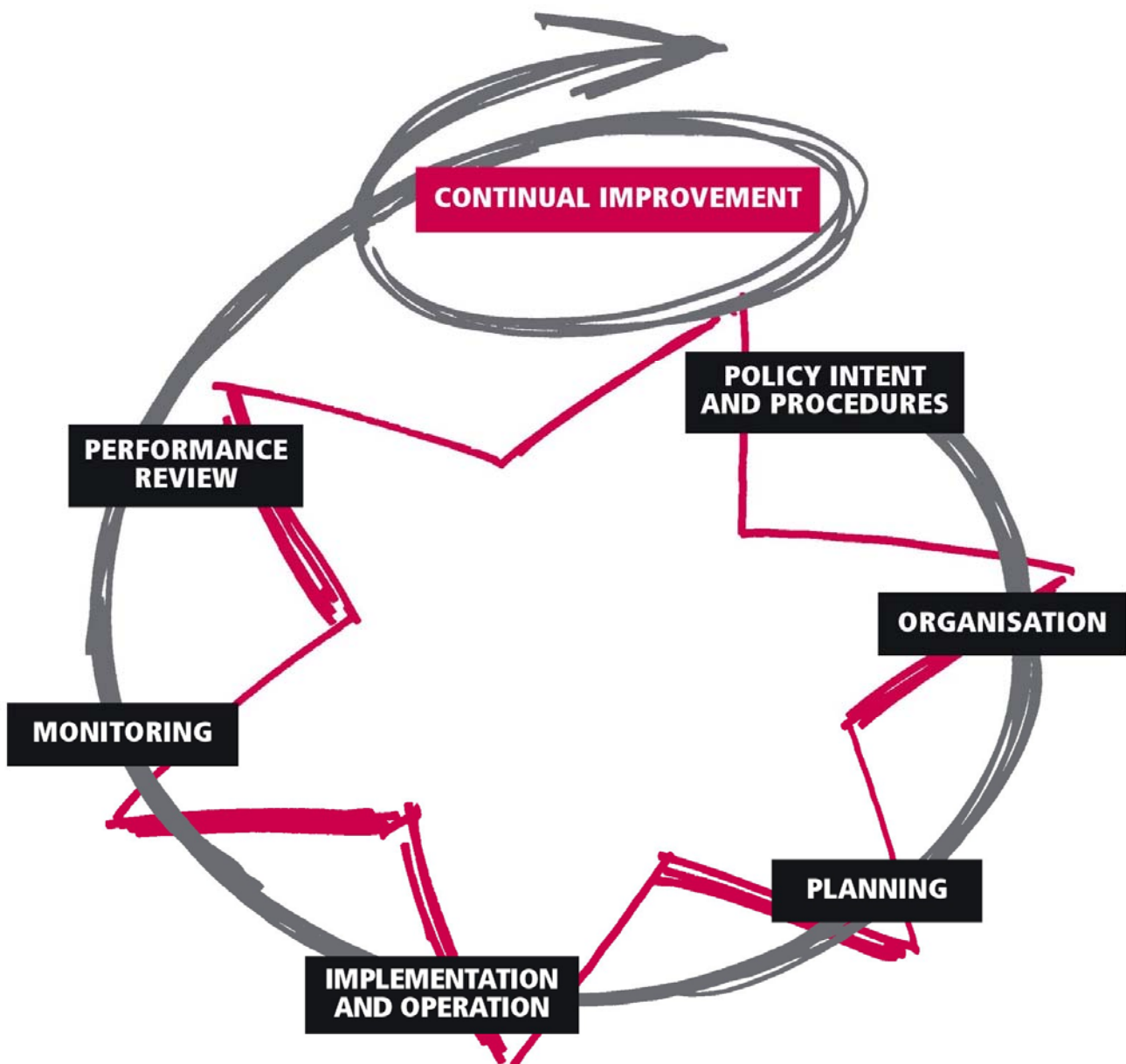




Health, Safety and Wellbeing Strategy 2010 - 2014



Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	1 of 15


HEALTH, SAFETY & WELLBEING STRATEGY 2010 - 2014

The London Borough of Hounslow is committed to ensuring the health, safety and wellbeing of employees and other persons who may be affected by their activities. The Corporate Leadership Team fully commends this Health, Safety & Wellbeing Strategy as the Council's policy and approach to the management of Health & Safety.

