

	HEALTH AND SAFETY STRATEGY 2023 - 2026 (Business-as-usual)
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INTRODUCTION

Full details of Middlesbrough Council's health and safety commitments are documented in our [Health and Safety Policy](#), which is available on the intranet.

In summary, we are committed to achieving high standards of health and safety through the provision of healthy working environments, safe working practices and safe people working therein.

We will achieve this by providing:

- A safe working environment including safe entry and exit to all workplaces.
- Safe systems of work.
- Consistent policies and procedures for significant health and safety risks.
- Consultation with trade unions and staff on health and safety matters.
- Training, information, instruction and supervision for all employees as required.
- Emergency preparedness, including the management of accidents, first aid and ill-health issues.
- Systems to monitor health and safety performance.

Ultimately, our strategy should help to ensure everyone thinks!

VISION

We are dedicated to protecting people and places and, helping everyone lead safer and healthier lives.

Our role goes beyond worker protection to include public assurance within Middlesbrough Council. We work to ensure people feel safe where they work, visit and, in their environment.

STRATEGIC OBJECTIVES

The steps that will be taken to achieve the vision for Health and Safety in Middlesbrough Council can be broken down into the following themes:

- A robust Health and Safety culture
- Effective communication of key Health and Safety messages and roles and responsibilities
- Engagement and support of staff
- Sound structures in place to manage and escalate Health and Safety issues
- Training, development and recruitment to ensure staff have the right skills, qualifications and experience to be able to effectively manage risk in their roles.

Health and Safety culture

The Health and Safety Management System can only be effective in the environment with the positive safety culture. The safety culture is a complex area and is represented by the '4 Cs' of the safety culture. The positive safety culture, as the successful outcome, is dependent on the commonly shared priorities and the positive attitudes towards all aspects of the safety culture.

The safety culture of the Council is the product of our values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, the council's health and safety management.

The rationale for concentrating on safety culture is the principle that improving it will result in a reduction of losses, i.e., organisations with a 'good' or 'positive' safety culture will have fewer injuries, less ill health

and fewer incidents resulting in damage to assets or the environment.



Effective Communication

- Good communication within the Council helps secure and maintain a safe workplace.
- It is important to have strong lines of communication, so that everyone is clear about their responsibilities; information that needs to be communicated include:
 - The health and safety policy/policies
 - The allocation of health and safety responsibilities.
 - How people should work safety.
 - Where people can get information.
 - Provision of feedback to employees.

Engagement and support of staff (Co-operation)

- Employees have a legal duty to take reasonable care of their own health and safety and that of others who may be affected by what they do (or don't do) at work.
- Employees have a legal duty to co-operate with their employers, to enable them to comply with their health and safety responsibilities.
- The Health and Safety Committee is an effective way of enlisting the formal participation and co-operation of everyone in the workplace, in carrying out their health and safety responsibilities.

Sound Structures in place to manage Health and Safety (Control)

- Take overall responsibility, including planning and setting standards:-
 - By holding periodic meetings with staff and safety representatives.
 - By regular workplace tours and inspections.
 - By ensuring that formal and informal discussions include reference to safety.
 - By following the corporate incident reporting and investigation process.
- Allocate specific resources:-
 - Clear allocation of responsibilities, including health and safety responsibilities in job descriptions.
 - Health and safety induction of new employees.
 - Display of safety notices, themes of the quarter and relevant other safety information.
- Enforce compliance:-
 - Effective supervision as an essential part of monitoring safety at work.

Training, development and recruitment to ensure staff have the right skills, qualifications and experience to be able to effectively manage risk in their roles (Competence)

- Robust recruitment process and induction process.
- Management must be sure that everyone is capable of doing their work properly.
- Work activities are carried out safely and responsibly.
- Provision of information, instruction and training to maintain or improve an employee’s competence.
- Proper management and supervision to ensure that the competence is maintained and developed.

Middlesbrough Council’s approach to Health and Safety Strategy

Middlesbrough Council’s Health and Safety Management System is based on the ‘[Managing for health and safety \(HSG65\)](#)’ and is closely aligned to ISO 45001 both of which are designed to control and continually improve the management of health and safety at both corporate and operational area levels. It is represented by the model below:



By taking on the principles of the safety culture, our health and safety strategy aims to incorporate evidence-based health and safety activity into our everyday working practices. By setting our own standards we aim to develop a benchmark of health and safety management that achieves legal compliance, incorporates wellbeing, and demonstrates a good practice.

