

DUNDEE CITY COUNCIL

REPORT TO: Personnel Committee - 15 March 2004

REPORT ON: Corporate Health and Safety Plan 2004-2005

REPORT BY: Assistant Chief Executive (Management)

REPORT NO: 186-2004

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval of the Corporate Health and Safety Plan for 2004 and 2005.

2 RECOMMENDATION

- 2.1 It is recommended that the Committee approves the Plan (attached) which outlines the Council's approach to meeting the challenges of the Government's "Revitalising Health and Safety" strategy.

3 FINANCIAL IMPLICATIONS

- 3.1 The costs of implementing the Plan will be funded from existing departmental budgets.

4 LOCAL AGENDA 21 IMPLICATIONS

- 4.1 The proposal will ensure that employees' health is protected by creating safe, clean and pleasant environments, wherever possible.

5 EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 None.

6 BACKGROUND

- 6.1 The Government's "Revitalising Health and Safety" strategy was launched in June 2000 and set specific targets for employers to achieve by 2010 with half of the improvements having to be made by 2004. There is a need for a cohesive corporate approach to attempt to achieve these targets and this will allow departments to take forward specific actions.

- 6.2 There is a need for a structured plan to allow departments to work towards achieving the necessary health and safety improvements as soon as is practicable. Therefore, the Plan addresses the areas requiring improvement over the next 2 years. Progress will be monitored and evaluated and a further plan introduced to ensure that, by 2010, all of the objectives are attained.
- 6.3 The Corporate Health and Safety Plan provides "SMART" objectives (i.e. specific, measurable, achievable, relevant and time-based) which will be monitored at various intervals over the next 2 years, with a report being produced at the end of each year. All Chief Officers are committed to the Plan and this will ensure that the strategic aims of the Plan are achieved.
- 6.4 The Plan is attached to this report.

7 CONSULTATION

- 7.1 The Council Management Team and the relevant trade unions have been consulted in the preparation of this report.

8 BACKGROUND PAPERS

- 8.1 No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information), were relied on to any material extent in preparing this report.

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Assistant Chief Executive (Management)

8 March 2004

Dundee City Council

CORPORATE HEALTH AND SAFETY PLAN 2004 - 05

Personnel Department

February 2004

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INTRODUCTION

In support of Dundee City Council's Corporate Health & Safety Policy this corporate health and safety plan has been developed for the years 2004 - 2005 with the aim of ensuring the continuous improvement of health and safety arrangements, which can be measured against an agreed set of standards.

This approach demonstrates the Council's continued commitment to employees and recognises the important role managers and employees play in achieving successful health and safety management. In addition, it is underpinned primarily by the Revitalising Health & Safety Strategy, the Health and Safety at Work etc. Act 1974 (HSWA) and the Management of Health and Safety at Work Regulations 1999 (MHSWR).

LEGAL BACKGROUND

In addition to the general requirements of the Health & Safety at Work etc Act 1974, the Management of health and Safety at Work Regulations 1999 place a specific requirement on employers to appoint competent persons to assist in complying with the requirements of the relevant statutory provisions. Health & Safety Executive (HSE) guidance also suggests that organisations should seek to appoint employees with the necessary competence, in preference to a competent person not within his/her employment. The employer is also required to ensure that the number of persons appointed and the time available for them to fulfil their functions and the means at their disposal are adequate having regard to the size of the undertaking, the risks to which employees are exposed and the distribution of those risks throughout the undertaking.

There is also the requirement to assess the work related risks to employees and others from the Council's undertakings. There must also be effective arrangements in place for the planning, organising, controlling, monitoring and reviewing protective measures, including arrangements for dealing with emergencies. There is also a general duty to provide employees with comprehensible and relevant information as to the risks they face and the protective measures to control those risks. There is also possibility of future legislation on corporate killing/corporate manslaughter.

