

APPENDIX 2 – FIVE YEAR CORPORATE HEALTH AND SAFETY STRATEGY



ACTION 2028

Five Year Strategy for the Management of Health, Safety and Wellbeing in Calderdale

2024-2028



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“Safety is a small investment for a rich future”.

LEADING ON HEALTH AND SAFETY

Colleagues,

This revised five-year strategy, ultimately aimed at improving the standards of health, safety and well-being within this authority, is strongly supported by myself, along with other members of the Corporate Leadership Team (CLT). After all, employees are the most valuable asset to the Council and we strive to ensure that they stay, and remain, in work wherever possible.

So, what does Health and Safety mean to me? Protecting the health and safety of employees and members of the public, who may be affected by the Council's activities, is an essential part of sensible and proportionate risk management and this must be led by senior management. Preventing accidents and ill-health within Calderdale is of paramount importance.

In a time where prosecutions for Health and Safety offences are more common than ever, it is more important than ever before to remain vigilant and ensure that we are all playing our part in ensuring and maintaining a safe and healthy working environment. Following the introduction of the new sentencing guidelines back in February 2016, the level of fines issued to organisations failing in their legal duties have been exponential. It is vital that we all play our part in ensuring that the Council remains compliant with all areas of Health and Safety management, so we don't find ourselves in a similar situation.

All members of the Council's Extended Leadership Team (ELT) have demonstrated their commitment to Health and Safety by achieving the accredited '*Safety for Senior Executives*' course approved by the Institution of Occupational Safety and Health (IOSH). This qualification centres on the three essential principles documented within the Health and Safety Executive's (HSE) and Institute of Directors (IOD) guidance document *INDG417 - 'Leading on Health and Safety at Work'* which underpin exemplar Health and Safety management:

- 1) Strong, active and visible leadership from the top**
- 2) Worker involvement and engaging the workforce to exchange ideas.**
- 3) Assessment and review demonstrated by robust H&S systems and documentation.**

Remember, we all have a collective responsibility for Health and Safety, and I urge each and every one of you to play your part in improving Health, Safety and Wellbeing standards over the next three years. Together, we can make Calderdale a safer, and healthier, local authority for both employees and residents across the borough.



Robin Tuddenham
Chief Executive, Calderdale Council and
Place Lead Calderdale, West Yorkshire
Integrated Care Board



FOREWORD

Colleagues,

Calderdale Council has a health and safety record that we can all be proud of. We continue to be one of the best performing Councils in Yorkshire with regards to Health and Safety management and have been exemplars in certain areas of safety for many years. Nevertheless, '*complacency is the enemy of safety*'. That was *Lord Taylor's* view, and this should act as a stark reminder that no matter how well we perform as a Council, there is always room for improvement, and we should remain vigilant to the Health and Safety risks that are present in our respective service areas.

The statutory work we undertake forms the basis of our Health and Safety management system, which is based around *HSG65 – Managing for Health and Safety* - and is designed to achieve continual improvement. The system consists of 4 key elements – *Plan, Do, Check and Act* - which are the core elements of managing Health and Safety effectively. It is based around sound planning and policy, risk profiling and implementation of the Council's safety objectives, checking implemented safety measures and measuring performance and acting wherever necessary, including annually reviewing safety performance and acting on any lessons learnt.

The benefits of continual improvement are substantial. For employees, a healthier and safer workplace; for the Council, legal compliance, productivity, and innovation; and for the wider economy reducing the impact that work-related injuries and ill health have on the UK annually.

This revised strategy document outlines what the Council's Corporate Health and Safety section intends to deliver over the next five years, including our strategic work plan, to tackle the issues that we face as an authority with regards to Health and Safety along with aligning our priorities with those set by the HSE in their new ten-year work strategy – *Protecting People and Places*. Please be aware that this does not capture all that we do, and we have a detailed work programme that is amended on an annual basis. Instead, this strategy document simply highlights specific priorities, within an overall framework that reinforces our commitment to keeping you safe and healthy whilst at work.

'ACTION 2028' aims to create an emphasis on personal responsibility where everyone takes Health and Safety seriously. As such, we look forward to senior leadership, managers, and staff alike, working closely with us in due course to ensure we meet our statutory obligations under Health and Safety legislation whilst ensuring the Council remains compliant with the Health and Safety Executive's expectations on employers.

We all have a part to play in Health and Safety, and collectively, we can continue to improve the standards of Health and Safety throughout this authority and work towards building an even safer and healthier Calderdale.



Lee Broadbent
CMIOSH, DipNEBOSH
Health, Safety and Wellbeing Manager
Chartered Health and Safety Practitioner



“Tomorrow is the
reward for working
safely today”.



ACTION 2028 – KEY THEMES

The overarching aim of 'ACTION 2028' is to create an emphasis on personal responsibility from everyone within the organisation. This will ensure that Health, Safety and Wellbeing continues to be an organisational priority for Calderdale, whilst reinforcing the roles and responsibilities that all colleagues have in maintaining the most robust standards in everything we deliver as an authority.



Our Health and Safety Goals:

- Showcase Calderdale's health and safety management system.
- Strive for active engagement in health and safety from all levels.
- Represent health and safety both regionally and nationally.
- Ensure that the health and wellbeing of the workforce is prioritised.
- Achieve the lowest accident rate in the Yorkshire and Humber region.
- Improve the health and safety culture throughout Calderdale.
- Supporting directorates to upskill the existing workforce to retain competence, particularly for safety critical roles.
- Advise directorates accordingly to ensure we aren't subject to any kind of enforcement activity.
- Minimise civil litigation as far as possible.
- Ensure nobody is killed or seriously injured during the course of their employment.

Our Key Themes:

A	ACCOUNTABILITY There must be accountability for Health and Safety across all levels of the organisation. Health and Safety should be embedded into service delivery.
C	COMPETENCE There must be acknowledgement of the need to ensure that individuals are competent and that there is reliance and contingency in safety critical teams.
T	TEAMWORK There must be a mutual understanding that everyone has a part to play in ensuring the health, safety, and wellbeing of the Council workforce.
I	INTUITION There must be a 'safety first' culture allowing individuals to trust their instincts and stop work to assess risk properly, ensuring safety is a priority.
O	OWNERSHIP There must be joint ownership of health and safety issues affecting services which is shared by all persons within the organisation.
N	NOTICE There must be autonomy for individuals to identify and raise relevant issues with appropriate persons, ensuring they feel empowered to take action.

OUR COMMITMENT

Calderdale Council is committed to ensuring the health, safety, security, and welfare of all its employees and other persons who may be affected by the Council's activities, whilst adopting a '*sensible and proportionate*' approach. The Council's overarching Health and Safety Policy underpins the Council's current safety arrangements, policies and guidance and forms the basis for the development of all new Health and Safety related safe working arrangements, which will be approved by CLT, Chief Officers, and ELT.

