

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 13 December 2017

Subject: Corporate Health and Safety Policy and Three Year Health and Safety Strategy

Report of: City Treasurer
Head of Internal Audit and Risk Management

Purpose of Report

The report sets out the reasons for recommending the proposed changes to the Council's Health and Safety Policy Statement.

Introduces the revised Health and Safety Policy Statement for the Committee's consideration.

Proposes a three year Health and Safety Strategy supported by implementation measures to ensure sustained improvements in standards of health and safety within the Council.

Recommendation

The Committee is asked to:

Approve the attached Corporate Health and Safety Policy and Health and Safety Strategy.

Wards Affected:

All

Financial implications for the revenue and capital budgets

There are no new financial consequences arising from the proposals within this report as the current budget reflects the proposed arrangements.

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

HSE Guide 'Leading health and safety at work', [indg417.pdf](#)
Health and Safety at Work etc Act 1974
Management of Health and Safety at Work Regulations 1999
Health and Safety (Consultation with Employees) Regulations 1996
Sentencing Council Health and Safety Guidelines

1.0 Introduction

- 1.1 This report sets out recommendations for the revision of the Council's Health and Safety Policy Statement. The Health and Safety at Work Act 1974 requires that the Council has an up to date policy for health and safety that defines the key responsibilities and arrangements, to ensure the health, safety and welfare of all Council employees and those who may be affected by the activities of the Council.
- 1.2 Following a review of current health and safety management standards, health and safety issues and the effectiveness of current arrangements, measures have been developed to change how the Council manages health and safety.
- 1.3 The enclosed revised health and safety policy, supported by a three year health and safety strategy is designed to support these improvements.
- 1.4 The principal duties for health and safety are defined in the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999. The central duty being to undertake risk assessments of significant risks and in turn, commission appropriate control measures to protect the health, safety and welfare of employees, our partners and the general public.
- 1.5 A critical component of an effective health and safety management system is the commitment and engagement of directors and senior managers. The joint Institute of Directors and Health and Safety Executive guide 'Leading health and safety at work' sets out a simplified health and safety management system which is embraced within the enclosed health and safety strategy for the Council.
- 1.6 In 2016 the Government introduced revised guidance to the courts for the sentencing of health and safety, corporate manslaughter and food hygiene offences. The court will consider the breach on the following categories to determine the offence band:
 - Culpability (conduct of organisation in leading and managing health and safety risks).
 - Harm (potential/actual harm, numbers of employees/public exposed including for how long).
 - Size of the organisation (large organisations are judged to be in the region of £50m, so the Council is likely to be assessed as very large).
- 1.7 For comparison, the Council was previously prosecuted following the injury of a litter picker crossing the road. The fine awarded at the Crown Court was £10k. Using the revised sentencing guidance the fine could have been in the range £0.5m to £2.5m.

- 1.8 The Corporate Health and Safety Service, HROD and Legal Services have been considering the impact of these changes and together are progressing measures to ensure the Council has effective governance and safety incident response arrangements. These measures included a review of the overall approach to health and safety.
- 1.9 The revisions of the Health and Safety Policy are intended to strengthen the Council's health and safety governance framework and provide Strategic Directors with a straightforward process for satisfying themselves of the appropriateness of health and safety controls in their service areas, and continuing achievement of required performance standards. An audit trail of performance compliance will support both the Council corporately and individual senior managers by evidencing that a reasonable approach to health and safety management has been taken.

2. Revised Approach

- 2.1 In October 2016 the City Treasurer commissioned a review of the Council's strategic health and safety arrangements to assess the effectiveness of current governance arrangements.
- 2.2 To assist this process an external health and safety advisor with expertise in supporting large organisations was engaged. A desktop review and interviews with key stakeholders took place which included some members of SMT and senior trades union officers.
- 2.3 The key recommendations of the review have been acknowledged and accepted by the City Treasurer, Head of Audit and Risk Management and Health and Safety Manager. In summary the recommendations are:
- Develop and communicate a refreshed health and safety policy.
 - Develop and agree a three year health and safety improvement strategy and delivery plan, linked to the Our People Strategy.
 - Report regularly to the City Treasurer and SMT on delivery of the strategy.
 - Refresh health and safety communications content and channels.
 - Develop demonstrable awareness and competency across leadership, management and employee levels tailored to risks, roles and responsibilities.
 - Refresh arrangements for consulting and engaging staff on health and safety issues including engagement via Joint Consultative Committees.
 - Produce annual report on health and safety arrangements and performance make available to internal and external stakeholders.
 - The Health and Safety Service and Health and Safety Manager should increase focus on governance and leadership of safety across the Council.
- 2.4 Existing health and safety arrangements have developed over some time, resulting in a mix of systems and guides for managers and staff across areas of safety risk. A key missing element was an overarching guide/template for

