Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**6 February 2024**
Report By:	**Corporate Director, Education, Communities & Organisational Development**	**Report No:**	**PR/06/24/RB/BM**
Contact Officer:	**Barbara McQuarrie**	**Contact No:**	**01475 714723**
Subject:	**Corporate Health and Safety Report and Plan**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is to seek Committee approval of the Corporate Health and Safety report for 2022/23 (Appendix 1) and the Corporate Health and Safety Plan for 2024/2027 (Appendix 2).

1.3 Reporting and planning for Health and Safety performance is a key aspect of ensuring that Health and Safety is correctly managed within an organisation.

1.4 The Corporate Health and Safety Report summarises the Council's performance data, including the numbers and types of accidents and incidences of work related ill health. It also outlines enforcement action and commentary on health and safety during the year.

1.5 The Corporate Health and Safety Plan lays out the overall direction for development and consolidation of health and safety management systems within the Council.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Policy & Resources Committee approves the Corporate Health and Safety report for 2022/23 and the Corporate Health and Safety Plan for 2024/2027.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 Inverclyde Council is required to ensure that health and safety risks to employees are managed and assessed in line with its legal duties as defined by the Health and Safety at Work etc. Act 1974, Management of Health and Safety at Work regulations 1999, Fire (Scotland) Act 2005, Fire Safety (Scotland) Regulations 2006 and other statutory requirements.

3.2 Monitoring of performance in relation to compliance with this legislation is a key part of the Council's management arrangements. The Corporate Health and Safety report provides information to those with overall responsibility for health and safety management on the Council's performance in this area.

3.3 The Health and Safety Report consists of the following main sections:
- Health and Safety Policy
- Health and Safety Organisation
- Planning and Implementation
- Advice and Support
- Health and Safety Training
- Consulting and Communication
- Enforcement Action
- Occupational Health
- Performance

3.4 The Health and Safety Plan sets a clear direction for the Council to follow; it will contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement. It will demonstrate a shared common understanding of the Council's vision, values and beliefs. A positive Health and Safety culture is fostered by the visible and active leadership of senior managers. This is reflected within the plan.

4.0 PROPOSALS

4.1 It is proposed that the Policy & Resources Committee approves the Corporate Health and Safety report for 2022/23 and the Corporate Health and Safety Plan for 2024/2027.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	
Human Resources	X	
Strategic (Partnership Plan/Council Plan)		X
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing	X	
Children & Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 **Finance**

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 **Legal/Risk**

Inverclyde Council is required to ensure that health and safety risks to employees are managed and assessed in line with its legal duties as defined by the Health and Safety at Work etc. Act 1974, Management of Health and Safety at Work regulations 1999, Fire (Scotland) Act 2005, Fire Safety (Scotland) Regulations 2006 and other statutory requirements.

5.4 **Human Resources**

Staff will require appropriate training for their roles and responsibilities, and this may require to form part of job descriptions and person specifications.

5.5 **Strategic**

This report helps deliver Council Plan outcome:

• Our employees are supported and developed.

5.6 **Equalities and Fairer Scotland Duty**

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

	YES – Assessed as relevant and an EqIA is required.
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision: -

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty.

6.0 CONSULTATION

6.1 Consultation has taken place with the Corporate Health and Safety Committee, and Trades Union colleagues.

7.0 BACKGROUND PAPERS

7.1 None.

Inverclyde council

APPENDIX 1

Health and Safety Report

2022 – 2023

Prepared by: Pauline Ramsay (H&S Team Leader)
Approved By: Corporate Health and Safety Committee
Issue Status: Submitted for Approval

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Contents:

1. Introduction

A high standard of health and safety performance is one of the Council's primary objectives and is recognised as an integral part of service delivery. This means having in place effective management arrangements that ensure the wellbeing of Council employees. It is employees who deliver the Council's goals and it is vital to attach importance to ensuring the continued health, safety, welfare and development of the workforce and to minimise the distress and disruption caused by any injuries or work related illnesses which may occur. It requires that the Council search out, adopt and update best practice relevant to and proportionate to the risks it and its employees face, and that guidance and procedures for relevant activities are generated and implemented.

The following Council's Health and Safety performance report covers the period from April 2022 to March 2023. It summarises the Council's performance data, including the numbers and types of accidents and incidences of work related ill health. It also outlines enforcement action and commentary on health and safety during the year and is drawn from the quarterly reports submitted to the Corporate Health and Safety Committee.

2. Health and Safety Policy

2.1 The Council is committed to safeguarding the health, safety and welfare of its employees and all other persons likely to be affected by the work of the Council. We accept the aims and provisions of the Health and Safety at Work etc. Act, the Management of Health and Safety at Work Regulations and other relevant statutory obligations. Our H&S Policy and associated arrangements and guidance documents represents a continuing commitment to improving our standard of Health, Safety and Welfare.

2.2 The following policies, arrangements and guidance documents were developed, issued or reviewed during 2022/23.

Policies and Arrangements
Corporate Health and Safety Policy
ASN Transport Procedure
Establishment Lead Officer Guidelines (In development)
Management of Asbestos (Under Review)
Water Quality (In development)
Violence and Aggression Policy (Under Review)
Fire Risk Assessment, Fire Safety Policy (Under Review)

Information sheets
IS 83 - Homeworking
IS 38 - Stress Guidance for Managers and Team Leaders
IS 03 - Risk Assessment
IS 92 – Industrial Action – Control of Waste
IS 33 – Norovirus
IS 93 - Ventilation and Temperature – Education

Safety Alerts Issued
SA No 59 – Pencil Sharpeners
SA No 58 – Checking Donated Equipment
SA No 61 - Magnet Safety
SA No 62 – Fire Door Safety

3. Organisation

3.1 Inverclyde Council Corporate Management Team (CMT) leads on improving health and safety and monitors progress regularly.
This is achieved through:
- Advice from the Corporate Health and Safety Committee (CHSC) on the overall direction of health and safety performance within the Council.
- Consultation with Trade Union safety representatives at CHSC.

