
Report to Clackmannanshire Council

Date of Meeting: 6 October 2022

Subject: Council Health & Safety Strategy & Action Plan 2022-2025

Report by: Strategic Director, Partnership and Performance

1.0 Purpose

- 1.1. The paper invites Council to agree the Health and Safety Strategy for the period 2022 – 2025.

2.0 Recommendations

- 2.1. **It is recommended that Council agrees** the Health and Safety Strategy at Appendix 1.

3.0 Considerations

- 3.1. In 2017 Gallagher & Basset reviewed the Council's Health and Safety Management System and made a number of recommendations for improvements. The action plan from this has been the key driver in Health & Safety work since that time.
- 3.2. Discussion at Senior Leadership Group meetings over several months have highlighted a need to revise the Council's approach to Health and Safety to ensure we get the transformational change needed for continuous improvement in our Health & Safety Management System.
- 3.3. The Strategy has been developed building on work carried out in February 2022 which looked at the Behavioural Safety Culture within the organisation.
- 3.4. The Strategy also refreshes the Council's approach to ensure that the work towards better Health and Safety standards fits in with the wider Be the Future programme.

Proposed Strategy

3.5. To address these challenges five key themes are proposed:

- Leadership and Management
- Competence
- Risk Management
- Health and Wellbeing
- Collaborative/Partnership working

3.6 Each theme has a number of improvement actions and the action plan identifies the steps required to achieve each of these and how we will monitor the success of the actions.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. Staffing

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

7.1 The Strategy supports implementation of the Council Health & Safety Policy.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Council Health & Safety Strategy & Action Plan 2022-2025

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Health and Safety

Strategy & Action Plan
2022-2025

**Be the
Future**



1. Introduction

The Health and Safety Strategy for 2022-2025 has been developed to support our aim of promoting and ensuring high standards of Health and Safety in all that we do.

The Strategy aims to support the strategic and operational management of the Council and looks to go beyond the traditional health and safety role of simply preventing harm.

The Strategy commits the Council to continually improve the health and safety of its staff and any other person affected by its activities.

The Strategy is not just about achieving compliance, it aims to develop, implement and embed:

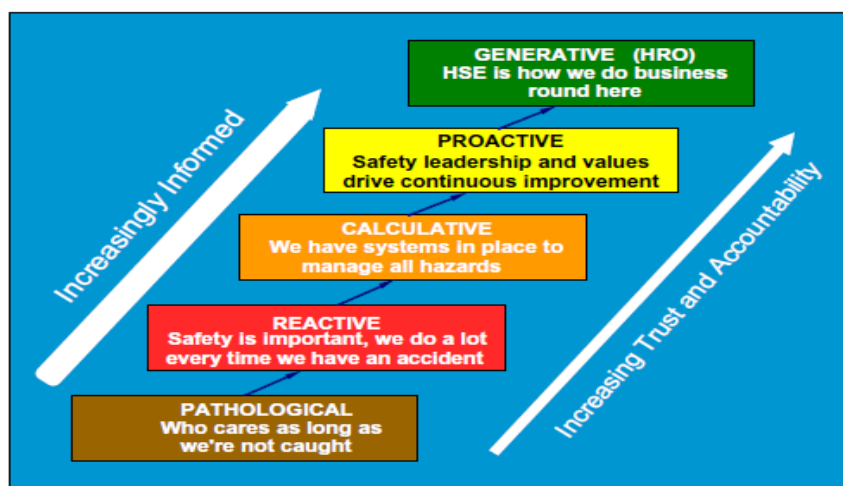
- Efficient, proactive and pragmatic systems of delivering health and safety
- A safe and healthy environment for staff and those affected by our activities
- A robust health and safety culture across all directorates of the Council
- Effective means of protecting stakeholders, including staff and all those affected by our activities from harm.

The Strategy describes in broad terms what our approach to health and safety is and what we intend to do, which in turn is supported by an action plan and a suite of robust H&S policies and procedures.

2. Background

All the Council's corporate objectives are more effectively realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved and all staff and stakeholders are fully and meaningfully engaged.

A recent review of our Safety Culture found the Council to be "Reactive". This means that there is some good work going on, but that it tends to be in reaction to specific events rather than a more systematic approach. The Council is committed to progressing towards a "Generative" culture and the actions identified in this plan build on the issues identified in the study.