Our aims for health and safety in Middlesbrough Council are to:

- View compliance as a minimum looking to exceed it.
- Identify the key statutory requirements for health and safety, ensure we understand them and consider the practical implications for our services.
- Organise and plan our health and safety systems with the appropriate resources against an achievable timeframe to ensure statutory requirements are met.

- Identify good practice in health and safety management.
- Identify clear lines of responsibility for health and safety practice.
- Monitor our health and safety management process and outcomes.
- Achieve higher levels of recognition and respect for health and safety as an integral part of “business as usual” service delivery.

DELIVERING THE STRATEGY

Our Health and Safety strategic themes reflect the Health and Safety Executive priorities of protecting people and places this will allow the council to grow whilst empowering staff and embedding risk management. We will deliver the strategy by focusing on five key themes of activity:

- **Acting Together** - Promoting broader ownership of health and safety.
- **Tackling ill-health** - Highlighting and tackling the costs of work-related ill health whilst promoting health and wellbeing for our staff.
- **Managing Risk Well** - Effective risk management and helping the council to grow.
- **Keeping pace with change** - Anticipating and tackling new health, safety and compliance challenges.
- **Sharing our Success** - Promoting the benefits of an excellent health and safety system

A series of actions have been identified, that when delivered, will achieve the vision for Health and Safety in Middlesbrough Council. They are set out at Appendix 1.

Targets and objectives

The impact of those actions will be measured

Targets and objectives are set, monitored, reviewed and reported quarterly as part of the reporting framework, quarterly to the corporate health and safety steering group and annually to the corporate affairs and committee board. These reports will then be used to establish achievable targets and continuously improve in the following years.

ROLES AND RESPONSIBILITIES

Organisational responsibilities for management and staff

We recognise that all Middlesbrough Council staff have responsibilities from the Mayor and Members, Chief Executive, Leadership Management Team and Managers to staff. We will ensure that adequate resources are made available to enable Middlesbrough Council to meet its health and safety obligations and strive to continually improve. These are further developed in the Health and Safety Policy document.

All staff ought to lead by example, influencing the health and safety agenda through their own actions and by accepting personal responsibility. Trade union workplace health and safety representatives operating in partnership with management are also an important part of realising our health and safety goals.

Acting Together - Promoting broader ownership of health and safety						
	Objective	What success looks like	Actions to be taken	Responsible person	Target date	Status (Complete/incomplete)
1.1	Policies & procedures that are “fit for purpose” and reflect the risk profile of the council	Set of policies and procedures that are fit for purpose.	Review the register of polices/ procedures to ensure they are relevant and fit for purpose.	Strategic Risk and Health and Safety Manager	Quarterly	
		Key Performance Indicators to provide visibility and direction of travel against policies.	KPIs agreed and reported to MBC chief executive and corporate steering group.	Strategic Risk and Health and Safety Manager	Quarterly	
		Periodic internal audit of all Health, Safety and Compliance policies and procedures.		Strategic Risk and Health and Safety Manager	Quarterly	
1.2	Agile governance process (including consultation) to reflect the risk/needs of the Council	Clear governance/ consultation process	Governance structure and consultation process captured within the Health and Safety policy (reviewed annually)	Strategic Risk and Health and Safety Manager	Annual	
1.3	Shared and individual understanding and ownership of health and safety throughout the Council.	Trained and motivated workforce with positive safety behaviours which demonstrate the core safety competencies	All staff to receive induction training, mandatory H&S training, role specific training, briefing and toolbox talks	LMT, HoS HR, Strategic Risk and Health and Safety Manager	Ongoing	
			Annual review of training KPI's.	Directors, Strategic Risk and Health and Safety Manager, H&S Business Partner and H&S Advisors.	Annual	
			Monitor and review performance utilising PowerBi, informing directorates of	Directors, H&S Business Partner and H&S Advisors.	Monthly	