- Competent advice from the Health and Safety Team Leader.
- Line Managers fulfilling their roles and responsibilities for health and safety
- The Organisational Development, Policy and Communication service who organise corporate health and safety training and manage the occupational health contract.

3.2   The Corporate Health and Safety Committee lead on improving health and safety and monitors' progress. The Chief Executive chairs the meetings, and the Committee consists of a representative from each Directorate preferably at Head of Service level, and representation from each Trades Union. Quarterly meetings are scheduled where health and safety issues such as new policies and procedures, audits, insurance claims, incident/accident statistics and enforcement activity are discussed and approved.

4.   Planning and implementation

4.1   The health and safety plan is linked to the Corporate Directorate Improvement Plan. Our improvement actions are linked to the wellbeing outcomes of safe, healthy, achieving, nurtured, active, respected, responsible and included. Our risk-based health and safety objectives are confirmed by the Corporate Health and Safety Committee.

4.2   The CHSC receives quarterly reports and monitors delivery of the health and safety objectives. Health and safety incident statistics are also included in the WIAR reports issued by OD, Policy and Communications on a quarterly basis. Copies of reports and minutes are available on Icon.

5.   Advice and Support

5.1   The primary health and safety advice is provided by the Corporate Health and Safety Section, who provide support on all aspects of health and safety at work for Inverclyde Council employees. The section is centralised and organised as follows:
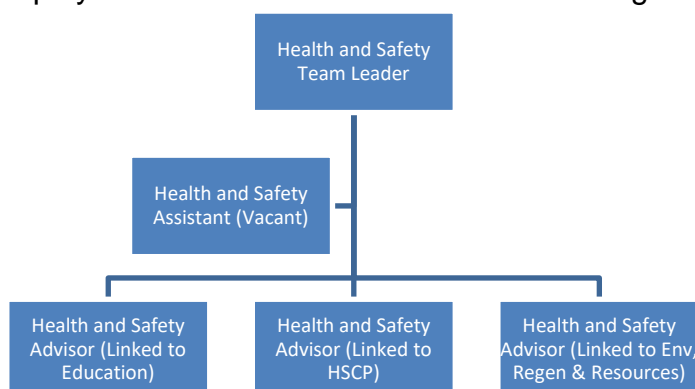
6. Health and Safety Training

6.1   Health and safety training is organised either by OD, Policy and Comms, or via the employing service. A health and safety training programme is in place which consists of a modular approach loosely based around the format of the IOSH Managing Safely Course. This comprises of a certain number of core modules for managers, and hazard specific training for managers and operatives which can be selected appropriate to the Service area. It is intended that each module last for no more than half a day. Where a training needs analysis identifies that managers/team leaders would benefit from the full 4 day IOSH Managing Safely course this will be sourced. Elearning training is available via the elearning platform Inverclyde Learns.

6.2   During 2020 and 2021 training significantly reduced as access to face to face training was more difficult due to social distancing and restrictions of gathering in larger groups. The focus on reintroduction of face to face training has been on those training courses which benefit from being carried out in person. During 2021/22 the focus was on moving and handling training and during 2022/23 this shifted to fire safety related training and personal safety (managing aggression) training. Overall 357 employees received face to face training during 2022/23.

6.3   **E-Learning**

There are a number of e-learning courses available which include:

- Health and Safety Induction (mandatory)
- Fire Safety Awareness (mandatory)
- Stress/Mental Health courses
- Asbestos awareness refresher (mandatory for employees whose work may bring them into contact with asbestos containing materials)
- Dangerous Substances
- Display Screen Equipment (mandatory for DSE users)
- Driving at Work
- Electricity
- First Aid
- Food Hygiene
- Health and Safety Management
- Managing Conflict
- Protecting the Environment
- Manual Handling (Recommended for employees who may carry out low risk manual handling, i.e. office staff)
- Slips, Trips and Falls
- Managing HAVS (mandatory for managers of employees who use hand held vibratory equipment)
- Winter Maintenance

1662 Courses have been completed.

Random checks were also carried out where there would appear to be a high proportion of employees who had failed a course or had not completed it. In a significant number of these instances the employees who had failed to complete the course were not required to do it as part of their job role.

7.   Consulting and Communication

7.1   The Corporate Health and Safety Committee is the principal consultation forum on health and safety within the Council. The committee meets four times per year and is chaired by the Chief Executive. The Committee consists of a representative from each Directorate, normally at Head of Service or Senior Management level, and representation from each Trades Union. The CHSC leads on improving health and safety and monitors progress regularly.

7.2   Any changes to policies, objectives, or health and safety guidance are discussed, circulated to a wider audience for consultation (if applicable), and agreed by the committee prior to agreement of minor changes under the scheme of delegation, or submission to the CMT after a more in-depth review.

7.3   New policies or reports are distributed to the CHSC for consultation and agreement prior to being submitted to the CMT and then the Council P&R Committee for final approval and issue.

