

Corporate Health and Safety Action Plan – V.4 (Oct 2020)



Date of this Version:	October 2020
Next Review Date:	January 2021
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	Note: This action plan is updated on a quarterly basis and progress monitored by the Corporate Health and Safety Board.

Risk Rating Priority Key	
High	Significant gap in the H&S Management System that requires action as a high priority in order to control risk and meet legislative requirements and/or standards/industry best practice. No current progress or limited progress made.
Medium	Gap in the H&S Management System that requires action as a priority in order to control risk and meet legislative requirements and/or standards/industry best practice. Some progress made to address gaps, further work needed.
Low	No gaps or limited gaps in the H&S Management System, active work taken or being taken to control risk and meet legislative requirements and/or standards/industry best practice.

Aim of Action Plan:
 To outline how SMBC will meet its health and safety responsibilities and obligations at a corporate level in accordance with the Health and Safety Management System in place in the Council, and in conjunction with the Corporate Risk Register. The Management System in place is based on the Health and Safety Executive's guidance on managing health and safety (HSG65) – *Plan-Do-Check-Act*. Directorate Leadership Teams have overall the responsibility for ensuring effective health and safety management within their directorate and for ensuring that preventative action is taken to minimise health and safety risks. **Note: In supporting the requirements of this corporate level plan, directorates will have their own action plans in place to detail more specific local health and safety arrangements in place and the actions being taken to address any gaps in the Health and Safety Management System at a directorate/service level. Directors/Assistant Directors/Heads of Service are responsible for ensuring that actions to improve health and safety are included within operational service plans and communicated to managers and employees as appropriate.**

Ref	Management System Ref.	Required Outcome	Key Action(s)	Current Risk Rating Priority (H/M/L)	Responsible Person(s) for taking action forward	Activity target dates / Completion date	UPDATES SINCE LAST QUARTER (JUL 2020):	Status
1	PLAN	<i>Effective planning in place to manage & lead health and safety</i>	Current H&S policy in place, but will be revised to include updated corporate arrangements. The updated document will set direction for the organisation and identify key roles & responsibilities. The policy is a legal requirement as per S2 (3) of the Health & Safety at Work Act 1974.	M	H&S Team Manager with ownership by Corporate Leadership Team (CLT) once finalised	Q3 2020/21	Timescale for updating the policy still on track for completion by end of Q3 2020/21. Original timescale of Q4 2019/20 revised due to Covid-19.	On Target
		<i>Implementation of the Corporate H&S Policy</i>	Policy to be communicated to workforce through Chief Executive & Intranet/Extranet articles once updated.					
				H&S Management Checklist (Plan-Do-Check-Act) to be produced for Assistant Directors/Heads of Service to help them identify gaps in their service areas against the requirements of the H&S Management System (<i>implementation of roles & responsibilities, H&S training/competence, completion of risk assessments & local H&S procedures, measuring & reviewing H&S performance etc.</i>)	M	H&S Team Manager with AD's, Heads of Service & Managers	Q4 2020/21	Production of self-audit checklist on track for completion by end of financial year 2020/21. Work being undertaken to try & facilitate this through the new SHE Assure System. Original timescale of Q1 2020/21 revised due to Covid-19.
		<i>Implementation of the H&S Management System</i>	To help implement a new Health and Safety Management System across SMBC, an online management system has been procured and purchased to assist Directors, Assistant Directors, Heads of Service and Managers meet their responsibilities for health and safety. The system will be supported and maintained by the Health & Support Team (HSST).	M	Directors / AD's / Heads of Service / Managers supported by the HSST	Q4 2020/21	Incident report module launched in all directorates (July-Sep 2020). Work now being undertaken to launch in maintained schools during autumn & spring term 2020/21. Risk assessment & audit modules still to be implemented but delayed due to Covid-19.	Off Target

