

Finance and Resources Committee

10.00am, Tuesday 27 March 2018

Corporate Health and Safety Strategy and Plan 2018-2020

Item number	7.6
Report number	
Executive/routine	
Wards	All
Council Commitments	

Executive Summary

This report sets out the Council's proposed Corporate Health and Safety Strategy and Plan for 2018-2020.

To support the successful delivery of the Council's Business Plan, one of the Council's aims is to build a strong health and safety culture, where health and safety roles, responsibilities and accountabilities are fully understood and competently discharged. The Council will endeavour to achieve this through (i) supporting people at all levels to ensure they are suitably trained and informed and; (ii) committing to continuous improvement for health and safety across all areas, with a focus on life safety risks including fire, asbestos and water safety (incl. *Legionella*).

Corporate Health and Safety Strategy and Plan 2018-2020

1. Recommendations

- 1.1 Committee is recommended to approve the Council's Corporate Health and Safety Strategy and Plan 2018-2020.

2. Background

- 2.1 The City of Edinburgh Council's Business Plan 2017-2022 sets out the commitments to the city, the five strategic aims and outcomes, and identifies how success will be measured.
- 2.2 The Council's Health and Safety Strategy and Plan sets out the Council's health and safety aims for the next three years, and will support the delivery of the Council's Business Plan by ensuring our people and third parties, including members of the public, contractors, service users and pupils, are safe.
- 2.3 This Strategy and Plan builds on progress and achievements over the last three years, where the Council has achieved a 49% reduction in the number of RIDDOR reportable¹ employee injuries.

3. Main report

- 3.1 The Council's aim is to build a strong health and safety culture, where health and safety roles, responsibilities and accountabilities are fully understood and competently discharged. This will be achieved by supporting people at all levels to ensure they are suitably trained and informed and know what is expected from them. The Council also aims to have a vision of continuous improvement for health and safety performance across all areas, with a focus on life safety risks including fire, asbestos and water safety (incl. *Legionella*).
- 3.2 The Council also recognises the importance of health and wellbeing for its employees. Health and wellbeing interventions will be co-delivered through (i) this Strategy and Plan, where the focus will be on minimising ill-health due to work (as

¹ RIDDOR - We are required to report the most serious incidents to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

required by health and safety law); and (ii) the Council's People Strategy and People Plan 2017-2020, where the focus is on wellbeing and employee support through the new Occupational Health provider and Employee Assistance Programme.

- 3.3 The successful delivery of the Strategy and Plan is dependent upon continued levels of strong leadership, both political and managerial, and commitment and participation from all levels and services across the Council.
- 3.4 The Strategy and Plan will be reviewed on an annual basis, or sooner following any significant change, to ensure that it remains fit for purpose.
- 3.5 The six strategic aims are set out in Appendix 1 to this report.
- 3.6 Details of how the Council will achieve the six strategic aims are set out below:

AIM 1 Promote a proportionate approach to risk management, ensuring health and safety risks across all our services are identified, evaluated and adequately controlled. We will also comply with our legal obligations.

We will achieve this by:

- Allocating adequate resources to manage our health and safety risks, and satisfy legal and other requirements;
- Understanding our current and emerging legal and regulatory health and safety obligations;
- Having a health and safety policy, sub-policies and standards which are compatible with our overall strategic aims;
- Having effective processes to identify our health and safety hazards, evaluate the risks and implement the necessary controls;
- Determining and implementing applicable health and safety controls for procurement and contractor management; and
- Learning from incidents through investigation, including root cause analysis, and ensure that learnings are appropriately shared.

AIM 2 Provide clarity on health and safety roles and responsibilities so that our people know what's expected from them and what they can expect from others, and lead by example.

We will achieve this by:

- Further developing our Elected Members and Council staff to ensure that they have the necessary knowledge to provide strong health and safety leadership;
- Demonstrating strong sustained leadership and commitment from Elected Members, the Corporate Leadership Team (CLT), Heads of Service, Senior Managers and beyond;

- Having clearly defined corporate health and safety roles, responsibilities and accountabilities; and
- Having clearly defined operational health and safety roles and responsibilities at Service level.

AIM 3 Support our people to ensure they are competent and have the necessary skills to do their job in a safe and healthy way.