7.4   Key areas reported to the committee as standing items:
- Health Surveillance
- Incident Reporting
- Insurance claims
- Mental Health and Wellbeing
- Training
- Fire Safety
- Enforcement Action

8.   Enforcement Action

8.1   Visits or enquiries which were carried out by the HSE over 2022/23:
- The HSE are carrying out an investigation into an incident which occurred at the end of 2022/23 where a contractor fell through asea wall railing on Albert Road Gourock and sustained serious injuries. The Investigation is ongoing.
- As part of the HSE's Inspections into the management of asbestos in schools 2022/23. Lady Alice Primary School received an inspection, overall they were satisfied that the limited asbestos still present in the school was being adequately managed though they had concerns regarding the documentation and the heavy reliance on one person to manage this. With a question regarding contingency arrangements in the event of illness or retirement of the single person dependency.

8.2 The fire service carried out six audits on council properties and while there was no enforcement action taken there were some common areas of concern highlighted:
- Storage of combustible items
- Maintenance of fire resistant doors
- Wedging open of fire doors
- Relevant paperwork not available on site
- Integrity of walls and ceilings

Two of the properties audited had no areas of concern identified.

9. Occupational Health

9.1 Where employees are exposed to certain physical and chemical hazards it is a legal requirement to undertake an annual programme of health surveillance to monitor employee health. Health surveillance is required as follows:

Legislation	Employee Group
Control of Vibration at Work	Road Workers Grounds Maintenance Technical Technicians – Schools
Control of Noise at Work	Road Workers Grounds Maintenance Technical Technicians – Schools Refuse Collectors Technical Teachers Music Teachers and Instructors
Control of Substances Hazardous to Health (Spirometry, Skin)	Road Workers Grounds Maintenance Technical Technicians – Schools Refuse Collectors Technical Teachers Science Technicians Cleaners Catering staff Homecare staff

Other employee groups who receive medical checks, though not health surveillance include School crossing patrollers, drivers of council vehicles and night workers.

9.2 In 2022 the Council moved to a new occupational health provider, Health and Safety are working with the new provider to ensure health surveillance is carried out as appropriate. Appointments arranged and carried out by the new provider during 2022-23

Health Surveillance Type	Total
Audio + Tier 2 OHN	10
Audio Screening HS	42
Audio, Skin, Respiratory & HAVS Tier2 F2FCheck	24
HAVS Tier 3 OHN	1

HAVS Tier 4 OHP	3
Lung Function - Spirometry HS	39
School Crossing Patrollers Medicals	7
Skin Assessments F2F	1
Grand Total	127

10. Performance

10.1 Incident summary

Inverclyde Council employs approximately 4,200 employees in varied roles and exposed to similarly varied risks. The Council's activities are wide ranging and include risks from hazards associated with building maintenance, machinery, electricity, moving and handling people, asbestos, violence and aggression, and premises used by the public.

Accidents/incidents within the Council are reported by employees and recorded onto an Accident Database. The council records both incidents to employees and to non-employees, i.e. pupils. During 2022/2023 946 incidents were reported.

Status	Count of Incident
Employee and Others	6
Non-Employee	416
Person working for the Council	485
Property Damage	34
Security Issue	5
Grand Total	946

Of the 491 incidents reported as occurring to employees 187 had no reported injury, all other incidents resulted in some form of injury to an employee. 34 of the incidents resulted in the employee having to take time off from work.

- In terms of more serious injuries there were 4 fractures.
- The fractures included:
  - An employee slipping on a floor which had been recently washed
  - An employee slipping and falling on stairs
  - An employee twisting their ankle when trying to put down a wriggling child
  - An employee stepped off a pallet and slipped on shingle.

There were 14 RIDDOR reportable incidents, three were major incidents and mentioned above, all others were over 7-day absences.

Directorate and Type of Incident	Employee off work for over seven days	Major Injury
Environment Regeneration and Resources	**8**	
Contact with a sharp object	2	
Contact with moving material or material being machined	1	
Manual handling injury due to handling, lifting or carrying	2	
Slipped, tripped or fell (over extraneous item)	1	
Slipped, tripped or fell (uneven surface)	2	
Education Communities &OD	**3**	**3**
Building/Masonry Fault	1	
Slipped, tripped or fell (no obvious cause)	1	1
Slipped, tripped or fell (on stairs)		1
Slipped, tripped or fell (wet floor)		1
Violence/assaulted by service user/pupil	1	
Grand Total	**11**	**3**

The lagging indicators present a picture of our reported incidents. Performance in this category may be influenced by a strengthening culture of internal reporting procedures rather than an arbitrary indication of success or failure to manage risk effectively.

The majority of employee incidents identified by reactive monitoring are:
- violence 48%
- verbal abuse 18%
- slip, trip or falls 9%
- manual handling 3%.

The following incident data is broken down into two main categories, incidents over a 6 year reporting period and then a more detailed look at the data gathered during 2022/2023.

10.2   Employee incident data over a 6- year reporting period

Table 1 – 6-year employee incident data

The table below does not include incidents involving property damage, only incidents to employees.

All Reports	Year	2022/23	2021/22	2020/21	2019/20	2018/2019	2017/2018
	RIDDOR - Fatality	0	0	0	0	0	0
	RIDDOR – major injury	3	0	2	5	4	3
	RIDDOR – Over 7 days	11	10	13	19	21	18
	RIDDOR – Reportable Disease	0	0	0	0	1	0
	All other incidents	477	326	406	442	377	371
	Total incident reports	**491**	**336**	**297**	**466**	**403**	**389**
	Incident rate per 1,000 employees	**103**	**63.2**	**58.7**	**102**	**87**	**78**

Overall, we have seen an increase in the total number of reports since 2017/2018, though there was a significant drop off in reports in 2020 and 2021 due to the two periods of lockdown. The number of major injuries has remained relatively low, it is therefore likely that where there there has been an increase in the total number of incidents reported this is indicative of improved reporting. Most incidents reported remain in the violence and verbal abuse category.

