

## **CHAIR/CHIEF EXECUTIVE'S UPDATES - Report by Chief Executive**

### **Summary**

The purpose of this report is to provide Directors with information and the opportunity to discuss issues affecting HLH and its work at an early stage.

It is recommended Directors:

- i. comment on and note the updates; and
- ii. approve the revised Health and Safety Policy at **Appendix B**.

## **1. Business Plan Contribution**

1.1 This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:

1. Seek to continuously improve standards of health and safety.
2. Commit to the Scottish Government's zero carbon targets and maintain the highest standards in environmental compliance.
- 3. Use research and market analysis to develop and improve services to meet customer needs.**
- 4. Increase employee satisfaction, engagement and development to improve staff recruitment and retention.**
- 5. Improve the financial sustainability of the company.**
- 6. Value and strengthen the relationship with THC.**
7. Develop and deliver the HLH Corporate Programme and seek to attract capital investment.
- 8. Use research and market analysis to develop and deliver proactive marketing and promotion of HLH and its services.**
9. Initiate and implement an ICT digital transformation strategy across the charity.
- 10. Develop and strengthen relationships with customers, key stakeholders and partners.**
- 11. Deliver targeted programmes which support and enhance the physical and mental health and wellbeing of the population and which contribute to the prevention agenda.**

## **2. Chief Executive Update**

### **2.1 Staff Webinars**

2.1.1 Staff Webinars. 3 webinars have been conducted to date, with over 200 staff attending. The sessions, where a 'state of the nation' type update has been provided have been well received. Staff feedback is included at **Appendix A** to

this report. The winning remark amongst feedback was advice for the Chief Executive – ‘Tell the CEO to smarten his appearance up’.

## **2.2 Partnerships**

- 2.2.1 Partnership working remains a focus. In addition to the recent signing of an MoU with UHI, further bilateral agreements are progressing well with the Scottish Rugby Union, Camanachd Association and Eden Court Theatre.

## **2.3 Visitor Attraction Charging Review**

- 2.3.1 IPW Consultants have been commissioned to conduct a review of charging arrangements at the Highland Folk Museum and Inverness Botanic Gardens. The target date for initial reporting is the end of March, if available, the Chief Executive will provide a verbal update to the board on the analysis and recommendations.

## **2.4 Highland for Ukraine**

- 2.4.1 Following consultation with the Chair of the Board, Trading Company and Finance and Audit Committees, all sales receipts (Catering, retail and PAYG) from the weekend of 2 April will be donated to the Disasters Emergency Committee (Ukraine) appeal. HLH officers have been engaged with partners from both public and private sector to promote and support the initiative under the #HighlandForUkraine hashtag. Formal feedback will be taken to the June HLH Board meeting.

## **3. Health and Safety Policy**

- 3.1 This revised policy was considered by the Health and Safety and Environmental Compliance Committee at their meeting on 21 February 2022 who recommended its approval to the High Life Highland Board. The revised policy is attached for approval at **Appendix B**.
- 3.2 Updates to the policy include changes in job titles and the removal of references to environmental compliance which are covered by the new Environmental Policy which comes into effect from 1 April 2022.

## **4. Implications**

- 4.1 Resource Implications – there are no additional resource implications arising from this report.
- 4.2 Legal Implications - there are no new legal implications arising from this report.
- 4.3 Equality Implications – there are no new equality implications arising from this report.
- 4.4 Risk Implications – there are no new risk implications arising from this report.

## **Recommendations**

It is recommended Directors:

- i. comment on and note the updates; and
- ii. approve the revised Health and Safety Policy at **Appendix B**.