All members of ELT have demonstrated their commitment to Health and Safety in Calderdale by achieving the '*Safety for Senior Executives*' certificate which is approved by the Institution of Occupational Safety and Health (IOSH).

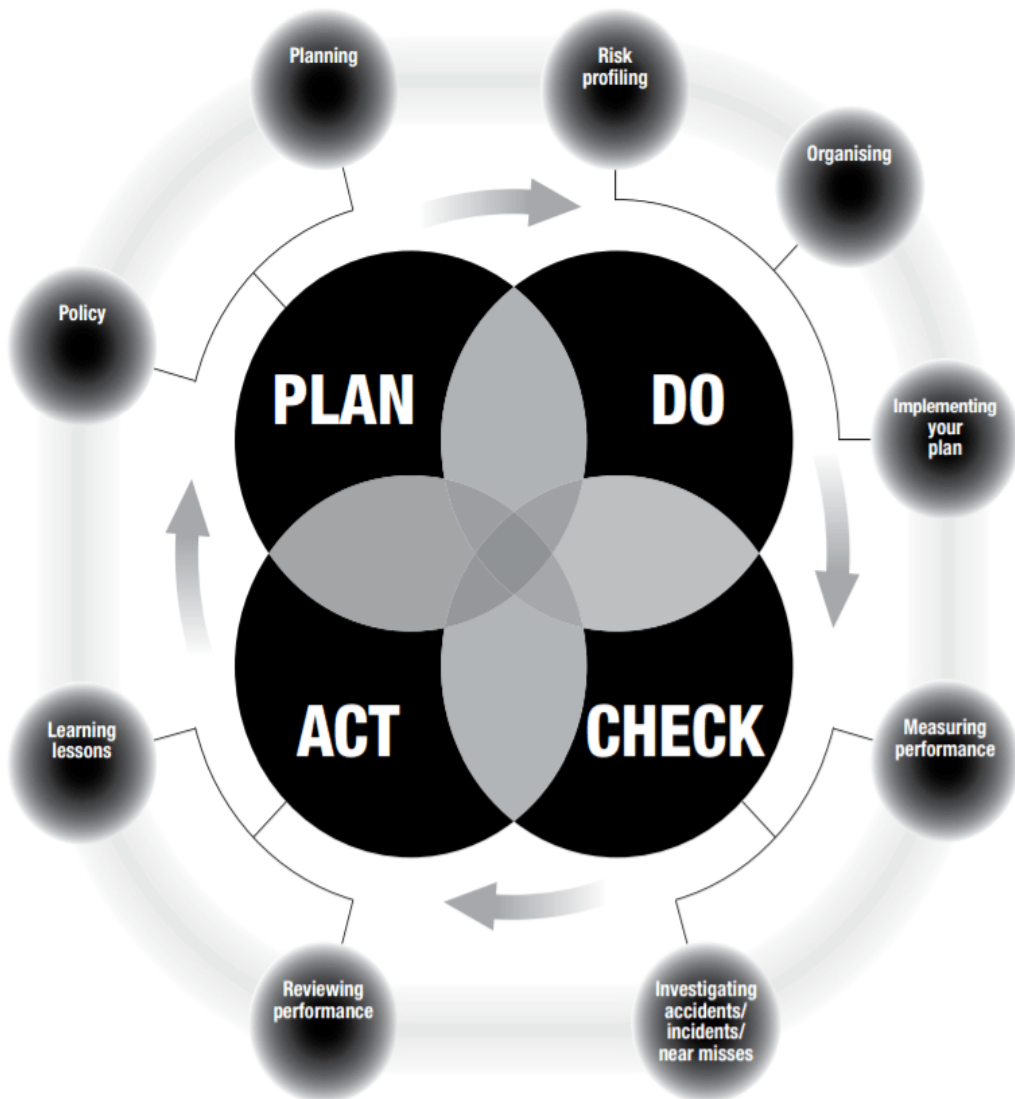


The duties and obligations imposed upon the Council, both under the Health and Safety at Work Act 1974 and the Health and Safety Policy will ensure so far as is reasonably practicable the health, safety, security, and welfare of all persons employed by the Council whilst they are at work as well as persons other than Council employees who may be exposed to risks arising out of, or in connection with, the activities of the Council. This revised strategy outlines the main work streams that the Health and Safety team will lead on over the next five years and strategically how we will meet the Health and Safety Policy requirements. It does not attempt to capture all that we do. Instead, it highlights specific priorities, within an overarching framework that reinforces our ongoing commitment to four key aims:

- 1) **Ensuring that the authority meets, and where practicable exceeds, all relevant statutory obligations.** In particular, the general duties under the Health and Safety at Work etc. Act 1974, along with meeting the HSE's minimum expectations on employers and best practice guidelines.
- 2) **Leading and engaging those who manage and influence Health and Safety** in their respective areas. This capitalises on the engagement that we have been delighted to see from our managers over many years. This involves regular communications with managers at all levels to influence, and where necessary, change safety behaviour and continue to support managers in all areas of Health and Safety management to embed a positive Health and Safety culture. Organisational leaders should actively role model positive health and safety behaviours.
- 3) **Securing effective risk management and control** through a variety of methods that involve direct contact with managers. This includes following up 10% of the annual safety audits, completing several inspections annually and conducting formal accident investigations for serious accidents to employees and members of the public.
- 4) **Mitigating the likelihood and impact of incidents and accidents** and the potential for harm to both employees and members of the public. This includes raising awareness of the significant hazards which exist within Calderdale and how these can be effectively managed by delivering high quality training, briefings and 1-1's.

Calderdale's strategy takes forward key elements from the HSE's new strategy – '*Protecting People and Places 2022-2032*' – in particular, a greater emphasis on work-related ill-health with its focus primarily on respiratory diseases, musculoskeletal disorders, and occupational stress and related mental health issues.

OUR MANAGEMENT SYSTEM – HSG65



PLAN

The Council's H&S Policy issues a statement of commitment and vision and outlines the direction in which we want to go, with regards to safety, along with the resources to support and improve Health and Safety in Calderdale. Planning is an ongoing process in which we anticipate changes and identify opportunities to further improve the organisations arrangements and strategic objectives.

DO

Risk profiling is part of the management system aimed at eliminating or minimising risks. It enables the Council to identify what hazards there are and determine the risk management priorities. Managers are required to conduct 'suitable and sufficient' risk assessments for their activities. The successful implementation of the H&S system calls for commitment of all people and engaging managers in processes e.g., audit, risk assessment, safety responsibilities etc. Communication is considered here and there is a requirement for the Council to consult on health and safety matters.