Table 2 – 6-year employee "violence & verbal abuse" incident data

Year	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18
Incidents Reported	332	206	145	316	241	206

There were 93 incidents of verbal abuse and 239 cases of physical violence reported during 2022/2023.

10.3 Employee incident data 2022/2023 (breakdown of reports)

RIDDOR reports

Table 3 – RIDDOR (breakdown by Directorate and Reason)

Directorate/Reason	Employee off work for over seven days	Major Injury
Environment Regeneration and Resources	**8**	
Contact with a sharp object	2	
Contact with moving material or material being machined	1	
Manual handling injury due to handling, lifting or carrying	2	
Slipped, tripped or fell (over extraneous item)	1	
Slipped, tripped or fell (uneven surface)	2	
Education Communities &OD	**3**	**3**
Building/Masonry Fault	1	
Slipped, tripped or fell (no obvious cause)	1	1
Slipped, tripped or fell (on stairs)		1
Slipped, tripped or fell (wet floor)		1
Violence/assaulted by service user/pupil	1	
Grand Total	**11**	**3**

All incidents 2022/2023

Table 4 – Employee All incidents (breakdown by Directorate)

Employee - All incidents reported	Directorate	2022/2023
	Education, Communities & Organisational Development	310
	Environment, Regeneration & Resources	54
	HSCP	127
	Total	**491**

Table 5 – All Employee Incidents (breakdown by type)

Summary	Number of Incidents
Violence/Assault	126
Violence/Assault ASN Sector	112
Verbal Abuse/Inappropriate Behaviours	90
Struck by, hit or trapped by something	26
Hazardous, substance object or situation	25
Slipped, tripped or fell, cause indeterminate	23
Slipped, tripped or fell - potentially preventable	23
Manual handling	17
Challenging Behaviour	16
Sporting/Playing/horseplay incident	8

Faulty Equipment/Property Issue	7
Road traffic or vehicle incident	7
Verbal abuse ASN	6
Fall from height	2
Medical condition	1
Safety Hazard/Unsafe Condition	1
Security issue/vandalism	1
Grand Total	**491**

Table 6 – Employee "verbal abuse & violence" incidents (breakdown by Directorate)

Employee – verbal abuse/violence incidents reported	Directorate	2022/2023
	Education, Communities & Organisational Development	**242**
	Environment, Regeneration & Resources	**19**
	HSCP	**71**
	Total	**332**

242 of the verbal abuse and violence incidents involved a service user/pupil or member of the public with "additional support needs". Within the education and social care sector, care must be taken when interpreting these statistics. The use of the terms violence and abuse in relation to incidents is often emotive and must be placed in context; there is a significant difference between violence instigated by someone with deliberate intent and that by a service user who, due to communication difficulties, medication changes etc, lacks awareness or control of their actions. The majority of the reported incidents lie within the area of pupils or service users with additional support needs and are, in general, related to a small number of pupils or service users with very complex support needs. However, the effects on staff through injury and stress will be the same regardless of the reason behind the incident.

Table 7 – Employee "slips, trips and falls" incidents (breakdown by Directorate)

Employee – slip, trip or fall incidents reported	Directorate	2022/2023
	Education, Communities & Organisational Development	**19**
	Environment, Regeneration & Resources	**7**
	HSCP	**20**
	Total	**46**

The following types of slips, trips and falls were reported during 2022/2023:

Table 8 – Slip, trip or fall reason

Cause	Number of Incidents
Slipped, tripped or fell (other/no obvious cause)	13
Slipped, tripped or fell (on stairs)	10
Slipped, tripped or fell (wet floor)	8
Slipped, tripped or fell (over extraneous item)	7
Slipped, tripped or fell (uneven surface)	4
Slipped, tripped or fell (on ice/snow)	3

Slipped, tripped or fell (damaged surface)	1
Grand Total	**46**

Table 9 – Employee "manual handling" incidents (breakdown by Directorate)

Employee – manual handling incidents reported	Directorate	2022/2023
	Education, Communities & Organisational Development	3
	Environment, Regeneration & Resources	6
	HSCP	7
	Total	**16**

Table 10 – Employee "days lost" from incidents (breakdown by Directorate)

Employee – hours lost/cost	Directorate	Hours Lost	Cost
	Education, Communities & Organisational Development	4914.17	£93,171.81
	Environment, Regeneration & Resources	2070.4	£27,143.48
	HSCP	1244.3	£17624.22
	Total	**8229.17**	**£137,939.5**

Table 11 –top four reasons for "days lost" per incident type

Employee – days lost /cost	Incident description	Hours Lost	Cost
	Slip trip or fall	2190	£48,304.89
	Manual handling	1734.4	£28,275
	Faulty Equipment/Property Issue	1574.3	£17,443.24
	Violence/Assault	1288.9	£24,432.29

10.4 Audit/Inspection Summary

The following audits and inspections were carried out.

Polling Places

Inspections of all polling places were carried out by health and safety officers with findings and recommendations passed back to Legal and Democratic Services.