Robust and comprehensive health and safety management underpins all the work of the Council. This is achieved by ensuring staff work in a safe and healthy environment, are aware of their responsibilities with regard to their own and their colleague's health and safety and the duty the Council has to safeguard health and safety.

The Council must ensure that it complies with all health and safety legislation and requirements of enforcing authorities. The Council will continue to work with all relevant bodies including the Health and Safety Executive (HSE) and Scottish Fire & Rescue Service to improve the standards of health, safety and wellbeing across the Council.

3. Developing Key themes of the Strategy

The key challenge for successful implementation and delivery of the strategy is how we build upon the progress we have made so far and further embed health and safety into the operations of the Council.

The ability to not only maintain but develop further the effectiveness of our health and safety management system gained through the significant progress achieved over the last few years is vital.

Strategic Health and Safety Themes

The adoption of the undernoted key strategic themes and associated performance indicators will support, embed and further enhance what we have achieved to date.

These themes will assist us in achieving an improved balance between systems and behavioural aspects of management. In addition, they will ensure that health and safety is an integral part of management generally rather than perceived as being separate to, and not part of, day to day activities.

The Key themes identified for our 2022-2025 strategy are:

- 1) Leadership and Management
- 2) Competence
- 3) Risk Management
- 4) Health and Wellbeing
- 5) Collaborative/Partnership working

1. Leadership and Management

Successful health and safety management and leadership comes from, and is driven by, the Chief Executive, Strategic Directors and Senior Managers. **Visible** and **active** commitment to health and safety demonstrate a **strong and clear commitment** which will be embraced by other members of staff.

Proactive management and ownership of health and safety is a clear indication of a positive health and safety culture.

The activities/key performance indicators necessary to promote this theme are:

1. Maintaining and strengthening an effective communication system through the Councils management structure
2. Demonstrating that Health and Safety management is integrated in all business decisions
3. Maintaining regular reviews of health and safety performance
4. Ensuring appropriate resources are provided for the effective management of health and safety
5. Ensuring all staff receive appropriate Health and Safety induction and training
6. Ensure strategic health and safety aims are communicated and embedded throughout the Council
7. Develop communications plan in conjunction with Communications Team to ensure ongoing delivery of key health and safety messages

2. Competence

Effective health and safety management requires competence at every level of our organisation.

Competence is defined as having the training, skills, knowledge and experience to work safely. In this context, it is the ability for every member of staff to recognise foreseeable risks and have the ability to take steps to control them. For the Council competence also means having health and safety practices, procedures and standards which are used consistently across every service area.

The activities/key performance indicators necessary to promote this theme are:

1. Ensuring we have competent staff who ensure all policies and procedures are up to date and reflect best practice.
2. Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.
3. Ensuring staff are aware of how they can access competent and professional advice
4. Using appropriate risk management/risk assessment techniques across all directorates/service areas
5. Ensuring comprehensive training programs and opportunities are available to staff to ensure they develop the right skills and knowledge.

3. Risk Management

Effective and proportionate risk management should ensure both legal compliance and the safety of staff.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Systematically identifying all hazards across the Council
2. Ensuring that health and safety is always an integral part of the planning and review processes at Council and also directorate/service area levels
3. Ensuring the effective implementation of the Councils fire safety policy in all premises
4. Developing a suite of lagging / leading health and safety performance indicators
5. Ensuring a robust Health and Safety audit programme is in place.
6. Improving reporting, recording and investigation of accidents, incidents and near misses.

4. Health and Wellbeing

Positive health and wellbeing can support a reduction in absenteeism, improve physical fitness and mental wellbeing and as a result can increase productivity.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Promoting and encouraging participation and support initiatives that enhance occupational health and wellbeing for staff
2. Implementing the measures outlined in the Mental Health & Wellbeing Strategy.
3. Promoting and maintaining a Health Working Lives programme.

5. Collaborative and Partnership working

Successful health and safety management is a collective responsibility in which we all must play a part. This responsibility must be embedded through clear demonstration of management standards.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Developing initiatives to encourage collaborative/partnership working with key stakeholders, partners and union colleagues.
2. Ensuring appropriate and effective communications channels exist for the dissemination of all health and safety information
3. Developing occupational health and safety system in accordance with HSE H&S management system (HSG65)¹ principles.
4. Identify, develop, implement and embed technological solutions to improve compliance monitoring and reporting arrangements.
5. Maintaining effective and efficient management and control of contractors within our premises and on our work sites.