The Executive recognises its responsibility to provide collective and individual health and safety leadership for the Council.

Leader of the Council

Name: JAGDISH SHARMA

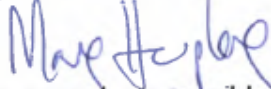
Signed: 

Date: 25-3-2011

The Chief Executive accepts overall responsibility to ensure this strategy is implemented throughout the Council.

Chief Executive

Name: MARY HARPVEY

Signed: 

Date: 23/03/11

Directors accept responsibility for implementing the strategy within their service and collectively as the Corporate Leadership Team (CLT) to ensure its corporate implementation and success.

Directors

Director of Corporate Services

Name: WILLIE GRIFFIN

Signed: 

Date: 1.3.11.

Director of Environment

Name: MICHAEL JORDAN

Signed: 

Date: 1/3/11

Director of Children's Services and Lifelong Learning

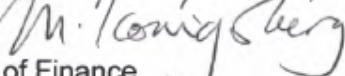
Name: JUDITH PETERSEN

Signed: 

Date: 1.3.11.

Director of Community Services

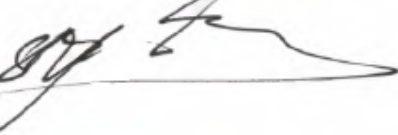
Name: MYMI KONIGSBERG

Signed: 

Date: 18.3.11

Director of Finance

Name: STEPHEN FITZGERALD

Signed: 

Date: 14/3/11

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	2 of 16

1.0 INTRODUCTION

- 1.1 This strategy updates and replaces the document issued in 2005. It defines and co-ordinates the council's policy and approach to the management of Health and Safety.
- 1.2 The standards it contains meet statutory responsibilities and good management practices that should serve to stimulate improvements in service delivery as well as health and safety performance. It also defines the personal and collective health and safety responsibilities of Members, Chief Officers, Managers, Employees and our partners and contractors.
- 1.3 In meeting these standards the council recognises its legal responsibilities as an employer, partner and service provider to safeguard the health, safety & wellbeing of its employees and those affected by its activity.
- 1.4 The strategy also sets essential performance targets designed to support the Government's targets by reducing accidents, injuries and ill-health at work. These serve to help us focus on the scope and objectives of necessary health and safety improvements.
- 1.5 The Executive and the Corporate Leadership Team have endorsed this strategy for adoption throughout the council.

2.0 AIMS

The aims of this strategy are to:-

- 2.1 Develop the Health & Safety Management System to improve control of risks to an acceptable level and ensure continuous improvement in health and safety performance.
- 2.2 Support the Executive's Priorities and The Hounslow Community Plan.
- 2.3 Support the efforts of departments and their managers to comply with health and safety legislation.
- 2.4 Support achievement of the Government's targets in reducing accidents, injuries and ill-health at work.
- 2.5 Minimise loss and maximise efficiency and performance.
- 2.6 Facilitate integration with other management systems.
- 2.7 Drive service delivery improvements by continually improving health and safety standards.
- 2.8 Provide the framework for setting and reviewing occupational health and safety.
- 2.9 Improve the health and safety culture of the council.
- 2.10 Improve employee health and wellbeing.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	3 of 16

