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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  11 December 2019 | AGENDA ITEM  REPORT No HLH/ /19 |

## **Health and Safety PLAN 2020 to 2025 - Report by Chief Executive**

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| **Summary** The purpose of this report is to present the draft Health and Safety Plan 2020 to 2025 which was considered by the Health and Safety and Environmental Compliance Committee at its meeting held on 19 November 2019.  It is recommended that Directors:   1. note that the draft plan has been developed following consultation with the Health and Safety and Environmental Compliance Committee, HLH’s external Health and Safety Adviser, and HLH managers and staff; 2. approve the draft plan in **Appendix A**; and 3. note that progress on the delivery of the plan will be considered quarterly by the Health and Safety and Environmental Compliance Committee and reported annually to the HLH Board. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcome from the High Life Highland (HLH) Business Plan:   1. **Sustain a high standard of health and safety, and environmental performance** 2. **Implement the Service Delivery Contract with THC** 3. **Improving customer engagement and satisfaction** 4. **Improving staff engagement and satisfaction** 5. **Enhance the positive charity image** 6. Be a trusted and effective partner 7. Achieve sustainable growth across the organisation 8. **Develop health and wellbeing across Highland communities** 9. Develop and promote the High Life brand |
| **2.** | **Background** |
| 2.1 | At its meeting held on 14 May 2019 the Health and Safety and Environmental Compliance Committee agreed to develop a Health and Safety Plan for 2020-25 with it reviewing the final draft at its meeting on 19 November prior to it being considered by the HLH Board on 11 December 2019. |
| **3.** | **Plan Development** |
| 3.1 | In developing the draft plan, the Principal Estates Manger and Health and Safety and Property Officer undertook the following tasks:   1. July and August - consultation and information gathering with the external Health and Safety Adviser, QLM; 2. 20 August 2019 – QLM delivered health and safety workshops with the Health and Safety and Environmental Compliance Committee; staff and trade unions; 3. September – a consultation draft was developed following completion of workshop report by QLM; 4. October – the consultation draft was issued to the HLH Quarterly Management Team; and 5. November – the plan in **Appendix A** wasdrafted for consideration by the Health and Safety and Environmental Compliance Committee. |
| **4.** | **Draft Plan Summary/Outline** |
| 4.1 | The plan has been developed to support the delivery of HLH’s Business Plan 2019-24. It recognises the importance of going beyond the traditional health and safety role of preventing harm and describes how HLH will achieve its aim of continually improving the health and safety of its staff, volunteers, customers and visitors. In doing this it covers the following topics:   1. Roles of the Health and Safety and Environmental Compliance Committee and Staff Health and Safety Groups; 2. Current Health and Safety Performance; 3. Principal Strategic Aims; 4. Strategic Health and Safety Themes:    * Leadership and Management    * Competence    * Risk Management    * Health and Wellbeing    * Asset Management; 5. Making it Happen; and 6. Framework for Delivery. |
| **5.** | **Strategic Health and Safety Themes** |
| 5.1 | The strategic themes which were identified during the consultation form the basis of the action plan with individual tasks and measures having been identified under those themes. The rationale for each theme is, therefore, provided below:   * **Leadership and Management -** Successful health and safety management is reliant on good strategic management. Visible and active commitment from the managers to health and safety clearly demonstrates a commitment which will be embraced by other staff. Proactive management and ownership of health and safety is a clear indication of a positive health and safety culture. * **Competence -** Effective health and safety management requires competence at every level. Competence in this context is the ability of every member of staff to recognise the most foreseeable risks, particularly serious risks, and have the ability to take steps to control them. For large and complex organisations such as HLH competence also means having health and safety practices, procedures and standards which are used consistently across the organisation. * **Risk Management -** Effective and proportionate risk management should ensure both legal compliance and the safety of staff and customers. * **Health and Wellbeing -** Positive health and wellbeing can reduce staff absences, improve physical fitness and mental alertness and as a result increase productivity. * **Asset Management -** Successful health and safety management for the HLH estate requires a collaborative approach with The Highland Council (THC). The Property Agreement has set out the respective responsibilities of THC as landlord those of HLH. A collaborative approach is required because as occupier HLH could be held responsible under the occupier’s liability should THC fail to undertake its duties. |
| **6** | **Healthy Working Lives Award** |
| 6.1 | At the workshop in August, Directors requested that the option of HLH participating in an external accreditation framework be considered. A number of options for this were explored and it was considered that the Healthy Working Lives Award was the best option for HLH at present because:   1. the award has been recommended by NHS Highland as an appropriate framework for HLH; and 2. the Healthy Working Lives Award programme helps organisations to identify issues and improve health, safety and wellbeing in a structured and productive way.​ Organisations of any size can join the programme and are supported by local advisors, based in NHS Highland.   (Note: there is no cost for the accreditation): |
| **7.** | **Monitoring** |
| 7.1 | It is recommended that at each meeting of the Health and Safety and Environmental Compliance Committee that progress on the implementation of the action plan be considered and that an update on progress be included in the annual Health and Safety report to the HLH Board. |