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1	PLAN (Cont'd)	<i>Effective planning in place to manage & lead health and safety</i>	Provision of competent health & safety assistance to be maintained for the organisation.	L	Head of Audit Services	Q4 2019/20	This action has now been completed.	Achieved
		<i>Provision of Competent H&S Assistance</i>	Review of H&S support provision to ensure there is an efficient corporate health & safety service in place for SMBC/SCH. Review of roles and team job descriptions to ensure they are up-to-date.		H&S Team Manager			
		<i>Implementation of Corporate supporting H&S policies and guidance</i>	Corporate H&S guidance and topic-based policy documents to be reviewed for the organisation. Documents to be re-formatted into 'guidance' to become more user-friendly for workforce. First tranche will focus on key risk topics to include Covid-19. Communication & launch of documents to be considered once finalised. Key topics to be identified and formalised in a separate policy review schedule.	M	HSST to develop guidance in conjunction with relevant Management Teams	Q4 2020/21 (first tranche)	Completion of first tranche on track for completion by end of financial year. Timescales have had to be reviewed due to the response to Covid-19.	On Target
			Asbestos Policy & Procedures to be revised and updated for Core Council and Schools. Current policy in place but is now out of date in parts. The updated document will identify key roles & responsibilities in the organisation and those responsible for controlling risks. Process for the completion of asbestos risk assessments, management & communication plans to be reviewed at same time.	M	Head of Corporate Property Services / PST (with support & advice from HSST)	Q4 2020/21	Further work needed on the development of the arrangements within the policy & supporting guidance. A new Asbestos Surveyor post is currently being recruited who will provide support and input on this work. Original timescale of Q3 2020/21 revised, partly due to Covid-19.	On Target
			Control of Legionella & Water Hygiene Policy to be revised and updated for Core Council and Schools. Current policy in place but is now out of date in parts. The updated document will identify key roles & responsibilities in the organisation and those responsible for controlling risks.	M	Head of Corporate Property Services / PST (with support & advice from HSST)	Q4 2020/21	Further work needed on the development of the arrangements within the policy & supporting guidance. Original timescale of Q3 2020/21 revised, partly due to Covid-19.	On Target
		Management of risks relating to construction/CDM activity and the control of contractors to be formalised into guidance for schools and others involved in the management of contractors and direct commissioning and procurement of contractors.	H	H&S Team Manager & HSST / Head of Corporate Property Services / PST	Q4 2020/21	Being a higher risk, an interim briefing note has been produced. Plan to communicate to Joint Asset Management group, Council services & schools in Q3 2021/21. The full guidance document timescale has had to be reviewed due to the response to Covid-19.	On Target	