CHECK

This is the review phase where management need to measure performance against their initial objective. The key point is to evaluate progress by identifying what went well and what needs to be improved. This includes gathering reactive data such as accident statistics, ill-health stats and near miss incidents as well as proactive data from routine inspections, training, and risk assessments.

ACT

This is the action stage where we look to learn lessons and review performance. In this stage we are looking for deficiencies in the management system so that these can be addressed. We revisit policy documents and plans and amend these accordingly so that improvements can be made. At this stage management gets an idea of what improvements are required to make their system successful. They need to determine how this will happen and develop an action plan which will form the start of the next annual cycle.

CORE FUNCTIONS

The following ten core functions are essential to ensure the effective management of Health, Safety and Wellbeing of the organisation. They are fundamental aspects within the role of the Health and Safety Practitioner and contribute to the overarching health and safety management system. These basic activities must continue to be delivered to ensure that Calderdale meets their strategic aims and objectives.



Ensure maintained competence in the team and the profession through **CPD activity** and personal development.



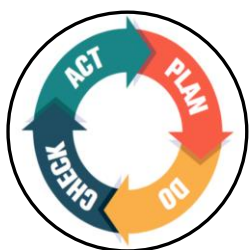
Ensure **leadership** remains at the heart of the Health and Safety management system in the organisation.



Policy development to ensure that the organisation continues to align itself with relevant guidance and legislation.



Ensuring all employees are involved with H&S at some level to **instigate a positive health and safety culture**.



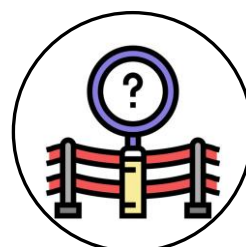
Maintain the various systems and databases that constitute our **Health and Safety Management System**.



Conduct auditing and inspections of both the corporate and educational estates to ensure compliance.



Deliver a comprehensive programme of **Health and Safety training** to retain competence amongst the workforce.



Undertake **accident prevention programmes** and conduct **accident investigations** as needed.



Ensure that there is effective **consultation and communication** with employees at all levels.



Conduct **monitoring and supervision** of safety critical activities throughout the organisation.



“Complacency is the enemy of safety” – Lord Taylor.

HSE PRIORITIES

The HSE's national priorities are determined using the most current regulatory intelligence. HSE review the national priorities on an annual basis to allow flexibility and the inclusion of any arising priorities which may result from new intelligence or in response to learning from major incidents. The priorities are designed to keep organisations focused on tackling both new and traditional risk, at the right time and in the right way. The five themes of the HSE's new ten-year strategy – [*Protecting People and Places*](#) – will be met by our internal initiatives. Specifically, we will:



- Continue to promote the importance of health and wellbeing in an attempt to **reduce work-related ill-health**.
- **Increase and maintain trust to ensure people feel safe where they live and work.**
- **Enable the industry to innovate safely to prevent major incidents** and adapt to technical progress wherever possible.
- **Maintain Great Britain's record as one of the safest countries to work in** and do this by maintaining the Health and Safety record within Calderdale.
- **Ensure Calderdale remains a great place to work** by maintaining safe and healthy working environments and embedding a positive health and safety culture.

As in previous years, the main industries dominated by enforcement activity are construction, forestry, manufacturing, refuse collection, and transportation due to the large contribution they have to the annual fatality rate in Great Britain. In recent years, the HSE have shifted their priorities towards work related ill-health topics, specifically work-related stress and mental health in the workplace, as this is becoming more prevalent. This has built upon wider work and campaigns from central Government, namely the 'Health is Everyone's Business (HiEB) report. Further information on these priorities can be found within [LAC 67/2](#) (guidance on setting local authority priorities and targeting interventions) as well as the HSE's [Annual Business Plan](#).

HSE Health Priorities

PRIORITY 1: Work-Related Stress and Mental Health

Work-related stress is the second most commonly reported cause of occupational ill-health in Great Britain. Statistics published by the HSE show that of the 1.8 million workers suffering from work-related illness, 914,000 were attributable to stress, anxiety or depression. It is recognised as a major health issue for employees and employers in all sectors. The highest incidence rates are recorded in the public sector, with increasing evidence that it is becoming a significant problem. The key stressors identified in the high-prevalence public services are workloads, demands and support. Calderdale aims to bring a reduction in the number of new cases caused by work-related stress through the promotion of the 'Management Standards' approach using the HSE's refreshed suite of guidance and tools. Calderdale will manage this risk by continuing to roll out the '8 Point Plan' for stress management in all service areas and raise the profile of mental health across Calderdale. We will also get involved in wider well-being strategies such as delivering mindfulness and meditation training, sleep and your health sessions, and wellbeing tasters to build personal resilience amongst our workforce. Calderdale will also support the HSE's 'Working minds' campaign and the associated '5 R's approach' – reach out, recognise, respond, reflect, and make it routine. We will also be registering as a 'Working Minds Champion'. The Working

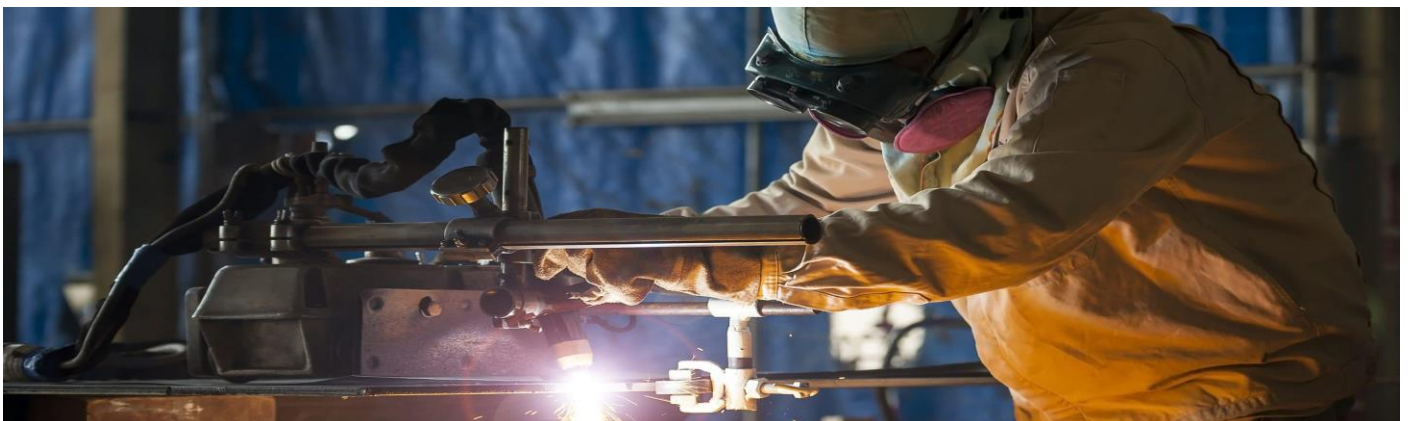
Minds campaign brings together a range of tools and support to help businesses and workers understand the best ways to prevent work related stress and encourage good mental health.