School Security

A school security audit was undertaken with results issued as an interim report to the Corporate Health and Safety Committee and the Service. Key concerns identified were:
- school gates not closed or locked to secure the grounds from unwanted persons or to assist in reducing the risk/chance of a child/pupil removing themselves from the school grounds.
- School car parks which are accessible from the school playgrounds
- Visitor/public pathways which can encroach into the security of the rest of the building.
- Lack of standardised documented procedures for dealing with intruders.
- Lack of checking procedures for security doors
- Pre 5 establishments generally have secure grounds, however two had low fences where someone could reach over and potentially pick up a child, or a larger child could potentially climb over.

Meetings were arranged with Physical Assets, Education and Health and Safety.

HSCP – Inspections

Building on from work undertaken with Trades Union colleagues during Covid a series of inspections of HSCP properties was undertaken in conjunction with TU representatives. No major issues were noted and any minor concerns were dealt with at a local level.

Hand Arm Vibration Audit

An audit of council compliance with the Vibration at work regulations commenced in 2022/23, with the final report being issued 2023/24.

10.5   Audit/Inspection Development

Development work was undertaken on a self-audit proforma and programme for Education, this will commence during 2023/24.

A building risk assessment and inspection proforma has been developed and will be rolled out over 2023/24, starting with Education and progressing to other service areas.

11. Corporate 'Health Check' indicator

Indicator:	Incident Rates (per 1000 employees)
Relevance:	This indicator demonstrates the number of incidents per 1000 employees. Examples of types of incidents the indicator covers include animal exposure, violence, manual handling and slip, trip or fall.
Current Performance level (2022/23):	103 incidents per 1000 employees
Target Performance level:	85 incidents per 1000 employees
Analysis of Performance and commentary:	The overall trend over the last 6 years has been a gradual Increase in incident rate.

The online incident reporting platform provides significant statistical data which has helped the Council to target issues such as violence to staff, manual handling and slip risks. The target performance level has been re-evaluated taking into account improved accident reporting and has been set to 5% below the average accident rate for the three years prior to 2020. |
| Trend: | Decreasing long term. |
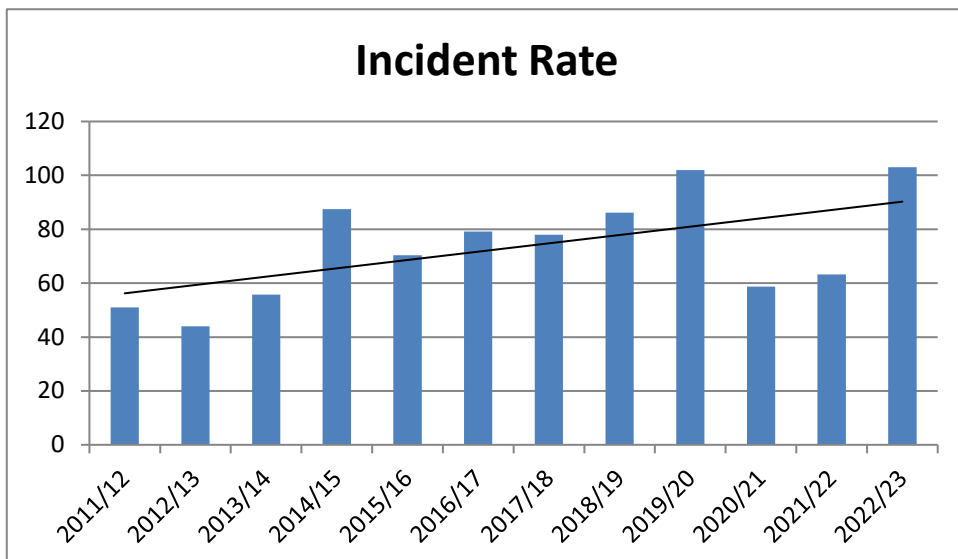
Appendix 2

Corporate Health and Safety Plan

2024 – 2027

Inverclyde
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Introduction

A high standard of health and safety performance is one of the Council's primary objectives and is recognised as an integral part of service delivery. This means having in place effective management arrangements that ensure the wellbeing of our employees and minimise the losses (financial and to our reputation) to our business from ill health and injury. It requires that we search out, adopt and update best practice relevant to and proportionate to the risks we and our employees face, and that we generate guidance and procedures for relevant activities.

The Council will follow the principles of health and safety management as laid out in the HSE Publication - HSG 65 Managing for Health and Safety. Health and safety is not a "bolt-on" to our activities but is an integral part of everything we do.

This health and safety strategy sets out the key objectives and priorities for Inverclyde Council during the period 2024 - 2027. All Managers and Team Leaders should read this plan and consider how they can contribute to delivering the plan's outcomes.

The plan sets out three key themes that the Council aims to develop in the period up to 2027; these were agreed by the Corporate Health and Safety Committee, the CMT and ratified by the Policy and Resources Committee.

These themes are:

- Leadership and Competency
- Workplace Safety
- Legal Compliance

Louise Long

Chief Executive

THEMES

Theme 1 – Leadership and Competency

This theme links with the section 3 of the Corporate Health and Safety Policy, Organisation and Responsibilities. Managers at all levels are core to demonstrating effective leadership, and every individual in the Council has a role to play in driving the health and safety vision and principals by being visible in the workplace, demonstrating good safety behaviours and clearly communicating the expectations of the Council in regard to safety behaviours.

We will do this by:

- Making sure our Corporate Management Team provide effective leadership and direction in implementing the Council's Health and Safety Policy and associated procedures. Each directorate will appoint Officers at senior management level with responsibility for implementing and coordinating the health and safety specific to their Directorate.

- Making sure that line management roles and responsibilities are clearly defined within our health and safety documents, management systems and training courses.