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| **8.** | **Implications** |
| 8.1 | Resource Implications – while there are no additional resource implications arising from the implementation of the recommendations in this report, it is recognised that individual management decisions might have to be made on specific health and safety matters as they arise. |
| 8.2 | Legal Implications – there are no additional legal implications arising from this report. |
| 8.3 | Equalities Implications – there are no additional equality implications arising from this report. |
| 8.4 | Risk Implications - there are no new risks which require to be added to the risk register arising from this report. |

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| **Recommendations**  It is recommended that Directors:   1. note that the draft plan has been developed following consultation with the Health and Safety and Environmental Compliance Committee, HLH’s external Health and Safety Adviser, and HLH managers and staff; 2. approve the draft plan in **Appendix A**; and 3. note that progress on the delivery of the plan will be considered quarterly by the Health and Safety and Environmental Compliance Committee and reported annually to the HLH Board. |

Designation: Chief Executive

Date: 26 November 2019

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|  | **Annex A** |
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**Executive Summary**

High Life Highland (HLH) is committed to the provision of a safe and healthy workplace and environment for its customers, staff and contractors. In addition to meeting its statutory requirements, HLH will strive to continually improve standards of health, safety, wellbeing and environmental compliance.

HLH’s ambition is to be recognised and respected as the leading organisation for developing, promoting and inspiring opportunities in culture, learning, sport, leisure, health and wellbeing; and to grow the business in a sustainable and innovative way by enabling and facilitating services that the public value and by being valued as a trusted and effective partner.

The following nine business outcomes form the basis of the work of the Charity:

1. Sustain a high standard of health and safety, and environmental performance
2. Implement the Service Delivery Contract with THC
3. Improving customer engagement and satisfaction
4. Improving staff engagement and satisfaction
5. Enhance the positive charity image
6. Be a trusted and effective partner
7. Achieve sustainable growth across the organisation
8. Develop health and wellbeing across Highland communities
9. Develop and promote the High Life brand

A robust and well managed Health and Safety Plan is recognised as being integral to achieving this ambition and this plan supports the implementation of the business plan and HLH’s Health and Safety and Environmental Compliance Policy and associated Operational Arrangements. It has been developed by its Health and Safety and Environmental Compliance Committee with the support of HLH’s external health and safety adviser, its staff and trade unions, taking account of industry best practice and Health and Safety Executive guidance and identified the following five themes:

1. **Leadership and Management**
2. **Competence**
3. **Risk Management**
4. **Staff Health and Wellbeing**
5. **Asset Management**

This plan takes account of the charity having a large number of customers and staff accessing and delivering activities across a large geographic area and in diverse sites and buildings and will assist in achieving:

* efficient, proactive and pragmatic ways of delivering health and safety;
* a safe and healthy environment for staff customers and visitors;
* a positive health and safety culture across the company; and
* effective means of protecting stakeholders, including staff, visitors and contractors from harm.