PRIORITY 2: Occupational Lung Disease

Occupational lung disease continues to contribute substantially to work-related ill-health. It includes a wide range of conditions, from those that develop shortly after exposure, such as legionella, to those that develop many years later such as lung cancer and mesothelioma, which are life-limiting or life-altering. Asbestos and respirable silica dust are substantial contributors to the burden of lung disease. Respiratory diseases result in approximately 12,000 deaths each year which approximately 14,000 new cases of lung problems caused or made worse by work each year. Calderdale will keep its incidence rate and number of new cases of occupationally related lung diseases low through improving the control of exposure, specifically looking at local exhaust ventilation efficiency. HSE will prioritise interventions, inspection activity and enforcement action where lung cancer, occupational asthma (caused by woodworking activities) and legionella pose a high risk. In Calderdale, work-related disease is tackled at source by managing exposure to hazardous chemicals in high hazard areas where operatives may be exposed to isocyanates or carcinogens. Occupational Health conducts regular periodic health surveillance of employees in high-risk areas. The management of asbestos and water systems (legionella) in buildings is controlled by CAFM. The Council has started looking at occupational cancers, especially in relation to diesel fume; following the introduction of the 'No time to lose' campaign, by monitoring diesel fume exposure in some of the high-risk areas such as depots. We will also ensure that welding arrangements comply with the new expectations of the enforcing authority following recent research linking this activity to several occupational cancers.

PRIORITY 3: Musculoskeletal Disorders

Work activities that present a risk of musculoskeletal disorders range from lifting heavy loads to using display screen equipment (DSE). Back injuries are most commonly associated with manual handling, upper limb disorders associated with DSE use and lower limb disorders linked with prolonged sitting. The risk of an individual developing a musculoskeletal disorder increases if they are suffering from stress. Musculoskeletal disorders are prevalent in the health and social care service area. HSE will be continuing their intervention programmes around controlling musculoskeletal disorders and will be refreshing their guidance documentation. Calderdale will continue to roll out manual handling training for all those involved in lifting, and moving and handling training delivered for those in the AH&W directorate. We will continue to support those working in smarter working environments and those involved in agile working ensuring they have received regular DSE training, focused around how to set up your workstation safely, especially for those engaged in home working. It is an ambition of the Health and Safety team to work with CAFM to introduce more sit stand desks into smarter working offices as research suggests that standing is much healthier. We will also issue guidance on 'driver ergonomics' to ensure those who frequently drive for work are adopting a safe driver posture and reducing the likelihood of developing musculoskeletal disorders.



HSE Safety Priorities

PRIORITY 1: Falls from Height

Falls from height continue to be the biggest contributor to fatal accidents in Great Britain and also lead to many significant injuries each year. There are many reasons that people can fall from height, and various places people can fall from including sloping roofs, fragile roofs, scaffolding and skylights. Calderdale will continue to prioritise this risk, particularly in the construction industry and as part of minor works contracts. The Council will also ensure that all those who work at height internally are competent to do so and that access equipment continues to be the right type and appropriately maintained in good condition to mitigate the risks.

PRIORITY 2: Workplace Transport

Every year, there are accidents nationally involving transport in the workplace, some of which result in people being killed. In the most recent statistics published by the HSE, there has been an increase in fatal accidents linked to workplace transport and we are anticipating a forthcoming enforcement regime in relation to this. People are knocked down, run over, or crushed against fixed parts by vehicles (e.g., HGVs, lift trucks and tractors), plant and trailers. People also fall from vehicles – whether getting on or off, working at height, or when loading or unloading. Calderdale will continue to assess the risks associated with workplace transport, primarily at depot sites with high vehicular traffic, but also other sites where this risk may be present. The Council will continue to look at how vehicles and people move around the workplace, ensuring appropriate segregation wherever possible. All operations will endeavour to comply with HSG136.

PRIORITY 3: Slips and Trips

Slip and trip in the workplace are the largest contributor to RIDDOR reportable accidents every year, happen for a number of reasons. There are several factors that can contribute to slip accidents including contaminated walkways, inadequate cleaning, people factors, inadequate flooring, issues with the working environment, and also the footwear that people wear. The majority of trips are either caused by obstructions in walkways or uneven surfaces. Preventing these accidents is often simple and cost-effective ensuring that walkways, housekeeping, and design and maintenance of flooring are adequate. It can often be difficult to prevent accidents of this nature, especially in Calderdale where the terrain is undulating. However, Calderdale will continue to prioritise high risk environments including swimming pools and sports centres which often have a high footfall and aggravating factors that increase the risk. Calderdale's slip prevention programme has proven to be effective over recent years and this regime of floor testing will continue for the foreseeable future.



IOSH PRIORITIES – ACTIVATE 2028

In June 2022, the ILO established OSH as a fundamental principle and right at work. Sadly, an estimated 7,500 people around the world still die from unsafe and unhealthy working conditions every day. This is why the work IOSH does is so important, and their strategy is developed with that figure in sharp focus. In the UK alone, over 130 people still die each year which is still far too many.

Following the success of IOSH's previous campaign, WORK 2022, the professional body has launched its latest five-year strategy titled – *Activate 2028*. As registered Health and Safety practitioners with the professional body, we whole heartedly support this new strategy and will implement its key themes into the delivery of our own ACTION 2028 strategy to create '*a safe and healthy world of work*'.



With Activate 2028, IOSH brings to the forefront the role that occupational health and safety plays in enabling inclusive working environments where employees, feeling safe, and being safe are given equal attention and action. It enshrines their investment in professional standards that underpin the skills and best practice guidance which help us all to achieve a safe and healthy world of work. Activate 2028 is a strategy for everyone because the future we all hope to see is all our shared responsibility. IOSH builds excellence in a profession dedicated to the protection of all workers, everywhere. From this platform, their focus is on action. The body intends to drive action from everyone that can influence and prioritise OSH standards, across the world.

As a Health and Safety team we strive to achieve excellence in our professional standards and intend to adhere to the following standards set by IOSH as part of Activate 2028:

- Act with integrity and continuously champion workers' safety and health.
- Always be inclusive championing a world of work where everyone can be their authentic self and are utterly committed to protecting the right for everyone to feel safe and empowered in the world of work.
- We innovate and encourage positive change through collaboration and communication to find appropriate solutions to emerging issues.

In addition:

- We will champion and support the right to a safe and healthy world of work and shine a light on best practice through strategic partnerships with external parties.
- We will facilitate the exchange of information and ideas among the members of the Institution and of other professional bodies in the field of occupational safety and health and to work together with other professional bodies in pursuit of mutual objectives. We will create inclusive physical and virtual communities, connecting members and partners so knowledge, tools and techniques are shared, and a culture of support and positive peer-to-peer interaction is nurtured.
- We will set world-class professional standards for the OSH profession. As professionals, we will continuously develop ourselves and be recognised and trusted for our expertise through IOSH membership. When employers and members of the public see an IOSH member at work, they know they have the best people to enable a safe and healthy world of work.