managers which led them through all the key steps needed to ensure the health and safety of their colleagues. The current health and safety policy statement mirrors this situation with a mix of health and safety duties, organisation chart and other arrangements contained in the policy.

- 2.5 The new health and safety management approach is simpler with each service developing an overall risk assessment. Tools and guides have been refreshed to support managers through the process, including a single checklist for managers to review their progress in complying with health and safety requirements, clear guidance on what information needs to be provided to team members and better communication of the employee health and safety guide for all staff.

3. New Policy and Health and Safety Strategy

- 3.1 The revised policy has been simplified and focuses on the high level principles of the Council's health and safety management system.
- 3.2 The three key themes of strengthening (i) visible health and safety leadership; (ii) management of risk and (iii) engagement of employees are introduced within the policy and further defined within the three year health and safety strategy. Key performance indicators within the strategy set out the milestones for measuring the effectiveness of the health and safety implementation plan.
- 3.3 Both the policy and the strategy have been developed to ensure the Council can demonstrate how the Health and Safety Executive 'Plan, Do, Check, Act' health and safety management model criteria are embraced. These themes are further developed within health and safety leadership and manager training. Revised guidance for managers includes a health and safety checklist, induction checklist for new starts/colleagues transferring to the team and improved access to guides and tools within a google team drive for managers.

4. Implementation and Timescales

- 4.1 In response to the external review and in line with Audit and Risk Management Business Plan objectives for 2017-20 a number of development actions will be taken by the Health and Safety Service. These are designed to develop and deliver a revised health and safety strategy for the Council and include:
- Revision of the Council Health and Safety Policy for approval by Personnel Committee (attached at appendix 1).
 - Development of a three year health and safety strategy, focused on three themes of leadership, management of risks and employee engagement (attached at appendix 2).
 - Further development and delivery of appropriate health and safety training courses, tools and resources in line with the Our People Strategy, with

- support from HROD. Including health and safety content within the Our Manchester Programme, Raising the bar training and manager induction training.
- Legal Services to commission a barrister to present health and safety duties of directors briefing to SMT. Supported by further briefing for Wider Leadership Team as part of development sessions with HROD.
 - Working with Communications to implement an internal health and safety awareness and information campaign in 2018 (attached at appendix 3).
 - Engage and consult trade unions on proposals and agreeing their key role in supporting the successful delivery of the Health and Safety Strategy.
- 4.2 The health and safety communications plan sets out a range of actions to support the dissemination of the revised policy and key messages to reinforce the objectives of the health and safety strategy.
- 4.3 A range of briefings and training will be delivered to Council leaders and senior managers:
- SMT barrister briefing on health and safety responsibilities for Directors.
 - Presentation to senior managers with higher risk service portfolios.
 - Briefing for Councillors on the Council's health and safety management system.
 - Leading health and safety module included within the Our Manchester Leadership programme.
- 4.4 Service managers and those with specific responsibility for health and safety will also be supported through:
- Managing health and safety module included within Raising the Bar Management development programme
 - Health and safety included in manager induction training
 - Additional health and safety training provided to service managers where identified within directorate health and safety plans
 - Health and safety duty officer service
 - Revised health and safety tools, including templates and a manager checklist
 - Monthly health and safety surgeries to be provided at larger council workplaces
 - Re-launched health and safety e-learning to support delivery of core health and safety training for all employees
 - Access to a range of revised health and safety guides, templates and generic assessments.
 - Key messages including general content in team talk, broadcasts supported by targeting information where specific risk messages are required.
- 4.5 Employees will receive appropriate health and safety information, instruction and guidance to ensure they understand how to work safely both for themselves and others who may be affected by the Council's services.

Managers will ensure employees receive information for their roles supported by:

- Simplified health and safety policy statement.
- Employee health and safety guide (core information for employees).
- Health and safety induction checklist.
- 8 health and safety e-learning modules.
- Service and team risk assessments and service specific health and safety instructions.
- Appropriate health and safety training relevant to employee's duties.