Designation: Chief Executive

Date: 16 March 2022

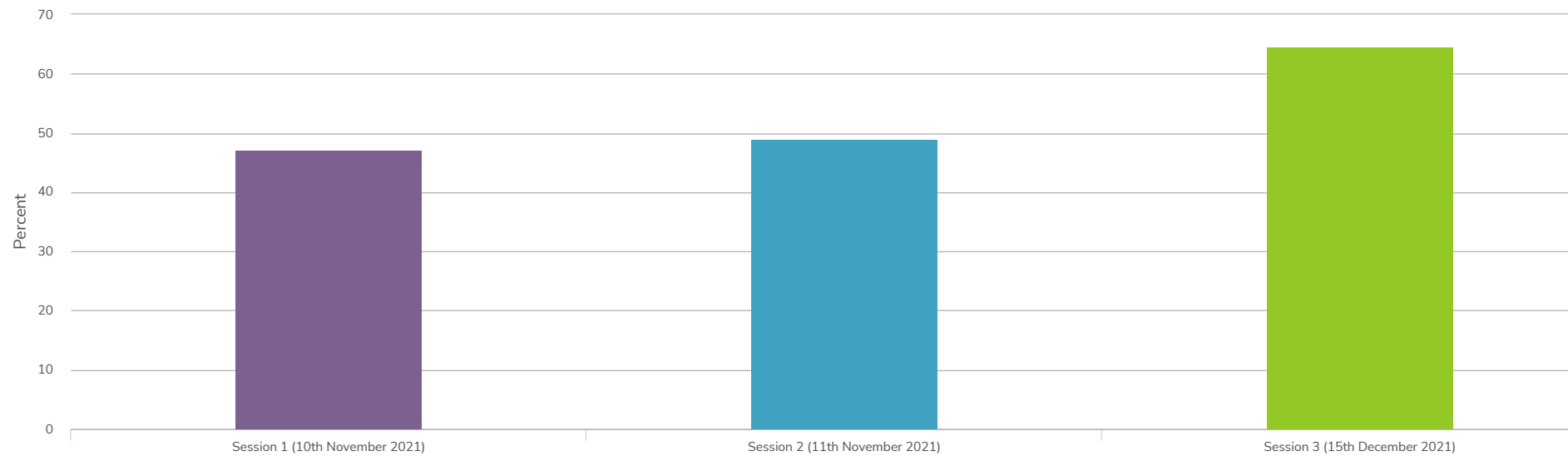
Author: Steve Walsh, Chief Executive

# Report for CEO Staff Webinar Feedback

## Response Counts

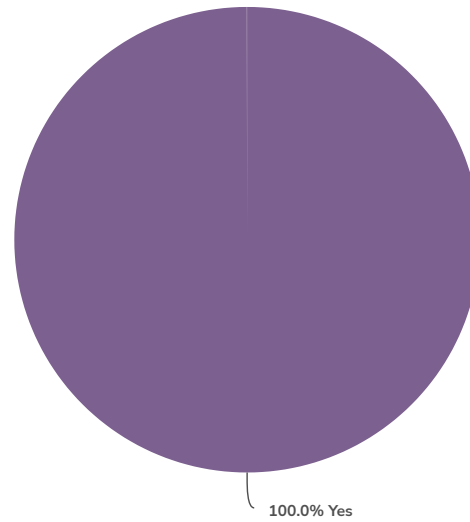
<b>Completion Rate:</b>	<b>100%</b>	
	Complete	51
		<b>Totals: 51</b>

## 1. Which session(s) did you attend?



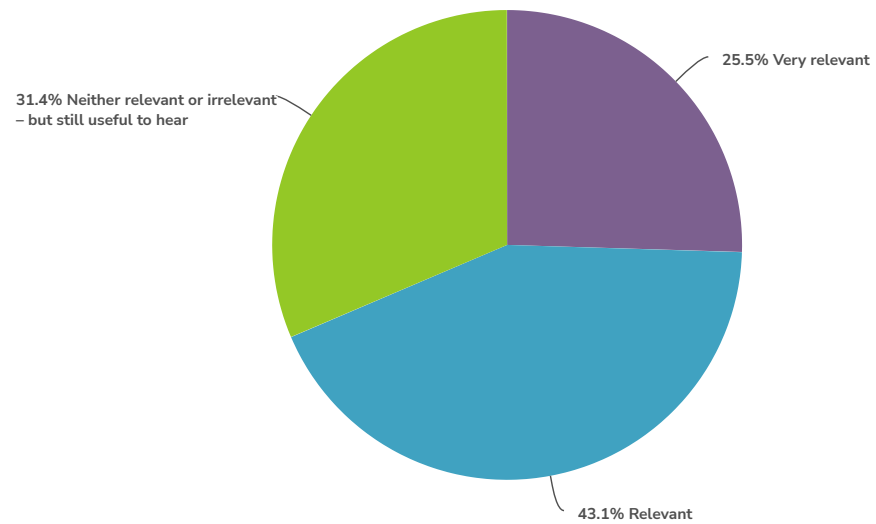
Value	Percent	Responses
Session 1 (10th November 2021)	47.1%	24
Session 2 (11th November 2021)	49.0%	25
Session 3 (15th December 2021)	64.7%	33