CALDERDALE PRIORITIES

In addition to the priorities set by the enforcing authority (HSE) and professional body (IOSH), as a Health and Safety team we also intend to focus our efforts on the following emerging and relevant issues to ensure continued compliance with the legislative framework and meet best practice requirements.



High Risk Services

- We will continue to work with high-risk services including Transport Services, GSSS, ISCAL, Forestry and Countryside, Major Projects, and SUEZ for waste collection (not an exhaustive list).
- Intelligence provided by the HSE in the form of statistics show these areas to contribute to a large percentage of fatal accidents and serious injuries each year.
- We will also specifically focus on the use of equipment, plant, and machinery.
- These key areas must continue to remain on the agenda.

Worker involvement in the HSMS

- Worker engagement and involvement is a vital component of an effective Health and Safety management system.
- 'ACTION 2028' places greater onus on personal responsibility and accountability at all levels so everyone is proactively engaged with Health and Safety.
- Many employees provided invaluable information allowing us to form an assessment of the culture within Calderdale back in 2023.
- In turn, this information has been used to shape the direction of the ACTION 2028 strategy.
- This work also highlighted some areas of weakness which will be addressed as part of this five-year strategy.

Tree and Land Management

- We will continue to support various services in the management of tree safety and other issues associated with land management.
- Recent national issues relating to trees have promoted further resource on this particular topic, exacerbated by the risks linked to ash dieback.
- Furthermore, the sheer volume of land owned by the Council's undoubtedly leads to inherited risks which will be monitored through Safety Observation Feedback Tours (SOFT's).

Event Safety

- We will continue to support the Events and Licencing Team with high profile events.
- We will continue to pay particular attention to the use of inflatable amusement devices (namely bouncy castles) and trampolines which historically have so often caused major injuries and fatalities nationally.
- This work ensures the safe and successful delivery of events and filming across the borough.

Fire Safety

- We will continue to work alongside Building Control and the designated fire risk assessor to ensure that the Council buildings are well managed from a fire safety perspective post-Grenfell.
- This work is of paramount importance and will also be extended across the educational estate.

- This work will also encompass a new strategy on the charging of lithium-ion batteries which is an emerging issue linked to many serious fires across the UK.

Building Compliance

- We will continue to work collaboratively with CAFM to ensure that all buildings remain compliant.
- This includes compliance in relation to electricity, gas, and water hygiene, in addition to fire safety (see above) and lockdown (see below).

Lockdown and General Security (Martyn's Law Implementation)

- We will continue to work with Emergency Planning, Community Safety, and other external agencies to promote a positive security culture throughout Calderdale.
- This will include the forthcoming requirements of Martyn's Law post-2025 which will involve additional measures in terms of hostile vehicle mitigation and refreshing lockdown procedures for corporate buildings.

Open Water Safety

- We will continue to review open water safety across the borough to prevent anybody being killed whilst getting into difficulty.
- There are several high-risk areas of open water in Calderdale which have been identified and we intend to work closely with external partners to take additional measures to mitigate these risks further.

Educational Visits

- We will continue to support all young people, in schools or children's services, with their educational visit risk assessments to ensure that Calderdale children benefit from undertaking an array of exciting activities both in the UK and abroad.
- This is perhaps one of the biggest risks for schools and requires a robust process to ensure all arrangements have been appropriately considered.
- We will also seek continual improvement through our membership of the Outdoor Education Advisers Panel (OEAP).

Radiation Protection (Radon)

- We will continue to support secondary schools with their arrangements regarding radiation protection in instances where radioactive isotopes are used for educational purposes in science departments.
- We will continue to occupy the role of designated Radiation Protection Officer working on behalf of CLEAPSS to ensure continued compliance with L93 guidelines and the Ionising Radiation Regulations 2017. This work is vitally important at this current time as the HSE are undergoing an enforcement regime on this subject.
- This work also extends to radon surveys which need to be undertaken every 10 years as an assurance exercise. This work will also be extended into the corporate estate.
- We will ensure this work is completed with the support of Public Health and other internal stakeholders.

Hybrid Working (including DSE)

- We will continue to support the transition to hybrid working across the organisation, specifically the risks posed by the use of Display Screen Equipment.
- This will also include a focus on the inherent risks associated with lone working and exposure to violence and aggression whilst working with potentially volatile clients.

*“Working safely
may get old, but so
do those who
practice it.”*



ENSURING THE AUTHORITY MEETS ITS STATUTORY OBLIGATIONS

We will ensure that the Council maintains its statutory obligations with regards to Health and Safety. This includes obligations it already holds under existing legislation along with any new requirements which may arise as a result of amended/revised legislation, or new legislation coming into force. Our primary aim is to ensure that we meet all necessary requirements under the Health and Safety at Work Etc. Act 1974 along with all umbrella legislation formed under Section 15 of the Act. We will also maintain our existing Health and Safety Management system and policy requirements as required under Regulation 5 of the Management of Health and Safety at Work Regulations 1999.

Our actions will include:

PDCA

Legislative Requirement

Our key milestones will include:

Meeting Legislative Requirements

Provision of competent advice to both managers and staff (including fire safety)	DO	Management of Health and Safety at Work Regulations 1999 – Regulation 7	Regular contact with managers and staff via email, phone and through 1-1’s. Liaison with HSE as required.
Ensure compliance with Fire Safety regulations and codes of practice	DO	Regulatory Reform (Fire Safety) Order 2005	Work closely with Building Control and CAFM regarding fire safety issues. Liaison with WYF&RS as required.
Writing and Reviewing Council’s Health and Safety Policy (and related guidance)	PLAN	Health and Safety at Work Etc. Act 1974 – Section 2(3)	Making relevant changes to the Policy in light of legislative changes and introduction of new guidance.
Provision of information, instruction, training and supervision	DO	Health and Safety at Work Etc. Act 1974 – Section 2.2c	Revise the extensive suite of H&S documentation and guidance, produce and circulate new guidance, deliver a comprehensive programme of training and administer the supervision checklist system.
Consultation with employees and attendance at safety committees	DO	Safety Representatives and Safety Committees Regulations 1977	Attend all directorate committee meetings and safety compliance group.
Accident and Incident reporting (including liaison with the HSE)	CHECK	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013	Take all accident reports (including violence and aggression) via phone. Investigate all serious incidents and report on F2508 to HSE. All information to be sent to Insurance Section.
Management of Incident Register (violent persons register)	DO	Health and Safety at Work Etc. Act 1974 – Section 2	Review information and circulate updates to managers every 6 months. Write to aggressors where appropriate and advise on precautions to be taken for potentially violent clients.
Accident prevention programme (including management of all safety information databases and conducting safety inspections)	CHECK	Management of Health and Safety at Work Regulations 1999 – Regulation 5	Administration of audit system, VA04 database, accident database, e-learning and corporate training database, safety inspections, supervision checklists, driving licence database, CAFM risk register etc. allows continuous monitoring of safety standards.
Monitoring the safety standards of Council contractors	CHECK	Health and Safety at Work Etc. Act 1974 – Section 3	Monitoring activities of Suez, AMEY Highways, care providers and construction companies to ensure continued compliance and safety standards.
Event Management Work	PLAN	Health and Safety at Work Etc. Act 1974	Attending ESAG meetings and support events and licensing team on safety aspects for large scale events that take place on Calderdale land.
Responding to all Freedom of Information Requests	DO	Freedom of Information Act 2000	Responding to all FOI requests as required.
Introduce new GDPR requirements for data protection	PLAN	General Data Protection Regulations 2016	Introduce new requirements and privacy statement onto all documents held for data retention. Introduce GDPR general policy about how we will handle personal information