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2	DO	<p><i>Health and safety arrangements in place</i></p> <p><i>Significant risks within teams identified and effectively reduced/controlled</i></p> <p><i>Suitable, sufficient & up to date risk assessments in place with relevant consultation & input from staff</i></p> <p><i>Local procedures and arrangements recorded and implemented where relevant to reduce and control risks</i></p>	<p>Managers to ensure that suitable and sufficient risk assessments are in place for work activities under their control. Recorded risk assessments to be in place where there are 'significant' risks & communicated to those affected.</p> <p>Consideration of specific areas such as Covid-19, manual handling, personal safety and lone working, construction, work-related stress & wellbeing, driving for work etc. (<i>Higher risk activities/topics in the organisation</i>).</p> <p>Procedures to be in place within services to manage health and safety locally. Where risks are greater, documented 'local procedures' to be produced. (Information above to be included in the H&S Management Checklist as a reminder for managers).</p>	M	All Managers - with support and competent advice from the HSST	Q4 2020/21	HSST have produced a number of 'template' risk assessments to help support managers. These are available on the Council's Intranet/Extranet. Covid-19 risk assessment template documentation also produced to assist managers. These versions have been updated following changes to government guidance. Further work needed by managers to ensure suitable & sufficient risk assessments are in place for routine activities. Timescales may be delayed due to the response to Covid-19.	Off Target
			<p>Corporate guidance to be produced and formalised for risks involved in the moving and handling of people. Relates to service activities in children's/adult services and schools.</p>	M	Head of Service for Adult Care / Head of Service 0-25 – with support from HSST	Q4 2020/21	Final version being produced by working group. Original timescale has had to be reviewed due to the response to Covid-19.	On Target
			<p>Hazard warning marker system arrangements to be reviewed & improved for employees who carry out visits to service users/public. Previous systems in place for warning markers on people and places are not effective.</p>	M	Assistant Director (Children Services) with Working Group.	Q4 2020/21	Final draft of policy now produced. Communication of document to be finalised. Warning Marker Board still to be finalised. Original timescale has had to be reviewed due to the response to Covid-19.	On Target
			<p>Stress risk assessment process/format to be reviewed at an individual and team level. Review format and other resources available to managers. Improve forms and other documents being used.</p>	M	HR Business Manager & HR team H&S Team Manager & HSST /	Q4 2020/21	Sub-group to the Wellbeing Board already meeting to work on this. Documents being finalised but have been delayed due to the response to Covid-19. Pandemic toolkit produced in meantime.	Off Target
			<p>Suitable & sufficient fire risk assessments to be undertaken by competent and qualified fire risk assessors in all key Council workplaces and maintained schools. Fire risk assessor(s) to meet competency criteria as defined by the Fire Risk Assessment Competency Council (FRACC).</p> <p>Actions from assessments to be prioritised with action owners. Risks to be reviewed the outcomes of the assessments.</p>	M	Head of Corporate Property Services / PST	Q4 2020/21	A programme of FRA's are now being undertaken. Re-tender now in progress. New provider must have competency criteria as stated.	On Target

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2	DO (Cont'd)	<p><i>Health and safety arrangements & procedures in place</i></p> <p><i>Managers & staff sufficiently trained and competent in their health and safety responsibilities</i></p> <p><i>Consideration of control, communication, consultation and competence</i></p>	<p>Process for Health and Safety Inductions for new staff to be reviewed so it becomes more robust. Consider introducing a specific health and safety induction checklist. As well as employees, new checklist to include students, volunteers, agency workers & contract workers working for SMBC.</p>	M	Learning & Development (L&D) Team with support from HSST	Q4 2020/21	Original timescale of Q1 2020/21 revised, due to the response to Covid-19. Updated checklist now in draft. Further work needed but on track to be completed by end of financial year.	On Target
			<p>'Introduction to the Management of H&S' / 'Line Manager responsibilities training session to be designed & developed for Managers. Take account of Covid-19 and options for different delivery models.</p> <p>All Managers to attend the 'Introduction to the Management of H&S' training session. Programme to be devised with support from the L&D team.</p>	M	H&S Team Manager & HSST with L&D team All Managers	Q4 2020/21 Q1 2021/22 onwards	Original timescale of Q1 2020/21 revised due to the response to Covid-19. Virtual training being developed in conjunction with E-Learning module. Current plan to offer a virtual session from the beginning of Q1 2021/22.	On Target
			<p>'Risk Assessment Workshop' training session to be designed & developed for Managers & staff nominated to complete risk assessments in teams. Take account of Covid-19 and options for different delivery models.</p> <p>Managers & staff nominated to complete risk assessments to attend 'Risk Assessment Workshop' training</p>	M	H&S Team Manager & HSST with L&D team Managers	Q4 2020/21 Q1 2021/22 onwards	Original timescale revised due to the response to Covid-19. Virtual training being developed in conjunction with E-Learning module. Current plan to offer a virtual session from the beginning of Q1 2021/22.	On Target
			<p>Other Corporate H&S training & development to be considered for Managers & staff, e.g. manual handling, personal safety awareness/lone working, conflict resolution, developing personal resilience, management of work-related stress etc.</p> <p>Specific training to be developed, e.g. management of contractors/CDM, asbestos, water hygiene (schools).</p> <p>Training to be appropriate to job role. Consideration of service areas where risks are greater. Also consider skills gaps/knowledge where there is a change / re-design of job role.</p>	M	H&S Team Manager with HSST with L&D team Head of Corporate Property Services / PST / H&S Team Manager & HSST Managers	Q1 2021/22 Q1 2021/22 Q4 2020/21	E-learning modules already available on Oracle / Learning Pool. New sessions being looked at. Original timescales revised due to the response to Covid-19. Original timescale revised due to the response to Covid-19. Directorate Leadership Teams to consider this as part of their service planning.	On Target On Target