We will achieve this by:

- Providing induction training, both corporately and locally via line managers, to all new employees and agency workers that includes health and safety matters appropriate to their role;
- Conducting health and safety training needs assessments across all our services;
- Ensuring that our people receive appropriate health and safety training, including refresher training and on the job up-skilling, and have the necessary skills to tackle unsafe behaviours;
- Having oversight of the quality of internal and external health and safety training provided to our people; and
- Vetting contractors to check their level of competence, consistent with the Council's standards and legal requirements.

AIM 4 Engage with our people, colleagues, partners, contractors and Trade Unions to work collaboratively, ensuring that health and safety risks are managed.

We will achieve this by:

- Communicating on health and safety matters on a regular basis;
- Including health and safety as a standing agenda item at team meetings;
- Supporting the participation of, and ongoing engagement with, Trades Unions; and
- Working collaboratively with our partners, including NHS Lothian and Police Scotland, and contractors.

AIM 5 Provide the framework for setting the risk appetite and key performance indicators, and measuring health and safety performance. We will also benchmark with other organisations and against industry standards.

We will achieve this by:

- Setting our risk appetite and tolerances for health and safety;
- Defining our key performance indicators for health and safety;
- Providing an online incident reporting system to enable recording of all incidents, including near misses;

- Continually evaluating and monitoring our health and safety performance to identify opportunities for improvement at an Organisational and Directorate level; and
- Benchmarking against other organisations and industry standards.

AIM 6 Ensure the effectiveness of health and safety governance, assurance and oversight across the Council by robust design, including reporting arrangements.

We will achieve this by:

- Having a robust governance, assurance and reporting framework for health and safety, aligned with the Council's Risk Framework and Internal Audit Plan;
- Reporting annually on health and safety performance, and key achievements in the previous year, to CLT and the Finance and Resources Committee;
- Reporting quarterly on health and safety performance to key stakeholders;
- Carrying out health and safety audits and reviews to ensure health and safety standards are being maintained and to identify areas for improvement, taking a risk based approach;
- Undertaking validation checks to support the completion of the Executive Directors' Annual Governance Statement;
- Keeping well informed about compliance with Council health and safety policies, sub-policies and standards; and
- Ensuring appropriate escalation of health and safety risks and issues.

3.7 The Corporate Health and Safety Plan 2018-2020, designed to deliver this Strategy, is shown in Appendix 2.

4. Measures of success

4.1 The success of the Health and Safety Strategy will be measured by indicators which consider the strategic aims together with leading and lagging key performance indicators:

- Reduced number of RIDDOR reportable incidents;
- Increased level of 'near miss'² reporting;
- Directorate Health and Safety Plans are in place to support the implementation of the Corporate Health and Safety Strategy and Plan. Owners and timescales have been agreed;

² Near miss is a type of incident where injury, ill health, or fatality could have occurred, but did not actually occur.

- Action plans from audits, reviews and incident investigations are implemented within the agreed timescales;
- Health and safety roles, responsibilities and accountabilities within the services are defined, communicated and understood; and
- Increased evidence of reinforcing safe behaviours and challenging unsafe behaviours.

5. Financial impact

- 5.1 There are significant financial and workforce planning implications associated with the upgrade of the Council's operational estate to mitigate health and safety issues. The financial implications of this were set out in a report to this committee in January 2018.
- 5.2 The staffing cost for the Corporate Health and Safety Team is c. £620K.
- 5.3 The cost of delivering the IOSH Leading Safely course for the Wider Leadership Team (WLT) is £5,000.
- 5.4 The cost of the electronic incident reporting system is c. £8,000.

6. Risk, policy, compliance and governance impact

- 6.1 The Strategy and Plan supports the Council's commitment to protecting the health, safety and welfare of our employees and third parties, including members of the public, contractors, service users and pupils, which is set out in the Council Health and Safety Policy.
- 6.2 Governance for the delivery of the Strategy and Plan will be through the health and safety governance and reporting framework.

7. Equalities impact

- 7.1 There are no adverse equality impacts arising from this report.

8. Sustainability impact

- 8.1 There are no adverse sustainability impacts arising from this report.

9. Consultation and engagement

- 9.1 The Corporate Health and Safety Strategy and Plan has been developed in consultation with Trades Unions and key stakeholders.

10. Background reading/external references

- 10.1 [The City of Edinburgh Council's Business Plan 2017-22](#)
- 10.2 [Council's People Strategy and People Plan 2017-2020](#)
- 10.3 [Council Health and Safety Policy](#)
- 10.4 [Council Health and Safety Governance Framework](#).