Meeting HSE expectations and achieving HSE priorities

Managing work-related stress and mental health	DO	Health and Safety at Work Etc. Act 1974 – Section 2	Delivery of 8-point plan for stress management and other related well-being strategies.
Managing Occupational Lung Disease	DO	Control of Substances Hazardous to Health Regulations 2002 and Control of Asbestos Regulations 2012	Tackle at source. Provide health surveillance through occupational health.
Managing work-related musculoskeletal disorders	DO	Manual Handling Operations Regulations 1992 and DSE Regulations 1992	Deliver manual handling training and support those who are ‘hybrid working.’
Falls from height	DO	Working at Height Regulations 2005	Deliver work at height training and ensure all access equipment is in good condition to mitigate risks.
Workplace Transport	DO	Management of Health and Safety at Work Regulations 1999 (and specifically HSG136 guidance).	Ensure all depots/transport operations are conducted safely in line with HSE guidelines.
Slips, trips and falls	DO	Workplace Health, Safety and Welfare Regulations 2002	Ensure high-risk environments are monitored, provide appropriate footwear to staff, and educate the workforce to mitigate the risks.

LEADING/ENGAGING THOSE WHO MANAGE AND INFLUENCE H&S

The Corporate Health and Safety Team engage with everyone who plays a part in influencing occupational H&S throughout Calderdale. Our emphasis is to engage senior managers, managers, councillors, employees, trade unions, the HSE, members of the public and professional bodies to ensure Health and Safety is well managed. We undertake bespoke projects each year to achieve tangible improvements in certain areas to raise the overall profile of H&S as well as individual's awareness around H&S. We provide an extensive suite of policy and guidance documents which are made accessible and readily available to everyone via an online document library which provide guidance and support for both managers and staff. Finally, we conduct research by visiting other local authorities and businesses in search for best practice which we can then 'adopt and adapt' in order to tailor them to what we need to deliver in Calderdale. This includes members of the Corporate Health and Safety Team sitting on recognised regional and national panels/committees to feed into relevant and topical issues. In essence it's all focused around 'winning hearts and minds' and influencing safety culture.

Our actions will include:

PDCA

Our key milestones will include:

Influencing and Developing a Positive Safety Culture

Develop and implement a bespoke safety climate tool to assess the safety culture of all employees and managers throughout Calderdale every 5 years.	PLAN	Distribute corporate governance questions and circulate electronic and paper copies of SCT questionnaire to all staff. Analysis of results will determine areas of focus for upcoming years.
Implement and administer Health and Safety induction programme	DO	Ensure that all new starters receive a health and safety induction and that each member of staff receives a refresher induction every 3 years. H&S team to deliver inductions personally to all senior managers and Heads of Service.
Support CLT/ELT attendance on IOSH for Senior Executives Training	DO	Ensure all new members of CLT/ELT are encouraged to attend accredited IOSH for Senior Executives Training to supplement their corporate induction with H&S Manager.
Circulating safety publications	ACT	Circulate cases of interest, publications such as safety alerts, safety bulletins, send emails, attend meetings and produce quarterly 'Safety Newsletter'. Send out all methods of communication to contribute to improving safety culture.
Promotion of Health and Safety throughout services	PLAN	Conducting regular 1-1's with all managers on a rolling programme. Quick meetings to discuss any emerging safety issues.

Developing and Delivering High-Quality H&S training for staff

Deliver a comprehensive programme/prospectus of high-quality Health and Safety training covering a number of key areas of Health and Safety to all managers and staff	DO	Deliver all courses advertised in corporate H&S training programme including IOSH accredited courses, Dealing with Stress and Mindfulness, H&S Awareness, A&D Awareness, Manual Handling, EVAC Chair, personal safety. Continue to administer central MASTER training database. Keep staff competence up to date and ensure we are complying with legislative requirements.
Deliver regular toolbox talks for the Green Spaces and Street Scene (GSSS) service.	DO	Support all GSSS managers and the designated Safety and Training Officer in all aspects of H&S management including the delivery of periodic toolbox talks for staff.
Regular Social Worker Briefings (Adults and Children's Services)	DO	Ensure that all social workers in the AS&W and CYPS directorates receive some form of Health and Safety training with regards to the activities which may pose a risk to their H&S and ensure that all training is up to date and regularly refreshed.
Managers Health and Safety Updates (Operational Managers and Headteachers)	ACT	Ensure that a 1-hour session is run annually to update managers and Headteachers on all changes in Health and Safety.
Stress Management Initiatives (including all well-being programmes)	DO	Deliver all training aspects behind stress management plan including 'Dealing with Stress' manager sessions, mindfulness, and meditation, sleep and your health, and wellbeing taster sessions. Liaise with HR and other stakeholders on annual wellbeing event.
Ad hoc training for teams/service where specific training needs have been identified	DO	Delivering training to teams where competency gaps exist or where training needs have been identified focusing on the higher risk services.

Develop User-Focused Content

Review/improve documentation making it easier for managers to understand & apply in their services.	ACT	Annually review all safety documentation and update document library. Where appropriate simplify existing documentation.
Review and recirculate 'Managers Operational Health and Safety Manual'	PLAN	Managers manual to be circulated explaining the minimum requirements expected. Simplifies existing policy into a bitesize manual.

Keeping Chief Executive, Heads of Service and Councillors Informed

Production of Annual Safety Report and liaison with Elected Members	ACT	Production of ASR and Scrutiny reports for Cabinet and Corporate Leadership Team. Include all statistical information.
Regularly briefing Chief Executive and senior managers about safety targets and objectives	DO	Regularly meet and/or brief the Chief Executive (6 monthly) to make them aware of on-going/emerging safety issues of concern where necessary/appropriate.