3.0 POLICY STATEMENT

- 3.1 The council is committed to ensuring the health, safety and welfare of employees and other persons who may be affected by their activities and the services they provide and control. The responsibility to meet this requirement is considered at least equal to that arising from any other business objectives of the Council.
- 3.2 The Corporate Leadership Team (CLT), led by the Chief Executive, is collectively responsible for the strategic leadership and governance of health and safety of the council. The Director of Corporate Services is the nominated “Director of Health and Safety” on CLT.
- 3.3 Each Head of department/Chief Officer is responsible for implementing this strategy within their service and for developing their department’s local health and safety policy and arrangements.
- 3.4 The council will develop and maintain its corporate Health & Safety Management System to meet the BS OHSAS 18001: 2007 and HS (G) 65 requirements. The Head of Human Resources and Organisational Development is the council’s “Management Appointee” to ensure that the system is continually developed, implemented and improved.
- 3.5 The council will meet as a minimum standard, with all applicable and relevant statutory duties and legal requirements. Best practice however will be adopted to minimise risks to health and safety and prevent injuries and other losses wherever possible.
- 3.6 The council is committed to the prevention of injury and ill-health and will strive to continually improve and develop its management and performance of occupational health and safety.
- 3.7 The council is committed to identifying and controlling hazards by risk assessment. Where necessary safe working methods, based on risk assessment will be introduced to fully inform those at risk and control unavoidable risks.
- 3.8 Council health and safety objectives and targets contained in this strategy will be integrated within the service/business plans of each department and into key tasks and individual work programmes. Progress and achievement of objectives and targets will be reviewed at least annually to contribute to an annual health and safety review.
- 3.9 Managers are required to manage health, safety and wellbeing to meet the corporate standards and their responsibilities under this strategy.
- 3.10 All members of staff have legal obligations to take reasonable care of their own health and safety and the safety of others who may be affected by their acts or omissions. Specific responsibilities are outlined in the corporate leaflet “Health & Safety is everybody’s business” available to all staff on the intranet. In order to meet these responsibilities, all staff are expected to draw to the attention of their line manager or supervisor any difficulty experienced in meeting these requirements and should remove themselves and anyone in their charge from hazards giving rise to an imminent risk of harm. Any failure to meet these requirements may be subject to disciplinary action.
- 3.11 This strategy will be reviewed as necessary in consultation with the affected personnel and the workplace representatives. Any changes to it will be made available to all contracting agencies, partners and others affected by its provisions.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	4 of 16

4.0 RESPONSIBILITIES

4.1 Corporate Management

- 4.1.1 The Executive recognises its responsibility to provide collective and individual health and safety leadership for the council.
- 4.1.2 The Chief Executive accepts overall responsibility to ensure this strategy is implemented throughout the council.
- 4.1.3 Directors accept responsibility for implementing the strategy within their service and collectively as the Council Leadership Team (CLT) to ensure its corporate implementation and success.
- 4.1.4 The Director of Corporate Services accepts responsibility as 'Health & Safety Director' on behalf of CLT to ensure Health & Safety Risk Management issues are properly addressed by CLT and across the council.

4.2 Managers

- 4.2.1 It is a requirement that all managers, who have responsibility for employees, service users, contractors or partners, will at all times aim to meet, implement and promote the standards contained in this strategy.
- 4.2.2 The council's health and safety performance standards will be applied at each level of management and supported with appropriate policies, procedures and safe working practices.
- 4.2.3 Guidance on implementation of the standards is contained within the council's Health and Safety Manual posted on the Intranet or directly from the advisers within the Health & Safety Team and the Occupational Health and Wellbeing Team.

4.3 Employees

- 4.3.1 All workers are required to comply with and promote the council's Health, Safety & Wellbeing Strategy and all other related policies and procedures.
- 4.3.2 The council will provide all necessary information, instruction, training and supervision to ensure the health, safety and wellbeing of employees, volunteers and those affected. No person is required to carry out work on behalf of the council unless fully aware of the nature of the risks and have received appropriate instruction in the proper safe working procedures.
- 4.3.3 No employee is required to continue working where there is imminent danger of injury or ill-health. It is the responsibility of all employees to take proper precautions to prevent accidents to themselves or anyone else for whom they may be responsible.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	5 of 16

4.4 Contractors and Partners

- 4.4.1 The council provides services in partnership with many other service providers and recognises the joint responsibility it has to safeguard the health, safety and wellbeing of its own employees, those working on behalf of the council, service users and members of the public who may be affected.
- 4.4.2 The council will ensure that proper health and safety information is provided to its contractors and partners prior to any contract commencing. All service providers are required to maintain an appropriate health and safety management system to comply with all relevant health and safety legislation and control the risks associated with the service provided.
- 4.4.3 This strategy, and details of arrangements affecting their safety, will be made available to contractors and other relevant partners.