			performance at DMT, LMT and via email.			
			Review all corporate health and safety eLearning held on Middlesbrough Learns to ensure compliance and best practice	Strategic Risk and Health and Safety Manager, H&S Business Partner and H&S Advisors.	Annual	
Tackling ill-health - Highlighting and tackling the costs of work-related ill health whilst promoting health and wellbeing for our staff.						
	Objective	What success looks like	Actions to be taken	Responsible person	Target date	Status (Complete/incomplete)
2.1	Accident/incident analysis to include “lessons learnt”, trends and targeted reduction of accidents/issues	Governance process to include standard agenda item across Joint Consultation Committees and Corporate H&S statistics and lessons learnt.	Joint Consultation Committee held	Strategic Risk and Health and Safety Manager, H&S Business Partner and H&S Advisors.	6 weekly – 12 weekly	
			Trade Union meeting.	Strategic Risk and Health and Safety Manager, H&S Business Partner.	Monthly	
			CEX and steering group committee meetings	Strategic Risk and Health and Safety Manager, H&S Business Partner.	Quarterly	
2.2	Benchmarking against previous years performance to assess improvements	Benchmarking to accident and incident statistics to assess our performance against other councils of a similar size.	Determine size of work force and geographical size of Council	Strategic Risk and Health and Safety Manager, H&S Business Partner.	Annual	
			Check against specific data for incident causation relating to targeted areas of improvement	Strategic Risk and Health and Safety Manager, H&S Business Partner.	Annual	
2.3	Carrying out robust incident investigations to determine root cause	Incidents drilled down to one of three root causes, individual, task and	Determine relevant severity of incident to warrant formal	Strategic Risk and Health and Safety Manager, H&S	Daily	

	and implementing actions to prevent recurrence	organisation	investigation.	Business Partner, H&S Advisor.		
			Train all relevant service area and relevant managers to complete incident investigation training either F2F or eLearning to manage their respective areas.	Directors, Heads of Service, Service Area Managers, relevant other management	Quarterly	
2.4	Reporting all notifiable incidents to the Health and Safety Executive (HSE) in the required timescales	All relevant incidents reported within the HSE guidance timeframes.	RIDDOR events identified by H&S and notified to relevant management to complete report.	Directors, Heads of Service, Service Area Managers, relevant other management. Strategic Risk and Health and Safety Manager, H&S Business Partner, H&S Advisor.	As and when required	
2.5	Collate absence data from lost time incidents, to determine statistical trends and use the results to target areas for improvement	Reduction in lost time for employees.	Review My Compliance to determine lost time events	Strategic Risk and Health and Safety Manager, H&S Business Partner, H&S Advisor.	6 Monthly	
			Liaise with HR to confirm time lost following on from incidents to develop robust strategies for improvements within work force areas.	HoS HR, Strategic Risk and Health and Safety Manager, H&S Business Partner.	6 Monthly	
2.6	Collate absence data from stress related work activities to monitor time lost.	Baseline KPI To understand work related stress absences.	Liaise with HR to benchmark annual days lost due to work related stress activities.	HoS HR, Strategic Risk and Health and Safety Manager, H&S Business Partner.	Annual	

Managing Risk Well - Effective risk management and helping the council to grow.						
	Objective	What success looks like	Actions to be taken	Responsible person(s)	Target date	Status <i>(Complete/incomplete)</i>
3.1	Implementation of service area audits to mitigate risks that are not identified on premises audits	All service areas to be audited over a 36 month period	Develop and issue service area self-assessment sheet to determine evidence-based risk score	Strategic Risk and Health and Safety Manager; H&S Business Partner	November 2023	
			Implement service area audit schedule	Strategic Risk and Health and Safety Manager; H&S Business Partner	February 2024	
			Develop and implement service area specific audit	Strategic Risk and Health and Safety Manager; H&S Business Partner	April 2024	
			Communication of results of audits to Director, Head of Service and relevant management	Strategic Risk and Health and Safety Manager; H&S Business Partner; H&S Advisors	November 2026	
3.2	Legal Register to be reviewed to reflect strategic risks to the council	Legal register to be reviewed every 24 months	Legal register reviewed periodically to ensure that the latest legislation is identified and necessary control measures implemented	Strategic Risk and Health and Safety Manager	March 2024	
3.3	Health & Safety training delivered and monitored in line with the Health and Safety Policy	95% KPI compliance for H&S training	HR / H&S Business partner to undertake gap analysis and provide KPIs based on training requirements	Head of O&D, H&S Business Partner	Annually	
3.4	Embedding information technology systems in	On-line accident reporting system (My Compliance)	Integration of an API to enable information to be	Strategic Risk and Health and Safety	Ongoing	