¹ <https://www.hse.gov.uk/pubns/books/hsg65.htm>

4. **Making it Happen**

The main responsibility for health and safety of staff and visitors rests with the Chief Executive and Strategic Directors. The day to day operational management of health and safety is delegated to senior managers, line managers and supervisors.

The Health and Safety Team has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health and Safety Strategy.

The day-to-day management of health and safety is the responsibility of line managers but the Health and Safety Team, in partnership with others, including our union colleagues, will work to enable and empower managers and others to actively manage health and safety with the same degree of expertise to the standards of other core business activities.

The Health and Safety Team will work closely with all directorates and services, Trade Unions and other stakeholders to promote ownership of health and safety across the Council and will develop the corporate health and safety action plan supporting this strategy.

During the first year of the plan (2022/23) we will focus on embedding and targeting risk, including:

- i. Completion of a health & safety audit programme
- ii. Introduction of health & safety training programme
- iii. Ensuring all key activities have suitable and sufficient risk assessments in place.

In order for this strategy to be effective senior management have role and responsibility:

Role	Responsibility
Chief Executive & Strategic Directors	<ul style="list-style-type: none">• Owner of health and safety strategy.• Review progress against plan• Ensure sufficient resources are allocated to achieve objectives
Senior Managers	<ul style="list-style-type: none">• Ensure effective implementation of strategy within their sphere of influence• Report service/directorate progress against plan
Health & Safety Team	<ul style="list-style-type: none">• Monitor progress against plan• Report to SLG, Executive H&S Committee and Audit Committee.

Action plan

In order to achieve the objectives of the strategy a Health & Safety Action Plan has been developed.

Theme 1: Leadership & Management			
Objective	KPI	Success indicator	Owner
1.1 Maintaining and strengthening an effective communication system through the Council's management structure	Record of corporate and service health and safety meetings, publication of health and safety briefings. Number of Toolbox talks delivered at service levels.	Meetings are being held and accurate minutes are kept and published. Toolbox talks are recorded and uptake reported through the SLG and published on the Council intranet.	Senior Managers /H&S Team
1.2 Demonstrating that Health and Safety management is integrated in all business decisions.	Inclusion of health and safety consideration as part of the decision making process.	Documented evidence that health and safety is being considered e.g. where there is a planned reduction in staff have H&S considerations been considered and risks identified.	SLG / Senior Managers
1.3 Maintaining regular reviews of health and safety performance.	Health and safety audit programme in place including thematic audits of service areas.	Successful completion of audit programme. Two thematic audits per year and publication of all completed health and safety management audit findings.	H&S Team
1.4 Ensuring appropriate resources are provided for the effective management of health and safety.	Inclusion of appropriate health and safety considerations as part of the budget setting process.	Evidence of resource allocation for compliance with health and safety legislation.	SLG
1.5 Ensuring all staff receive appropriate Health and Safety induction and training.	All new staff complete the health and safety induction programme.	Records of completed training are up to date and reported to management.	Line Mangers / H&S Team
1.6 Ensuring strategic health and safety aims are communicated and embedded throughout the Council.	Strategy communicated across Council on approval.	Strategy is communicated to all staff via health and safety briefings. Engage with staff during premises and site visits to ensure cascaded, understood and is being effectively implemented.	SLG/ Line managers/H&S Team
1.7 Develop communications plan in conjunction with Communications Team to ensure ongoing delivery of key health and safety messages	No of Comms campaigns delivered	Health and Safety messages communicated to all levels of the organisation using the most effective channels	Comms Team / H&S Team