SECURING EFFECTIVE RISK MANAGEMENT AND CONTROL

The Corporate Health and Safety Team’s primary focus is preventing harm to employees, but our interest also extends to cover the impact of our work activities and the services we deliver on the wider public. We conduct a variety of various work streams each year to secure effective management and control of risk from a wide range of common hazards. Every year we complete many formal inspections on Calderdale premises along with a percentage of audit follow ups to ensure that our services are compliant with the minimum safety standards we expect. Every year over 200 of our managers are required to complete an ‘Annual Safety Audit’ and this forms the basis of our risk control system. Where risks are not being effectively managed, we provide advice and take action to secure ‘sensible and proportionate’ improvements.

Our actions will include: **PDCA** **Our key milestones will include:**

Proactive Risk Management Work

Safety Supervision Checklists	ACT	Rolling out the supervision checklists to all services. Completing work to address areas of weakness where forms are not being returned, especially in safety critical areas.
Corporate Estate Inspection Programme	CHECK	Rolling out the 5-star inspection system to all corporate buildings and services to assess their level of safety compliance. Development of the inspections recommendations database for loop closing. Commitment to complete an average of 10 inspections each year whilst paying particular attention to higher risk areas, for example, GSSS, ISCAL, Transport, Markets, Sports Services, Shay Stadium, and the theatre.
Educational Estate Inspection Programme (including fire audits)	CHECK	Undertaking inspections of community schools where required. Supporting academies and non-maintained schools as part of the existing SLA/traded service. Refresh traded service business plan and prospectus on an annual basis. Complete outstanding fire audits post-Grenfell for community schools not previously inspected.
Administrate EVOLVE System	CHECK	Providing support around the EVOLVE system and educational visits. Approve community school trips and advise academies etc.
Administrate Audit System	DO	Ensuring that the various audits, for example, SA2, OB1, Site Contact, Tier 3, Heads of Service and Q11 audits, are sent out to all managers annually to be completed. This work includes 10% follow ups to check compliance.
Alcohol and Drugs Testing Policy	CHECK	Undertaken testing for both alcohol and drugs. Random testing to be completed in all safety critical areas including those who drive for work, operate machinery, support clients, are public facing or are defined as safety critical. Specific intelligence led testing to be completed for suspicions of misuse of alcohol and drugs in the workplace.
CAFM Risk Register	CHECK	Following up all reported building related safety issues with the Corporate Asset and Facilities Management Team ensuring that all major risks are being adequately controlled and managed.
Safety Observation Feedback Tours (SOFT’s) and on-site monitoring	CHECK	Area inspections in localities across the borough to ensure continued compliance and identify potential issues at earliest opportunity.
Radon Management Plan	DO	Revisit radon measurements (10 yearly) to assess the risk in corporate/educational estates. Issue safety alert to all non-maintained schools.

Improving Safety Standards in Areas of Concern and Meeting Training Needs

Development of bespoke e-learning modules and face-to-face training courses	DO	Development of bespoke online training modules where gaps exist in the current training programme. Produce face-to-face courses where needed to meet training needs and tackle emerging issues.
Moving services towards an format for risk assessment, ensuring they are supplemented with comprehensive safe systems of work (SSOW)	PLAN	Support the production of risk assessments in safety critical areas and areas of significant concern.

Managing the Impact of Change

Continue to assess the impact of Sentencing Guidelines and recent case law	PLAN	Keep up to date with recent case law and application of sentencing guidelines by reading HSE bulletins and new articles. Where appropriate, circulate information to relevant persons.
Maintaining CPD, competency and membership with professional bodies, networking with peers and liaising with the HSE	DO/ACT	Attend meetings, courses, and seminars to maintain CPD and competency along with membership of professional bodies, for example, IOSH. Sit on panels/committees and attend regional and national meetings to keep up to date with best practice and regional/national safety issues, for example, RSO, NMOHSG, IOSH YB, LGA etc. As IOSH members, there is a need to meet the Activate 2028 principles.
Support apprentice and embed new H&S personnel	ACT	Ensure apprentice and new members of the team are fully supported in their personal development to build in team contingency.

Other Projects/Work Streams

Event Management	PLAN	Supporting the Events and Licensing Team to effectively manage large scale events taking place on Calderdale land, including filming.
Approval of Volunteer Schemes and Work Experience Placements	CHECK	Ensuring all safety arrangements are in place for services employing volunteers/work experience placements to conduct work on behalf of the Council. Signing off volunteer applications.
Tree and Land Management	DO	Work in collaboration with land and tree management groups to mitigate the risks associated with ash dieback etc.

MITIGATING THE LIKELIHOOD & IMPACT OF INCIDENTS/ACCIDENTS

Calderdale Council is involved in delivering several high-hazard services to members of the public and if these are not effectively managed employees and members of the public can both become injured as a result. Reducing the likelihood and impact of incidents and accidents means that it is less likely that employees, or those who may be affected by our undertakings, such as members of the public and contractors, are not harmed or made ill. As a result, it is less likely that the Health and Safety Executive (HSE) will have to intervene and be involved in enforcement action against the authority. It also means that we can better defend civil claims for compensation and avoid being sent to court for Health and Safety offences. Reducing the likelihood and impact of accidents is all about management of the main areas of risk and hazards presented throughout the Council including falls from height, machinery accidents, lone working, fire, electrocution, chemicals, gas, catering, asbestos, legionella, anaphylactic shock, scalding, confined spaces, supervising vulnerable clients, manual handling, failure of lifting machinery, contractors, collapse of a structure, control of medicines, educational visits, work experience placements, minibuss safety, driving at work and risks associated with water (including swimming pools and open water sources).

Our actions will include: **PDCA** **Our key milestones will include:**

Proactive projects to prevent accidents and ill-health

Security, Lockdown and Invacuation	PLAN	Supporting the emergency planning team in rolling out lockdown procedures to all corporate buildings and community schools. Also involves security planning for large scale events and elections. Implement forthcoming changes expected as part of Martyn’s Law including higher level risk assessments where required and hostile vehicle mitigation (HVM) measures in high footfall areas. Refresh security guidance for all staff (and reissue) to develop positive security culture.
Open Water Project (including playground review)	PLAN	Liaison with Royal Society for the Prevention of Accidents (RoSPA) regarding all open water safety issues as required. Work with EA on improvements to weir at Cromwell Bottom and other high-risk areas. Review all playgrounds situated adjacent to open water.
Managing Noise and Vibration in high-risk services	CHECK	Deliver briefings and toolbox talks to all operatives who may be exposed to noise and vibration as part of their work. Educating staff regarding recording their personal exposures to noise and vibration and use of ready reckoner. Ensuring all vibrating equipment is tested to identify vibration exposures and ensure all equipment is inspected/checked/maintained accordingly to be in fully operational order.
Supervision and auditing of contractors and external service providers	CHECK	Periodic observations and monitoring of waste contractors to ensure they are working safely as per operational instructions and contract, following up all non-compliances. Continue work with regional WISH group and national LAWS group to ensure legislative compliance and best practice. Supervision and auditing of 10% of all external care providers.
Management of Incident Register	ACT	Upkeep of violent person’s database and sharing of information between services and with external partners. Ensuring compliance with data protection requirements. Sharing of information internally to ensure all data management systems are aligned with Incident Register information, for example, CIS, CAS, CIVICA
Slips, trips, and falls prevention	CHECK	Development of testing database and periodic testing of all smooth floors, particularly swimming pools, and leisure centres. Ad-hoc testing on request or following accidents.
Liaison with Occupational Health	DO	Collaborate and work closely with the Council’s Occupational Health team on ill-health related issues in relevant services.