## 2. Did you find the Staff Forum useful?



Value	Percent	Responses
Yes	100.0%	51
		<b>Totals: 51</b>

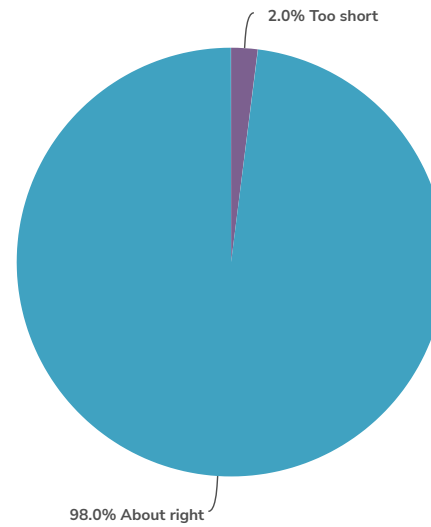
3. How relevant was the update to you/your service?



Value	Percent	Responses
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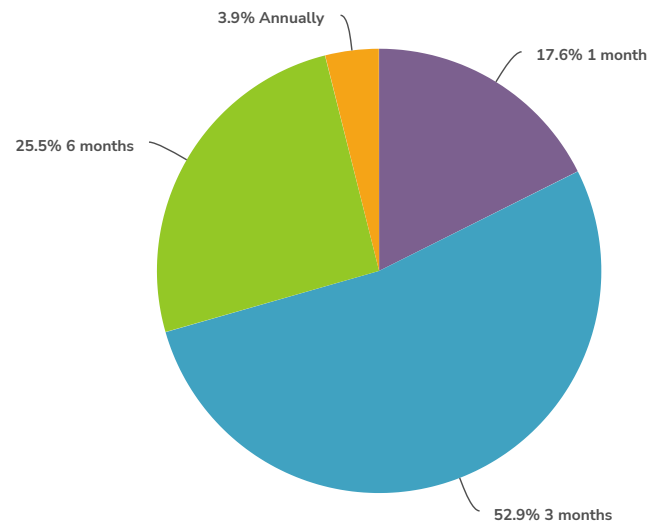
Value	Percent	Responses
Very relevant	25.5%	13
Relevant	43.1%	22
Neither relevant or irrelevant – but still useful to hear	31.4%	16
		<b>Totals: 51</b>

4. Was the length of the webinar?



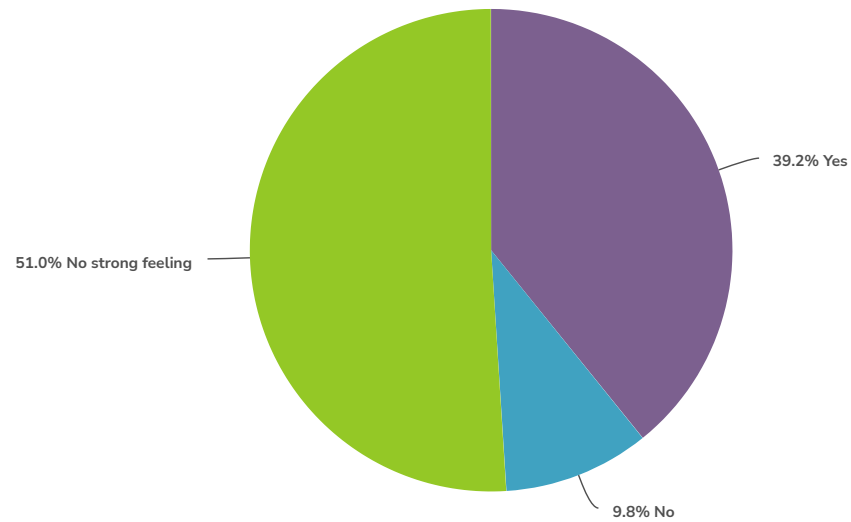
Value	Percent	Responses
Too short	2.0%	1
About right	98.0%	50
		<b>Totals: 51</b>