4.6 The Health and Safety Strategy includes timescales for key milestones with 2018 being:

What	Who	When
Launch revised Health and Safety Policy Statement and Health and Safety Strategy	HS Manager	January 2018
Develop and commence delivery of leading for health and safety, and managing for health and safety workshops	HS Manager	Training commenced April 2017
Develop and launch directorate and service health and safety self-assessments	HS Manager	Launch March 2018
Deliver revised health and safety performance reports to the SMT and Directorate Management Teams	HS Manager	From April 2018
Support Property and FM to develop a revised health and safety framework for Council premises	Estates, FM and HS service	By March 2018
Develop and commission training for managers with responsibility for premises	Estates, FM and HS service	Commence April 2018

5. Annual review of the Health and Safety Policy

- 5.1 The Health and Safety Policy will be reviewed annually including submitting recommendations to the corporate JCC.
- 5.2 It is proposed that approval of minor amendments to the policy be delegated to the City Treasurer and Executive Member for Finance and Human Resources.
- 5.3 Major changes to the policy will require submitting proposals to the Personnel Committee for consideration and approval.

6. Conclusions and Recommendations

- 6.1 A review of health and safety in the Council identified the need to:

- Improve the visibility of senior managers in the leadership of health and safety.
 - Improve the management of risk within services to ensure significant health and safety risks are prioritised.
 - Ensure employees are engaged within the process of undertaking risk assessments and developing control measures.
- 6.2 The Council's health and safety policy statement has been simplified to reinforce the key high level duties of all staff
- 6.3 To clarify strategic health and safety priorities, a three health and safety strategy has been developed to guide focus, measures and support the monitoring of performance against the strategy.
- 6.4 Implementation measures have been developed to support the delivery of the policy and strategy and provide managers with a cohesive health and safety framework to empower them to manage the risks to their colleagues and the public who come into contact with Council services.
- 6.5 Personnel Committee is recommended to approve the revised Health and Safety Policy and Health and Safety Strategy for 2018- 2020.
- 6.6 Personnel Committee delegate minor amendments to the Policy to the City Treasurer and Executive Member for Finance and Human Resources.
- 7. Comments from Director of HR & OD**
- 7.1 The Director of HR & OD has been consulted on the proposals and has confirmed both their support for the proposals and also that their service has been engaged in strengthening arrangements.
- 8. Comments from Trade Unions**
- 8.1 To follow.

Manchester City Council Health and Safety Policy

Manchester City Council is committed to protecting the health, safety and wellbeing of employees, residents, and anyone who may be affected by the Council's activities. The Council commits to comply with health and safety (H&S) law, as a minimum.

'Our Manchester' Approach – engaging all to secure effective health and safety

Our aim

We want to prevent people being harmed by the activities we carry out, and to protect and improve the services we provide.

Our commitment

We will strive to protect the health and safety of our staff, our service users, and any other people directly affected by Manchester City Council's activities.

Our approach

We will adopt a sensible approach to the management of our health and safety responsibilities, so that they are proportionate, effective, collaborative, integrated, and legally compliant.

Your contribution

The success of the Council's Health and Safety Policy and health and safety management arrangements relies on your support, involvement and co-operation.

You have an important role to play in ensuring a high standard of health and safety performance. You have a vital duty to raise concerns about health and safety issues, identify hazards, give your opinion on suitable solutions to health and safety problems, participate in training, and contribute to risk assessment and risk control procedures. Working together we can protect our health, safety and wellbeing.

It is the responsibility of all those who work for the Council (employees, contractors and volunteers) to:

Our <u>Commitment</u>	How
<ul style="list-style-type: none"> Cooperate and commit to supporting the delivery of this policy 	<ul style="list-style-type: none"> → Staff understand the H&S Policy and Employee H&S Guide → Staff collaborate with Line Manager and colleagues on H&S matters
<ul style="list-style-type: none"> Take personal responsibility for the health and safety of themselves and others 	<ul style="list-style-type: none"> → Report any hazards, defects or unsafe practices to Line Manager → Follow established safe systems of