Theme 2: Competence			
Objective	KPI	Success indicator	Owner
2.1 Ensuring we have competent staff who ensure all policies and procedures are up to date and reflect best practice.	Development of health and safety competency matrix for each job role.	Progressive implementation of competency matrix. Up to date policies, procedures and risk assessments in place.	H&S Team / Senior Managers
2.2 Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and, where applicable, visitors and contractors.	Development and deployment of learning and development tools and information sources suited to the needs of all levels of staff within the Council. Clear improvement in the results of the Behavioural Safety Culture Study.	Increased understanding and wide spread use of the learning and information resources provided. Regular reporting of toolbox talks and uptake of mandatory core H&S training to SLG. This will include the use of Clacks Academy and bespoke tools for hard to reach staff. Improvements in results of Behavioural Safety Culture Study, completed biannually. Aim to reach Proactive level by 2024.	H&S Team / Line Managers
2.3 Ensuring staff are aware of how to they can access competent and professional advice.	Level of contact established between staff and the Health and Safety Team.	Increased contact with Health and Safety Team from staff at all levels within the Council. Promotional Campaign of who the H&S Team are, their role and how they can be contacted.	H&S Team
2.4 Using appropriate risk management/ risk assessment techniques across all service areas.	Level of use of the health and safety risk management tools and forms provided by the Health & Safety Team	Increase in the number of appropriate forms used and submitted to the H&S Team. Increased use of technological solutions such as Evotix Assure.	Senior Managers
2.5 Ensuring comprehensive training programs and opportunities are available to staff to ensure they develop the right skills and knowledge.	Number of appropriate Health & Safety courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	H&S Team / Line Managers

Theme 3: Risk Management			
Objective	KPI	Success indicator	Owner
3.1 Systematically identifying all hazards across the Council.	Risk assessment programme developed and in place.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	Line Managers
3.2 Ensuring that health and safety is always an integral part of the planning and review processes at Council and directorate/service area levels.	Documented evidence of the inclusion of relevant health and safety matters e.g. Bipartite minutes, TU Management, Executive H&S, Operational H&S, Budget discussions	Evidence of the positive impact health and safety considerations have made during the processes.	SLG
3.3 Ensuring the effective implementation of the Council's fire safety policy in all premises	Implementation of actions from fire risk assessment programme for all Council owned buildings.	Fire risk assessment findings/recommendations effectively implemented. Escalation process in place for any continued non-compliance	Premises Duty Holders / Property Team / H&S Team
3.4 Developing a suite of lagging / leading health and safety performance indicators.	Suite of indicators developed.	Staged introduction of indicators based on service area maturity levels.	H&S Team / Senior Managers
3.5 Ensuring a robust Health and Safety Audit programme is in place	Areas audited according to audit plan.	Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	H&S Team / Line Managers
3.6 Improving reporting, recording and investigation of accidents, incidents and near misses.	All incidents are reported timeously and investigated.	Levels of reporting & investigation increased. No adverse outcomes from enforcement agency follow-up.	Senior Managers

Theme 4: Health & Wellbeing			
Objective	KPI	Success indicator	Owner
4.1 Promoting and encouraging participation and support initiatives that enhance occupational health and wellbeing for staff.	Greater awareness amongst staff of occupational health and wellbeing issues.	Reduction in reporting of occupational health and wellbeing issues. Increased uptake in wellbeing initiatives.	Senior Managers
4.2 Implementing the measures outlined in the Mental Health & Wellbeing Strategy.	Increased competence in supporting mental ill-health related issues	Increase in managers and staff trained to support mental ill health.	H&S Team
4.3 Promoting and maintaining a Healthy Working Lives programme	Activities and promotions aimed at the health and wellbeing of staff	Increase in employees taking up activities to support their health and wellbeing.	H&S Team

Theme 5: collaborative and Partnership Working			
Objective	KPI	Success indicator	Owner
5.1 Developing initiatives to encourage collaborative/ partnership working with key stakeholders, partners and union colleagues.	Progress made with joint working between employee representatives, management and the Health and Safety team.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	TUs / H&S Team
5.2 Ensuring appropriate and effective communication channels exist for the dissemination of all health and safety information.	Increased take up of available health and safety resources.	Greater health and safety awareness throughout the workforce, evidenced through health and safety management audits, risk assessment reviews and training outcomes. Improved performance in Behavioural Safety Culture Study.	H&S Team / Comms Team
5.3 Developing occupational health and safety system in accordance with HSE H&S management system (HSG65) principles.	Quarterly update reports and annual meetings with managers.	Increased awareness and ownership of safety system evidenced, evidenced through health and safety management audits, risk assessment reviews etc.	H&S Team / Strategic Directors / Senior Managers
5.4 Identify, develop, implement and embed technological solutions to improve compliance monitoring and reporting arrangements	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded through systems such as Evotix.	H&S Team
5.5 Maintaining effective and efficient management and control of contractors within our premises and on our work sites.	All contractors engaged by the Council have been subject to a health and safety management system /competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on Evotix. Effective co-operation and consultation maintain with contractors regarding Council expectations.	Senior Managers