5. How often would you like to attend the CEO Webinars?



Value	Percent	Responses
1 month	17.6%	9
3 months	52.9%	27
6 months	25.5%	13
Annually	3.9%	2
		<b>Totals: 51</b>

6. Would it be helpful to see the actual questions asked “on the screen” (even if this meant closing the question link 24 hours in advance)?



Value	Percent	Responses
Yes	39.2%	20
No	9.8%	5
No strong feeling	51.0%	26
		<b>Totals: 51</b>

### 7. Is there anything we can do to improve future webinars?

[Hide Responses](#) ▼

ResponseID	Response
8	wondering about those front line staff in services where staffing is very tight - when do they get a chance to participate? To be equitable and accessible for all staff this opportunity should be actively planned into a rota, even if it means getting relief staff to cover. This will go a long way to enabling front line staff to feel empowered and included.
12	Feedback on action from previous questions - you said/we did - earlier closure than 24 hours before for questions to allow time for response - group /organise question types if several similar. Perhaps more on the strategic direction/vision , update on organisation position from the Chief Executive, looking for more interaction on this from staff so not just answering questions submitted in writing. Vote at the end whether found of value or not - is this possible? Also choice to attend, some might just never attend - if the same attendees format needs to keep folk wanting to attend.
14	Post questions and their answer on the staff website.
15	I would like one dedicated to our service (youth work) as well as full one with all services. It is good to have the chance to hear from CEO



**ResponseID Response**

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16	Tell the CEO to smarten his appearance up
21	I would like a snapshot presentation of some kind from Steve to start; kind of where things are at, what he's working on on our behalf, etc. and then questions. I do want to hear what he has to say and find it insightful.
23	I enjoy that they are informal and casual, yet, addressing important issues, especially for the workforce.
25	Not that i can thing of just now. Its just good to have an open honest discussion across HLH
26	Separate the webinars into each service - rather than all together.
30	No
31	q&a sent out via email after to all staff
34	vary the times so those who work different patterns can still get a chance to take part.
35	For leisure staff who work evening shifts and have no access to a PC at home, it would be useful if 1 of the sessions was in the evening so accessible to all.
36	I've found them useful and informative, perhaps expanding it out to the rest of the Corporate heads every 3 months and CEO monthly?
37	Have a FAQ link on the website (probably already being done) so tat people don't ask the same questions again or push out an email with the Q&As on, post each event to all staff?
39	not that I can think of anything
40	Nothing to improve. I think its great Steve hosts these, he takes everything on board re the questions and looks into it. I think its also important for staff that they know they are thought about.
43	Can't think of anything - just wanted to say that I think this is a great way to hear from colleagues right across HLH as well as hearing from Stephen Walsh.
44	Give feedback on what progress has been made to the points made in the previous webinar. Accountability.
45	Some of the questions might have been better asked in a different forum, or asked of line managers rather than S.W, e.g obtaining IT equipment, or focus of youth work

8. Please sum up the webinar in one word.

crackalakin updated good encouraging  
 accountability comfortable  
 hedidwell interesting excellent  
 friendly informative developing  
 inclusive helpful  
 honest communicative approachable  
 soundboard positive personal  
 worthwhile

Hide Responses ▾

ResponseID	Response
3	Hedidwell
4	Useful
5	Interesting
6	Informative
7	Friendly
8	helpful
9	communicative
10	Interesting
11	useful
12	Developing
13	Informative
14	Useful
15	informative
16	Crackalakin
17	Encouraging
18	Informative

**ResponseID**

**Response**

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19

Inclusive

20

Useful

21

Interesting

22

Useful

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<b>TITLE</b>	<b>Health and Safety and Environmental Compliance (HSECC) Policy</b>
<b>CATEGORY</b>	Policy
<b>REFERENCE</b>	HS01-P01
<b>VERSION</b>	8
<b>DATE</b>	November 2021
<b>REVIEW DATE</b>	November 2023