4.5 Members of the Public & Service Users

- 4.5.1 The council recognises its duty of care to members of the public and service users who may be affected by the council's activities and services. All activities will be conducted so as not to expose those members of the public and service users to risks to their health and safety.
- 4.5.2 In fulfilling this duty all significant risks will be properly assessed and appropriate precautions and monitoring systems put in place to safeguard those who may be affected. Where appropriate, the council will provide relevant information to those affected, on the risks present and the controls to minimise them.
- 4.5.3 Where any risk concerning the health and safety of a member of the public or service user is brought to the council's attention, the issue will be investigated immediately and, where necessary, appropriate changes will be made to minimise the risk to an acceptable level.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	6 of 16

5. HEALTH AND SAFETY PERFORMANCE INDICATORS (HSPIS)

The following targets and objectives have been set for achievement by 2014.

- Indicator 1:** Achieve the certification of the council's Health & Safety Management System to the BS OHSAS 18001: 2007 standard.
- Indicator 2:** Achieve Royal Society for Prevention of Accidents (RoSPA) Award for the council's Health & Safety Management System.

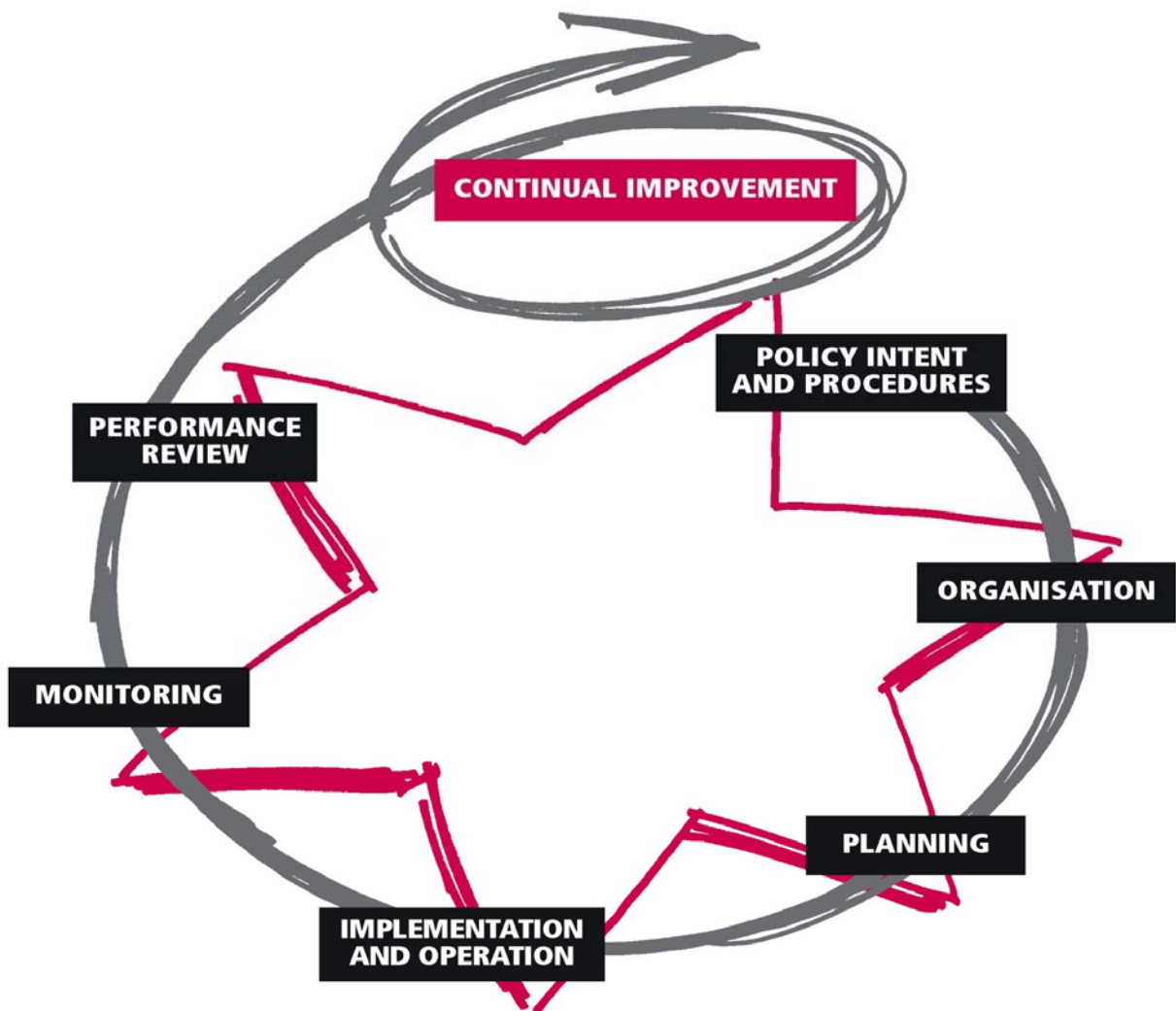
Using the average performance statistics for (2006-2008) as a baseline indicator to achieve a 10% reduction averaged over 4 years (2010 to 2014) against the following incident rates:

- Indicator 3:** The total number of staff injury accidents.
- Indicator 4:** The number of 'Major' and '3 day' accidents.
- Indicator 5:** The number of injuries resulting from slips trips and falls.
- Indicator 6:** The number of assaults leading to physical injury.
- Indicator 7:** The number of manual handling incidents leading to musculo-skeletal disorders.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	7 of 16

6.0 HEALTH & SAFETY MANAGEMENT SYSTEM

The management system (based on BS OHSAS 18001: 2007 and HS(G)65) is designed to control and continually improve the management of health and safety at both a corporate and departmental level. It is represented by the following model:-



MANAGEMENT SYSTEM STANDARDS

The following pages separate each element of the model into specific performance standards and key supporting activities at both the corporate and departmental levels of the organisation.

To enable greater integration of health and safety, links have been made with other management systems, policies and procedures wherever possible.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	8 of 16

6.1 POLICY INTENT AND PROCEDURES

PERFORMANCE STANDARDS

1. The Health & Safety Management System for the London Borough of Hounslow will adopt the principles contained in BS OHSAS 18001: 2007 and HS(G)65 or as may be amended.
2. Risk control procedures are in place to ensure compliance with relevant legislation and to identify and manage the risks faced by the council.
3. Written policies, standards and procedures are established that are reviewed periodically to support and control the Health and Safety Management System and comply with the BS OHSAS 18001: 2007 standard or as may be amended.

Corporately the council will:-

- Provide and document a corporate Health, Safety & Wellbeing Strategy that describes the council's Health and Safety Management System this will be published on the council's Intranet and Website.
- Produce written management policies and procedures within a controlled Health & Safety Manual published on the council's Intranet.
- Regularly review and revise all corporate documentation.
- Maintain and develop the Corporate Health and Safety Management System.

Departmentally the council will:-

- Adopt the London Borough of Hounslow Health & Safety Management System Model.
- Maintain a written Health and Safety Policy Statement which implements corporate procedures and outlines our commitment to health and safety.
- Adopt and embed key procedures for health and safety management and risk control, in proportion to the risks, to support our policy statement.
- Adopt and embed appropriate operational procedures for safe working, e.g. Codes of Practice, to control any unavoidable risks our staff and others may be exposed to.
- Periodically review and update all policies and procedures.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	9 of 16

6.2 ORGANISATION

PERFORMANCE STANDARDS

4. Responsibilities, core competencies and compliance standards for health and safety are identified and allocated in writing for management, employees and others providing services.
5. A core of competent staff exists to oversee and advise on the implementation of the health and safety management system.
6. Consultation and communication mechanisms are established to encourage and involve employees, their representatives and management with health and safety.