The HLH Health and Safety and Environmental Compliance Committee will monitor this plan quarterly and will review and revise it as often as is required by changing legislation, the results of audits and trend analysis or because of changing business objectives.

1. **Background and Introduction**

HLH is a charity registered in Scotland and a Company, Limited by Guarantee, wholly owned by The Highland Council (THC), which makes the Highlands a better place to live, work and visit by working in partnership to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing. The Charity was established on 1 October 2011 to deliver Community Learning and Leisure Services on behalf of the Highland Council (THC).

The main business of HLH is the delivery of a Service Delivery Contract (SDC) for THC across the charity’s nine areas of work:

* Adult Learning
* Archives
* Arts
* Leisure Facilities
* Libraries
* Museums
* Music Tuition
* Sport and Outdoor Education
* Youth Work

This Health and Safety Plan 2020-25 was developed with the support of HLH’s external health and safety adviser, QLM consulting Ltd; consulting with Directors (through the Health and Safety and Environmental Compliance Committee); staff; trade unions; and managers starting with a facilitated workshop led by QLM. It has, been developed to support the delivery of HLH’s Business plan 2019-24 and goes beyond the traditional health and safety role of preventing harm. The Health and Safety Plan outlines the company’s objective to continually improve the health and safety of its staff, volunteers, customers and visitors.

Health and safety management, as with all aspects of HLH’s operation, does not operate in isolation and is affected by, for example, the current political and economic environ-ment. The move towards deregulation and reduction in public spending, the tough business climate, a reduced tolerance to failure and emphasis on compensation and litigation, the rapid development of new processes, developments and materials all have an impact on health and safety management.

Achieving a safe working environment, in this climate, has to be dynamic, proactive and comprehensive yet pragmatic. Health and Safety must, therefore, be appropriate, flexible, proportional and commensurate with the risk.

1. **The Roles of the Health and Safety and Environmental Compliance Committee and Staff Health and Safety Groups**

The Health and Safety and Environmental Compliance Committee’s core purpose is:

“to assist the Board of Directors in fulfilling its responsibilities for the management of health and safety and the associated annual and exception reporting on health and safety performance”.

The Health and Safety and Environmental Compliance Committee fulfils this core purpose through monitoring the charity’s performance in line with key performance indicators (KPI’s) and the development of this plan is key to that role.

The Staff Health and Safety Group comprised of Principal Managers, nominated representatives from all services and staff representation in the form of trade unions health and safety representatives.

This group is responsible for monitoring the charity’s performance in line with key performance indicators (KPI’s), prioritisation of operational activities or actions to reduce risk by taking into account the most significant hazards first and the resources available to them and the appropriateness of timescales for delivery.

1. **Current Health and Safety Performance**

A number of strengths were identified at the externally facilitated healthy and safety workshop based on the findings of internal and external audits carried out by HLH staff, THC as HLH’s internal auditor and HLH’s external health and safety adviser over the past five years:

* A highly motivated, committed health and safety team, providing competent advice to support risk management activities and ensuring the continuation of statutory compliance.
* Well-established suite of corporate health and safety policies and procedures.
* The health and safety training programme.
* The commitment of the executive team to health, safety and wellbeing.
* Departmental responsibility recognised by Heads of Service and Principal Managers.
* Use of electronic communication systems and databases to allow staff to access information and record information specific to individuals, properties, activities and services.

1. **Principal Strategic Aims**

During the externally facilitated Health and Safety planning workshop following on from the self-evaluation carried out as part of the process of developing this five year plan the following aims and objectives were listed as the key priorities for HLH over the next five years:

* Ensuring legal compliance.
* The delivery of a safer and healthier environment for all customers, staff and visitors.
* Health and safety contributing to HLH’s positive company image.
* Achieving an annual improvement in health and safety performance through the use of key performance indicators (KPIs) and external audits.
* Ensuring that health and safety is ‘designed-in’ when implementing change decisions.
* Helping to ensure that finances are protected through the avoidance of costs associated with non-compliance.
* Contributing to reducing sickness absence rates through healthier working environments.

