue to develop work on stress including local policies (Social Care and Housing)</p>	<p>Develop and publish Stress Action Plan.</p> <p>Corporate review of stress policy including contribution of health and safety.</p>	<p>Employee survey report significant key improvements in areas such as work load, satisfaction, relationships and communications.</p> <p>Work related stress induced sickness absence levels showing</p>	<p>The stress strategy group has met a number of times and the following has been achieved;</p> <ol style="list-style-type: none"> 1. A trial of the HSE toolkit was carried out in two areas – Libraries and HITS.

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	<p>Complete survey and report back on results from focus group.</p> <p>Support for beacon status for action and share good practice.</p> <p>Monitor local action to address identified stressors.</p> <p>General health promotion/surveillance schemes to promote happy, healthy and here culture.</p> <p>Coordinate action on violence and aggression with work on service standards and communications e.g. of new strategies.</p> <p>Use HSE's Stress Management Standards as self-assessment tool; and to set specific improvements in key areas identified for the council.</p>	<p>significant decline.</p> <p>10% reduction in early and ill health retirements due to work related stress.</p>	<p>2. Based on the findings of the toolkit survey focus groups were set up that have now met</p> <p>3. The results of the focus groups are being implemented and a third area of the organisation has been identified to further roll out the initiative across the organisation.</p> <p>Target to measure and reduce work related absence due to stress by 10% within 3 yrs. Via BTP measurements for work related absence are being put in place.</p> <p>Ongoing EAP provision is in place.</p> <p>Ongoing work on personal safety including the issue of two codes of practice and a reaffirmed commitment from Harrow Council to protect staff. A project to develop a PVP register is underway.</p>

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<p>3. Organising 3.1 Develop and implement a cultural shift in which all senior managers recognise and accept their health and safety responsibilities.</p>	<p>Exec Director BC to co-ordinate and monitor policy implementation to provide clear direction consistent with business aims/risks.</p> <p>The Chief Executive and Exec Directors will lead by example and ensure that responsibilities are assigned successively throughout their departments down to line managers who take responsibility for the work environment.</p> <p>Responsibility for H&S will be embedded in job roles and competency profiles.</p> <p>H&S included in performance appraisal successively throughout organisation.</p>	<p>Senior Management performance review to include health and safety accountabilities</p> <p>All directorate produce reports on health and safety performance.</p> <p>Annual report verification by CMT prior to ECF – Annual report for 04/05 presented.</p>	<p>A change in emphasis has been reflected in the health and safety policy revision and a specific appointment of health and safety director has been assigned as per INDG 343.</p> <p>Executive Directorate policy issued and regular health and safety meeting are convened at a Directorate level.</p> <p>BTP – This is a major ongoing project the first part of which is to help to improve business process. Health and safety information at Harrow. Further opportunities will also develop where health and safety can be included in phase 2 of the BTP such as buildings maintenance.</p> <p>Two HCU projects that continue to influence culture include Harrow Rules and IPAD. Both these initiatives have health and safety elements as part of their delivery (IPAD to include mandatory health and safety element in competencies). Further work by the HCU has resulted in a review of training needs and production of a health and safety induction workbook.</p> <p>Mandatory addition of health and safety to all role profiles that are issued was carried</p>

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			<p>out in Nov 05.</p> <p>Jan 06 - Confirmation received that MMR role profile template has been amended.</p> <p>The committee reports template has been amended to include health and safety as a mandatory element.</p> <p>A challenge process for strategic documentation has been developed that includes health and safety at work.</p>
<p>3.2 Develop and maintain good practice in which responsibility for health and safety taken at senior level and is demonstrated; where managers actively involved in monitoring health and safety (UL, Social Care Central Depot, refuse collection)</p>	<p>Health and Safety on agenda at SMT;</p> <p>SMT support for role of Health and Safety Champion and Facilitators.</p> <p>Visible leadership e.g. attendance at H&S meetings. Induction of new directors and senior managers into organisational culture and requirements. Identify and meet Management training needs include PB members.</p>	<p>Performance management reviews at successive levels in organisation.</p>	<p>Part of the Corporate Policy sets out the requirement for Executive Directorate Health and Safety Groups. These are meeting within the Directorates and demonstrate commitment at a managerial level with attendance by senior managers.</p> <p>The Group Health and Safety Plan is being used to aid managers in fulfilling their roles. This is being used as a management tool to allocate responsibility and demonstrate systems for managing and monitoring health and safety.</p> <p>Health and safety issues must now be considered as part of any committee decision.</p>