	<p><i>work</i></p> <ul style="list-style-type: none"> → <i>Undertake H&S training</i> → <i>Engage in risk assessments</i>
<ul style="list-style-type: none"> ● Commit to the application of Council health and safety procedures and guidance 	<ul style="list-style-type: none"> → <i>Set a personal example</i> → <i>Act on H&S information provided by the Council</i>
<ul style="list-style-type: none"> ● Identify hazards and manage risks so that everyone is safe and healthy 	<ul style="list-style-type: none"> → <i>Managers carry out risk assessments and implement actions</i> → <i>Staff input into risk assessments where appropriate</i>
<ul style="list-style-type: none"> ● Challenge unsafe acts and situations immediately, notifying line managers in the first instance 	<ul style="list-style-type: none"> → <i>All staff report hazards, defects or unsafe practices</i>
<ul style="list-style-type: none"> ● Report accidents and incidents immediately to line managers so that these can be investigated and necessary action taken 	<ul style="list-style-type: none"> → <i>All staff report incidents</i> → <i>Managers ensure shortfalls are addressed</i> → <i>Learn lessons investigations are pursued following incidents. Additional measures to prevent a reoccurrence are implemented where necessary</i>

In order to deliver this policy we are committed to the following framework:

Our <u>framework</u>	How
<ul style="list-style-type: none"> Our Chief Executive has ultimate responsibility for health and safety. Strategic Management Team (SMT) lead the implementation of effective health and safety arrangements across their areas of responsibility 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Allocation of appropriate resources</i> → <i>Regular H&S performance reviews at SMT</i>
<ul style="list-style-type: none"> All members of SMT, supported by their Heads of Services ensure proactive health and safety arrangements within their areas of responsibility 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Implement a PLAN, DO, CHECK & ACT approach to H&S management</i> → <i>Ensure suitable governance arrangements are in place to measure performance</i> → <i>Each school develops their own H&S Policy Statement (Primary, Secondary) supported by guidance on H&S responsibilities within schools</i>
<ul style="list-style-type: none"> The City Treasurer is the H&S Champion and supports the Chief Executive in leading the governance and assurance of health and safety management arrangements 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Driving continuous H&S improvement</i> → <i>Supporting and advising the Chief Executive</i>
<ul style="list-style-type: none"> Elected members champion H&S and scrutinise the effectiveness of Council arrangements 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Regular formal scrutiny</i> → <i>Support and challenge the Chief Executive and SMT</i>
<ul style="list-style-type: none"> The Head of Internal Audit and Risk Management supported by the H&S Manager delivers day to day support to managers 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Lead H&S Officers assigned to each directorate</i> → <i>Regular reporting to the City Treasurer on performance, risks and issues</i>
<ul style="list-style-type: none"> Line managers actively promote the health, safety and wellbeing of staff and those affected by the work of their teams through risk assessment and consistent application of H&S arrangements 	<ul style="list-style-type: none"> → <i>Setting a personal example</i> → <i>Ensuring risk assessments are undertaken, engaging their teams</i> → <i>Managers use H&S Checklist</i> → <i>New staff receive a H&S induction</i>

In order to deliver this policy we aim to ensure the following:

Our <u>method</u>	How
<ul style="list-style-type: none"> All staff are aware of the H&S policy 	<ul style="list-style-type: none"> → <i>H&S policy displayed in the workplace</i> → <i>H&S issues are raised at team meetings</i> → <i>Staff are signposted H&S Information</i> → <i>Provision of appropriate training for all staff</i>
<ul style="list-style-type: none"> All staff read the employee H&S guide 	<ul style="list-style-type: none"> → <i>All new staff receive a H&S induction</i> → <i>Copies of the guide are provided to staff</i> → <i>H&S is discussed at team meetings and during supervision</i>
<ul style="list-style-type: none"> Trade Union partners work jointly promote the health, safety and wellbeing of Council employees and others. 	<ul style="list-style-type: none"> → <i>Active Corporate and Directorate's Joint Consultative Committees and Safety Representatives</i> → <i>Consultation and engagement</i> → <i>Information sharing</i>
<ul style="list-style-type: none"> We actively focus on the development and delivery of the Council's H&S strategy 	<ul style="list-style-type: none"> → <i>Strong leadership commitment for H&S</i> → <i>Improved management of risk</i> → <i>Improved engagement with employees</i> → <i>Quarterly performance reporting</i> → <i>Regular reporting to SMT</i>
<ul style="list-style-type: none"> Sensible risk management is delivered through appropriate risk assessments and proportionate risk management arrangements 	<ul style="list-style-type: none"> → <i>Service risk assessments</i> → <i>H&S management audits</i> → <i>A focus on risk assessments of practical work activities</i>
<ul style="list-style-type: none"> Council premises are suitable and well managed. Hazards are identified, risks are controlled and emergency arrangements are in place 	<ul style="list-style-type: none"> → <i>Statutory inspections of key premises (Fire, Asbestos, and Legionella etc.)</i> → <i>Planned Preventative Maintenance arrangements are in place</i> → <i>Established defect reporting procedures</i>
<ul style="list-style-type: none"> Directorate H&S improvement plans are developed and delivered 	<ul style="list-style-type: none"> → <i>Lead H&S Officer are allocated to each Directorate</i> → <i>Proactive H&S support to reduce risk and influence behaviour</i>
<ul style="list-style-type: none"> H&S performance is monitored, reported and reviewed 	<ul style="list-style-type: none"> → <i>H&S audits</i> → <i>Accidents and incidents reporting and analysis</i> → <i>Service risk assessments</i> → <i>Annual Directorate and Service self-assessments</i>
<ul style="list-style-type: none"> H&S arrangements across Council services are regularly reviewed 	<ul style="list-style-type: none"> → <i>Service risk assessments</i> → <i>Internal review of H&S performance</i> → <i>H&S audits</i>

Our <u>method</u>	How
<ul style="list-style-type: none"> • Staff receive appropriate supervision to ensure arrangements are consistently applied 	<ul style="list-style-type: none"> → <i>Managers ensure employees follow established safe systems of work</i> → <i>Accident/incident reporting</i> → <i>Analysis of incident trends</i>
<ul style="list-style-type: none"> • Necessary information, resources, and training to ensure employee competence 	<ul style="list-style-type: none"> → <i>Employee consultation on H&S arrangements</i> → <i>Resources provided to manage risk</i> → <i>H&S training is integral to directorate training strategies / plans</i> → <i>Individual learning plans where appropriate</i> → <i>Wide dissemination of H&S information via Google Drive / Council Intranet</i>

The Health and Safety Policy will be reviewed annually in conjunction with the Corporate Joint Consultative Committee

Sir Richard Leese
Leader of the Council

Joanne Roney OBE
Chief Executive

Carol Culley
City Treasurer

Date of the Policy

Date of review of the Policy



Health and Safety Strategy

2018–2020



Introduction

This Health and Safety Strategy defines and co-ordinates the Council's approach to managing health, safety and wellbeing.

It sets out the Council's aims and objectives for the next three years, including how the Council will do this work, and how health and safety performance will be measured.

Purpose

The purpose of the Health and Safety Strategy 2017–2020 is to ensure that the Council:

- Actively manages its significant health and safety risks for employees and anyone affected by the Council's activities
- Focuses on critical risks that have the potential to result in serious injuries and occupational ill health
- Strengthens the ability of Council leaders and managers to embrace their role in providing a safe and healthy workplace
- Harnesses employee engagement and insight to ensure our approaches to health and safety risk management are proportionate, appropriate and effective
- Complies with relevant laws and regulations.

The benefits of delivering this strategy include:

- Reduced risks and costs: employee absence and turnover rates are lower, there are fewer accidents, and the threat of legal action is lessened
- Increased employee engagement and productivity: employees are healthier, happier and better motivated
- Enhanced reputation: service users, customers, residents and suppliers trust the organisation to deliver its business safely and professionally.

Basis of strategy

The Council's Health and Safety Policy and Health and Safety Strategy are underpinned by the core elements promoted by the Health and Safety Executive: Plan, Do, Check, Act.