- Making sure that, when making management decisions at committee, strategic and operational level, health and safety considerations are also included.

- Ensuring that, as per the Corporate Health and Safety Policy, Service Action Plans are developed targeting the key actions identified in this Corporate Health and Safety Plan.

- Developing line managers to make sure they have the level of competence required to perform their roles and that they are highly visible within the workplace to encourage two-way communications and staff engagement.

- Encouraging regular communication around health and safety performance issues and making sure that health and safety is meaningfully covered in meetings and plans.

- Expecting line managers to be actively involved in scheduled workplace premise inspections and first line investigations of all accidents, incidents and instances of ill health.

- Making sure that our line managers and supervisors understand their responsibilities by attending appropriate health and safety training courses based against their training needs. No member of staff should carry out work activities for which they are not suitably trained.

- Continuing to support the health and safety advisors in driving ownership and accountability, acting as key influencers for change and driving a positive health and safety culture.

- Service managers are responsible for ensuring that each job role has in place a training matrix which identifies the training requirements for the role and the frequency it should be carried out. This will include both job specific training and health and safety training.

To support this a suite of health and safety training courses are available, these are aimed at line managers and employees to ensure that they have the necessary knowledge to manage health and safety within their area of responsibility Appendix 1. A health and safety training summary which identifies key job roles and training which is recommended for those roles is available Appendix 2. Line managers implement a system to ensure that staff receive appropriate training at required intervals as identified through risk assessment. Generally, refresher training should take place every three years unless advised otherwise by the training provider. A sample training matrix and recording spreadsheet is available on Icon http://icon/health-and-safety/hs-training/.

Theme 2 – Workplace Safety

Linking with Section 4 of the Corporate Health and Safety Policy and by having suitable arrangements in place to manage health and safety we aim to provide a safe and secure environment for our employees, stakeholders and members of the public who access our services. The health and safety of our staff is vital, and no task is so important that it cannot be carried out safely. Managers will engage with staff on workplace health and safety issues and encourage staff to speak freely when they recognise hazardous situations. Ultimately no matter how effective our health and safety management system is, it is how all employees of the Council think and behave that will enable effective safety management, all staff should take personal responsibility to identify and manage health and safety risks effectively.

We will do this by:

- Making sure that line managers responsible for buildings and worksites, proactively conduct or arrange scheduled inspections to identify and eliminate hazardous situations.

- Making sure that all buildings have a designated lead officer who will be responsible for co-ordinating all building related health and safety requirements.

- Training managers to enable them to be confident in conducting regular and specific risk assessments for their work locations and work activities. Service management will establish generic Risk Assessment Working Groups to identify risk and control measures for common work locations and activities.

- Ensuring fire risk assessment action plans are implements and that appropriate local management systems are in place to monitor and ensure fire safety and fire evacuation management systems are in place.

- Making sure that safety is considered at all times when procuring goods, services or works on behalf of the council.

- Making sure that scheduled programmes of health and safety audits and inspections are conducted across all services.

- Making sure that premises managers are suitably trained in respect of the duties they are required to undertake. They will maintain a premises register to assist in managing their facilities in respect of scheduled mandatory checks for example electricity, water management and fire, and fire safety

- Making sure that all staff actively report and accidents, incidents or near misses to their line managers, through the Council's Figtree System.

- Making sure that all our staff follow relevant safe systems of work and any verbal work instructions given by their line manager or supervisor.

Theme 3 – Legal Compliance

Linking with section 4 of the Health and Safety Policy, health and safety legislation sets out the statutory requirements which must be adhered to, our health and safety policy and procedures provide a clear direction for all Council Services to follow. Legislation will continually evolve therefore our health and safety management systems must remain dynamic to ensure compliance.

We will do this by:

- Making sure our health and safety policies procedures and all other required safety documentation is clear, concise and readily accessible for all staff and regularly reviewed.

- Services carry out a risk profiling exercise to ensure that risks are identified allowing resources to be targeted efficiently and effectively.

- Making sure processes and systems are in place to identify, manage and reduce our key risks.

- Regularly evaluating risk control measures using benchmarking techniques to make sure there is continual improvement.

- Making sure that all Services set up and lead risk assessment working groups to consider common activities, identification of general hazards and risk controls specific to their work area.

- Making sure that where expert advice cannot be sourced from within the Council we will procure the services of competent contractors where required, for example Occupational Health, training provision and Independent consultants.

- Continue to effectively liaise with enforcement authorities such as the Health and Safety Executive and Scottish Fire and Rescue service to develop cross partnership working and continuous improvement.

- Ensure staff receive the necessary training to carry out their designated roles. This can be achieved through building a training matrix for staffing groups which identifies core training for that post which links back to Theme 1.

Health and Safety Governance

An effective governance structure requires responsibilities and accountabilities to be clearly identified. This provides a mechanism to develop and implement a plan/do/check/act approach in accordance with HSG65. The Council's health and safety policies, procedures, management systems and this plan have been developed to reflect the key principals of HSC 65 and, in the event of any investigation or audit by enforcement agencies, will demonstrate commitment to the development of an effective health and safety management system.