1. **Developing Key Themes and key performance indicators**

The key challenge identified for this five-year Plan is how to build upon the progress made to date and further embed health and safety into the operations of a complex charity spread over a large geographical area whilst continuing to manage higher risk activities/sites.

The Charity has identified five key themes that it will work towards over the life of the plan. These will address staff training and development, the relationship with our customers and the maintenance and management of our premises and facilities.

Each theme is to be met by setting targets for a number of objectives that should enable them to be achieved within the prescribed time period. Some themes are inevitably linked and achieving one will assist in achieving others.

The five themes will assist in achieving an improved balance between systems and behavioural aspects of management. In addition, it will ensure that health and safety continues to be an integral part of HLH management.

1. **Strategic Health and Safety Themes**

The identified themes from the staff, trade union, management, Health and Safety and Environmental Compliance Committee consultation and current HSE and HLH strategies are:

1. **Leadership and Management**
2. **Competence**
3. **Risk Management**
4. **Health and Wellbeing**
5. **Asset Management**
   1. **Leadership and Management**

Successful health and safety management is reliant on good strategic management. Visible and active commitment from the managers to health and safety clearly demonstrates a commitment which will be embraced by other 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:

* Establishment of an effective communication system and clear management structures
* Processes to demonstrate that health and safety management is integrated in business decisions
* Ensuring there are regular reviews of health and safety performance
* Ensuring appropriate resources are provided allowing for effective management of health and safety
* Ensuring all staff receive appropriate induction and ongoing refresher training
* Making available all health and safety information within HLH info (intranet), that all staff including volunteer staff can access health and safety information relevant to their roles within the charity.
* Promoting good safety awareness in the community using the charity’s web site, where appropriate and link this to charity led activities.
  1. **Competence**

Effective health and safety management requires competence at every level. Competence, in this context, is the ability for every member of staff to recognise the most foreseeable risks, particularly the serious risks, and have the ability to take steps to control them. For large and complex organisations, such as HLH, competence also means having health and safety practices, procedures and standards which are used consistently across the organisation.

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

* Use of competent staff to ensure all policies and procedures are up to date and reflect best practice in the sector.
* Making sure internal policies, procedures, guidance and advice are understood and easily accessible to staff and where applicable visitors and contractors.
* Staff are aware of how to access competent advice.
* Use of appropriate risk management/risk assessment techniques across all services.
* Ensuring comprehensive training programs and opportunities are available to staff.
* Implement a training programme from a needs analysis to ensure that full and part-time and volunteer staff have access to job or activity specific training leading to improved continuing professional development (CPD) and where relevant professional qualifications.
  1. **Risk Management**

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

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

* Proactively identifying hazards across the organisation.
* Where identified implement appropriate control measures to reduce the levels of risk.
* Improving the risk management framework to ensure effective use and adoption.
* Ensuring that health and safety is always an integral part of the planning and review processes at all levels within the charity.
* Ensure the effective implementation of the fire safety management systems and associated safety standards.
* Link operating procedures to the relevant risk assessments to show that procedures adequately control identified risks.
* Minimise the potential for accidents that could lead to claims by:
* Ensuring that all safety testing and inspections and requirements identified within these are completed in a timely manner to confirm premises safety.
* Ensuring that pre-activity area and equipment inspections are completed at all facilities.
* Ensuring that all staff leading and/or supervising activities are appropriately qualified.
  1. **Health and Wellbeing**

A healthy workforce is crucial to HLH, as a healthy workforce is far more likely to:

* deliver improved quality and efficiency.
* have reduced absence rates.
* have less accidents.
* enhance the Charity’s reputation and increase its profile.
* contribute to the health and of the wider community.