Corporately the council will:-

- Specify strategic health and safety responsibilities and core competencies for all management levels and those providing services.
- Designate Health and Safety Advisers to assist managers in meeting their health and safety responsibilities and to advise on the management and control of safety critical tasks.
- Establish appropriate meetings for consideration and consultation of Health and Safety issues to meet the needs of the organisation.
- Assess the competency and resources of contractors for projects over £3.9 million; to confirm their capacity to meet minimum statutory health and safety standards.

Departmentally the council will:-

- Allocate specific health & safety responsibilities and determine necessary competencies in writing for all levels of management, employees and others providing services.
- Appoint a management appointee for health and safety from within the Senior Management Team to co-ordinate and monitor health and safety activities of the department.
- Incorporate details of health and safety responsibilities, competencies, hazards and controls associated with tasks to be performed within job descriptions and person specifications.
- Ensure all contractors carrying out work are competent to do so and are properly managed.
- Establish an appropriate mechanism for staff consultation and communication on health and safety.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	10 of 16

6.3 PLANNING

PERFORMANCE STANDARDS

7. Written health and safety plans are developed as part of the business planning cycle (based upon a performance review process).
8. All risks are effectively assessed and all unavoidable risks appropriately managed in accordance with the HSE's "sensible risk" principles.
9. Measurable health and safety performance targets and objectives are set to facilitate continual improvement.

Corporately the council will:-

- Identify and set measurable Health and Safety Performance Indicators (HSPIs) as part of the corporate Health, Safety and Wellbeing Strategy.
- Produce a corporate health and safety plan.
- Review strategic risks via the Corporate Risk Management Group
- Establish an annual work programme for the Occupational Health, Safety and Wellbeing team to support elements of the corporate strategy and implementation of the corporate health and safety plan.

Departmentally the council will:-

- Produce an annual Health & Safety Plan which sets clear measurable objectives and targets and integrates with the business planning process.
- Set and publish objectives (within the Health & Safety or Business Plans) in support of corporate HSPI's, departmental priorities and continuous improvement.
- Carry out and record operational risk assessments and incorporate necessary controls into work methods, training programmes and plans.
- Use risk assessments as a basis for planning, e.g. identifying training needs, supervision and priorities.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	11 of 16

6.4 IMPLEMENTATION AND OPERATION

PERFORMANCE STANDARDS

10. All health and safety policies and procedures are effectively implemented.
11. All staff are appropriately fit and healthy to carry out their duties safely and efficiently.
12. Health and safety training and personal learning and development programmes are established to ensure staff are appropriately competent.
13. The appointment of union safety representatives is encouraged and appropriate resources provided.
14. A positive health and safety culture exists.
15. All appropriate health and safety records are maintained and statutory notifications made.

Corporately the council will:-

- Provide a Corporate health and safety training programme to support the Health, Safety and Wellbeing Strategy.
- Provide appropriate occupational health and employee counselling services.
- Implement appropriate health surveillance and produce and devise an annual health and wellbeing programme.
- Operate a document control system for all corporate Health & Safety policies and procedures.
- Communicate appropriate health and safety information to managers and staff.
- Establish a corporate learning and development strategy.
- Operate a corporate performance development and appraisal (PDA) scheme.
- Report and record all notifiable incidents to the Health and Safety Executive.
- Assist with the investigation of incidents to determine any underlying occupational health and safety deficiencies and identify the corrective action and opportunities to prevent a recurrence.

Departmentally the council will:-

- Implement the corporate standards within the adopted management procedures.
- Identify health and safety training needs via the PDA and risk assessment processes and organise necessary health and safety training and induction.
- Hold regular health and safety consultative groups involving management and employee representatives.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	12 of 16

- Communicate to staff, in an appropriate manner, safe working instructions, risk assessments, hazard awareness and other relevant health and safety information.
- Provide and maintain appropriate Personal Protective Equipment (PPE) for staff only as a last resort in controlling identified risks.
- Identify groups of staff who may require health surveillance.
- Keep records and ensure all documents are properly issued and controlled.
- Ensure that all work processes, work places and items of work equipment are as safe as is practicable.
- Properly report and investigate any accidents or 'near misses' that occur to determine underlying deficiencies and identify the means to prevent recurrence.
- Appropriately 'close out' any non conformities or corrective actions raised as a result of any audit, assessment or incident investigation process.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	13 of 16

6.5 MONITORING

PERFORMANCE STANDARDS

16. Appropriate monitoring takes place to check that key elements of the Health & Safety Management System are operating effectively.
17. A health and safety audit system is operated to objectively measure health and safety performance.
18. Accident and ill-health data is analysed to determine statistical trends.

