



APPENDIX 3

Chesterfield Borough Council health and safety improvement plan implementation strategy 2015 - 2018

Introduction

The council is committed to ensuring the health and safety at work of all its employees. The council will also ensure that it conducts its activities in ways that do not expose others to risks to their health or safety.

The Health and Safety Improvement Plan Implementation Strategy is designed to support the council's Corporate Health and Safety Policy, its related codes of practice, the Occupational Health and Safety Improvement Programme 2015-18 and the Health and Safety Performance Standards.

Key aim

The council's strategic 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 minimised by the effective management of health, safety and welfare.

The Occupational Health and Safety Improvement Programme 2015-18 has been developed to enable the council to meet objectives within four key areas:

- Health and safety management
- Health and safety climate/culture
- Accident performance
- Occupational health

This document sets out actions which the council will take to deliver against these objectives during 2015-18.

Monitoring and review

The council will monitor its performance against the occupational Health and Safety Improvement Plan 2015-18 by quarterly reports to the council's health and safety committee and Corporate Management Team (CMT) meetings. Summary reports will be presented to cabinet on a six monthly basis.



Health and safety management

Objective:

Over the period April 2015 to March 2018 the council will demonstrate continuously improving performance in relation to specified areas of significant risk.

Specifically, we will:-

- Embed the council's procedures relating to contractor management across the authority during 2015-16
 - Train all relevant employees in the Chesterfield Borough Council contract management system and procedures in 2015-16
 - Issue a contract management training pack and supporting documents on the council's intranet during 2015-16
 - Audit the use and effectiveness of the contract management procedures across the council during 2015-18
- Review the commissioning cycle to ensure all health and safety risks are addressed at specification, tender, contract and contract management stages of the cycle, by March 2017
- Revise and reissue the 'Managing Workplace Stress Policy' during 2015-16
 - Provide refresher training for managers on the application of the policy
 - Monitor the application and effectiveness of the policy
 - Identify and tackle the causes of workplace stress and identify measures to prevent this occurring ie time limits on restructure programmes, timely resolution of workplace bullying and harassment and clear communication with employees following the Health and Safety Executive guidelines on managing the risk of stress
- Develop, and start delivery of, a three year corporate health and safety management auditing programme
 - Audit programme to be agreed with CMT by Sept 2015
 - Audit template - methodology and approach to be agreed with CMT by Sept 2015



Health and safety climate/culture

Objective:

Over the period April 2015 to March 2018 the council will demonstrate a continuously improving health and safety climate, with senior management commitment and governance.

Specifically, we will:

- Develop and maintain a targeted strategy/programme to tackle the causes of injuries and ill health across the council. Service managers and union representatives, supported by HR, will proactively work within the framework of the strategy to ensure improved performance
- Conduct two corporate employee health and safety opinion surveys during 2015-18 and to draw comparisons against the baseline 2012 data, and the interim 2014-15 data
 - Surveys to be conducted during early 2016 and mid 2017
 - Data shared at Corporate Management Team and health and safety committee



Accident performance

Objective:

Over the period April 2015 to March 2018 the council will continuously reduce its employee injury incidence rate.

Specifically, we commit to:

- Reduce the total non-fatal injury incidence rate to 49.5 per 1,000 employees or better by 31 March 2018. This equates to a year-on-year reduction of 10 per cent.
- Reduce the total number of days lost due to accidents by 10 per cent year-on-year - from a baseline of 184 accidents.
- Maintain the average number of days lost due to accidents to seven or fewer per accident.

In order to achieve this we will:

Ensure service managers focus improvements on areas where we have identified the most significant risks are. Existing records show that key areas of injuries, ill health and incidents across the council are:

- Slips, trips and falls (STFs)
- Manual handling (MH)
- Work-related stress (WRS)
- Transport (moving vehicles) (MV)

Service managers will report progress on actions they are taking to mitigate these risks at the council's health and safety committee.

Continue to deliver a corporate health and safety training programme for 2015-18.

Complete the centralisation of the personal protective equipment (PPE) contract with guidance from service managers and union representatives to ensure the most practicable products are supplied for employees use (eg investigating the suitability of incorporating the national standard of footwear grip guidelines into the PPE contract).



Occupational health

Objective:

Over the period April 2015 to March 2018 the council will continuously reduce its overall reported work related ill health.

Specifically, we commit to an 8% year-on-year reduction in the number of:

- cases of occupationally related anxiety, stress and depression
- days lost due to occupationally related anxiety, stress and depression
- cases of occupationally related musculoskeletal conditions
- days lost due to occupationally related musculoskeletal conditions

In order to achieve this we will:

- Revise and reissue the councils 'Managing Workplace Stress' Policy
 - Implement the policy in order to actively manage the causes of organisational work-related stress
 - Monitor absences to identify underlying causes of stress at work and monitor management actions.
 - Provide refresher training for all managers to ensure maximum benefit is gained from the process
- Review all policies in relation to musculoskeletal conditions and injuries
- Renew the council's occupational health contract, seeking to add value to the contract by including additional services eg driver assessments
- Actively manage occupational health risks by reducing exposure to health risks through the adoption of occupational risk control measures