The key document which details the arrangements required to effectively manage health and safety are detailed in the Council's Health and Safety Policy. The Government through the Health and Safety Commission have also established key targets for employers to attain to revitalise health and safety throughout Great Britain. This document establishes our corporate plan to address the key health and safety issues currently facing the Council. This corporate health and safety plan sets out the expectations of the Chief Executive, and details the measures required to achieve our health and safety objectives.

STRATEGIC HEALTH AND SAFETY AIMS AND OBJECTIVES

The Council's Health & Safety Policy provides a structure and framework to manage the health and safety risks created by our undertakings. The Council Policy has been developed to provide an holistic approach to managing health and safety, requiring all Departments to make suitable arrangements ensuring that sufficient resources are made available to manage health and safety risks over which they have control. Departments are required to implement safe systems of work that eliminate and minimise the opportunities for accident and ill health to the lowest reasonably practicable level.

Key Aim

The principal health and safety aim is to provide and maintain a health and safety culture in which the opportunities for accidents and occupational ill health are eliminated by the effective management of health, safety and welfare.

This aim has been developed into 5 objectives

- To lead the Council forward by providing health and safety policies and guidance that provides clear support and direction to achieve best practice, recognising legal compliance as a minimum standard.
- To ensure that all levels of management, and employees, are sufficiently competent to discharge their duties with due regard for health and safety.
- To facilitate the integration of health and safety considerations into the Councils' decision making process, so as to ensure that resources are appropriately and effectively allocated by all levels of management.
- To promote and co-ordinate the development of health and safety plans to improve standards, and their implementation, for the benefit of all who may be affected by the Council's work activities.
- To monitor and evaluate the health and safety performance to motivate management to take effective measures to reduce health and safety losses and improve performance.

CURRENT HEALTH AND SAFETY PROVISION

The Council is kept advised on health and safety matters by, the Council's Health & Safety Co-ordinator based within the Corporate Health & Safety Section, based within the Personnel Department. The Section has however been under resourced for a number of years, but this has been partially addressed through the creation and appointment of the new post of Council Health & Safety Co-ordinator. The Section comprises the Council's Health & Safety Co-ordinator, a Senior Health & Safety Adviser, a Health & Safety Adviser and a Health & Safety Assistant. The remit of the Section is the development of corporate health and safety policy/guidance, planning and setting health and safety standards, providing corporate health and safety training, providing health and safety auditing and the provision of health and safety advice and assistance. In effect, the Corporate Health and Safety Section is responsible for the provision of advice to assist in the development of the health and safety strategy for the Council, with operational

matters being the responsibility of each Department. Four Departments that traditionally require to manage a significant level of health and safety risk, have appointed their own safety officers to provide direct assistance to local management to enable corporate guidance to be incorporated into operational procedures. The departmental safety officers are therefore best placed to ensure that health and safety standards are not compromised by operational pressures that may be placed on management at certain times.

The structure and resources of each Department includes the management of health and safety that is detailed in the Department's own health and safety policy statements. All Departments are to appoint a Departmental Health & Safety Co-ordinator to assist in monitoring and supporting the Director/Chief Officer in the management of health and safety. The four Departmental Health and Safety Officers are to help undertake health and safety risk assessments and other tasks on behalf of the Department.

The development of health and safety management across the Council has, to date, been rather re-active responding to issues as they arise with little strategic direction. A number of short-comings being brought to light in recent months include:

- Inconsistent approach to the investigation of accidents
- The under-reporting of accidents
- The current lack of corporate contracts and plans to address property- related health and safety issues eg electrical safety, legionella, asbestos, electrical safety etc.
- The lack of risk assessments and controls
- The poor quality of many risk assessments
- The lack of health and safety induction training and training records
- The lack of active health and safety guidance to assist managers
- The lack of clear direction in relation to the management of fire safety
- The lack of corporate health and safety training in some key areas
- An inconsistent approach towards health and safety management
- The lack of health and safety inspections and auditing

The above short-comings have resulted in the Corporate Health & Safety Section having to provide direct operational support to Departments including the undertaking of basic risk assessments that are well within the scope of trained risk assessors based in departments. The Corporate Health & Safety Section is currently spending on a daily basis a portion of its time responding to requests for information in relation to potential civil claims being brought by employees. This is distracting from work that could be undertaken now to improve future health and safety performance. This has contributed to the perception that health and safety responds to problems and providing a reactive service for Departments. The situation has also resulted in health and safety training being delivered until recently on a request basis, with no strategic training plan in place.