## 1. GENERAL STATEMENT

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

The Board of Directors, Chief Executive and management of HLH are committed to meeting their statutory duties and responsibilities under the Health and Safety at Work Act, 1974 (HASAWA), the Management of Health and Safety at Work Regulations, 1999 (MHSWR), the Fire (Scotland) Act 2005 (FSA) and all other relevant health and safety legislation. To achieve this, HLH will:

- appoint designated members of staff to be responsible for health and safety;
- keep workplace health, safety and welfare procedures under constant review;
- appoint an external Health and Safety Consultant to provide expert advice, guidance and support;
- liaise with external enforcing authorities, when necessary, such as the Local Authority and the Health and Safety Executive (HSE); and
- consult employees and their Trade Unions.

Responsibility for health and safety policy and governance lies with the Health and Safety and Environmental Compliance Committee. Any policy or alterations to this policy will be ratified by the HLH Board of Directors.

Responsibility for the implementation of the health and safety policy and associated procedures, practices and safe systems of work lies with the Chief Executive, Service Directors, Heads of Service, Managers, Officers, Supervisors, and staff.

HLH will comply with its statutory duties under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999, in so far as is reasonably practicable, through:

- the provision and maintenance of a working environment for HLH employees that is safe and without risks to health;
- the provision and maintenance of plant and systems of work that are safe and without risks to health;
- making arrangements for ensuring safety and absence of risks to health in connection with the use, handling, storage and transportation of articles and substances;
- the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of employees, customers, contractors and others;
- the maintenance of properties to ensure that their condition is safe and without risks; and
- the provision and maintenance of a means of access to and egress from properties that are safe and without risks.

All HLH employees have a statutory responsibility to comply with their individual duties under the Health and Safety at Work Act 1974 and other health and safety legislation. Employees are therefore expected to proactively engage with and support HLH to enable it to carry out its duties and responsibilities with regard to health and safety. Failure to comply with health and safety duties and responsibilities, regulations, work rules and procedures may be considered to be gross misconduct, and as such may be addressed through the company's disciplinary procedure.

## 2. ORGANISATION

### 2.1 Health and Safety and Environmental Compliance Committee / Board of Directors

The Health and Safety and Environmental Compliance Committee / Board of Directors has responsibility for providing leadership for health and safety compliance through:

- establishing, and reviewing the Health and Safety Policy every two years;
- monitoring health and safety performance through the annual Health and Safety Compliance Report; and
- appointing two Directors to support the work of the Health and Safety and Environmental Compliance Committee.

### 2.2 Chief Executive

The Chief Executive is responsible for ensuring compliance with the Health and Safety at Work Act 1974 and other associated legislation and in particular that:

- health and safety is reported to the HLH Board through an annual report (and as part of quarterly performance reports as necessary); and
- providing effective resources for the implementation of the Health and Policy.

### 2.3 Director of Corporate Services

The senior manager responsible for formulating and implementing policy determined by the Board is the Director of Corporate Services. That post holder is advised and supported by a contracted health and safety specialist which will act as HLH's competent person in health and safety as is required by legislation. The Director of Corporate Services has the following responsibilities:

- to appoint a competent specialist health and safety adviser;
- to lead the Health and Safety and Environmental Compliance Committee meetings in the absence of the Chair;
- to lead the Health and Safety Staff Group (which includes staff trade union representatives); and
- to implement and monitor the performance of the 5-year Health and Safety improvement plan.

### 2.4 Service Directors

The Service Directors are responsible for the overall day-to-day leadership, direction and management of health and safety for their areas of work and ensuring that all arrangements for the health and safety of customers, staff, contractors and others affected by HLH activities are known, managed, controlled, monitored and reviewed.

The Service Directors are responsible for ensuring that:

- this Policy and any procedures that derive from it are implemented;

- suitable and sufficient risk assessments are in place and reviewed regularly or as required for all activities conducted for their areas of responsibility;
- identified risks are controlled so that they are as low as is reasonably practicable;
- there is compliance with all legal requirements;
- all staff are competent to carry out their duties and responsibilities;
- new employees receive a health and safety induction that includes all precautions and procedures applicable to the job activity;
- health and safety is regularly reviewed at team meetings with health and safety being a standing agenda item for all staff meetings; and
- their respective staff implement and monitor the performance of the 5-year Health and Safety improvement plan within all areas of their responsibility.