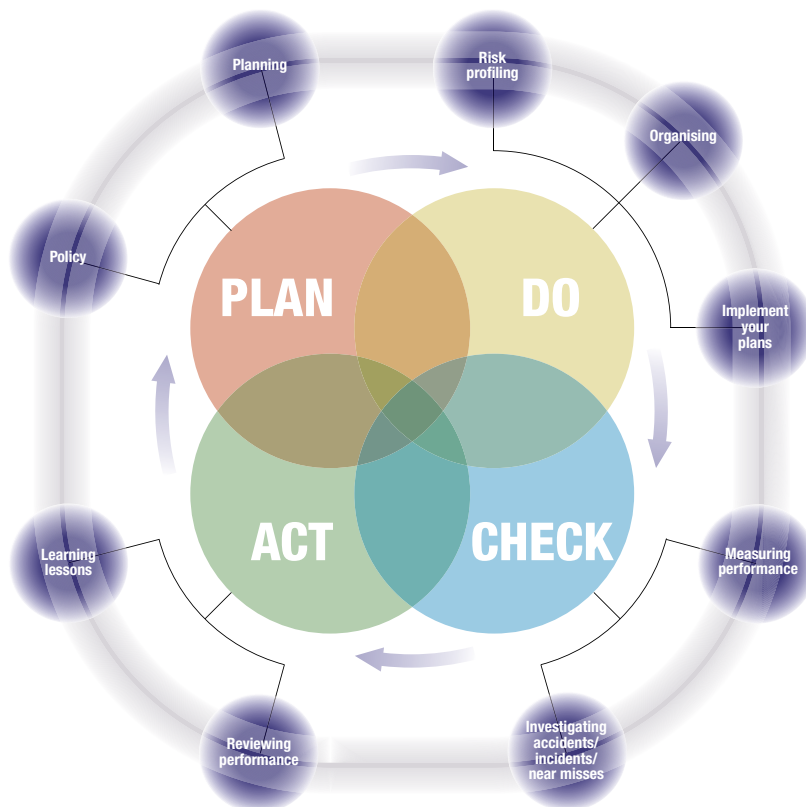
This approach is designed to achieve a balance between the systems and behavioural aspects of good health and safety practice.

Principles of the strategy

The three core elements of the Council's Health and Safety Strategy 2017–2020 are:

- Leadership commitment
- Management of risk
- Employee engagement

Plan, Do, Check, Act





Leadership commitment

Leaders set the culture for the Council. They are pivotal in ensuring that their people understand what matters through the focus they place on health and safety priorities.

They are responsible for ensuring that working for the Council is safe and healthy.

The strategy is to ensure that all leaders understand their health and safety leadership role and promote commitment with services, teams, partners and suppliers to ensure that health and safety is effectively managed.

The key performance areas for leadership commitment are:

- Understanding the leader's role
- Providing seen-and-felt leadership
- Checking for assurance.

How we do this

- The Chief Executive is ultimately responsible for health and safety, and will ensure that all members of the Strategic Management Team (SMT) lead the implementation of effective health and safety arrangements across their areas of responsibility.
- All members of the SMT, supported by their management teams/heads of services, will lead proactive health and safety arrangements within their areas of responsibility.
- The City Treasurer as SMT Health and Safety Champion will support the Chief Executive in leading the governance and assurance of health and safety management arrangements across the activities of the Council.
- Elected members will champion health and safety, and scrutinise the effectiveness of health and safety arrangements.
- The Head of Internal Audit and Risk Management, supported by the Health and Safety Manager, will deliver day-to-day health and safety support to managers.
- Line managers will actively promote and protect the health, safety and wellbeing of their colleagues and those affected by the work of their teams. This will be delivered through risk assessment and the consistent application of health and safety arrangements.

How we monitor achievement

- Percentage of completed directorate health and safety self-assessments
- Percentage of managers Grade 10 and above who have completed the Leading for Health and Safety Workshop
- Directorate Incident Rate (RIDDOR/all incidents) per 1000FTE.



Management of risk

Services effectively manage the significant risks arising from their work.

Significant risks will be prioritised to progressively manage and mitigate all risks that could result in serious injury and occupational ill health.

The strategy is to ensure that managers have the skills and support to undertake risk assessments of health and safety hazards within their services. It will ensure that managers are supported to actively manage control measures so the Council can be confident in the day-to-day management of health and safety and legal compliance.

Alongside provision of resources for managers, the corporate health and safety service will provide support in the management of the Council's most significant risks.

The key performance areas for management of risks are:

- Competence to manage significant health and safety risks
- Assessing and reviewing health and safety risk profiles
- Implementing and managing effective risk-control measures.