HSG 65

HSG 65 – Managing for Health and Safety is the Health and Safety Executives guide on how to manage health and safety within an organisation. It recommends following the Plan, Do, Check, Act management system and aims to achieve a balance between the systems and behavioural aspects of management. It also treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.
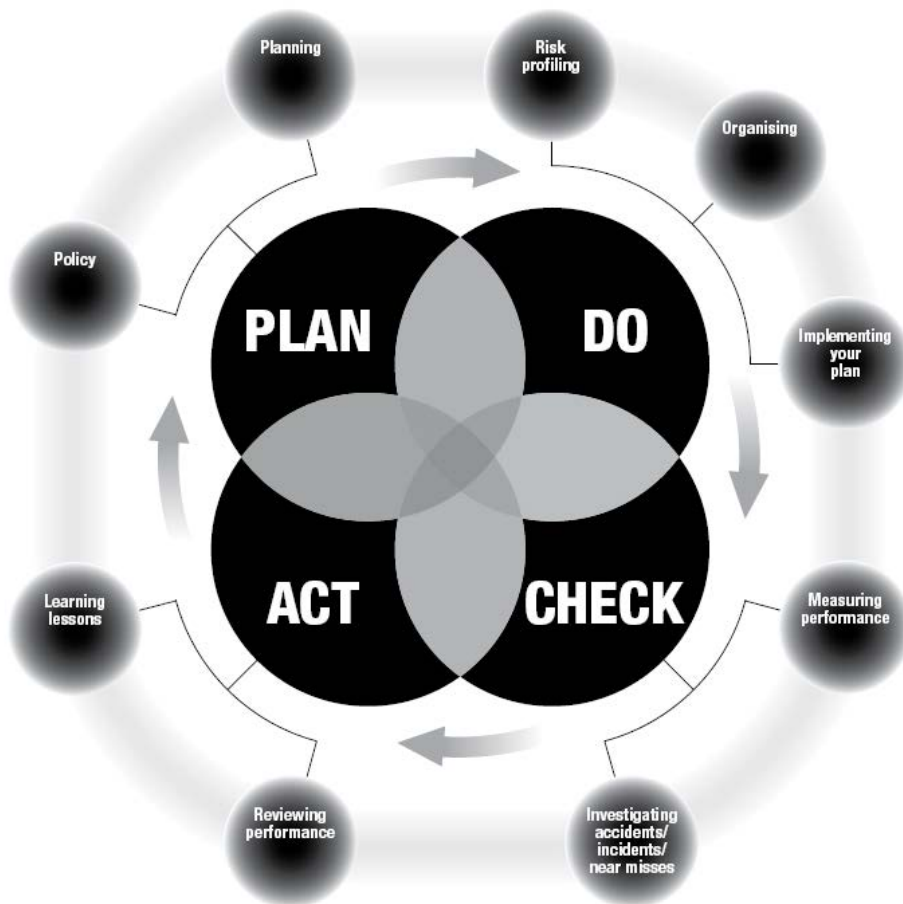
A summary of the actions involved in delivering effective arrangements and how they are frequently described is given in Table 1, under the headings of Plan, Do, Check, Act.

This process is a continuous cycle and we may have to go round it more than once, particularly when:
- Developing a new process, or service,

- Purchasing new equipment

- Implementing any change

Table 1

Plan, Do, Check, Act	Conventional health and safety management
Plan	Determine your policy. Plan for implementation
Do	Profile risks Organise for health and safety/Implement your plan
Check	Measure performance (monitor before events, investigate after events)
Act	Review performance Act on lessons learned

Plan

As part of our planning process it is important to recognise where we are now and where we need to be.

The planning process will help the Council to identify:
- what we want to achieve,
- who will be responsible for what,
- how they will achieve these aims,
- how success be measured.

Much of this is already contained within current policies and procedures however, where new policies are introduced Services must identify how they will put these into practice and plan how they will implement the systems.

When planning it is important that the Council consider fire and other emergencies, co-operates with anyone who shares Council premises and co-ordinates plans with them. The Council must ensure that it plans for changes and identifies any specific Health and Safety legal requirements that apply and builds Health and Safety into any changes being considered.

Concerns

Overall the planning process is not as robust as would be desired, resource considerations have resulted in policies not always being developed and reviewed quickly enough. To mitigate this guidance, procedures and information sheets are produced to cover any policy gaps. A list of Council Policies and guidance together with review dates is available at Appendix 3

Do

There are three key stages to be implemented

I. **Identify the risk profile.**
    a. Assess the risks, identify what could cause harm in the workplace, who it could harm and how, and what will be done to manage the risk.
    b. Decide what the priorities are and identify the biggest risks.

II. **Organise the activities to deliver the plan** - In particular, aim to:
    a. Involve employees and communicate, so that everyone is clear on what is needed and can discuss issues – develop positive attitudes and behaviours.
    b. Provide adequate resources, including competent advice where needed.

III. **Implement your plan**
    a. Decide on the preventive and protective measures needed and put them in place.
    b. Provide the right tools and equipment to do the job and keep them maintained.
    c. Train and instruct, to ensure everyone is competent to carry out their work.
    d. Supervise to make sure that arrangements are followed.

Concerns

This area is generally stronger with significant involvement by the Health and Safety team on a reactive and practical level by assisting services with the implementation of health and safely at grass roots level. This involves carrying out risk assessments and provision of advice and guidance on a day to day level. However, this has resulted in services becoming overly dependent on input from the health and safety team on a day to day management level restricting the team's ability to carry out more proactive development and review of the council's health and safety management systems.

Identification of improvement actions within the Service action plans will ensure services have a clear implementation plan for health and safety in their areas based on local priorities.

A service action plan template has been developed (Appendix 4), this has two sections:

Section one consists of corporate actions which will apply across the Council. Two actions have been identified from each theme. Services should identify how well they comply with each of action points and where there are weaknesses or concerns identify improvement actions and responsible persons for each point.