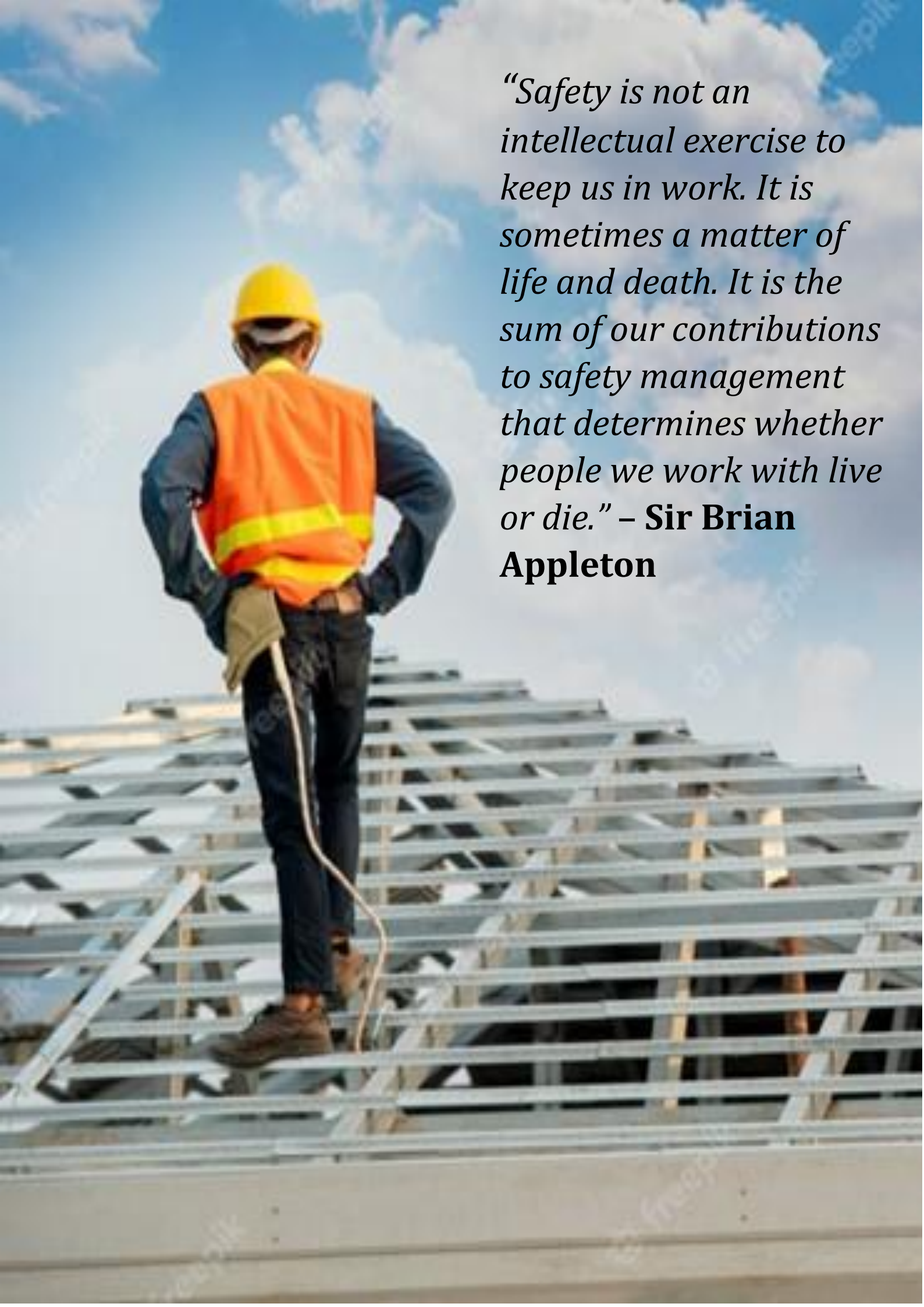
Reactive projects to prevent reoccurrence of accidents and ill-health

Accident Investigations	CHECK	Conducting formal accident investigations of all major injuries to employees and members of the public within the corporate estate and community schools. Working with Insurance Section and Legal Team to mitigate claims and compensation costs against the authority. Educating managers and staff to prevent reoccurrence.
Accident Reporting	DO	Take all accident reports resulting in hospitalisation, treatment, or time off work on corporate CARS system. Informing HSE via online F2508 of all specified injuries and accidents resulting in 7+ day’s absence. Informing Insurance or all accidents.
Violence and Aggression Reporting (VA04)	DO	Recording all VA04 forms submitted by employees and following up all incidents of concern. Hate incidents sent to Cohesion and Equality Officer. Support social workers with ad-hoc review meetings for high-risk clients.

Targeting areas of significant concern*

Targeting areas of concern*	PLAN	Looking at the 3 main recurring issues nationally i.e., stress, manual handling and slips and trips related accidents. Analysis of ASR statistics and focused efforts on areas of concern from previous year.
Targeting areas of weakness	PLAN	Targeting areas of weakness identified as part of the ‘Safety Culture Questionnaire project.

**Please note - the areas of concern change all the time and the Health and Safety Team regularly review incidences occurring at the time and deal with each concern as they arise. The areas of concern will be put in the annual work programme in December each year following the submission of the ASR to Cabinet.*

A construction worker is seen from behind, standing on a complex steel framework of a building under construction. The worker is wearing a yellow hard hat, an orange high-visibility safety vest over a dark long-sleeved shirt, and dark trousers. A white cable or hose is visible hanging from the worker's waist. The background is a bright blue sky with scattered white clouds. The overall scene conveys a sense of industrial scale and the importance of safety in such environments.

"Safety is not an intellectual exercise to keep us in work. It is sometimes a matter of life and death. It is the sum of our contributions to safety management that determines whether people we work with live or die." – **Sir Brian Appleton**