How we do this

- Provide a corporate health and safety policy that describes the Council's health and safety management system published on the intranet and website.
- Provide corporate resources, information, instruction, training and advice to ensure that all are appropriately competent to be safe and healthy at work.
- Maintain appropriate risk assessments and risk-management arrangements.
- Identify higher-risk areas and services, and ensure that appropriate and proportionate corporate and service resources are provided to address these significant risks.
- Ensure that Council premises are suitable for their purpose and that areas are appropriately managed to identify hazards, control risks and ensure effective emergency arrangements.
- Develop and deliver directorate health and safety improvement plans.
- Monitor, report and review health and safety performance.
- Supervise, review and audit the application of health and safety arrangements across services.

How we monitor achievement

- Percentage of completed directorate and service Health and Safety self-assessments
- Percentage of managers Grade 9 and below who have completed Managing for Health and Safety Workshop
- Percentage of completed planned service HS Reviews
- Service Incident Rate (RIDDOR/all incidents) per 1000FTE.



Employee engagement

The strategy will only succeed if it has the support of our people.

People support what they help to create and have a unique understanding of the health and safety challenges of delivering their work.

With a shared understanding of the potential hazards and agreement of control measures, employees and managers work together to ensure the effective day-to-day management of health and safety risks.

The strategy is to ensure that employee engagement is effective, and in particular that it engages employees and employee representatives in:

- the development, governance and monitoring of health and safety arrangements
- risk assessment and risk management within services
- training and awareness.

The key performance areas for employee engagement are:

- Understanding health and safety responsibilities
- Active involvement and consultation of employees and employee representatives
- Employees working safely.

How we do this

Engage staff to:

- Take personal responsibility for the health and safety of themselves and others arising from their actions and omissions.
- Promote and commit to the application of Council health and safety procedures and guidance.
- Identify hazards and manage risks so that everyone is safe and healthy.
- Challenge unsafe acts and situations immediately, including notifying the line manager.
- Immediately report all accidents and incidents to the line manager so they can be investigated and necessary action taken.
- Provide necessary resources, information, instruction and training to ensure that all are competent to be safe and healthy at work and can report near misses and incidents to the Corporate Health and Safety Service.
- Actively work with trade union partners to jointly promote the health, safety and wellbeing of Council employees and others affected by the Council's activities, supported by Joint Consultative Committees and safety representatives.

How we monitor achievement

- Percentage of directorate JCCs with representation from senior managers and trade unions
- Health and safety included within staff inductions
- Percentage of workforce trained in basic health and safety awareness.

What we will do next

Delivery plan

Key deliverables for HS service and the Council

2018

What	Who	When
Launch revised Health and Safety Policy Statement and Health and Safety Strategy 2017–2020	HS Manager	January 2018
Develop and commence delivery of leading for health and safety, and managing for health and safety workshops	HS Manager	Training commences April 2017
Develop and launch directorate and service health and safety self-assessments	HS Manager	Launched March 2018
Deliver revised health and safety performance reports to the SMT and Directorate Management Teams	HS Manager	From April 2018
Support Property and FM to develop a revised health and safety framework for Council premises	Estates, FM and HS service	By March 2018
Develop and commission training for managers with responsibility for premises	Estates, FM and HS service	Training commences April 2018

2019

What	Who	When
Evaluate impact of revised health and safety management model on management of significant risks	HS Manager	July 2019
Produce annual health and safety assurance statement	HS Manager	July 2019
Commence joint programme with trade unions to review risk controls in top three higher-risk services based on incident data and priorities set by directorate JCCs	HS Manager and trade union leads	August 2018 to August 2019

2020

What	Who	When
Evaluate impact of revised health and safety management model for premises on significant premises risks	Estates, FM and HS service	April 2019
Produce annual health and safety assurance statement	HS Manager	July 2020
Review management of health risks, including noise, vibration, stress and night working	HS Manager	August to December 2020
Evaluate impact of health and safety strategy to inform development of health and safety strategy for 2021–2022	HS Manager	September 2020

What we will achieve

Theme	Deliverable	December 2018	December 2019	December 2020
Leadership commitment	Tiers 1 and 2 completed leading for health and safety workshop	40%	80%	95%
	Directorate health and safety self-assessments completed	100%	100%	100%
	Health and safety performance reports to SMT and DMTs	100%	100%	100%
Management of risk	Tiers 2 and 3 completed managing for health and safety workshop	25%	50%	80%
	Annual service health and safety self-assessments completed	60%	100%	100%
	Service health and safety reviews completed	30%	60%	90%
	Refresh health and safety framework for premises			
	Managers with responsibility for premises completed health and safety in premises training	30%	70%	85%
Employee engagement	Employees completed health and safety Essentials e-learning	30%	60%	80%
	Relevant employees completed asbestos-awareness training	80%	95%	95%
	Directorate quarterly JJsCs	100%	100%	100%

Monitoring and review

This strategy will be reviewed on an annual basis, or sooner following significant change, to ensure that it remains fit for purpose. Any amendments to the strategy will be formally reviewed by JCCs and the SMT Business Planning and Transformation Group.