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<p>3.3.1 Co-operation To establish mechanisms that promote open dialogue on health and safety with all staff, their representatives and other council partners</p>	<p>Partnership Board to widen membership.</p> <p>Outreach work with other groups to encourage participation.</p> <p>Project management of consultation to obtain maximum buy-in from non-represented staff – using variety of methods e.g. focus groups, topic specific working groups; co-opt to Partnership Board.</p>	<p>By Feb 2006 at least 95% of staff report involvement in consultation Minutes and attendance at PB show spread of involvement</p> <p>Staff survey results.</p>	<p>Draft terms of reference for Executive Health and Safety Groups for next HSPB 20th Sept – completed and circulated.</p> <p>GMB invited to attend and attended the HSPB in Sept.</p> <p>UNISON and GMB are holding meetings with HSS and are active on health and safety forums.</p> <p>Membership of the HSPB also includes members from all political parties.</p> <p>Health and Safety was included in the annual staff satisfaction survey and the 2005 results found that 58% of respondents agree that their job provides a safe working environment. Overall 52% of respondents feel that their workloads are generally reasonable, while 25% disagree and the remainder take a neutral view.</p>
<p>3.3.2 Co-operation – Extend good practice approach to consultation between UNISON and Partnership Board for H&S to include other stakeholders.</p>	<p>Partnership Board to encourage active consultation with all employees on a wide range of H&S matters.</p> <p>Use of co-optees, working groups to tackle issues/ solve problems using devices such as</p>	<p>Council practice meets legal standards e.g. Safety representatives and safety committee regulations; H&S (consultation with employees) regulations.</p> <p>Safety groups proactive and</p>	<p>GMB invited to attend HSPB and is now a member.</p> <p>Joint work with UNISON and GMB during EHSW on noise that included displays lectures and site visits. This week -long initiative was launched by the Mayoress and good feedback was received from staff and</p>

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	<p>quality circles/project teams/joint</p> <p>Employees involved in setting standards, risk assessment, operating procedures, monitoring and audit</p>	<p>achieving visible H&S gains.</p> <p>TU support for manager in resolving areas of potential conflict</p>	<p>unions.</p> <p>Regular meeting to develop policy and review draft codes of practice with UNISON and GMB.</p> <p>Discussions are in progress regarding involving UNISON in health and safety training initiatives.</p>
<p>3.4 Communication - To establish communication and maintain supporting information in accessible formats for use across the council.</p>	<p>Document audit to identify gaps and highlight available templates.</p> <p>Standardization of all documentation e.g. electronic; open opportunity for feedback on material produced; further develop intranet; incorporate good practice approaches to ensure information widely available and accessible.</p>	<p>Verification audit demonstrates access to suitable and sufficient H&S information across council.</p>	<p>New codes of practice and policy have been added to the health and safety intranet site. A direct link from the main page to health and safety is now in place.</p> <p>The health and safety intranet site has been revised and updated. Minutes of health and safety meetings are available along with strategic template documents.</p> <p>An initiative is ongoing that allows schools that do not have access to the Harrow intranet to access up to date information via the London Grid For Learning website.</p> <p>Further development of the intranet will be in conjunction with the BTP.</p>
<p>3.4.2 Communication – Team briefing initiative to covers H&S.</p>	<p>Roll –out across council and check how successful it is working.</p>	<p>Employee feedback</p>	<p>Health and safety newsletter issued. Further editions to follow.</p> <p>Development of the UL hazards group that</p>

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Restart H&S lunchtime seminars			<p>is a forum for identifying and managing hazards at work.</p> <p>Schools safety Forum now meeting to discuss health and safety issues specific to schools. E.g. school trips.</p> <p>“Minding the business” day conference with large health and safety component for Harrow staff.</p> <p>Lunchtime health and safety seminar series in Feb 06 completed.</p> <p>Harrow rules initiative included health and safety sessions during Nov and Dec. This is a compulsory session for all managers and will be a rolling programme that includes a complete risk management module.</p>
3.4.3 Cascade good practice on information sharing and awareness-raising (e.g. Rooks Heath High School).	Active engagement of cross council working groups in spreading and share knowledge and in benchmark performance.	Positive promotion of health and safety ideas and solutions arising outside health and safety team.	<p>School Safety Forum. Underway with meetings having taken place.</p> <p>Development of the UL hazards group that is a forum for identifying and managing hazards at work.</p>
3.5 Competence 3.5.1 Training strategy and plan used to deliver knowledge, experience to	Complete training needs analysis; maintain continuous evaluation to ensure offer fit for purpose.	<p>Skills audit results. Records and assessment feedback.</p> <p>Relevant health and safety training</p>	BTP programme to include health and safety training in the package for offer to customers.