The above situation needs to be addressed therefore by a renewed commitment to health and safety which is afforded by the revitalising health & safety agenda. An annual Health & Safety Report is required, with all Departments assisting in this process. There is also a need for clear strategic health and safety targets to which all Departments are committed.

REVITALISING TARGETS FOR EMPLOYERS

The Health and Safety Commission's document Revitalising Health & Safety establishes and details a series of targets and a 44 point action plan that will provide the health and safety focus for the Government, the Health & Safety Commission and the health and Safety Executive until 2010. The Council is responding to this challenge through its commitment, development and implementation of this Corporate Health & Safety Plan. Our targets include:

1. To reduce the number of working days lost through work related injury and ill health by 30% by the year 2010.
2. To reduce the incidence rate of fatal and major injuries by 10% by 2010.
3. Reduce the incidence rate for work related ill health by 20% by 2010.
4. Achieve half the improvement in these targets by 2004.
5. Appoint an individual Director for Health and Safety.
6. Produce an annual health and safety report, summarising health and safety performance and plans.
7. Schools should follow the "Health Education for Living Projects" (HELP) that includes a progressive approach to safety in the environment, including aspects about safety in the workplace.

CHALLENGES AHEAD

The Government through the HSC has made it clear that Local Authorities are expected to be exemplars of health and safety management, for others to follow.

In order to achieve this position the following action is required:

- Demonstrate effective management by annual reporting of health and safety performance – including the provision of appropriate accident data, lost time data and cost data.
- Assess performance in respect of health and safety management through audits and the development of action plans.
- Influence the health and safety performance of contractors through the supply chain. Safety information must be adequately evaluated when making procurement decisions. Mechanisms for monitoring contractors should be established to ensure that work is conducted in accordance with stated safety procedures.
- Departments will have to make adequate provision for the management of health and safety in terms of time and resources.
- Safe working procedures must be recorded, implemented and kept under review by Departments through the provision of suitable and sufficient risk assessments.

In meeting specific targets in revitalising health and safety, for the reduction of accidents and ill health, consideration needs to be given to the level of provision and access to occupational health services. Whilst this is an integrated aspect of the revitalising health and safety strategy, consideration should be given to the development of an occupational health strategy for the mental and physical health and well being of Council employees, that should be developed in a separate paper.

The Health and Safety Commission are of the view that in addition to having a named Director (as the health & safety champion), there is a need to engage all stakeholders in the process, which will include elected members, to ensure that health and safety is given adequate consideration when developing Council policy and procedures.

The Council's Health and Safety Co-ordinator has set out the way forward for health and safety management in Appendix 2. This approach is consistent with the HSC's document "Successful Health & Safety Management " which identifies that commitment, co-operation, communication, competence and control are essential in developing and maintaining a positive health and safety culture.

In order to meet the challenges, the support, commitment and co-operation of all Directors is essential. Individual Directors do have choices in the context of how they effectively manage health and safety and in the areas of what can and should be delegated. All Directors/Chief Officers should however be aware that they ultimately hold responsibility and accountability for health and safety performance of their Department, that cannot be delegated. Details of how this can be achieved are detailed in appendix 2.

PARTNERSHIP WORKING

The Government's Revitalising Health & Safety Report places great emphasis on partnership working between, Government, employers, employees and Trade Unions. The effective partnership working between all these stakeholders on health and safety is seen as being essential to achieve a culture whereby health and safety is designed into all its processes and services. The Revitalising Health & Safety Report has already concluded that "workplaces with trade union safety representatives and joint health and safety committees have a significant better accident record – over 50% fewer injuries."

