
Report to: Audit and Scrutiny Committee

Date of Meeting: 18th April 2024

Subject: Health & Safety Strategy and Wellbeing Strategy Updates

Report by: Health & Safety Manager

1.0 Purpose

- 1.1. This report provide progress updates on the Health & Safety Strategy, agreed by Council on 6th October 2022, and the Wellbeing Strategy, agreed by Council on 1st December 2022.

2.0 Recommendations

- 2.1. Committee is asked to note the report, commenting and challenging as appropriate.

3.0 Considerations

- 3.1. The Council has a legal duty to ensure the health and safety of its employees and anyone who comes into contact with the services we provide as well as ensuring no person comes to harm. This helps prevent loss or damage to property, disruption due to incidents and claims being made against the Council. Increasingly this includes looking after employee's physical and mental wellbeing as well as more traditional elements. This is reflected in the two strategies developed.
- 3.2. The Health & Safety Team have lead and co-ordinated efforts to implement both strategies.
- 3.3. Meetings were held with all Senior Managers across the Council in January 2023 to ensure that they were fully aware of both strategies and were taking actions to support implementation within their respective area.
- 3.4. Regular reports are provided to Senior Leadership Group on key areas.
- 3.5. Overall, significant progress has been made towards the implementation of both strategies. There has been some delays to progress for the Wellbeing Strategy as a result of several of the Healthy Working Lives Group leaving over the last 18 months. Work is underway to revitalise the group to ensure that this work can continue.
- 3.6. A key challenge in continuing progress with the strategies is ensuring that sufficient resources are available to support the work required. The capacity of management to engage in the actions outlined in both strategies is a key risk in being able to fully deliver the expected outcomes.

4.0 Sustainability Implications

4.1. None Noted.

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)

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".

- Appendix 1: Health & Safety Strategy progress
- Appendix 2: Wellbeing Strategy progress

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
Stuart Crickmar	Strategic Director Partnerships and Performance	

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 1: Leadership & Management					
Objective	KPI	Success indicator	Owner	Status	Commentary
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	⚠ ⚠	14 meetings recorded between April – October 2023 695 toolbox talks have been undertaken, 553 between October 2022-March 2023 and 142 between April – October 2023.
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	⚠	Council Committee template proposed change to be considered by SLG
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	✔	All audits completed over 2022/23. Risk profiling ongoing to inform future Audit programme
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	-	Annual only – expected March 2024.
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	⚠	6 completed in HR&WD and HSCP as trial. Full roll out in line with wider Corporate Induction programme.
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	✔	Article in Connected. Meetings held with all Senior Managers.
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	⚠	H&S are working with Comms colleagues in the development of a plan which is expected to be finalised in April 2024.

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 2: Competence					
Objective	KPI	Success indicator	Owner	Status	Commentary
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	- ✔	Expected early 2024 H&S Policies are regularly updated in line with our policy group schedule. Risk assessment are routinely updated and now recorded on Evotix.
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 biennially. Aim to reach Proactive level by 2024.	H&S Team / Line Managers	⚠ -	Regular reporting is now in place. Mandatory training uptake only 25% The Behavioural Safety Culture Study is undertaken on a biennial basis and will be undertaken again with calendar year 2024.
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	✔ ✔	H&S Officers support and engage with managers across all portfolios. Article appearing in Spring Connected magazine.
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	✔	Risk Assessments, COSHH Assessments, and DSE Assessments are being recorded on Evotix
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	⚠	HAVS, Clinical Waste, Ladder, Fire Warden, First Aid, Premises Duty Holder, Mental Health and IOSH Managing Safely provided.

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 3: Risk Management					
Objective	KPI	Success indicator	Owner	Status	Commentary
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	⚠	A total of 1267 Risk assessment have been undertaken, 553 have been confirmed and are in place with 714 in the process of being reviewed.
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	✔	H&S is a standing item on all Bipartite, TU/Management meetings. The Council also has in place the Executive Health and Safety Forum and the Operational Health and Safety Forum. Work ongoing to ensure relevant attendance at these including HSCP.
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	⚠	24 actions recorded – 11 completed and 2 in progress. 11 not started.
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	-	Expected September 2024
3.5 Ensuring a robust Health and Safety Audit programme is in place	Areas audited according to audit plan.	Year on year increase in audit and inspection activity carried out by managers. Year on year improvement in audit outcomes measured with the audit finding implemented by the agreed time scale.	Line Managers H&S Team / Line Managers	⚠	1 Audit completed. Risk profiling in progress which is the first step in setting up the self-audit programme.
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	⚠	Incidents reported – 1634. Within 5 days – 1525 (93.3%). Investigated – 1151 (70.4%). No adverse outcomes from HSE follow-up.

Health & Safety Strategy Progress as at 31st December 2023

Appendix 1

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 4: Health & Wellbeing					
Objective	KPI	Success indicator	Owner	Status	Commentary
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	-	Expected early 2024 through information from OH and HWL group activities.
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	⚠	202/297 managers trained.
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	⚠	Weekly walking sessions continue with low numbers. Mental Health Day promotion. Smoking cessation clinics offered at Kilncraigs and Kelliebank. 6 Alcohol Awareness sessions offered to all staff. Work ongoing to re-establish the HWL group following several members leaving the Council.

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Theme 5: Collaborative and Partnership Working					
Objective	KPI	Success indicator	Owner	Status	Commentary
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	-	Expected May 2024. Gaps in capacity from all groups have prevented earlier implementation. Continuing discussions about operational issues.
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	-	The Behavioural Safety Culture Study is undertaken on a biennial basis and will be undertaken again with calendar year 2024..
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	-	Expected early 2024 now that routine tasks being undertaken on Evotix.
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	✔	Progress on Risk Assessments, COSHH assessments, DSE self-assessments now able to be monitored on Evotix. Others to follow.
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	-	Expected late 2024. Some safeguards already in place through Procurement processes.