Section 2 is for each service to develop service specific actions in regard to weaknesses identified in compliance with health and safety legislation.

Each Service should complete the template and report back on progress against the action plan to the Corporate Health and Safety Committee. Pentana will be utilised as the format for reporting back on progress.

Check

What gets checked gets done. – It is important to make sure that the plan had been implemented and while paperwork plays a part in this on its own it is not a good performance measure.

I. **Measure your performance**
    a. Assess how well the risks are being controlled and if we are achieving our aims.
    b. This can include formal audits.

When considering how the Council will measure performance we need to look beyond just accident figures and look for active and reactive monitoring and measuring. Currently the Monitoring systems in the Council rely more on reactive systems than active systems for monitoring and measuring performance.

II. **Active methods** monitor the design, development, installation and operation of management arrangements. These tend to be preventive in nature, for example:

- routine inspections of premises, plant and equipment by staff;
- health surveillance to prevent harm to health;
- planned function check regimes for key pieces of plant.
- Audits of processes and procedures.

III. **Reactive methods** monitor evidence of poor health and safety practice but can also identify better practices that may be transferred to other parts of a business, for example:
- investigating accidents and incidents or near misses.
- monitoring cases of ill health and sickness absence records.

Concerns

Resource issues within services and the Health and Safety Team have, with some exceptions, resulted in a heavy reliance on reactive measures to monitor health and safety performance.

At a local level regular inspections and checks by services such as housekeeping checks, equipment checks and compliance with procedures are limited. Where these are carried out there can be a failure to record that the inspection has been undertaken and any follow through actions completed. This is variable across the council with some areas showing strong performance.

Health surveillance is generally strong though more ownership of health surveillance is needed at a local level. Especially where there are new starts who require health surveillance.

Auditing is the weakest areas in this section, where carried out these have been restricted to issue specific audits, i.e. violence to staff in schools and moving and handling. Audits of overall management compliance with the Council's Health and Safety management system would be beneficial.

A review of current inspection and auditing systems will be carried out with a simplified self-auditing system developed.

Act

I. Review our performance
   a. Learn from accidents and incidents, ill-health data, errors and relevant experience, including from other organisations.
   b. Revisit plans, policy documents and risk assessments to see if they need updating.

II. Take action on lessons learned, including from audit and inspection reports.

Monitor and Review

This plan will be reviewed annually by the Corporate H&S Committee for relevance and, where necessary, priories will be updated in line with changing legislative requirements, enforcement agency priorities, statistical analysis or other relevant factors.

Services will report quarterly to the Corporate H&S Committee on progress against their key health and safety priorities as identified by themselves in their service health and safety service action plans.

Actions will be placed on Pentana for ongoing monitoring.

Managing Health and Safety

Five key priorities have been identified for the Health and Safety team development within this plan

- Training – a review of training in the Council to ensure that all services have a clearly identified training needs analysis in place and that employees receive appropriate health and safety training.
- A review of management arrangements and implementation of processes aimed at controlling risks associated with violence and aggression at work and lone working, the main focus will be on Education as this is the area with the highest number of reported incidents.
- A review of the arrangements for infection control and associated guidance to ensure it is still fit for purpose in light of lessons learned from the ongoing Covid 19 pandemic.
- Updating of policies and procedures on a planned basis with priority being given to statutory property related legislation. (List of Policies and Guidance attached at appendix 3)
- Consider succession planning and development of the Health and Safety Team considering the significant changes which have taken place.

It should be recognised that while these are key priorities for further development, work continues to be ongoing in other areas.

Corporately the key priorities identified for development within this plan are:

- Training – Services to have in place a training needs analysis which will clearly identify the health and safety training requirements for employees within their service areas. This should include a system for monitoring that staff have received the appropriate training as required. A generic guidance is available which identifies likely training requirements for specific job groupings.
- Service specific action plans - Development of service specific action plans based on key priorities for each service area.
- Develop an audit/inspection plan based on a combination of self-audits by services and targeted audits/inspections by Health and Safety.
- Develop a policy/procedure review plan to ensure that all Health and Safety policies/procedures are reviewed on a regular basis.

Action Plans

While the action plans identify key areas for development it is recognised that there is a need to have flexibility in order to react to external factors which may impact upon health and safety requirements and change priorities for example:

- Serious incidents with wider implications – i.e. the Glasgow Bin Lorry Incident, the wall collapse in an Edinburgh school. Rosepark Care Home Fire.

- Public health issues – Covid 19 or other serious public health concerns

- Legal rulings – i.e. the Cordia appeal hearing in relation to home care.

- HSE themed or sector specific inspections, i.e. Waste industry inspections, construction inspections, asbestos inspections. Where the HSE announce such inspections then resources would be diverted to ensure that the Council is prepared prior to any visit.

- Fire Service Audits – where the Fire Service announces a planned series of audits then resources will be diverted to ensure that Services are suitably prepared.

- Issues highlighted by other local authorities.

The management of Health, Safety & Wellbeing in Inverclyde Council is the responsibility of all managers and therefore forms an integral part of managing resources and providing services. The aim is to ensure the work of the Council is carried out in such a way that any risk to the Health, Safety & Wellbeing of employees,

service users, visitors and others are avoided or reduced to the lowest level reasonably practicable. Employees also form an essential part of this as they have the responsibility to implement the safe systems of work and control measures introduced to protect them while at work.

The content of the action plans to be developed by services should relate closely to the themes identified in the Introduction.

The Council's Health and Safety Plan follows the principles of good health and safety management as represented in the HSE Document HSG65 – Managing for Health and Safety.