PLAN OF WORK

A detailed work plan for the Health and Safety Section will be developed on annual basis to ensure that progress is made towards achieving the Revitalising Targets for Employers as detailed above. Each Department will have to nominate one officer to ensure that the Corporate Health & Safety Action Plan is integrated into Service Plans and implemented.

REVIEW

The Corporate Health and Safety Plan will be kept under review annually and be revised by December 2005.

An annual progress report on the implementation of the plan will be provided to the Council Management Team.

REFERENCES

Health & Safety Executive, 2001
A Guide to Measuring Health & Safety Performance, London: HMSO

Health & Safety Commission, 2000
Revitalising Health & Safety, London: HMSO

Health & Safety Executive, 1997
Successful Health & Safety Management, London: HMSO

Appendix 1 CMT statement of commitment

Appendix 2 Corporate Health & Safety Action Plan to meet Revitalising

DUNDEE CITY COUNCIL - COUNCIL MANAGEMENT TEAM

Our Commitment to Health and Safety

We, the Council Management Team, recognise our collective and individual responsibilities to employees and others in providing health and safety leadership within Dundee Council.

In committing to continuous improvement in health and safety performance we will;

- Review and report on the Council's health and safety performance annually.
- Ensure that health and safety policy is reflected in the Council's work practices and procedures.
- Be kept informed of relevant health and safety risk management issues, including any significant health and safety failures.
- Ensure that health and safety implications of all CMT decisions are addressed.
- Ensure that health and safety management systems are in place in all Departments, and that they remain effective.
- Ensure the monitoring of the Council's health and safety performance.

The Council Management Team recognises its role in engaging the active participation of representatives of employee safety and safety representatives in improving health and safety performance.

The Council's Health & Safety Policy outlines the individual roles of the Chief Executive, Directors and other individual employees. Copies of the Council's and Department's Health & Safety Policies will be available for employees at all staffed work locations.

DUNDEE CITY COUNCIL'S HEALTH & SAFETY ACTION PLAN 2004/2005

No	Key Issue	Key Action	Responsible Person	Timescale/ Frequency	Performance Indicators	Comments
1	Communicating Roles & Responsibilities	<p>a Council's Health & Safety Policy</p> <p>b Departmental Health & Safety Policy</p> <p>c Appointment of Director for Health & Safety</p>	<p>Chief Executive/ Council H & S Co-ordinator</p> <p>Directors/Chief Officers</p> <p>Chief Executive</p>	<p>Immediate</p> <p>June 2004</p> <p>Immediate</p>	<p>Accessible to all employees</p> <p>Accessible to Departmental employees</p> <p>Appointment recorded in Council's Health & Safety Policy</p>	<p>Last reviewed in Oct 2003.</p> <p>Post currently held by Assistant Chief Ex. (Management)</p>
2	Provision and review of Corporate Policies/ Guidance	Health & Safety Toolkit	Council H & S Co-ordinator	February 2005	Accessible to all employees	Many key documents are currently lacking
3	Management of Safe Systems of Work including :	<p>a Completion of health & safety risk assessments and implementation of risk controls</p> <p>b Safe Working Procedures Manuals</p>	<p>Directors / Chief Officers</p> <p>Directors / Chief Officers</p>	<p>May 2005</p> <p>June 2004 December 2004</p> <p>November 2005</p>	<p>Employees operating in accordance with Departmental approved working practices. (Review progress) (Review progress)</p> <p>Provision of a safe working procedures manual for high-risk activities.</p>	Risk assessor training has been delivered for many years, but all such training is currently under review.