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meet council needs	<p>Proactively identify developmental areas.</p> <p>All area to attain Investors in People status. All employees competent To fulfil roles</p> <p>Recruitment and promotion procedures ensure competence</p> <p>Training needs identified – organisational/job needs and individual needs</p> <p>Competent cover for absences.</p> <p>Training needs identified with all changes in policies and procedures</p> <p>Systems and resources available to provide training</p>	<p>will be available and compulsory for all levels of the council.</p> <p>Employee monitoring demonstrates training and development gains in competence to fulfil roles including health and safety.</p> <p>95% of manager having received managing safely training or equivalent within 3-year cycle.</p>	<p>A training review is being undertaken for health and safety across the whole organisation. A training matrix has been developed to identify a comprehensive training programme for all staff.</p> <p>IIP progressing across HBC.</p> <p>IPAD to include mandatory health and safety element in competencies.</p> <p>The development of the Group Health and Safety Plan process includes an element of health and safety training need so this can be identified and actioned at a group manager level.</p> <p>Health and safety has been added as a core requirement in job roles.</p>

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<p>3.5.2 To assure sufficient establishment of health and safety expertise to support health and safety performance improvements and assist in monitoring progress.</p>	<p>Complete training needs analysis</p> <p>Transparent, publicly agreed roles and service standards for the Health and Safety Service that are supported by senior management;</p> <p>Partnership Board agreed service plans and priorities. Capacity building, publicity and relaunch of the service.</p>	<p>Contract and service monitoring identify projects and services delivered safely, on time and fit for purpose.</p> <p>Stake holder feedback, delivery targets met and benchmarks achieved as supporting evidence of service excellence.</p> <p>CPA results</p> <p>Achievement of relevant charter marks</p>	<p>An addition of 3 new posts to the Health and Safety Service (HSS) establishment was funded and two posts have now been filled.</p> <p>HSS has produced a performance plan that has been approved. This document sets out the service that will be provided to HBC by HSS and includes levels for inspection, audit, training, etc.</p> <p>A Fire Safety Officer post has been added to the Health and Safety Service team complement.</p>
<p>3.5.3 To clarify roles and responsibilities of safety critical staff in the council.</p>	<p>Safety Director to agree with CMT safety critical posts where approval for changes to establishment need to be sought at senior level</p>	<p>Widely published information on team roles, responsibilities, and service standards.</p>	<p>Appointment of an Emergency Planning.</p> <p>EPO has now been appointed and will work with HSPB and HSS to coordinate work on safety critical issues at HBC.</p>

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<p>4. Planning and Implementing 4.1.1 Risk assessments – To establish the fundamental role of risk assessment as a tool for proactively managing risk .</p>	<p>All managers/ and supervisors responsible for 5 or more staff or with responsibility for premises, budgets and or work involving contractors priority for compulsory training in carrying out risk assessments.</p> <p>Departmental targets for compliance.</p> <p>Risk assessment audit identifying areas of need and non-compliance.</p>	<p>All areas of identified risk covered by baseline assessment; evidence of dynamic assessments and reviews in relevant areas. Monitoring schedule confirmation</p>	<p>Identification and management fo risk has been identified as a core objective in the revised Health and Safety Policy.</p> <p>Revision of risk assessment code of practice completed. Issue of a handbook on health and safety for staff that includes management responsibilities.</p> <p>Risk assessment form for fire safety now issued and on the intranet</p> <p>General, manual Handling, DSE and Fire risk assessment training ongoing.</p> <p>IOSH health and safety for manager has been run and further dates are agreed.</p> <p>SSOW are identified in the Group Health and Safety Plan and risk assessment is a key element of the induction training programme for new starters.</p>
<p>4.1.2 Risk assessments – Extend delivery and monitoring model used in Education, Parking Control to other areas. (Brember, Rooks Heath)</p>	<p>Specific project to achieve compliance including nomination of officers in departments competent to lead in carrying out assessments.</p> <p>Increased use of templates and online resources</p>	<p>Departmental management and premises managers' tasks. Completion linked to achievement of performance management target. Year on year reduction in avoidable injury.</p>	<p>Development of a performance plan within the Health and safety service is underway to develop an assurance process for HBC. Work done is being monitored and will be assessed to identify spread of work.</p> <p>Requirement to ensure health and safety management elements are in the high level</p>