## 2.5 Principal Estates Manager

The Principal Estates Manager is responsible to the Director of Corporate Services for:

- providing advice on health and safety management;
- managing the contract with the specialist health and safety adviser;
- managing the annual health and safety audit;
- implementing, monitoring and evaluating the performance of the 5-year Health and Safety improvement plan;
- monitoring health and safety compliance;
- monitoring the performance of the Highland Council through the Property Agreement; and
- monitoring and reporting environmental compliance incidents.

## 2.6 Health and Safety and Property Officer

The Health and Safety and Property Officer is responsible to the Principal Estates Manager for supporting the implementation of the Health and Safety Policy and monitoring health and safety performance. In doing so the Health and Safety and Property officer will:

- monitor accidents and incident reporting trends;
- advise managers of their responsibilities for health, safety and welfare and any relevant legislation;
- investigate serious accidents, incidents, and dangerous occurrences;
- prepare investigation reports providing recommendations on preventing recurrence;
- provide advice on health and safety best practice;
- implementing, monitoring and evaluating the performance of the 5-year Health and Safety improvement plan;
- provide health and safety advice on the operation of new properties and the renovation, adaptation or extension of existing property;
- support the development of an appropriate health and safety training programme for employees;
- advise Managers on the display of material and publicity regarding health and safety; and
- monitor and implement the system for peer-review H&S audits.

## 2.7 Heads of Service

Heads of Service are accountable to their Service Directors for implementing HLH's Health and Safety Policy in their areas of operation and are responsible for:

- ensuring that risk assessments and COSHH assessments are undertaken and safe systems of work are developed and implemented;

- ensuring that Normal Operating Procedures (NOPs) and Emergency Action Plans (EAPs) are developed and implemented within each Service;
- ensuring that staff with supervisory responsibilities are properly trained and receive the support needed to carry out their duties;
- ensuring that induction training includes health and safety for all staff;
- ensuring that accidents, incidents and dangerous occurrences are recorded and investigated;
- reporting on accidents, incidents and dangerous occurrences to the quarterly staff health and safety meetings;
- developing and implementing key actions required to achieve compliance with the spirit and themes laid out within the 5-year Health and Safety improvement plan;
- ensuring that all necessary first aid arrangements are made and maintained;
- ensuring that all necessary fire safety arrangements are made and maintained;
- ensuring that all activities carried out by HLH's employees will not create a risk or hazard to others;
- ensuring that there are arrangements in place for liaison with contractors for all health and safety matters; and
- ensuring that any health and safety issues which cannot be resolved are raised with their Head of Service, the Principal Estates Manager and the Health and Safety and Property Officer.

## 2.8 Managers

All managers including Area Officers, Senior Network Librarians, Area Sports Development Officers, Network Librarians, and Facility Managers/Supervisors are responsible for:

- undertaking suitable and sufficient risk assessments;
- developing and implementing safe systems of work, Normal Operating Procedures, and Emergency Action Plans;
- ensuring that induction training for all staff includes health and safety;
- ensuring that their staff know and understand their responsibilities relating to health and safety;
- supporting the Heads of Service with the implementation of key actions required to achieve compliance with the spirit and themes laid out within the 5-year Health and Safety improvement plan;
- investigating all accidents, incidents and dangerous occurrences (liaising with the Health and Safety and Property Officer);
- ensuring that the arrangements which are in place for accident reporting are followed;
- ensuring that there are suitable arrangements in place for first aid;
- ensuring that there are suitable arrangements in place for fire safety management;
- ensuring that all activities carried out by HLH's employees do not create a risk or hazard to others;
- maintaining good housekeeping standards for their section/building;
- ensuring that all employees are adequately trained and competent to carry out the work allocated to them in a way which manages and minimises risk to themselves, other staff, customers and contractors;
- ensuring that where health and safety training needs are identified arrangements for these are made as appropriate;
- ensuring that liaison with contractors is maintained on all health and safety matters;
- ensuring that any health and safety issues which cannot be resolved are raised with their line manager, the Principal Estates Manager and the Health and Safety and Property Officer; and

- Ensuring that regular exercises are undertaken to test contingency plans (e.g. fire exercises).