Health and Safety Communications and Engagement Approach

Background

Manchester City Council commits to protecting the health, safety and wellbeing of employees, residents, and anyone who may be affected by the Council's activities. The Council has committed to comply with health and safety law as a minimum standard.

With its clear responsibilities in this area, the Council is developing a new health and safety strategy. This is setting out the aims and objectives for the Council over the next three years (2018-21) and includes how the Council will go about doing this work and how health and safety performance will be measured.

Communications will be important in helping to deliver the strategy by raising awareness of the new strategy and making managers and staff aware of their responsibilities towards health and safety and how to mitigate the risks.

Communications and Engagement Objectives

- To highlight the Council's responsibilities towards health and safety with the launch of the new strategy
- To make staff aware of their personal responsibility for the health and safety of themselves and others including:
 - identifying hazards and manage risks
 - challenging unsafe acts and situations
 - reporting accidents, incidents and risks
- To provide the information and resources for managers to actively promote and protect the health, safety and wellbeing of their colleagues and those affected by the work of their teams - particularly in high risk areas.

Audiences

The following audiences will be the focus of communications and engagement:

- SMT and directorate management teams.
- Managers:
 - of at-risk frontline staff
 - of offline staff
 - of all other staff
- Frontline staff particularly at risk of health and safety issues e.g. social workers, school transport staff, neighbourhood teams.
- All other staff

Messages

- The Council has launched its new Health and Safety policy for the next three years (2018-2021).
- This sets out our responsibilities towards Health and Safety and how we aim to prevent people being harmed by the activities we carry out
- We will strive to protect the health and safety of our staff, our service users and any other people directly affected by Manchester City Council's activities.
- We will adopt a sensible approach to the management of our health and safety responsibilities, so that they are proportionate, effective, collaborative and legally compliant.
- The success of the Council's Health and Safety Policy and health and safety management arrangements relies on your support.
- Everyone has an important role to play in ensuring a high standard of health and safety.
- We all have a duty to raise concerns about health and safety issues, identify hazards, give your opinion on suitable solutions to health and safety problems, participate in training, and contribute to risk assessment and risk control procedures.
- Working together we can protect our health, safety and wellbeing. If you have any questions or concerns about health and safety, please discuss these with your line manager or email us at: health.and.safety@manchester.gov.uk or call the Health and Safety Duty Officer on 0161 234 1897 (internal 31897)
- More information about Health and Safety, including a guide for employees, can be found on the [intranet](#).

Channels

Communications:

Intranet news item: Short news item to be added to the front page of intranet with a link to the health and safety pages.

MPeople/Health and Wellbeing broadcasts: Items about health and safety to be added to the broadcasts including examples of risks, prevention tips and how to report issues

Leadership Briefings: Legal Services commission barrister to provide presentation to SMT on roles and responsibilities of directors for health and safety (November 17). During WLT development session provide presentation on the new policy, strategy and plan for moving forward (February / March 18). Offer senior leaders in DMTs, particularly those with significant risk portfolios opportunity to attend briefing on health and safety for directors and senior managers (November 17). Include in Our Manchester Leadership Programme Health and Safety for Leaders module (commencing May 17).

Manager's Brief: Dedicated section detailing the new policy and the responsibilities of managers in implementing. To also include a call to action to find out more via the intranet and to contact the health and safety team to support and guidance. Include in Raising the Bar programme Health and Safety for Managers module (commenced Apr 17). Build into manager induction programme health and safety element (commenced Apr 17).

Small posters: Positioned in a staff breakout areas on specific building related themes, for example, see something spilled take responsibility for clearing it up yourself, not leaving items where someone could fall over them.

Engagement:

The service will be responsible for direct engagement with Managers and Staff, particularly to those in high risk areas where direct training and support is required.