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Appendices

Appendix 1 – Strategic Aims

Appendix 2 – Corporate Health and Safety Plan 2018-2020

Appendix 1 – Strategy Aims

Promote a proportionate approach to risk management, ensuring health and safety risks across all our services are identified, evaluated and adequately controlled. We will also comply with our legal obligations.



**Risk Management and
Legal Compliance**

Provide clarity on health and safety roles and responsibilities so that our people know what's expected from them and what they can expect from others, and lead by example.



**Leadership and
Accountability**

Support our people to ensure they are competent and have the necessary skills to do their job in a safe and healthy way.



Competence

Engage with our people, colleagues, partners contractors and Trade Unions to work collaboratively, ensuring that health and safety risks are managed.



**Engagement and
Collaboration**

Provide the framework for setting the risk appetite and key performance indicators, and measuring health and safety performance. We will also benchmark with other organisations and against industry standards.






Measurement

Ensure the effectiveness of health and safety governance, assurance and oversight across the Council by robust design including reporting arrangements.






**Governance, Assurance
and Oversight**

Appendix 2 - Corporate Health and Safety Plan 2018-2020

Strategic theme	Year 1 – 2018	Year 2 - 2019	Year 3 - 2020
 <p>Risk Management and Legal Compliance</p>	<ul style="list-style-type: none"> • Develop a new Council Water Safety Policy (May) • Refresh the health and safety risk profiles with each Directorate/Service (June) • Support the development of Directorate/Service Level Operational Health and Safety Plans (Sept) • IJB – map Council and NHS policies and procedures and develop a prioritised action plan for joint procedures in collaboration with NHS Lothian (September) • Re-design the navigation for health and safety resources on the Orb (intranet) (June) 	<ul style="list-style-type: none"> • Develop a suite of health and safety Standards • IJB – develop and implement joint procedures, in collaboration with NHS Lothian (year 2 and 3) 	<ul style="list-style-type: none"> • Ongoing annual review of Council Health and Safety Policy, sub-policies and Standards • Re-develop the health and safety content on the Orb
 <p>Leadership and Accountability</p>	<ul style="list-style-type: none"> • Define roles, responsibilities, and accountabilities for water safety (as part of the new Council Water Safety Policy) (May) 	<ul style="list-style-type: none"> • Health and Safety Conference for the Wider Leadership Team (WLT) and key senior stakeholders (bi-annual) 	<ul style="list-style-type: none"> • Ongoing annual review of health and safety roles, responsibilities and accountabilities as part of the annual review of the Council Health and Safety Policy, sub-policies and Standards
 <p>Competence</p>	<ul style="list-style-type: none"> • Deliver IOSH³ Leading Safely to WLT, and thereafter on request (June) • Carry out a health and safety training needs assessment with each Directorate/Service (August) • Undertake a review of the Corporate Health and Safety training proposition to identify any gaps and areas for improvement (October) • Review health and safety training delivered outside the Corporate Health and Safety training programme (December) 	<ul style="list-style-type: none"> • Re-develop the Corporate Health and Safety training proposition (year 2 and 3) 	<ul style="list-style-type: none"> • Ongoing review of the Corporate Health and Safety training proposition

³ IOSH – Institution of Occupational Safety and Health

Strategic theme	Year 1 – 2018	Year 2 - 2019	Year 3 - 2020
 <p>Engagement and Collaboration</p>	<ul style="list-style-type: none"> • Ongoing engagement and collaboration with Trades Unions and stakeholders • Ongoing engagement and collaboration with regulators • Ongoing collaboration with Internal Audit on assurance activity • Increased collaboration with contract owners regarding contractor safety 	<ul style="list-style-type: none"> • New Health and Safety Achievement Award (bi-annual) 	
 <p>Measurement</p>	<ul style="list-style-type: none"> • Annual report on health and safety performance and key achievements to CLT and Finance and Resources Committee (March) • Benchmarking with other organisations (March) • Benchmarking with industry standards (April) • Develop a new fire safety dashboard (April) • Re-tender for the online incident reporting tool (November) 	<ul style="list-style-type: none"> • Implement the new online incident reporting tool 	
 <p>Governance, Assurance and Oversight</p>	<ul style="list-style-type: none"> • Ongoing health and safety audit programme (additional assurance activity is undertaken by Internal Audit as part of the Annual Internal Audit Plan, and other reviews commissioned by Property for example) • Implement an online tool to track health and safety audit actions (September) • Ongoing health and safety reporting via the governance and reporting framework • Ongoing escalation of health and safety risks and issues 		