### **2.9 Persons with Supervisory Responsibility**

Persons with supervisory responsibilities are responsible to their line manager for the following:

- day-to-day implementation of HLH's Health and Safety Policy,
- contributing to the development of risk assessments and safe systems of work;
- implementing safe systems of work, Normal Operating Procedures and Emergency Action plans;
- the introduction of remedial measures to reduce or eliminate unsafe acts or conditions;
- providing employees with information about hazardous substances and precautions;
- providing employees with information, instruction, training and supervision in safe methods of work; and
- carrying out initial investigations into accidents, incidents and dangerous occurrences.

### **3. EMPLOYEES**

It is the responsibility of all employees to ensure that:

- they are fully conversant with this Policy and co-operate with HLH in meeting its statutory duties;
- they take reasonable care of themselves and others who may be affected by their acts or omissions;
- all accidents, incidents and dangerous occurrences are immediately reported to their line manager;
- they are fully conversant and comply with all safe systems of work, Normal Operating Procedures and Emergency Action plans;
- equipment provided for personal safety is used and maintained in a condition fit for use, and any defects immediately repaired or reported to their line manager; and
- they report to their line manager any unsafe systems of work which develop contrary to instructions or result in unsafe working conditions, and/or damage to plant, machinery or equipment.

### **4. HEALTH AND SAFETY SPECIALIST ADVISER**

The health and safety specialist adviser is responsible for:

- supporting and advising HLH on its Health and Safety Compliance and associated policy, guidance and procedures;
- providing guidance on documentation and systems related to health and safety management;
- providing specialist advice;
- attending Health and Safety and Environmental Compliance committee and staff/trade union health and safety meetings;
- auditing health and safety activity; and
- supporting HLH with accident investigations, criminal or civil proceedings, and liaising with enforcing authorities.

### **5. HEALTH AND SAFETY SUPPLEMENTARY GUIDANCE**

Further guidance on procedures and specific issues are maintained on the HLH staff website.



### **6. HIGH LIFE HIGHLAND CHIEF EXECUTIVE COMMITMENT STATEMENT**

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 developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing. The Company was established on 1 October 2011 to deliver Community Learning and Leisure Services on behalf of THC.

The organisation has a very large number of staff and customers, accessing and delivering activities across a very large geographic area and in many individual sites and types of buildings. HLH is committed to ensuring an environment that is as safe and secure as is reasonably practical whilst recognising that, with sites such as swimming pools and participation in outdoor adventurous pursuits, risk management is a key activity for the organisation. A safe and secure environment will be created and maintained by an adherence to this policy, and HLH will strive to continually improve on its standards of health, safety, wellbeing and environmental compliance.

HLH will undertake to provide adequate health and safety training and information to all employees to enable them to improve their knowledge and awareness of health and safety and to discharge their health and safety responsibilities.

It is important for all personnel, whatever their position, to accept their personal responsibilities, as detailed in the policy and procedures, with active co-operation between management and employees being essential to promote a safe and healthy environment for ourselves and our customers.

Finally, HLH undertakes to review and revise the policy as often as is required by changing legislation. All changes will be brought to the attention of all employees.

**This policy has been signed by Steve Walsh OBE, Chief Executive, High Life Highland on XX. A copy of the signed policy is held at High Life Highland HQ, 12/13 Ardross Street, Inverness, IV3 5NS**

## Version history

Version	Title	Status*	Date	Notes
1	Health and Safety and Environmental Compliance Policy	Created		
2	<i>As above</i>			
3	<i>As above</i>			
4	<i>As above</i>			
5	<i>As above</i>			
6	<i>As above</i>			
7	<i>As above</i>			
8	<i>As above</i>	Update	02/11/2021	replaced 'Principal Managers' with 'Heads of Service' and removal of environmental compliance

### \*Status Key

Created = a new policy

Updated = previous version retained with amendments/additions

Reviewed = existing version considered to need no amendments/additions

Archived = No longer required