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 1: Promote and improve positive mental health and wellbeing for all employees					
Priorities	Actions	Indicators of Success	Owner	Status	Commentary
1.1 Improve employees awareness of mental health and wellbeing	Programme of mental health awareness training in place for managers and staff	<ul style="list-style-type: none"> Number of staff attending training 	H&S team / Senior Manager	✔	202 out of 297 managers trained. Employee programme commencing April 2024
1.2 Promote and support good lifestyle choices, and support employees to better manage their psychological wellbeing and build resilience	Continue to develop and promote good lifestyle choices activities through the Healthy Working Lives group.	<ul style="list-style-type: none"> Number of activities held, and staff engagement in activities. 	Healthy Working Lives Group.	●	A number of key personnel on the HWL group have left – action being taken to revitalise the group. Smoking cessation clinics, alcohol awareness training introduced and existing supports still available and promoted.
1.3 Ensure health promotion and health checks are in place to support employees stay healthy and identify early signs of serious health issues.	Continue to offer health promotion activities and routine health checks for employees across a variety of Council sites.	<ul style="list-style-type: none"> Number of staff engaging in routine health checks. 	Healthy Working Lives Group	⚠	Health checks are available to staff through NHS. Uptake is low and work will be progressed to raise awareness in order to increase uptake.
1.4 Promote and support employees' financial wellbeing	Offer opportunities to employees to become more aware of, and better manage, their finances.	<ul style="list-style-type: none"> Number of opportunities and programmes offered. Number of staff accessing opportunities 	Healthy Working Lives Group	⚠	Regular pension/AVCs webinars are available for staff. In addition preparing for retirement course are offered across the Council. Online support through staff benefits and employee assistance portals to help staff manage their money.

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 2: Promote an open and supportive leadership culture where mental health and wellbeing issues can be raised and dealt with effectively.

Priorities	Actions	Indicators of Success	Owner	Status	Commentary
2.1 Ensuring managers have the skills to support an open leadership culture	Continue to ensure that suitable training is provided for managers at all levels to change the leadership culture.	<ul style="list-style-type: none"> Numbers trained Improved outcomes in Staff Survey. 	SLG & HR&WD	⚠	Ongoing leadership development opportunities. Staff survey results declined (see separate report).
2.2 Ensuring opportunities are created where mental health and wellbeing can be discussed.	Revamp of PRD/121 process to ensure wellbeing covered as part of these discussions.	<ul style="list-style-type: none"> Revised PRD/121 process developed and implemented. 	SLG & HR&WD	✔	Constructive Conversations launched May 2023.

Objective 3: Ensure effective and consistent wellbeing communication to help identify and tackle organisational issues that negatively affect mental health and wellbeing within teams.

3.1 Improve wellbeing Communication	Develop and implement a clear wellbeing communication plan, including a more interactive staff wellbeing hub and opportunities to engage hard to reach groups and those working from home.	<ul style="list-style-type: none"> Wellbeing communication plan in place and actions completed. 	H&S and Communications Teams	●	Plan to be developed in conjunction with plan for H&S strategy.
3.2 Enhance Wellbeing Engagement	Collect feedback from staff about wellbeing activities and act on this.	<ul style="list-style-type: none"> Improved results in staff wellbeing questions within staff survey 	Healthy Working Lives Group / HR&WD	●	Results in the 2023 staff survey show that mental and physical wellbeing has decreased since 2021

✔ Progress in line with expectation

⚠ Some progress but not as much as expected.

● No/Minimal progress

Objective 4: Adopt and implement a more proactive approach to managing work related stress.					
Priorities	Actions	Indicators of Success	Owner	Status	Commentary
4.1 Ensuring sources of work related stress are identified; stress risk assessments carried out and outcomes of risk assessments are acted upon.	Carry out team based stress risk assessments to identify the likely sources of stress and ensure suitable control measures are put in place, and regularly reviewed and updated	<ul style="list-style-type: none"> Number of stress risk assessments and actions completed 	H&S Team. Senior & Line managers, Team leaders.	⚠	1 team risk assessment carried out and action plan developed. Tool being developed on Evotix to support further roll out.
4.2 Manage organisational and staff changes in a manner that does not lead to stress	Communicate and promote the Council's Change Protocol to all managers and team leaders, and ensure it is followed.	<ul style="list-style-type: none"> Increased understanding and compliance with the change protocol. 	SLG / HR & WD	✔	Ongoing engagement with services as they seek to restructure.
Objective 5: Provide employees experiencing mental health and wellbeing problems with access to professional assistance and support					
5.1 Provide occupational health support, employee assistance programme and other relevant support	Increase awareness and understanding of the benefits of the wide range of supports available to staff.	<ul style="list-style-type: none"> Increased uptake in programmes we can monitor Staff survey results indicate better awareness of support. 	Healthy Working Lives Group	✔	969 OH appointments and 67 EAP contacts April – Dec 2023. Staff survey shows 72% of employees know how to access support.
Objective 6: Reduce barriers to employment and support employees who have experienced, or are experiencing, mental health and wellbeing problems/issues.					
6.1 Put in place supportive arrangements and promote good rehabilitation practices	Ensure relevant HR policies and procedures are in place and used appropriately by managers.	<ul style="list-style-type: none"> Number of employees who have, or experiencing mental health, kept in work. 	HR & WD / Line Managers.	✔	Maximising Attendance Policy & Procedure reviewed June 2023.