No	Key Issue	Key Action	Responsible Person	Timescale/ Frequency	Performance Indicators	Comments
4	Safety Incident Management	All incidents to be investigated to determine initial and root causes	Directors / Chief Officers	Within 1 month from date of incident commencing from January 2004	% of fully completed incident report forms received by H & S Section	All Departments to ensure that sufficient number of staff have received incident investigation training.
5	H & S Auditing	<p>a Activity needs to adequately resourced and delivered by Corporate members of IOSH</p> <p>b Undertake audits as per programme</p> <p>c Respond to audit with action plan</p>	<p>Assistant Chief Executive (Management)</p> <p>Council H & S Co-ordinator</p> <p>Directors / Chief Officers</p>	<p>Auditing programme to commence January 2005</p> <p>Frequency as per Audit Guidance</p> <p>One month from receipt of audit</p>	<p>Review of current resources and allocation of resources to complete task.</p> <p>% of completed audits as per programme</p> <p>Plans to improve compliance</p>	Insufficient resources to presently commence a health and safety audit programme
6	Annual Health & Safety Report	Production of Annual Report with involvement of all Departments	Assistant Chief Executive (Management)	Annually in June	Approval at Personnel Committee	
7	Health & Safety Induction Training	Induction training for all new staff.	Directors / Chief Officers	Commence first week of employment	Training records	
8	Reporting Health & Safety to Council Management Team	Accident statistics, Significant legislative changes.	Assistant Chief Executive (Management)	3 Monthly to CMT	Accident statistics to have a downward trend	

No	Key Issue	Key Action	Responsible Person	Timescale/ Frequency	Performance Indicators	Comments
9	Managing Stress	Strategies to undertake stress risk assessments to be developed and implemented, following the training.	Directors/Chief Officers	February 2005	Strategies for each Department to be in place. Risk controls being implemented	Managers have already received Corporate training to undertake stress risk assessments.
10	Hand Arm Vibration	a HAV Guidance b Identify staff at risk and determine controls Commencing measurements where necessary	Council H & S Co-ordinator Directors /Chief Officers Directors /Chief Officers	June 2004 August 2004 December 2004	Corporate Guidance Health Surveillance and procurement procedures in place. Effectively reduce exposure below guideline limits	
12	Health & Safety Consultations with employees	Effective Council and Departmental H & S Committees	Assistant Chief Executive (Management) & Directors /Chief Officers	December 2004	All Departments to have their own Health & Safety Committee. Minutes provided.	
13	Managing Contractors' health & safety performance.	a Guidance on managing contractors b Vet contractors for health and safety prior to appointment.	Council H & S Co-ordinator Directors /Chief Officers	June 2004 November 2004	Corporate Guidance Evidence that health and safety performance evaluated.	

No	Key Issue	Key Action	Responsible Person	Timescale/ Frequency	Performance Indicators	Comments
14	Management of Asbestos in Buildings	a Identify the presence of all ACMs in all buildings & assess risk. b Communicate information to occupiers, contractors etc	City Architectural Services Officer	May 2004 Immediate	Production of an asbestos register that is accessible on a need to know basis. Written Asbestos Management Plan	Asbestos Policy is written awaiting approval. Written Plan is currently being prepared.
15	All Property Related Health & Safety Legislative/Good Practice Requirements	a. All key issues to be identified b Corporate contracts to address all issues to be provided. c Contracts to be managed and monitored.	City Architectural Services Officer & Director of Economic Development	Immediate April 2005 September 2005	Document detailing all issues requiring attention Written plans for each of the 44 issues detailing how the issue is to be effectively managed. Evidence of active monitoring by the client for each contract	

No	Key Issue	Key Action	Responsible Person	Timescale/ Frequency	Performance Indicators	Comments
16	Fire Safety	<p>a. Provide competent person to advise on fire safety management.</p> <p>b. Provide a fire safety strategy for the Council.</p> <p>c. Implement Fire Safety Strategy</p>	<p>Assistant Chief Executive (Management)</p> <p>Appointed Competent Person</p> <p>Directors/Chief Officers</p>	<p>November 2004</p> <p>February 2005</p> <p>December 2005</p>	<p>Person in post</p> <p>Document detailing all issues requiring attention.</p> <p>As per plan developed from fire safety strategy</p>	<p>A few fire risk assessments have been completed.</p>