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2	DO (Cont'd)	<p><i>Health and safety arrangements & procedures in place</i></p> <p><i>Managers & staff sufficiently trained and competent in their health and safety responsibilities</i></p> <p><i>Consideration of control, communication, consultation and competence</i></p>	'Leadership' H&S training to be considered for CLT, Directors, AD's, Heads of Service.	M	Director of Resources & Deputy Chief Executive / CLT / H&S Team Manager	Q1 2021/22	Original timescale revised due to the response to Covid-19.	Off Target
			H&S Awareness training to be considered for Members/ Councillors	M	Head of Legal and Democratic Services / H&S Team Manager & HSST	Q1 2021/22	Original timescale revised due to the response to Covid-19.	Off Target
			<p>H&S information on the Intranet & Extranet to be reviewed so it becomes more user friendly for the workforce.</p> <p>HSST to consider key bulletins, newsletters in future to communicate key H&S information.</p>	M	H&S Team Manager & HSST with Communications team	Q4 2020/21	HSST already working with the Intranet Web team to improve information.	On Target
			H&S consultation and communication arrangements to be reviewed and improved. Corporate H&S Board to be established with senior management representation and attendance by trade unions. This will help to demonstrate leadership and commitment.	L	Director of Resources & Deputy Chief Executive / CLT Members / H&S Team Manager	Q1 2020/21	Board now established with terms of reference finalised. Meetings scheduled as part of the forward plan.	Achieved
3	CHECK & ACT	<p><i>Measuring & reviewing performance to assess the effectiveness of H&S arrangements</i></p>	Accident / Incident / Near Miss Reporting & Recording System to be improved as current systems are limited and restrictive. New online electronic system to replace current paper and manual-based system. New system to be able to assign actions, generate reports and improve trend analysis.	M	Head of Audit Services H&S Team Manager	Q4 2020/21	Incident report module launched in all directorates (July-Sep 2020). Work now being undertaken to launch in maintained schools during autumn & spring term 2020/21. Whilst there has been some delays due to Covid-19 the implementation of the incident module has stayed on track.	On Target
			Management Teams to monitor progress of local H&S action plans with Directorate Leadership Teams as an active monitoring tool. To be undertaken as part of general service planning & review.	M	Directors/AD's/ Heads of Service/ Managers	Q4 2020/21	Majority of directorates now scheduling quarterly H&S updates following each Corporate H&S Board Meeting.	On Target
			Managers to ensure that significant risks are being controlled adequately (<i>process to be in place to review risk assessments to ensure they are up-to-date, following an incident or change in procedure/practice etc.</i>). Managers to ensure there are systems in place locally to keep local H&S procedures up-to-date.	M	All Managers	Q4 2020/21	HSST have produced a number of 'template' risk assessments to help support managers. These are available on the Council's Intranet/Extranet. Further work needed by managers to ensure this requirement is met.	Off Target