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	Priority areas reflected in local H&S action plans		<p>planning process. This has been achieved through the review challenge process.</p> <p>Through the role profile changes and committee reports template health and safety needs to be considered.</p>
<p>4.2.1 Health and safety content of Divisional and Service Plans. Imbed health and safety impacts as part of service planning and development.</p>	<p>Incorporation of risk management approach into all areas of council business including identification of health and safety related risks in strategic and operational areas.</p> <p>Use revitalising health and safety targets as <i>pacer</i>.</p>	<p>Evidence in plans including progressive re-evaluations and re-ordering in the light of changing scenarios.</p>	<p>This issue has been addressed in the revised policy with the “group plan” model that has been issued as a template document by the HSS. The HSS performance plan will then detail audit against these plans. In addition a health and safety scorecard is being developed to measure corporate performance against HSG 65 standards.</p>
<p>4.2.2 Business risk register.</p>	<p>Incorporate risk register approach into health and safety risk mapping and risk assessment training</p>	<p>Risk register incorporated into directorate planning process and active registers in place.</p>	<p>Registers in place in many directorate plans.</p>
<p>4.3 H&S standards Identify, implement and monitor agreed, consistent health and safety performance standards for all.</p>	<p>Standard setting as part of departmental and service planning.</p> <p>Performance indicators as agreed by Partnership Board -</p>	<p>Evidence that health and safety performance standards as integral to all departmental and service plans; individual performance monitoring</p>	<p>Development of a performance plan within the health and safety service is complete. This helps to define the outline of an assurance process for HBC. The results of audits and inspections will then be made known through systems to be developed.</p>

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	Corporate, departmental, managerial and personal		
<p>5. Measuring performance</p> <p>5.1 Realign monitoring to accentuate positive outcomes ahead of reactive measures of performance</p>	<p>Identification data sources; standardization and integration of monitoring approaches to make optimum use of data to inform, support and challenge action.</p> <p>Examples linked to HSE's Revitalising health and Safety targets.</p>	<p>Evidence based reviews and forecasts including setting budgets and priority areas for action.</p> <p>Continue to benchmark performance against L33 and extension.</p>	<p>Issue of the 04/05 annual health and safety report emphasised the meet to develop proactive measures for health and safety.</p> <p>Development of a performance plan within the health and safety service is complete which helps to define an assurance process for HBC.</p> <p>Through the BTP projects work related sickness absence, cause and duration of absence information will be captured. In addition an associated cost. Also numbers of inspections/audit and completion of Group Health and Safety Plans. An associated set of figure will include training spend per head on h and s.</p>
<p>5.2 To monitor of implementation of agreed health and safety performance measures to ensure outcomes being delivered.</p>	<p>Link data from other monitoring functions undertaken across the council – Audit, Scrutiny, Risk Management to track progress.</p> <p>Compulsory training for all monitoring officers e.g. contracts officers.</p> <p>Separation of verification audits</p>	<p>Evidence of Mix of proactive and reactive monitoring with bias on proactive work.</p> <p>Monitoring impact of assessment showing clear benefits in improved incident accident prevention overall.</p>	<p>The issue of performance indicators for work related absence is being addressed as part of the BTP programme.</p> <p>A priority reactive measure will be work related sickness absence that will be captured in more detail as part of the BTP ERP programme.</p>

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	<p>and contract sign off's from originating group.</p> <p>Cost of intervention in contracts computed and corporate template introduced to help managers costs incidents.</p>		<p>A development of the relationship between the safety team and the procurement team will ensure that health and safety is more widely considered in the contracting and procurement process.</p> <p>Corporate templates for procurement including tendering, contracts and approval processes have been issued for the whole organisation.</p>
<p>6. Review/Audit 6.1 Institute planned audit and review regime all areas.</p>	<p>Lead audit and review role including planned proactive programme proposed to management and agreed by Partnership Board.</p>	<p>Annual review of regime.</p>	<p>Development of a performance plan within the health and safety service is now complete and develops an assurance process for HBC to include health and safety auditing. The Health and Safety Service now sits within the Risk Management Group and opportunities to work with the internal audit team are being explored.</p>
<p>6.2.1 To define roles and responsibilities for audit and review.</p>	<p>Specialist adviser/lead as appropriate in reactive audits/reviews e.g. major incident. Facilitate external audit/challenge.</p>		<p>Development of a performance plan within the health and safety service is now complete and develops an assurance process for HBC.</p>

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6.2.2 In particular, the role of the Health and Safety Department	Work of unit subject to interim service review and annual report	Unit performance including staffing and competencies subject to performance management review.	Development of a performance plan within the health and safety service is now complete and develops an assurance process for HBC.
6.3 More local in-depth analysis of Accident statistic's to identify root cause and trends as e.g. Parking Control, Central Depot,) CDM monitoring, Schools monitoring Contractors	Local services self -assessment approach to performance monitoring of own actions/outcomes. Less reliance on centre as primary source of information on local trends. Centre to support process and provide information for challenge/bench marks to drive improvements.	Improved range of data reported; follow up action show improved experience and outcomes locally for staff, areas and stakeholders e.g. more rapid response to identified hazards and near-misses sector specific guidance.	Implementation in Sept 06 will enable accident recording with better visibility and reporting on accident data with management ownership. Audit programme for HSS to reflect recorded incidents.