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

* Promote, encourage participation and support initiatives that enhance occupational health and wellbeing for staff.
* Registration and completion of the Healthy Working Lives award, level Bronze and Silver are to be achieved during the life of this plan and must be maintained with a view to achieve the Gold standard award in future H&S Plans.
  1. **Asset Management**

Successful health and safety management for the HLH estate requires a collaborative approach with The Highland Council (THC). The Property Agreement has set out the respective responsibilities of THC as landlord those of HLH. A collaborative approach is required because as occupier HLH could be held responsible under the occupier’s liability should THC fail to undertake its duties.

HLH must maintain accurate estate records for THC activities and work including statutory inspections and maintenance carried out on our estate. This should include any communication with THC for any issues arising or relating to the compliance with our statutory responsibilities in line with legislation, recognising that many maintenance responsibilities and statutory inspections rest with THC, as detailed within the property agreement.

* Ensure that there is a comprehensive and regularly updated inventory of all maintenance requirements.
* Seek finance for maintenance resources for urgent work when THC are unable, financially or otherwise, to undertake this responsibility.
* Ensure that management staff at operational level understand that the Charity is the Occupier and that ensuring the maintenance, especially where a statutory requirement, rests with the Charity irrespective of any contractual obligations with THC.
* Require all facility managers to provide an update to the Principal Estates Manager on maintenance requirements by October each year on both Planned and Cyclical maintenance.
* Empower managers to take equipment or facilities out of service where there is concern that safe operation may be compromised by lack of appropriate maintenance.

**7 Making it Happen**

The main responsibility for health and safety of staff, customers and contractors rests with the CEO of HLH and his Executive Team, with key deliverables from THC.

The operational management of health and safety is delegated to Principal Managers, line managers and supervisors at the various locations throughout the highlands.

The Head of Performance, Principal Estates Manager and the Health and Safety and Property Officer have a pivotal role to play in the development, monitoring and quality assurance of the implementation of the Health and Safety Plan.

The day-to-day management of health and safety is the responsibility of the Principal Managers but the line managers, in partnership with all staff and others, 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 and Environmental Compliance Committee will work closely with all Principal Managers, Services, Trades Unions, and other stakeholders to promote ownership of health and safety across the organisation and will support, develop and monitor the Charity’s health and safety action plan supporting this strategy.

The success of the health and safety Plan will be measured by indicators which consider the strategic aims, the meeting of statutory responsibilities and implementation of good management practices.

**7.1 Framework for Delivery**

As there is already a well-established foundation of good health and safety management within HLH, the success of this plan is not heavily reliant on extensive investment; however, we will need to consider how to best plan, resource, organise, monitor and review activities to guarantee consistent levels of legal compliance across all work activities.

To monitor the delivery of the five year health and safety plan, an action plan has been created. This can be found at **Annex 1**.

This action plan will be the key reporting document indicating the progress of each of the actions with a traditional RAG rating and comments.

Underpinning this reporting document there are various service specific operational workstream documents that provide the greater detail of how the actions are to be developed and delivered.

Each action will have an ‘owner’ and a ‘lead’ person. The owner will be the respective HoS and therefore be able to report, if necessary, to the Health and Safety and Environmental Compliance Committee. The task leads will provide monthly updates against each theme and associated activities/key performance indicators.

The time frame for completion of work has been set out in five progress / reporting periods.

* Progress period 1 – Year one (1 Apr 2020 to 31 March 2021)
* Progress period 2 – Year two (1 April 2021 to 31 March 2022)
* Progress period 3 – Year three (1 April 2022 to 31 March 2023)
* Progress period 4 – Year four (1 April 2023 to 31March 2024)
* Progress period 5 – Year five (1 April 2024 to 31March 2025)

As HLH progresses towards a more proactive health and safety management approach, it is anticipated that greater use of information technology will facilitate improved integration between the HLH management teams, staff and staff representatives and other professional services. By engaging the right people, with the necessary level of expertise and competency, to actively manage health and safety and challenge poor practices, we will enable greater consideration of work activities thereby reducing risks and maintaining a vibrant, secure and healthy environment.



