Objective	Item	Actions	Responsibility	Target Date
1. Health & Safety Audits All audits are carried out and reviewed. Action Plans are monitored and improvements are delivered within the agreed timescales	• Directorate audit programmes in place & maintained.	 Identify services that need an audit Identify last audit date Establish new audit date Receive completed audits at H&S Forum Ensure audits are completed within timescales 	• Chair of H&S Forum	1/11/2013
	• Service managers/Heads of Service (Level 3) to carry out audits, complete action plans & deliver improvements.	 Service manager to ensure that they have undertaken Level 3 training in time to be able to complete the audit. Audit to be completed within timescale that has been determined in the audit programme. Action Plan to include completion dates. (H&S Forum will review sample of audits to ensure actions are completed on time.) 	 Service Managers/Heads of Service Support and training available from the H&S Team 	31/03/2014
	• Assistant Directors (Level 4) to ensure their managers carry out audits & completed the resultant actions.	• Assistant Directors to include audit target in appraisal and 1:1 meetings with their managers	• Assistant Directors	30/09/2013
	• Health & Safety Forums will monitor progress of action plans.	• Forums must select one high risk completed audit per meeting to monitor progress with action plan	• Chair of H&S Forum	01/09/2013

Objective	ltem	Actions	Responsibility	Target Date
2. Risk assessments Services have effective & consistent control of areas/activities of significant risk.	• Directorate H&S Forums to sample and review 'high-risk' risk assessments to ensure suitability.	• Forums must review two 'high-risk' risk assessments per meeting.	 Chair of H&S Forum. H&S Team will support committee during the assessment 	01/09/2013
Services have effective & consistently control of areas/activities of significant risk.	• DMTs ensure that high level H&S risks are identified, controlled & monitored	• Chair of each H&S Forum to report to their DMT to update on progress of plans and emerging risks.	• Chair of H&S Forum	01/10/2013
	• First line supervisors (Level 2) to carry out risk assessments for all areas where there is a significant risk of injury or loss.	 Level 2 supervisors to identify all areas where there is a significant risk of injury or loss. Level 2 supervisors to ensure that risk assessments are in place, and staff are trained. Level 2 supervisors to ensure that risk assessments are regularly reviewed, effective and consistently applied. Level 2 supervisors to ensure that appropriate H&S targets are included in Appraisals and 1:1's 	 Level 2 supervisors Support and training available from the H&S Team Appraisals will be sampled through HR process 	01/11/2013
	• Service managers/Heads of Service (Level 3) to ensure risks are adequately controlled.	• Level 3 managers to ensure that appropriate H&S targets are included in Appraisals and 1:1's	 Service managers/Heads of Service Appraisals will be sampled through HR process 	01/11/2013

Objective Responsibility Target Date Actions Item 3. Building safety-related • Managers with building Managers with • Managers with building compliance: responsibility to identify building responsibility ensure that all building-related items that responsibility statutory maintenance, testing Systems, policies and must be complied with. and inspections are carried procedures are in place to • Managers with building • Technical advice, out. ensure that building safety responsibility to ensure support & related risks are managed that all statutory commissioning e.g.: maintenance, testing and provided by inspection is up-to-date. Property Services Fire Managers with building Asbestos responsibility to ensure • Compliance advice 01/02/2014 Legionella that they and their staff provided by Health Gas • & Safety Team have sufficient training

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		• Managers with Level 3 & 4 responsibility must ensure that records of maintenance, testing and inspection are up- to-date, accurate & consistent	 Service managers/Heads of Service to test accuracy and consistency during audits, appraisals & 1:1's Assistant Directors to test consistency during appraisals & 1:1's 	 Service Manager/Heads of Service Assistant Directors 	31/03/2014
		 Improvements identified by statutory inspections are promptly carried out. 	 Manager with building responsibility and manager with budget to ensure high priority works are completed. 	 Manager with building responsibility (supported by Property Services). 	

	Objective	ltem	Actions	Responsibility	Target Date
4.	Wellbeing Strategy: Managers are able to apply	 Managers have undertaken suitable training to be able to apply effective performance management in the workplace. 	 Personal Development plans are put in place to ensure managers have the necessary training 	 Service managers /Heads of Service And Assistant Directors 	31/03/2014
	appropriate techniques to minimise the effects of stress during change.	 Regular team meetings, 1:1's and appraisals are undertaken. 	 Appraisals to be sampled through HR process 	• Human resources	31/03/2014
		• Training & advice is available to managers to effectively manage change.		 Human Resources Learning & Development Health & Safety 	
		• Guidance, tools & advice are available to support managers and staff under stress.		 Human Resources Learning & Development Health & Safety 	
5.	Lone Working The risks to staff from lone working activities are identified and controlled.	 First line supervisors (Level 2) have identified all lone workers 	 First line supervisors have carried out lone working risk assessments. Managers (Level 3) have confirmed in their audit risk assessments are in place and effective. E.g. Careline, gsm or gps. 	 First Line supervisors Service managers/Heads of Service 	01/12/2013
		• Managers ensure that their lone working staff have booked/attended the relevant training	 Essential training is identified in the personal development plans within appraisals 	 All managers Lone worker and managing aggression courses available through Learning & development team 	31/03/2014