	the organisation for the effective and efficient safety management; looking at new ways of working, striving to continuously improve.	introduced in the Council. Accurate and up to date insight, and the effective management of accident reporting.	transferred from My Compliance to PowerBi to enable online statistics to all be available for LMT, Heads of Service and senior management.	Manager, Head of Service Governance Policy and Information		
			Incorporate service area audits into My Compliance.	Strategic Risk and Health and Safety Manager, H&S Business Partner	Feb 2024	
			Explore alternative IT options for delivery of the H&S online package.	Strategic Risk and Health and Safety Manager, H&S Business Partner	Mar 2024	
Keeping pace with change - Anticipating and tackling new health, safety and compliance challenges.						
	Objective	What success looks like	Actions to be taken	Responsible person	Target date	Status (Complete/incomplete)
4.1	Responding to the upcoming changes to the regulatory regime following the Grenfell incident (Fire Act 2022)	Statutory compliance/ appropriate risk management	Gap analysis of the upcoming requirement against the current arrangements and practices. Monitoring policy implications based on regulatory changes.	Head of Property	Ongoing	
4.2	Responding to the upcoming changes to the regulatory regime following the introduction of the Terrorism Act.	Statutory compliance/ appropriate risk management	Gap analysis of the upcoming requirement against the current arrangements and practices. Monitoring policy implications based on regulatory changes.	Head of Property	Ongoing	
			Monitor training	LMT, Head of GPI,	Ongoing	

			performance for ACT, SCan and Personal Safety	H&S Unit		
			Production and implementation of the lockdown procedure and Security Access Policy.	Head of Property Head of GPI Strategic Risk and H&S Manager	Annual	
			Monitor radon exposure within all schools within radon areas and all buildings with basements.	Head or Property	Annual	
4.3	Continual Professional Development (CPD) for the Health & Safety team to address changes to legislation and new emerging safety issues which will impact on the safety systems in place.	Development plans agreed for H&S Team	Ongoing assessment of skills, gap analysis and development need for the H&S team.	Strategic Risk and Health and Safety Manager	Ongoing	
Sharing our Success - Promoting the benefits of an excellent health and safety system						
	Objective	What success looks like	Actions to be taken	Responsible person	Target date	Status (Complete/incomplete)
5.1	Identifying performance indicators that can be used to measure health and safety performance across the Council.	Reduced overdue actions from Incidents, health and safety audits and fire risk assessments.	Manage and monitor overdue actions informing relevant directors of performance.	Strategic Risk and Health and Safety Manager; H&S Business Partner, H&S Advisors.	Monthly	
5.2	Continually develop up to date health and safety plan templates for implementation by relevant management for buildings and high-risk service areas.	Health and safety plans produced by relevant management for all buildings and high-risk service areas	Refer to action 3.1	Strategic Risk and Health and Safety Manager; H&S Business Partner	November 2026	

5.3	Using agreed health and safety themes to provide a focus and a discussion point in directorate meetings;	Quarterly themes produced based on analytical evidence of incidents, communicated to building and service areas managers and displayed on H&S notice boards and uploaded to intranet	Update and review H&S theme of the quarter relating to incident trend over the previous 3 month period.	H&S Advisor.	Quarterly	
5.4	Promoting the use of health and safety performance dashboards to monitor compliance	Promotion of performance within directorates and performance of H&S promoted through TUM, JCC, DMT, LMT and Exec.	Directorate updates sent out to all members of LMT.	Strategic Risk and Health and Safety Manager; H&S Business Partner, H&S Advisors.	Monthly	
5.5	Ensuring health and safety is an agenda item within all Council meetings to enable staff to raise any issues as they arise	Health and safety to be discussed on the following meetings at a minimum: TUM, JCC, DMT, LMT, WLMT and Corporate Steering Groups.	Checked through audit process to ensure evidence is present for communication.	LMT, Strategic Risk and Health and Safety Manager; H&S Business Partner, H&S Advisors.	Ongoing	
5.6	Carrying out periodic health and safety audits to monitor compliance and closing out actions within the required timeframes.	Reduction in overdue actions associated to health and safety audits to ensure that the relevant work force is protected sufficiently.	Monthly director's update	Strategic Risk and Health and Safety Manager; H&S Business Partner, H&S Advisors.	Ongoing	
			Quarterly performance CEX and Corporate Steering Group	Strategic Risk and Health and Safety Manager; H&S Business Partner, H&S Advisors.	Ongoing	