Corporately the council will:-

- Operate an appropriate health and safety audit programme at planned intervals based on BS OHSAS 18001: 2007 requirements.
- Monitor the success and value for money of the corporate health and safety training programme.
- Carry out an annual analysis of accident/incident and absence data to determine statistical trends. Carry out a corporate analysis of health surveillance results.
- Periodically consult with staff to determine attitudes to health and safety to sample the health and safety culture.

Departmentally the council will:-

- Assist with the corporate audit programme to examine health and safety compliance issues and resolve any non compliance issues identified
- Complete risk-based workplace inspections and management 'safety tours' of all work areas.
- Monitor and carry out periodic analysis of absence and incident data.
- Operate appropriate hazard and defect reporting systems.
- Programme inspections of all work equipment based on risk.
- Check staff are aware of health and safety instructions and means of working safely by appropriate supervision and appraisal.
- Routinely check the condition and standard of protection provided by the Personal Protective Equipment (PPE) issued to staff.
- Monitor, as appropriate to the risks presented, the health and safety performance of contractors who work with the council

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	14 of 16

6.6 PERFORMANCE REVIEW

PERFORMANCE STANDARDS

19. Health and safety performance is reviewed against set targets and measurable objectives to inform the creation of written health and safety plans.
20. All risk assessments are regularly reviewed.
21. Employees are made aware of the results of any review process.

Corporately the council will:-

- Produce an annual health and safety performance report to enable the Corporate Leadership Team and Executive to review the suitability, adequacy and effectiveness of the council's occupational health and safety system. The findings of the report will be used to develop the objectives of the corporate health, safety and wellbeing plan.
- Carry out an annual review of the corporate audit programme.
- Periodically review all strategic risks.

Departmentally the council will:-

- Carry out a 6-monthly health and safety performance review which examines success in achieving the objectives set in the health and safety plan.
- Review overall department health and safety performance at least annually to ensure Health and Safety Policy and arrangements are suitable and effective.
- Ensure Managers/Supervisors review the adequacy of operational risk assessments and controls on an on-going basis.
- Review working practices and procedures following an accident or 'near miss' incident.
- Make the outcome of our review processes available to all staff.
- At least annually review employees individual competency needs and health and safety performance via the PDA process.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	15 of 16

6.7 CONTINUAL IMPROVEMENT

PERFORMANCE STANDARDS

22. Performance targets are set for the council's Health & Safety Management System to ensure continuous improvement.
23. Where possible the Health and Safety Management System is integrated with other management systems and procedures.
24. The health and safety culture throughout the council is continually developed and improved.

Corporately the council will:-

- Review achievements against set targets as part of the Health & Safety performance review cycle.
- Attempt to benchmark or compare performance with other similar organisations.
- Identify and encourage links with other management systems.
- Identify and publish the benefits of a positive health and safety culture and good performance.
- Identify areas requiring development that will contribute to continual improvement.
- Periodically ask staff their views on how the council is managing health, safety and wellbeing.

Departmentally the council will:-

- Set targets to support the corporate HSPIs.
- Establish mechanisms for staff to raise suggestions to improve health, safety and wellbeing.
- Where possible integrate health and safety objectives with other management targets.
- Learn from monitoring and review processes to continually improve health and safety performance.
- Appropriately consult with staff to obtain their views of how health and safety is managed.

This document demonstrates the council's commitment to continually improve our health and safety performance and encourages a sensible risk management approach.

Revision Summary	Revision Number	Revision Issue Date	File Name/Author	Page of Total Pages
Issued 1994, 2003, 2005	4	November 2010	HSW Strategy/GAR	16 of 16