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3	CHECK & ACT (Cont'd)	<i>Measuring & reviewing performance to assess the effectiveness of H&S arrangements</i>	Processes in place to review the effectiveness of H&S induction & training completed to be improved at a corporate level. Identification of refresher training to be improved. Evaluation forms to be introduced for all Corporate H&S training undertaken.	L	HSST and L&D Team (with Managers)	Q1 2021/22	Some existing sessions already have evaluation built into the process.	Achieved
			Formal H&S inspections to be undertaken across all key Council workplaces. Produce written reports/action plans prioritising areas of improvement. Managers are currently tasked with completing inspections of their areas twice per year and HSST undertake checks as part of their audit process. However process needs to be more formalised & completed more frequently, especially in higher-risk areas. Take account of Covid-19 and options for different delivery models.	M	HSST (with FM & designated Building Managers) Managers	Q1 2021/22 Annually thereafter Statutory equipment inspections to be checked	HSST have completed some inspections based on the resource at the time. Original timescale revised due to the response to Covid-19 and taking into consideration some workplaces not being open.	On Track
			H&S Management System Audits to be undertaken across directorate service areas, maintained schools and SCH, using Plan-Do-Check-Act process (subject to availability due to Covid-19). First tranche will focus on key risk areas. Audits to establish whether appropriate management arrangements are in place to successfully manage H&S. Take account of Covid-19 and options for different delivery models. Rolling programme to be developed & prioritised using a risk-based approach. Services/teams that have higher risks to be prioritised.	M	H&S Team Manager & HSST	Q1 2021/22 (first tranche)	Original timescale revised due to the response to Covid-19 and taking into consideration some workplaces/services not being open or available. Specific audits have been completed in Adult Care and Economy & Infrastructure directorates.	On Track
			Review current processes in place to monitor the health and safety performance of SCH as the management body of the housing service. Under the Regulator of Social Housing consumer standards SMBC as the housing stock owner has health and safety obligations for tenant safety. Review reporting methods and monitoring of building compliance such as gas safety, fire safety management, asbestos and legionella compliance. Take into account the national review of building safety and the recommendations from the Hackitt review following the Grenfell tragedy. The proposed Building Safety Bill and Fire Safety Bill will also have implications for SMBC / SCH to consider.	M	Assistant Director (Stronger Communities) SMBC / SCH Quarterly Monitoring Board (QMB) Support from H&S Team Manager	Q4 2020/21 (initial review)	Specific paper was submitted to QMB (Feb 2020). Reporting systems already in place within SCH. Reporting now formalised through QMB. New Home Standard Duty Compliance Report now devised and submitted to QMB & SMBC Corporate H&S Board quarterly. Project Board to be formed in SMBC to work through implications of the new Building Safety Bill & Fire Safety Bill.	On Track

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3	CHECK & ACT (Cont'd)	<i>Measuring & reviewing performance to assess the effectiveness of H&S arrangements</i>	Directorate Leadership teams/Management Teams to monitor accident/incident data in their services so that more robust action can be taken to prevent recurrences & spot trends emerging. Better monitoring will help to improve under-reporting of incidents. The new on-line Health and Safety Management System will help do this (once launched).	M	Directors/AD's/ Heads of Service/ Managers	Q4 2020/21	Included as a key topic item in the refreshed Corporate H&S Board. Majority of directorates now scheduling quarterly H&S updates following each Corporate H&S Board Meeting.	On Track
			Directorate Leadership teams to receive health and safety information that relates to their services/teams. Updates to include relevant legislative/industry changes, development of new corporate H&S policies & guidance, results of inspections & audits and accident/incident/near miss reporting analysis. Corporate H&S Board Members to ensure this information is communicated to DLT's from Board meetings held. This will assist Directorate Leadership teams to monitor health and safety performance in their services/teams and take action where there is non-compliance.	M	Directors/AD's/ Heads of Service/ Managers Directorate Reps on Corporate H&S Board	Q4 2020/21	Majority of directorates now scheduling quarterly H&S updates following each Corporate H&S Board Meeting.	On Track
			Information from the Corporate Health & Safety Action Plan to be used to update leadership health & safety risks highlighted in the Corporate Risk Register - which is reviewed & monitored at a corporate level.	M	Directors/AD's/ Heads of Service/ Managers	Q4 2020/21		